



# **NOAA Coastal Services Center**

## **Annual Operating Plan**

**Fiscal Year 2003**

**(Updated March 2003)**



**NOAA Coastal Services Center**  
LINKING PEOPLE, INFORMATION, AND TECHNOLOGY

## **About this Document**

This document is the Annual Operating Plan (AOP) for program activities of the National Oceanic and Atmospheric Administration (NOAA) Coastal Services Center (Center) in fiscal year 2003. It is primarily an internal NOAA document that provides information for the reader on the Center's mission, organization, fiscal year 2003 program emphases, and specific project-oriented milestones. Many of the activities described are undertaken in collaboration with partners from the NOAA line offices—NOAA Ocean Service (NOS), National Environmental Satellite, Data, and Information Service (NESDIS), Office of Oceanic and Atmospheric Research (OAR), National Marine Fisheries Service (NMFS), and National Weather Service (NWS)—and other public and private coastal resource management organizations. You may address questions about this document to Dr. Jeffrey L. Payne, Deputy Director, NOAA Coastal Services Center, at (843) 740-1216, or via e-mail at *Jeff.Payne@noaa.gov*.

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# Introduction

## Mission

The mission of the NOAA Coastal Services Center is to support the environmental, social, and economic well being of the coast by linking people, information, and technology. The nation's coastal resource managers are the Center's primary customers. The Center assists this community by providing access to information, technology, and training. Partnerships between the Center and coastal management organizations give rise to over 100 projects each year. These projects produce new tools and approaches that often can be applied nationwide. To learn about the Center and these efforts, visit [www.csc.noaa.gov](http://www.csc.noaa.gov).

## Operating Principles

- Oriented to customers
- Focused on results
- Committed to partnerships
- Determined to be national in scope yet local in approach

## Core Values

- *Commitment to quality* – a commitment to high-quality products and services that positively influence coastal decision making
- *Catalyst for innovation and change* – being a catalyst for innovation and progressive change in the coastal management community
- *Collaboration* – achieving success through internal teamwork and external partnership-building
- *Organizational assessment and reflection* – ensuring continuing relevance through critical evaluation and adaptive behavior
- *Respect for all* – respect for employees and customers, including their views and differences

## Strategic View

A five-year strategic plan for the Center, established in 2001, provides organizational direction and priorities. The plan is the result of a highly iterative process, with key objectives being to address the future needs of the customer base and enhance cross-Center communication and collaboration. This plan helps guide the Center's investments, annual planning, and project-selection decisions. To view the plan in its entirety, visit [www.csc.noaa.gov/strategic\\_plan](http://www.csc.noaa.gov/strategic_plan). The Center's strategic efforts are categorized into the following themes:

***Smart Coastal Growth.*** Smart coastal growth maintains a balance between environmental, social, economic, and quality-of-life issues. To achieve this balance, a broad spectrum of considerations must be addressed, including cultural resources and the values and beliefs of the individuals in the community. Center projects in this theme area assist communities in their efforts to incorporate smart growth concepts into their planning and decision-making processes.

**Habitat.** Habitat is defined ecologically as the environment where plants, animals, and other organisms live. For the Center, coastal habitat includes the coastal wetlands and the sea-bottoms and water columns of estuarine, coastal, and ocean waters in addition to the uplands that affect these areas. Center projects in this theme area develop information and tools that help coastal managers integrate the physical, ecological, economic, and social components of habitat protection and management.

**Hazards.** Coastal hazards include both natural and man-made events (chronic and episodic) that threaten the health of coastal ecosystems and communities. This definition includes, but is not limited to, hurricanes, tsunamis, erosion, oil spills, harmful algal blooms, and pollution. Center projects in this theme area work to reduce the environmental, social, and economic impacts from coastal hazards by providing information and tools that facilitate increased decision-support capabilities for coastal managers.

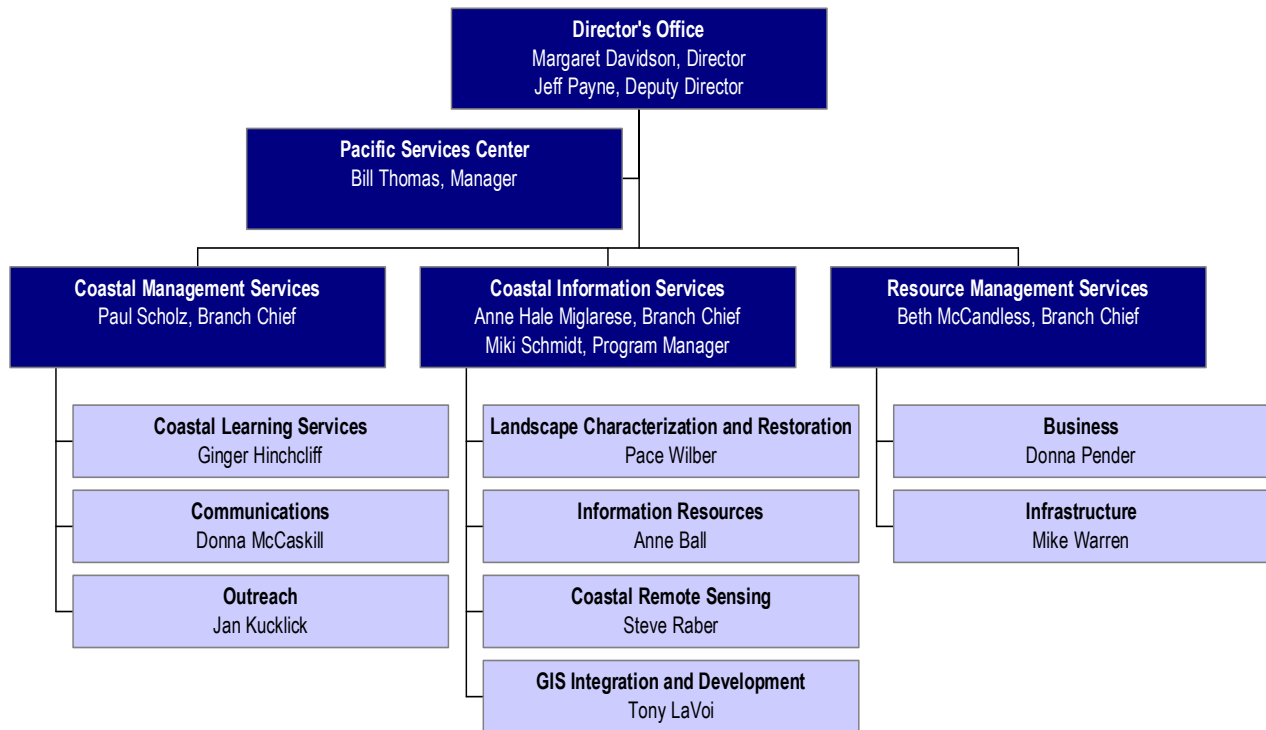
**Coastal National Spatial Data Infrastructure.** The National Spatial Data Infrastructure (NSDI) is a nationwide effort to improve the utilization of geospatial data within the United States. The Center fully supports this effort for the benefit of local and state coastal resource managers. Center projects in this theme area assist coastal managers in a variety of data related tasks, including data acquisition, processing, storage, distribution, ease of use, and inclusion in the decision-making process.

**Organization and Culture.** This theme area represents the ongoing efforts of Center employees to build an organization that serves its customers and its employees to the best extent possible. Here, the focus is on the structure, function, and policies of the Center and its organizational values, practices, and beliefs.

## **Philosophy and Organization**

The “oriented to customers” operating principle is a guiding force in the organization. The Center approaches each project and service from the customer’s perspective. Customer input is solicited for refining program emphases and for identifying and designing projects through surveys, needs assessments, workshops, evaluations, and direct interactions. No project is undertaken unless it 1) has a defined end user and clear utility, and 2) is conducted in partnership with users and enablers. The results are then shared with other members of the customer community, therefore meeting the “national in scope” operating principle.

The Center is experienced in setting up distributed systems for inter-office engagement. It is managed, in part, along the lines of a matrix management business model. Three attributes of the Center’s business process embody a matrix organization: formal inter-line office agreements describing programmatic and administrative goals, permanent inter-line office personnel relationships and accountability, and systematic planning. Specific attributes of the Center’s personnel and planning processes enable the organization to take advantage of a matrix approach to deliver services and products to constituents, both external and internal to NOAA.



The Center includes personnel from throughout NOAA with supervision from multiple line offices and benefits from talent from other agencies, universities, the private sector, and state coastal resource management authorities. To ensure meaningful cross-organizational planning, execution, and personnel management, this annual operating plan is developed in collaboration with the five NOAA line offices. The Center is organized into the Director's Office (DO) and three service areas. For fiscal year (FY) 2003, the Pacific Services Center (PSC) will become a staff office of the DO, and the three service areas will become divisions, according to a proposed reorganization order.

**Director's Office.** The DO is responsible for general management, administration, strategic and operational planning, partnership building, program evaluation, and budget oversight. The DO ensures that the Center pursues activities that are consistent with the stated mission, integrates its efforts with partners, and is responsive to customers and NOAA. The DO also helps coordinate the planning and implementation of activities involving off-site personnel and regional activities, oversees the conduct of certain technology transfer efforts, and is leading the Center's engagement in coastal observations. PSC is a collaborative NOS effort that supports better communication and delivery of services to the state of Hawai'i, territories of American Samoa and Guam, and the Commonwealth of the Northern Mariana Islands. As a point of contact for regional coastal management, PSC is a service-oriented entity that is an island-based place of learning open to culture and informed by principles of sustainability and respect for indigenous knowledge and practices. The diverse island ethnicities and culture provide opportunities in developing programs of innovative service reflective of global perspectives and local needs. Through collaboration with clients and partners, PSC

provides for the delivery of information, technology, management, and training solutions to these islands.

***Coastal Management Services.*** Coastal Management Services (CMS) helps develop the abilities of state and local coastal resource managers and planners to perform their duties. Working with the coastal resource management community and the other Center service areas, CMS facilitates management assistance, increases communication and understanding between the Center and its customers, and provides customized training and meeting planning. CMS conducts its activities through three program areas:

Coastal Learning Services – Coastal Learning Services (CLS) serves as a resource for specialized training assessment, design, and delivery and professional meeting planning and logistics. CLS also provides process and instructional consultation to the coastal management community, as well as opportunities for professional development.

Outreach – Outreach builds relationships with the coastal resource management community, provides services to help ensure the Center’s products meet customer needs, and offers opportunities for the development of future coastal management professionals.

Communications – Communications provides public and media relation services, special event planning, brochure and display development, multimedia presentations, and graphics, editing, and writing support for Center staff and external customers.

***Coastal Information Services.*** Coastal Information Services (CIS) houses the Center’s data management, analysis, and product development capabilities. Scientific and technical capabilities include coastal remote sensing, coastal change analysis, geographic information system (GIS) development and application, coastal information accessibility, environmental characterization and watershed modeling, and GIS-based risk and vulnerability assessments of coastal hazards. CIS focuses on developing and providing access to broad-based information and technology tools for coastal managers. CIS conducts its activities through four program areas:

Landscape Characterization and Restoration – The Landscape Characterization and Restoration (LCR) program identifies management issues for watersheds and examines how interrelationships among ecology, land use, demographics, and socioeconomic trends affect those issues. LCR helps coastal resource managers include knowledge of ecosystem processes in management, regulatory, and land-use planning decisions.

Information Resources – The Information Resources (IR) program provides access to data, products, and information for coastal resource managers and the public. Through IR, the Center promotes Web services and Federal Geographic Data Committee (FGDC) metadata training. IR maintains a library, the Coastal Zone Information Center (CZIC) collection, and the Coastal Information Directory, which is a data search tool.

Coastal Remote Sensing – The Coastal Remote Sensing (CRS) program provides coastal resource managers with practical data products utilizing the latest technology and developments in remote sensing. CRS works with data streams from satellite, airborne, and *in-situ* sources to identify new or under-utilized remote sensing technologies, such as

topographic Light Detection and Ranging (LIDAR) and acoustic sensors, and develops remote sensing data products that aid decisions in the coastal and marine environment.

GIS Integration and Development – The GIS Integration and Development (GIS I&D) program plays a key role in many of the Center’s projects. GIS I&D specializes in linking the technical benefits of GIS and related technologies with the needs of its customers to enhance their decision-making capabilities. GIS I&D accomplishes its mission in a number of different ways: spatial data development, data integration, decision-support system development, software application development, database programming, training, outreach, and technical support.

***Resource Management Services.*** Resource Management Services (RMS) is responsible for the business operations of the Center. RMS ensures that the Center executes its mission in compliance with regulations and is the liaison with the NOS Office of Management and Budget and the Eastern Administrative Support Center. RMS conducts support activities that include grants, space, and human resources, coordinates audit responses, and serves as the liaison for administrative procedures. The two programs of the RMS branch are Business and Infrastructure.

Business – Business includes all acquisition and finance operations, operational direction and expertise for many of the Center’s administrative support activities, and the responsibility for Financial Management Center 10-15. The administrative operations include acquisition management, personal property, and records management. Financial management activities include budget execution, certification of funds, preparation of budget operating plans, electronic input of the Department of Commerce (DOC) accounting management system, analysis and internal distribution of financial reports and statistics, coordination of all agreements, and management of the travel manager system. Business also serves as the financial and acquisition liaison with external partners.

Infrastructure – The infrastructure group provides technical management of the Center’s real property, facilities, shared centralized information and telecommunications systems, and common network systems. The Center currently owns two buildings (50,000 square feet). This activity ensures that all staff members are supported with an energy-efficient, safe, secure, and clean environment. The infrastructure group designs and maintains the Center’s local and wide-area networks as an integrated part of its services.

## **Development and Utilization of the Annual Operating Plan**

Each year, the Center selects projects that support its overall mission to foster and sustain the environmental, social, and economic well being of the nation’s coast. A balanced portfolio of projects achieves this goal. Some projects focus on needs identified by state and local partners, some projects help other NOAA offices service the coastal management community, and some projects explore new issues and technologies expected to become important over the long term.

Projects are selected through formal and informal mechanisms. Formal mechanisms include consulting Center and NOAA strategic plans, working with peer-review panels, reviewing customer surveys and needs assessments, and using federal announcements to allow coastal



managers to propose specific projects. Informal mechanisms rely upon networking with leaders from the business, academic, government, and coastal management communities. Project selection is a year-round process, as the Center's managers continually assess opportunities to develop products and services. These assessments are compiled and examined during the spring and summer as the Center develops its annual operating plan (AOP) for the coming fiscal year.

In addition to these mechanisms, the Center's managers and staff consider the following criteria in developing and justifying projects: 1) consistency with the operating principles and core values, 2) support of the Center's primary customer base – the coastal resource manager, 3) opportunities for collaboration with other NOAA offices in serving the primary customer base, and 4) support of objectives from higher-level NOAA plans.

The Center employs a management information system (MIS) for development of the annual operating plan. During the project formulation process, the Center works closely not only with customers to ensure the relevance and effectiveness of proposed efforts, but also with NOAA offices to focus the broader capabilities of the agency on coastal issues and customer needs. The NOAA assistant administrators approve the final AOP. The Center's managers use the AOP as a tool for tracking, communication, and accountability. Reviews are conducted to gauge the status of work milestones included in the AOP and to identify and act on tactical issues.

## **Fiscal Year 2003 Program Highlights**

In fiscal year (FY) 2003, the Center will invest in areas important to the coastal resource management community. The Center will help build customers' capacities, while enhancing internal strengths to develop and deliver products and services. The following is an overview of some of the Center's FY 2003 activities.

- 1) ***Coastal Observations.*** The Center is engaged in the national effort to create a coastal ocean observing system that satisfies the requirements of various users, particularly the coastal management, scientific, and business communities. During FY 2003, the Center will manage the Coastal Observation Technology System (COTS), which is designed to further the development of integrated coastal observing systems on a regional basis. COTS is both a coordination activity and a set of research and application projects. COTS will focus on creating an environment to share data and information collected by, and technology useful to, coastal observing systems. Partners will work to create a seamless flow of data, information, and products and to ensure that data management follows national standards. COTS partners will strive to create a model of integrated observing systems that will serve to advance the national agenda as well as address regional needs. The Center will support several important national-level organization and development activities, including a regional observations summit in the spring in Washington, D.C., and a user session at the Coastal Zone '03 (CZ03) conference in Baltimore in July.
  
- 2) ***Marine Protected Areas.*** With the Department of Interior, NOS is working to meet the needs of the nation's marine protected areas (MPA). A national MPA Center established in NOAA is providing science, tools, training, and strategies to build a system of MPAs. The Coastal Services Center is serving as the MPA Training and Technical Assistance Institute. The Institute is focusing on strengthening the existing network of training and technical assistance by completing a technology needs assessment and building relationships with

service providers. The Institute will deliver technical assistance, training, and services to address MPA needs identified in the needs assessment and through partner-driven projects.

- 3) **Public/Private Sector Partnerships in Coastal Remote Sensing.** The Center is strengthening its relationships with the private sector, particularly through outsourcing of remote sensing data development. Remote sensing products can provide substantial amounts of information to coastal managers, but they are most often underutilized. Impediments for managers include insufficient knowledge of product availability and few resources to obtain products. In FY 2003, the Center will continue outsourcing data acquisition and processing to provide managers with access to remote sensing products. The focus will continue to be on land cover, topography, and benthic habitat to evaluate coastal change.
  
- 4) **NOAA Ocean Service Enterprise GIS.** The ultimate objective of this project is to more effectively collect, archive, document, and deliver geospatial data for decision making. The Center is co-leading this effort with the NOS Special Projects Office. This effort will enable management and distribution of geospatial data resources in a more unified and coordinated manner, for both internal and external users, via the Internet. The effective sharing of data and information among the scientific community, policymakers, resource managers, and decision makers continues to be a major challenge. Documentation and distribution processes often limit the utility of data to the management community. The Enterprise GIS will
  - make NOS spatial data freely available to all users by creating a data access portal that is easy and intuitive, and enhance brand recognition of NOAA products by increasing user awareness of the broad suite of high-quality spatial data products;
  - create fully compliant FGDC metadata records for all NOS flagship geospatial products (i.e., those mandated by legislation, executive order, or other authorizing instrument);
  - catalyze collaboration and integration among NOS program offices by undertaking a project that will generate a tangible product with significant long-term benefits; and
  - develop a more holistic or corporate view of geospatial resources within NOS.
  
- 5) **Digital Coast and the National Map.** The Center is leading the development of a memorandum of understanding (MOU) between NOS, the United States Geological Survey (USGS) National Mapping Discipline, and the Federal Emergency Management Agency's (FEMA) Flood Insurance and Mitigation Division. Each agency has a mapping mandate and is funding mapping programs. The intersection of mandates within the coastal landscape requires the creation and use of geospatial information that is not yet coordinated. The USGS is beginning to implement the National Map, while FEMA is pursuing map modernization of the National Flood Insurance Program. NOAA is trying to organize its mapping programs under the umbrella of the Digital Coast, and at the same time is working to standardize the development, documentation, and delivery of this information to users. Because each agency has overlapping needs with respect to coastal data, similar information is needed across the programs. This MOU will outline an institutional process for coordination on several geospatial activities that will result in greater efficiency and interagency cooperation.

- 6) **Customer Assessment.** The Center will undertake a number of customer assessment projects in FY 2003 to better understand its diverse customer base, customers' technical needs and priority management issues, and the Center's capacity for addressing these issues. These projects include:
- *Customer survey.* The Center analyzes the results from this triennial coastal management survey and provides them in hard copy and on the Web. This OMB-approved survey was distributed in the fall of 2002 to coastal management offices across the U.S. Results will identify customer skills and abilities, technical needs, and management priorities.
  - *User assessments for coastal observations.* As the development of a coastal observing system becomes a national priority, it is critical that customer's needs are assessed. Assessments to be undertaken include a special session at the CZ03 conference and a region-based analysis of policy and economic drivers for ocean observations data.
- 7) **Smart Coastal Growth.** The Center will continue its smart growth partnership activities in coordination with the Environmental Protection Agency (EPA), other NOAA offices, and coastal partners. The Center is partnering with the Georgia coastal program and the Georgia Conservancy to compare alternative development options for land in coastal Georgia and demonstrate technical tools that can help coastal communities analyze, communicate, and make decisions about coastal growth and development. With Sea Grant, the Center is also working to compile and analyze the social and environmental data to describe and understand socioeconomic, demographic, and environmental change in coastal North Carolina.
- 8) **Conferences.** A primary aim of the Center is to facilitate communication, discussion, and sharing among coastal resource managers. The Center will help coordinate and/or lead several important conferences during FY 2003, including:
- *Coastal GeoTools '03.* This biannual conference was held in Charleston, South Carolina, from January 6 to 9, 2003. The conference highlights the integration of geospatial tools and methodologies with coastal management. The objectives are to promote geospatial tools, methods, and training needed for coastal management; explore critical geospatial technology; promote sharing of standards and coastal data through the National Spatial Data Infrastructure (NSDI); and enhance networks for developing partnerships.
  - *Coastal Zone '03.* Working with multiple agencies and organizations, the Center will provide direction, logistical support, and lead programmatic support for Coastal Zone '03. This biennial conference is a premier international gathering of ocean and coastal management professionals, and attracts over 1,200 participants.
  - *Program Managers and NERRS Meetings.* The Center's meeting planners provided planning and logistical support in partnership with the Office of Ocean and Coastal Resource Management (OCRM) for the 2003 program managers' meeting, and will work with the National Estuarine Research Reserve System (NERRS) to plan for the FY 2004 NERRS annual meeting.
- 9) **Regional Presence.** The Center works with multiple partners to improve regional and interagency coordination, outreach, and the delivery of NOAA services. Key geographies and efforts include the following:

- *Pacific Islands.* Through PSC, the Center will continue to lead an integrated NOS effort to provide training, data and information, and technical assistance to the State of Hawai'i, American Samoa, Guam, and the Commonwealth of the Northern Mariana Islands. A variety of NOS offices staff PSC to ensure that products, services, and resources are delivered effectively to the islands. Key activities include exchanging information and developing partnerships, conducting needs assessments, building GIS and global positioning system (GPS) capabilities, training partners in technical and process skills, hazards mitigation planning, promoting safe navigation, and developing GIS-based resources to promote an approach to watershed management in Hawai'i that integrates land-use, water quality, and coral health. An island assistantship program matches students with island coastal management programs that have policy or technical needs.
- *California.* The Center will improve coordination and support for regional efforts in California. These efforts will include better connection between NOS programs in the state and improved coordination with other federal, state, and local partners in coastal management. Activities include improving the coordination of coastal observing systems in California, supporting the development of a Coastal Storms Initiative pilot project for 2004, aiding efforts to expand user groups for California Spatial Reference System height modernization, assisting state partners with wetland restoration planning through the development of GIS and remote sensing data and decision tools, coordinating efforts between the port and harbor extension agent for California and navigation managers, and developing a needs assessment mechanism for NOS programs and partners.
- *Gulf of Mexico.* The Center will support efforts to extend the NOAA presence in the northern Gulf and strengthen ties with federal and state agencies and other interests, including universities. Activities in partnership with the Office of Coast Survey (OCS) include demonstrating an integrated topography-bathymetry model, assisting new nautical chart development, and serving the navigation management coordination function for several ports east of New Orleans. Center personnel will work with the Center for Operational Oceanographic Products and Services (CO-OPS) to support the planning and deployment of coastal tide and water level stations, and with the National Geodetic Survey (NGS) and the Louisiana Spatial Reference Center to establish new geopositioning and vertical elevation controls in Louisiana. The Center will also coordinate with NMFS and local interests to address the loss of marsh habitat and facilitate community-based restoration opportunities.
- *Great Lakes.* The Center will explore opportunities for regional coordination, partnership development, and delivery of services in the Great Lakes, including with the Great Lakes Commission, state agencies, and NOAA offices such as Sea Grant and the Great Lakes Environmental Research Laboratory. One potential area of emphasis is a science-to-product and service capacity centered on the concept of a Great Lakes prediction system.

**10) Training.** The Center will build on existing technology, coastal management, and process skill areas of expertise for training and education. These capacity-building and professional development activities are targeted toward state and local customers but also benefit NOAA

and interagency partners. For example, in FY 2003, the Center will deliver six GIS classes for NOS and NOAA staff in Washington, D.C. Additional examples of courses include Survival Skills for Managing Coastal Resources, Coastal Applications Using ArcGIS, The Coastal Zone Management Role in Managing Hazards, Remote Sensing for Spatial Analysts, GIS for Managers, Metadata Training, Navigating in Rough Seas: Public Issues and Conflict Management, Web Design and Evaluation, and Project Design and Evaluation.

## Planned Accomplishments

The following planned accomplishments are the result of a systematic planning process. The Center is committed to meeting its mission while also aiding NOS and NOAA in meeting theirs. Through interacting with other offices within NOAA, the Center is able to more effectively deliver services to the coastal management community. The following milestones represent significant work outputs in support of Center and NOS goals, objectives, and performance measures (*Note: only NOS goals and performance measures are listed*). Each milestone lists the corresponding Center project, service and program area, key NOAA partner(s), and target completion date. Milestone type denotes the level of reporting. Some milestones are listed with more than one identification number. These milestones are being conducted jointly among different programs within the Center and are listed with an “L” beside the number representing the lead program for that project. The lead program for a given milestone is listed in the program area column. All acronyms can be found in Appendix A.

Project Reference	Milestone (L) = lead program	Milestone Type	Service Area	Program Area	NOAA Partner	Fiscal Quarter
<b>NOS Goal – Navigation</b>						
<b><i>Implement Physical Oceanographic Real-Time Systems to make navigation in the nation’s ports and harbors safer and more cost efficient and to reduce the number of accidents caused by inaccurate environmental information</i></b>						
Port and Waterways Support	5.6.0.7 Support CO-OPS in the potential development of Physical Oceanographic Real-Time Systems (PORTS) for the Mississippi River, Fourchon, Iberia, and Lake Charles.	CSC	DO	Gulf Coast	NOS: CO-OPS NGS OCS	2
Port and Waterways Support	5.6.0.7 Support OCS in the acquisition of data and port use information for a new nautical chart for Port of Fourchon.	CSC	DO	Gulf Coast	NOS: OCS	2
Port and Waterways Support	5.6.0.7 Support CO-OPS in the installation of new tide and water level stations for Acadiana Bays to support hydrographic surveying and water level monitoring.	CSC	DO	Gulf Coast	NOS: CO-OPS NGS OCS	2
<b><i>Percent of areas of conterminous U.S. within 200 km of a Continuously Operating Reference System</i></b>						
Spatial Positioning	5.6.0.2 Support NGS with the establishment of new CORS stations for coastal and central Louisiana.	CSC	DO	Gulf Coast	NOS: NGS	1
Spatial Positioning	5.6.0.2 Support NGS with a series of town hall meetings for the operation and future priorities of the Louisiana Spatial Reference Center.	NOS	DO	Gulf Coast	NOS: NGS	2
<b><i>Technology transfer as measured by the percentage of the United States with NOS advisors or equivalents, and the number of procedures or guidelines developed</i></b>						
Response Planning and Training	5.10.0.3 Support OR&R in updating the Area Contingency and Regional Response Plans and conducting HAZMAT incident command training in the Pacific Islands.	NOS	DO	PSC	NOS: OR&R	4

Project Reference	Milestone (L) = lead program	Milestone Type	Service Area	Program Area	NOAA Partner	Fiscal Quarter
<b><i>The number of geodetic control and/or navigation products provided through partnership with other federal, state, local, and private entities, indicated by the number of coastal counties in which the Cooperative Base Network stations have NAVD 88 heights with 5 cm or better accuracy at 95% confidence level</i></b>						
Spatial Positioning and Safe Navigation	5.10.0.3 Support NGS in developing and modernizing the horizontal geodetic reference frame in Hawai'i.	CSC	DO	PSC	NOS: NGS	3
Spatial Positioning and Safe Navigation	5.10.0.3 Support NGS in developing and modernizing the geodetic reference frame in the Northern Mariana Islands (CNMI).	CSC	DO	PSC	NOS: NGS	4
<b><i>Number of new or improved management decision tools derived from improvements and/or exploitation of the science of spatial measurement</i></b>						
Environmental Sensitivity Index	5.10.0.3 Support OR&R in the completion of Environmental Sensitivity Index Atlases for Guam and CNMI.	CSC	DO	PSC	NOS: ORR	3
<b><i>Additional Navigation Goal milestones</i></b>						
Safe Navigation and Restoration	5.10.0.3 Support OR&R in evaluating the feasibility, public health and safety, and potential environmental effects of alternative grounded vessel removal, disposal, and site restoration methods.	CSC	DO	PSC	NOS: ORR	2
Safe Navigation	5.10.0.3 Support OCS in establishing a network of relationships with the maritime community to identify needs for charting and bathymetry.	NOS	DO	PSC	NOS: OCS	1–4
<b>NOS Goal – Habitat</b>						
<b><i>Cumulative percent of nation's 40 major coastal ecosystems for which inventories, databases, and assessments of water quality and natural resources have been developed or enhanced</i></b>						
Classification Standards	1.6.1.24 Create the final report on revised classification standards.	NOS	CIS	LCR	NMFS	1
<b><i>Number of environmental technologies and tools developed that enhance monitoring, assessment, management, and restoration of coastal habitats</i></b>						
Coastal Water Quality	1.3.1.23 Provide training for Nonpoint Education for Municipal Officials (NEMO) partners and participants on the Impervious Surface Analysis Tool.	NOS	CIS	CRS		1
Coastal Water Quality	1.3.1.23 Meet with New Jersey state and federal partners to plan water quality remote sensing transfer.	CSC	CIS	CRS		1
Land Cover Analysis	1.3.1.10 Provide LCR with a habitat management map derived from high-resolution imagery.	CSC	CIS	CRS		2
Remote Sensing Outreach	1.3.1.13 Provide a primer that illustrates examples of remote sensing in coastal management.	CSC	CIS	CRS		2
Remote Sensing Data Acquisition	1.3.1.18 Determine allocation of available funds to other project areas for specific contracts in FY 2003.	CSC	CIS	CRS		2

Project Reference	Milestone (L) = lead program	Milestone	Service	Program	NOAA	Fiscal
		Type	Area	Area	Partner	Quarter
Coastal Water Quality	1.3.1.23 Port the Impervious Surface Analysis Tool to ArcGIS.	CSC	CIS	CRS		2
FGDC Support	1.5.2.3 Develop a FY 2003 action plan for the Marine and Coastal Spatial Data Subcommittee.	CSC	CIS	GIS I&D		2
Northwest Fisheries Science Center Collaboration	1.5.2.21 Develop a mid-year report on work completed by Center staff in support of the NWFSC Salmon Data Information System team.	CSC	CIS	GIS I&D	NMFS	2
Rhode Island Habitat Restoration Portal	1.6.1.12 Distribute a CD-ROM version of the Habitat Restoration Portal.	CSC	CIS	LCR		2
UNH Technology Transfer	5.3.0.3 Develop a methodology to provide NOAA with a cost-benefit analysis of NOAA-funded activities.	CSC	DO	Operations		2
Topo/Bathy Demonstration Project	5.6.0.6 Assist University of Louisiana at Lafayette with data development for a topo/bathy map demonstration and create a uniform data format and metadata.	CSC	DO	Gulf Coast	NOS: OCS	2
Beach Nourishment on the U.S. Atlantic and Gulf Coasts	1.6.1.15 Create the final Web site with reviews of economics, engineering, and impacts of beach nourishment.	NOS	CIS	LCR		3
Land Cover Analysis	1.3.1.10 Prepare a FY 2004 statement of work for the Coastal Change Analysis Program (C-CAP).	CSC	CIS	CRS		3
Benthic Mapping	1.3.1.11 Initiate a contract for benthic baseline/change mapping in Long Island, NY.	CSC	CIS	CRS		3
Remote Sensing Outreach	1.3.1.13 Deliver two of the two-day remote sensing courses.	CSC	CIS	CRS		3
Classification Standards	1.6.1.24 Create a draft report on classification standards.	CSC	CIS	LCR	NMFS	3
Community-Based Restoration	5.6.0.4 Support NMFS in the development of project guidelines to serve as an outreach tool for the development of community-based restoration project proposals.	CSC	DO	Gulf Coast	NMFS	3
Remote Sensing Outreach	1.3.1.13 Publish a book that illustrates examples of remote sensing in coastal management.	NOS	CIS	CRS		4
FGDC Support	1.5.2.3 Develop and submit the Annual Report of the Marine and Coastal Spatial Data Subcommittee to FGDC.	NOS	CIS	GIS I&D		4
Northwest Fisheries Science Center (NWFSC) Collaboration	1.5.2.21 Develop a year-end report on work completed by Center staff in support of the NWFSC Salmon Data Information System team.	NOS	CIS	GIS I&D	NMFS	4
Rhode Island Habitat Restoration Portal	1.6.1.12 (L) & 1.5.1.28 Distribute a model CD-ROM for salt marsh and seagrass habitats.	NOS	CIS	LCR		4



Project Reference	Milestone (L) = lead program	Milestone Type	Service Area	Program Area	NOAA Partner	Fiscal Quarter
		Salmonid Recovery Planning Tool for Central California	1.6.1.13 Complete CD-ROM and decision-support tools for assessing threats to salmonid habitats.	NOS	CIS	LCR
North Puget Sound Ecological Characterization	1.6.1.17 Complete a CD-ROM and Web site for the characterization of North Puget Sound.	NOS	CIS	LCR	NMFS	4
Issue-Based Characterization for Habitat Restoration	1.6.1.22 Complete the final Web site on habitat restoration.	NOS	CIS	LCR		4
Classification Standards	1.6.1.24 Create a final report on revised classification standards.	NOS	CIS	LCR	NMFS	4
Benthic Functional Model	1.6.1.27 Finalize a GIS-based functional model.	NOS	CIS	LCR		4
Topographic Change Mapping	1.3.1.1 Contract for topographic data collection if required for funded BAA proposals.	CSC	CIS	CRS		4
Benthic Mapping	1.3.1.11 In collaboration with LCR, complete the development of a Web site for the Center's new approach to benthic mapping (Ref LCR Project 1.6.1.25).	CSC	CIS	CRS		4
Benthic Mapping	1.3.1.11 In collaboration with LCR, review benthic-related products generated under contract with Science Applications International Corporation (Ref LCR Project 1.6.1.25).	CSC	CIS	CRS		4
Remote Sensing Outreach	1.3.1.13 Deliver remote sensing training to Pacific Islands partners.	CSC	CIS	CRS		4
Remote Sensing Applications	1.3.1.14 Submit an annual report of the NASA agreement status and results.	CSC	CIS	CRS		4
Coastal Water Quality	1.3.1.23 Host an operational water quality remote sensing workshop.	CSC	CIS	CRS		4
Protected Areas GIS (PAGIS)	1.5.1.4 Maintain the PAGIS Web site to ensure information is current and develop a year-end report on site usage.	CSC	CIS	GIS I&D	NOS: OCRM NMS	4
Support to Wetland Recovery Project	1.5.1.27 & 1.6.1.2 (L) Finalize a decision-support tool for the Wetlands Recovery Project in southern California.	CSC	CIS	LCR		4
Support to Wetland Recovery Project	1.6.1.2 (L) & 1.5.1.27 Program the final version of the habitat module.	CSC	CIS	LCR		4
Waianae Ecological Characterization	1.6.1.21 Develop a draft CD-ROM and Web site.	CSC	CIS	LCR		4
Benthic Habitat Mapping Technology, Data, and Applications	1.6.1.25 Complete a characterization project with a final Web site.	CSC	CIS	LCR		4
UNH Technology Transfer	5.3.0.3 Identify opportunities for NOAA technology transfer and commercialization.	CSC	DO	Operations		1-4

Project Reference	Milestone (L) = lead program	Milestone Type	Service Area	Program Area	NOAA Partner	Fiscal Quarter
<b>NOS Goal – Coastal Communities</b>						
<b><i>Number of activities conducted to provide a technically trained work force and environmentally informed citizenry</i></b>						
Pacific Islands GIS	1.5.1.7 Develop shorelines for American Samoa from IKONOS imagery that will be used for coral mapping and Environmental Sensitivity Index data development.	NOS	CIS	GIS I&D	NOS: ORR NCCOS	1
GIS Training and Outreach	1.5.3.7 Provide presentations to four Charleston high schools for GIS Day 2002.	NOS	CIS	GIS I&D		1
MPA Tools and Technical Assistance	1.5.1.11 Develop a Marine Information System implementation strategy with National Marine Sanctuary (NMS) staff.	CSC	CIS	GIS I&D	NOS: NMS	1
Performance Indicators Visualization and Outreach	1.5.4.10 Release the software application on CD-ROM for distribution to National Estuary Program and NERR sites.	CSC	CIS	GIS I&D	NOS: ERD	1
Coastal Management Fellowship	2.1.1.1 Select state agency projects for NOAA Coastal Management Fellowships.	CSC	CMS	Outreach	NOS: OCRM OAR	1
Coastal GeoTools '03 Conference	1.0.1.7 Host the Coastal GeoTools '03 conference, January 6 to 9, 2003.	NOS	CIS	Operations		2
Partner Meeting Logistics	2.2.0.8 Assist OCRM with meeting logistics and on-site management for the FY 2003 program managers' meeting.	NOS	CMS	CLS	NOS: OCRM	2
Metadata Training	1.4.1.1 Present a metadata workshop at the Coastal GeoTools '03 conference.	CSC	CIS	IR		2
Information Systems	1.4.1.2 Create a searchable interface to help users locate on-line copies of CZIC publications.	CSC	CIS	IR		2
Coastal Data Activities	1.4.1.20 Award grants for coastal data and information activities.	CSC	CIS	IR		2
Shoreline Data Development	1.5.1.5 Evaluate and produce a report on the status of raster, vector, and composite shoreline data sets and their integration with OCS and NGS products and analyze future Center direction.	CSC	CIS	GIS I&D	NOS: OCS NGS	2
Pacific Islands GIS	1.5.1.7 Support improved gravity measurements to better define the geoid model for the Pacific.	CSC	CIS	GIS I&D	NOS: NGS	2
Pacific Islands GIS	1.5.1.7 Conduct a Pacific Islands project status meeting at GeoTools '03.	CSC	CIS	GIS I&D		2
MPA Tools and Technical Assistance	1.5.1.11 Complete GIS data and analyses for the Stellwagen Bank vessel speed zone.	CSC	CIS	GIS I&D	NOS: NMS	2
MPA Tools and Technical Assistance	1.5.1.11 Coordinate with staff from CLS on a technical needs assessment and the Coastal GeoTools special interest meeting.	CSC	CIS	GIS I&D		2
Enterprise GIS	1.5.1.24 Complete a requirements analysis for developing an NOS spatial data portal.	CSC	CIS	GIS I&D	NOS	2

Project Reference	Milestone (L) = lead program	Milestone Type	Service Area	Program Area	NOAA Partner	Fiscal Quarter
		Coastal Management Fellowship	2.1.1.1 Solicit, review, and select NOAA Coastal Management Fellow finalists.	CSC	CMS	Outreach
Special Projects	2.1.2.2 Award FY 2003 BAA special project grants.	CSC	CMS	Outreach	NOS: OCRM	2
Special Projects	2.1.3.1 and 5.10.0.5 Award FY 2003 BAA Islands special project grants.	CSC	CMS DO	Outreach PSC	NOS: OCRM	2
Partner Meeting Logistics	2.2.0.8 Provide on-site management and compile final materials for the southeast regional meeting of state coastal programs and compile evaluations and final reports for the planning committee.	CSC	CMS	CLS	NOS: OCRM	2
NOAA Extension and Education Network	2.2.0.24 Design a pilot "project design and evaluation" workshop for review of the feedback committee and incorporate feedback as appropriate.	CSC	CMS	CLS	NOS: ERD NOAA Ed	2
Communications Support	2.3.0.2 Publish a new project inventory.	CSC	CMS	Communi- cations		2
Southeast Coast and Ocean Margin Program	5.3.0.7 (L) & 1.5.1.26 Host the Southeast Coastal Ocean Science Conference and Workshop.	CSC	DO	Operations	Sea Grant	2
Pacific Islands GIS	1.5.1.7 Ortho-rectify high-resolution imagery for the Pacific Islands (completion dependant on receipt of cloud-free data).	NOS	CIS	GIS I&D	NOS: NCCOS	3
Enterprise GIS	1.5.1.24 Develop a functional prototype portal that builds on the NOS MapFinder model by increasing data holdings through the development of FGDC metadata, focusing on usability of the interface and on features from other NOS sites.	NOS	CIS	GIS I&D	NOS	3
GIS Training and Outreach	1.5.3.7 Complete the development of an Intermediate GIS training course, "Coastal Applications Using ArcGIS."	NOS	CIS	GIS I&D		3
Coastal Management Fellowship	2.1.1.1 Coordinate NOAA Coastal Management Fellowship matching workshops and successfully match fellows with projects.	NOS	CMS	Outreach	NOS: OCRM OAR	3
Customer Assessment	2.1.2.8 Complete the Customer Survey Report.	NOS	CMS	Outreach		3
Partner Meeting Logistics	2.2.0.8 Develop a Distributed Oceanographic Data Systems workshop including on-site management of the workshop, compilation of materials and evaluations, and completion of travel logistics and final reports for the planning committee.	NOS	CMS	CLS		3
Pacific Services Center Strategic Planning	5.10.0.1 Develop a strategic planning document that incorporates the vision, mission, goals, and objectives of the Center strategic plan and the needs of the Pacific Islands.	NOS	DO	PSC	NOS	3

Project Reference	Milestone (L) = lead program	Milestone	Service	Program	NOAA	Fiscal
		Type	Area	Area	Partner	Quarter
Pacific Islands GIS	1.5.1.7 Create water reflectance data from IKONOS imagery in support of NOAA coral mapping efforts.	CSC	CIS	GIS I&D	NOS: NCCOS	3
Pacific Islands GIS	1.5.1.7 Work with NGS to improve accuracy of GPS data by installing a CORS on the island of Rota in CNMI (for use by Saipan, Tinian, and Guam).	CSC	CIS	GIS I&D	NOS: NGS	3
Enterprise GIS	1.5.1.24 Conduct GIS training for NOS staff in Silver Spring to build NOAA Headquarters' GIS capacity.	CSC	CIS	GIS I&D	NOS	3
Broad Area Announcement	1.5.2.15 Support the awarding of grants and/or cooperative agreements to successful proposers.	CSC	CIS	GIS I&D		3
Coastal Management Fellowship and Pacific Islands Assistantship	2.1.1.1 and 2.1.3.12 Award a 5-year contract for administration of the Coastal Management Fellowship and the Pacific Islands Technical Assistantship programs.	CSC	CMS	Outreach PSC	NOS: OCRM OAR	3
CSC Meeting Logistics	2.2.0.7 Provide assistance in compiling materials, contracting for services and lodging and meeting rooms, and managing on-site A/V for the fellowship matching workshop.	CSC	CMS	CLS		3
Communications Support	2.3.0.2 Publish a new bimonthly publication – <i>Coastal Connections</i> .	CSC	CMS	Communi- cations		3
Coastal Ocean Observations	5.3.0.9 & 1.5.1.25 Contribute to the completion of a NOAA plan for implementing a National Coastal Ocean Observing System.	CSC	DO	Operations		3
Coastal Ocean Observations	5.3.0.9 Support a National Summit for Developing a Federation of Regional Ocean Observing Systems	CSC	DO	Operations		3
California Regional Operations	5.3.0.10 Develop detailed strategies and work programs for local implementation that link people, information, and technology.	CSC	CMS	Operations		3
California Regional Operations	5.3.0.10 Conduct an inventory of existing work and recent years' work in California, and identify FY 2003 and 2004 activities.	CSC	CMS	Operations	NOS	3
Partnership Development	5.10.0.5 Support OCRM in the implementation of a need-based economic valuation project in one of the four Pacific Island regions.	CSC	DO	PSC	NOS: OCRM	3
Ocean Planning Information System (OPIS)	1.5.1.1 Provide year-end summary documentation of outstanding issues, items updated, and Web log results.	NOS	CIS	GIS I&D		4
Shoreline Data Development	1.5.1.5 Publish a special issue of the <i>Journal of Coastal Research on Shoreline Change</i> .	NOS	CIS	GIS I&D		4

Project Reference	Milestone (L) = lead program	Milestone Type	Service Area	Program Area	NOAA Partner	Fiscal Quarter
		Pacific Islands GIS	1.5.1.7 Customize and deliver advanced FGDC-compliant metadata training on-site to island partners as part of FGDC and coral grant requirements.	NOS	CIS	GIS I&D
MPA Tools and Technical Assistance	1.5.1.11 Finalize the Olympic Coast National Marine Sanctuary boundary and support completion of others as requested.	NOS	CIS	GIS I&D	NOS: NMS NOAA GC	4
Coastal Management Fellowship	2.1.1.1 Coordinate operation and expand the range of the Coastal Management Fellowship program to provide technical assistance, education, and training opportunities in coastal resource management.	NOS	CMS	Outreach	NOS: OCRM OAR	4
Pacific Islands Technical Assistantship	2.1.3.12 Select and place Pacific Islands Assistants in Hawai'i, Guam, American Samoa, and CNMI.	NOS	CMS DO	Outreach PSC	NOS: OCRM	4
Social and Environmental Change	2.1.3.20 Complete and deliver a handbook and CD-ROM on social and environmental changes in coastal North Carolina.	NOS	CMS	Outreach		4
NOAA Extension and Education Network	2.2.0.24 Conduct two pilot Project Design and Evaluation workshops.	NOS	CMS	CLS	NOS: ERD Sea Grant	4
NOAA Extension and Education Network	2.2.0.24 Continue Center participation in the NEMO Interagency Workgroup and support of NEMO actions involving NOAA.	NOS	CMS	CLS	Sea Grant	4
Coastal Zone Conference Planning	2.2.0.33 Plan and execute the Coastal Zone '03 conference.	NOS	CMS	CLS	NOS OAR NMFS	4
MPA Training and Technical Assistance	2.2.0.34 Complete Phase II of the needs assessment, identifying technology needs and capacities of the MPA community.	NOS	CMS	CLS	NOS: OCRM NMPAC	4
MPA Training and Technical Assistance	2.2.0.34 Document five MPA development processes, producing case studies used to identify "lessons learned."	NOS	CMS	CLS	NOS: OCRM NMPAC	4
MPA Training and Technical Assistance	2.2.0.34 Develop an MPA short-course that provides training on definitions, uses of MPAs, management entities, and management techniques.	NOS	CMS	CLS	NOS: OCRM NMPAC	4
<i>Coastal Services Magazine</i>	2.3.0.4 Publish six issues of <i>Coastal Services</i> , a bimonthly trade publication for the nation's coastal resource managers.	NOS	CMS	Communi- cations		4
Coastal Ocean Observations	5.3.0.9 (L) & 1.5.1.25 Support the development of an Integrated Ocean Observing System (IOOS) through the integration of seven ocean observation, monitoring, and prediction projects.	NOS	DO	Operations	OAR	4
Information Exchange	5.10.0.4 Establish and maintain a database of spatial mapping activities for the Pacific Island region.	NOS	DO	PSC		4

Project Reference	Milestone (L) = lead program	Milestone Type	Service Area	Program Area	NOAA Partner	Fiscal Quarter
Partnership Development	5.10.0.5 Develop joint positions and relationships with NOAA and NOS line offices in the Pacific Islands region for project development and implementation.	NOS	DO	PSC	NOS	4
Coastal Management Training	2.2.0.17 Work with local hosts to implement and evaluate a minimum of six process skills or content trainings based on the needs of the state and local targeted audience.	NOS	CMS	CLS		1-4
California Regional Operations	5.3.0.10 Establish a network of relationships with California coastal programs at the federal, state, and local levels and improve connections between California and NOS programs.	NOS	CMS	Operations	NOS	1-4
Information Exchange	5.10.0.4 Maintain and update the NOS Pacific projects database of current and recent activities in the Pacific Island region.	NOS	DO	PSC	NOS	1-4
CIS Operations	1.0.1.1 Provide support and leadership for coral mapping and CoRIS to NOS programs.	CSC	CIS	Operations	NESDIS	4
CIS Operations	1.0.1.1 Provide support to NOS programs, NOAA, and external committees such as the Civil Applications Committee, FGDC, and the National States Geographic Information Council (NSGIC).	CSC	CIS	Operations	NWS NESDIS NMFS	4
CIS Operations	1.0.1.1 Coordinate the NSGIC coastal caucus.	CSC	CIS	Operations		4
CIS Operations	1.0.1.1 Develop a NASA partnership based upon terms of an anticipated MOU.	CSC	CIS	Operations		4
Coastal Climatology	1.3.1.24 Create a report that identifies workshop data, model, and training needs.	CSC	CIS	CRS	NESDIS	4
Coastal Ocean Observations	1.4.1.7 Help design and report on the COTS data management plan.	CSC	CIS	IR	OAR NESDIS	4
Coastal Ocean Observations	1.4.1.7 Develop an IOOS activity plan.	CSC	CIS	IR		4
Coastal Data Activities	1.4.1.13 Maintain a Web page and brochure outlining best practices in managing coastal data.	CSC	CIS	IR		4
CSC Library	1.4.2.1 Design a poster to increase awareness of the CZIC collection as a unique research collection.	CSC	CIS	IR	NOS: OCRM	4
Shoreline Data Development	1.5.1.5 Evaluate the need for future shoreline change conferences.	CSC	CIS	GIS I&D		4
Pacific Islands GIS	1.5.1.7 Support development of improved geodetic control in regions with the High Accuracy Reference Network and vertical leveling in CNMI and Guam.	CSC	CIS	GIS I&D	NOS: NGS	4
Pacific Islands GIS	1.5.1.7 Present and solicit project status at the All-Island meeting in American Samoa.	CSC	CIS	GIS I&D		4
Pacific Islands GIS	1.5.1.7 Develop and conduct customized training for mentors and assistants.	CSC	CIS	GIS I&D		4



Project Reference	Milestone (L) = lead program	Milestone	Service	Program	NOAA	Fiscal
		Type	Area	Area	Partner	Quarter
Pacific Islands GIS	1.5.1.7 Support OCS in updating nautical charts for CNMI, American Samoa, and Guam.	CSC	CIS	GIS I&D	NOS: OCS	4
MPA Tools and Technical Assistance	1.5.1.11 Support NMS management plan review processes, as requested.	CSC	CIS	GIS I&D	NOS: NMS	4
FGDC Support	1.5.2.3 Develop a statement of work for a marine boundaries "best practices" handbook.	CSC	CIS	GIS I&D	NOS: NMS OCS NOAA GC	4
GIS I&D Operations	1.5.2.19 Support the International Coast GIS '03 conference by coordinating on advertisements focused on North American participants.	CSC	CIS	GIS I&D		4
GIS Training and Outreach	1.5.3.7 Deliver "Coastal Applications Using ArcGIS," a three-day intermediate class (including GPS training) for partners.	CSC	CIS	GIS I&D	NOS	4
GIS Training and Outreach	1.5.3.7 Deliver three five-day classes on ArcView3 and GPS for partners.	CSC	CIS	GIS I&D	NOS	4
GIS Training and Outreach	1.5.3.7 Deliver six two-day "Introduction to ArcView 8" classes for partners.	CSC	CIS	GIS I&D	NOS	4
Coastal Management Fellowship	2.1.1.1 Complete and distribute four quarterly fellow newsletters.	CSC	CMS	Outreach	NOS: OCRM OAR	4
Customer Assessment	2.1.2.8 Hold up to four coastal management seminars.	CSC	CMS	Outreach		4
Coastal Techniques Site	2.1.3.6 Complete a formative evaluation of the Web site and reorganize the site.	CSC	CMS	Outreach	NOS: OCRM	4
Coastal Techniques Site	2.1.3.6 Complete a draft climate change Web site and include it in the techniques site.	CSC	CMS	Outreach		4
Coastal Techniques Site	2.1.3.6 Complete a management tactics Web site and include it in techniques site.	CSC	CMS	Outreach		4
Coastal Techniques Site	2.1.3.6 Complete a works-in-progress Web site and update it every six months.	CSC	CMS	Outreach		4
Smart Growth Network Partnership	2.1.3.18 Develop a smart growth clearinghouse database to identify current smart growth activities occurring at the state level.	CSC	CMS	Outreach	NOS OAR	4
Managing Coastal Growth	2.1.3.19 (L) 1.3.1.21 and 1.5.1.15 Complete the three scenario comparisons and draft 3-D scenes that would visually represent the differences in coastal development in Georgia.	CSC	CMS	Outreach		4
MPA Outreach Projects	2.1.3.25 Complete a draft Web site on the funding options available for MPAs.	CSC	CMS	Outreach	NOS: OCRM NMPAC	4
MPA Outreach Projects	2.1.3.25 Compile information on social science methodologies and their applicability within an MPA area.	CSC	CMS	Outreach	NOS: OCRM NMPAC	4

Project Reference	Milestone (L) = lead program	Milestone Type	Service Area	Program Area	NOAA Partner	Fiscal Quarter
MPA Outreach Projects	2.1.3.25 Coordinate with NERR and NMS sites on the development and delivery of three coastal decision-maker workshops on visitor use impacts.	CSC	CMS	Outreach	NOS: OCRM NMPAC	4
CSC Training Workshop Logistics	2.2.0.6 Work with CIS to support GIS and remote sensing training by providing registration, manuals, and audiovisual assistance.	CSC	CMS	CLS		4
NOAA Extension and Education Network	2.2.0.24 Serve on the NERRS Coastal Training Program Technical Committee.	CSC	CMS	CLS	NOS: ERD	4
NOAA Extension and Education Network	2.2.0.24 Develop and pilot a Web-based design and evaluation course.	CSC	CMS	CLS	NOS: ERD NOAA Ed	4
MPA Training and Technical Assistance	2.2.0.34 Pilot training and completion of training materials for advanced conflict resolution/negotiation skills with an emphasis on MPAs.	CSC	CMS	CLS		4
Pacific Services Center Operations	5.10.0.1 Manage the GSA contract for the development of advanced spatial analysis training for the GIS communities of the Pacific Islands.	CSC	DO	PSC		4
California Regional Operations	5.3.0.10 Support NGS in developing and implementing a plan for improving positioning systems for California.	CSC	CMS	Operations	NOS: NGS	1–4
California Regional Operations	5.3.0.10 Support OCS in establishing a network of relationships with the maritime community to identify needs for charting and bathymetry.	CSC	CMS	Operations	NOS: OCS	1–4
Information Exchange	5.10.0.4 Build a network of federal geospatial mapping professionals and activities in the Pacific Islands region.	CSC	DO	PSC		1–4
<b>Cumulative number of coastal communities planning and implementing resource protection and community revitalization initiatives that enhance the local capacity to address impacts and pressures on coastal resources</b>						
Smart Growth Network Partnership	2.1.3.18 Sponsor the New Partners for Smart Growth conference with other Smart Growth Network partners and coordinate coastal sessions at the conference.	CSC	CMS	Outreach		2
Coastal Ocean Observations	5.3.0.9 Develop guidelines for regional economic and policy assessments for the coastal element of IOOS.	CSC	DO	Operations		2
Partnership Development	5.10.0.5 Support OCRM in the development of a 3–5 year strategy of priority needs and action items for coastal and coral reef economic valuation in the Islands.	CSC	DO	PSC	NOS: OCRM NOAA Corals	2



Project Reference	Milestone (L) = lead program	Milestone Type	Service Area	Program Area	NOAA Partner	Fiscal Quarter
		Partnership Development	5.10.0.5 Establish an interagency agreement with the Guam Coastal Management Program, Guam EPA, U.S. Navy, and NOS for conducting, prioritizing, and building capacity for hazardous waste site assessments in Guam.	CSC	DO	PSC
Coastal Ocean Observations	5.3.0.9 Conduct a regional policy and economic assessment final report for the U.S. Northeast and Great Lakes.	NOS	DO	Operations		4
Partnership Development	5.10.0.5 Support OR&R in collaborating with the State of Hawai'i to further the Hawai'i coastal brownfields initiative.	CSC	DO	PSC	NOS: OR&R	4
<b>NOS Goal – Natural Hazards</b>						
<b><i>Number of nation's coastal ecosystems with reduced risks of habitat loss from releases of oil and hazardous chemicals due to response planning, mitigation, modeling, monitoring, and assessments</i></b>						
Infrastructure at Risk Demonstration	5.6.0.8 Assist OR&R with data acquisition and information development for the Louisiana Infrastructure at Risk Demonstration Project.	CSC	DO	Gulf Coast	NOS: ORR	2
<b><i>Cumulative percent of shoreline and inland areas with improved ability to identify extent and severity of coastal hazards</i></b>						
Coastal Risk Atlas	1.5.4.8 Work with FEMA and the Army Corps of Engineers to incorporate reports and data generated through the Hurricane Evacuation Studies Program into the Coastal Risk Atlas.	CSC	CIS	GIS I&D	NESDIS	4
Coastal Risk Atlas	1.5.4.8 Provide technical assistance to the NCDDC effort to develop an ArcGIS extension to enable communities to apply the Community Vulnerability Assessment Methodology.	CSC	CIS	GIS I&D	NESDIS	4
<b><i>Number of improved information management tools developed to assist coastal hazard mitigation</i></b>						
Coastal Hazards Training and Outreach	1.5.4.1 Co-host the Vulnerability Assessment Techniques III workshop with the Organization of American States (OAS) Unit for Sustainable Development & Environment and the Caribbean Development Bank.	NOS	CIS	GIS I&D	NOS: NGS	1
Enhanced Flood Warning System	1.5.4.15 With assistance from the NWS Office of Hydrological Development, create a hydraulic model (FLDWAV) for the Tar River Basin in North Carolina.	CSC	CIS	GIS I&D	NWS	1
Hazard Mitigation Decision Support Tool	1.5.4.12 Work with the USGS Center for Science Policy to complete Phase 2 development of the Hazard Mitigation Decision-Support Tool, including complete documentation.	NOS	CIS	GIS I&D		2

Project Reference	Milestone (L) = lead program	Milestone	Service	Program	NOAA	Fiscal
		Type	Area	Area	Partner	Quarter
CSI: Risk and Vulnerability Assessment Tools	1.5.4.14 Develop an implementation plan for the Risk and Vulnerability Assessment Tool portion of the CSI Pacific Northwest pilot.	CSC	CIS	GIS I&D	NOS: OCS CO-OPS NWS OAR NESDIS NMFS	2
Hazards Mitigation	5.10.0.2 Report findings and recommendations pertaining to hazards mitigation project opportunities in the Pacific Islands region.	CSC	DO	PSC		2
Coastal Hazards Training and Outreach	1.5.4.1 Work with NESDIS, OAR, NWS, and NMFS representatives to develop an outreach publication documenting NOAA's hazards support activities.	NOS	CIS	GIS I&D	NWS OAR NESDIS NMFS	3
Enhanced Flood Warning System	1.5.4.15 Produce flood forecast maps for the Tar River Basin by incorporating water surface profiles generated by FLDWAV into FLDVIEW.	CSC	CIS	GIS I&D	NWS	3
Historical Hurricanes Mapping and Analysis Tool	1.5.4.16 Incorporate historical hurricane data sets and other GIS data for the Pacific Basin into the Historical Hurricanes Mapping and Analysis Tool.	CSC	CIS	GIS I&D	NWS	3
Hazards Mitigation	5.10.0.2 Scope community and regional strategies and implementation plans and prioritize hazards mitigation projects.	CSC	DO	PSC		3
Hazard Mitigation Decision Support Tool	1.5.4.12 Work with the USGS Center for Science Policy to complete Phase 3 development of the Hazard Mitigation Decision-Support Tool.	NOS	CIS	GIS I&D		4
Enhanced Flood Warning System	1.5.4.15 Develop Internet mapping capability for displaying and distributing real-time flood forecast maps for the Tar River Basin in North Carolina.	NOS	CIS	GIS I&D	NWS	4
CSI: Risk and Vulnerability Assessment Tools	1.5.4.14 Develop the on-line Risk and Vulnerability Assessment Tool for the Coastal Storms Initiative (CSI), Florida pilot.	NOS	CIS	GIS I&D	NOS: OCS CO-OPS NWS OAR NESDIS NMFS	4
Historical Hurricanes Mapping and Analysis Tool	1.5.4.16 Develop the Historical Hurricanes Mapping and Analysis Tool for both the Atlantic and Pacific Basins.	NOS	CIS	GIS I&D	NWS	4
CSI: Extension and Capacity-Building	2.4.0.2 Conduct state and regional scoping sessions to build capacity to conduct coastal storms impact work and to broaden regional benefits in the Florida pilot.	NOS	CMS	Operations	NOS NWS OAR NESDIS NMFS	1-4

Project Reference	Milestone (L) = lead program	Milestone Type	Service Area	Program Area	NOAA Partner	Fiscal Quarter
CSI: Extension and Capacity-Building	2.4.0.2 Establish a network of extension and educational professionals who are carrying out the hands-on dissemination of the results of the CSI in the Florida pilot.	NOS	CMS	Operations	NOS NWS OAR NESDIS NMFS	1-4
Coastal Hazards Training and Outreach	1.5.4.1 Work with the OAR Hurricane Research Division to develop a process to convert their H*Winds product, near real-time hurricane wind field data, into GIS-compatible formats.	CSC	CIS	GIS I&D	NWS OAR	4
Coastal Hazards Training and Outreach	1.5.4.1 Develop strategies and action plans with the OAS Unit for Sustainable Development & Environment for participants of the Vulnerability Assessment Techniques III workshop to broaden the use of vulnerability information.	CSC	CIS	GIS I&D		4
Coastal Hazards Training and Outreach	1.5.4.1 Conduct four conference presentations on coastal hazards projects.	CSC	CIS	GIS I&D		4
Coastal Hazards Training and Outreach	1.5.4.1 Conduct coastal hazards training classes, including risk and vulnerability assessment and coastal zone management's role in managing hazards.	CSC	CIS	GIS I&D		4
Coastal Hazards Training and Outreach	1.5.4.1 Complete a report documenting FY 2003 coastal hazards training and outreach activities.	CSC	CIS	GIS I&D		4
Hurricane Storm Surge Visualization	2.1.3.24 (L) & 1.5.4.14 Create, promote, and disseminate a 3-D hurricane storm surge model and incorporate it into the CSI risk and vulnerability pilot effort.	CSC	CMS	Outreach		4
Hazards Mitigation	5.10.0.2 Initiate identified priority hazards mitigation planning, policy, and implementation development projects for the Pacific Islands.	CSC	DO	PSC		1-4
Hazards Mitigation	5.10.0.2 Provide end-user training and technical assistance to clients.	CSC	DO	PSC		1-4
<b>NOS Goal – Organization and Culture</b>						
Programming and Database Support	1.5.2.10 Complete the initial configuration of the Regression Testing Lab.	CSC	CIS	GIS I&D		1
CSC Facility Expansion	4.6.0.5 Award construction contract for Center expansion.	NOS	RMS	Infra-structure		3
Performance Measurement	5.2.0.29 Present a draft of the Center performance management system to senior management for review.	CSC	DO	Operations		4

## Fiscal Year 2003 Budget and Resource Information

The annual allocation of Center resources to projects and activities is determined by customer and partner needs, strategic objectives of the Center, NOAA, and the administration, and with guidance from the U.S. Congress. The majority of the Center's budget is apportioned as part of the NOAA Ocean Service budget in the NOAA operations, research, and facilities appropriation. The Center acquires reimbursable funding from a variety of sources to conduct work. The Center's initial base budget planning estimate for FY 2003 is \$19.281 million in direct funding. Changing priorities or unexpected events during the year may alter spending and project plans.

NOAA Coastal Services Center FY 2003 Base Budget Estimate (by service area and object class) \$ in 000					
	Resource Management Services	Coastal Management Services	Coastal Information Services	Director's Office	Base
Labor	777.0	1,118.3	1,529.2	578.2	4,002.7
Awards				79.7	79.7
OT	3.0				3.0
Benefits	202.0	290.8	397.5	150.4	1,040.7
Benefits-Other				50.0	50.0
Travel	24.8	175.2	267.2	106.6	573.8
Transportation	21.4			9.1	30.5
Rent, Utilities	245.1	6.5	5.6	56.3	313.5
Printing	0.0	67.0	42.1		109.1
Contracts	774.4	1,305.5	4,867.1	2,096.2	9,043.2
Supplies	137.6	43.5	239.6	13.5	434.2
Equipment	5.8	4.0	118.2	104.3	232.3
Construction				43.8	43.8
Grants		81.8	864.1	240.0	1,185.9
<b>Subtotal Plan</b>	<b>2,191.1</b>	<b>3,092.6</b>	<b>8,330.6</b>	<b>3,528.1</b>	<b>17,142.4</b>
Assessment					1,132.5
LO Overhead					479.0
Recission					246.1
<b>TOTAL PLAN</b>	<b>2,191.1</b>	<b>3,092.6</b>	<b>8,330.6</b>	<b>3,528.1</b>	<b>19,000.0</b>
Employees					
CSC FTE	13.0	17.5	23.0	7.0	60.5
Other FTE		1.0	9.0	2.0	12.0
Non-Federal	6.0	10.0	46.0	1.0	63.0
<b>Total</b>	<b>19.0</b>	<b>28.5</b>	<b>78.0</b>	<b>11.0</b>	<b>135.5</b>

## Other Direct and Indirect Budget Authority (Estimate)

The following information represents best estimates based on current congressional information. The following table represents the estimated resources that may be received by the Center directly or indirectly (e.g. MPA funds are received by the National MPA Center and allocated to programs such as the MPA Training and Technical Assistance Institute). The distribution of these funds is listed below and is subject to change based on actual appropriations for FY 2003.

NOAA Coastal Services Center FY 2003 Other Direct and Indirect Budget Resources (Estimate) (by program and object class) \$ in 000					
	Pacific Services Center	Coastal Storms Initiative	Coastal Observation Technology System	MPA Training and Technical Assistance	Total Other Direct and Indirect
Labor	180.8	22.6	81.2		284.6
Benefits	47.0	5.9	21.1		74.0
Benefits-COLA	45.2				45.2
Travel	132.2	42.7	20.0	51.0	245.9
Rent, Utilities	155.4	1.5	6.7		163.6
Printing	4.3				4.3
Contracts	1,209.8	2,391.2	715.0	808.8	5,124.8
Supplies	24.7	12.7	2.0	18.2	57.6
Equipment	35.0	16.2		15.0	66.2
Construction					
Grants	75.0	219.7	15,083.5		15,378.2
Subtotal Plan	1,909.4	2,712.5	15,929.5	893.0	21,444.4
Assessment	44.6				44.6
LO Overhead	20.1	1.8	6.9		28.8
Recission	25.9	35.7	114.6		176.2
<b>TOTAL PLAN</b>	<b>2,000.0</b>	<b>2,750.0</b>	<b>16,051.0</b>	<b>893.0</b>	<b>21,694.0</b>
<b>Employees</b>					
<b>CSC FTE</b>	<b>5.0</b>	<b>.5</b>	<b>1.0</b>		<b>6.5</b>
<b>Other FTE</b>	<b>3.0</b>			<b>2.0</b>	<b>5.0</b>
<b>Non-Federal</b>	<b>2.0</b>		<b>2.0</b>	<b>6.0</b>	<b>10.0</b>
<b>Total</b>	<b>10.0</b>	<b>.5</b>	<b>3.0</b>	<b>8.0</b>	<b>21.5</b>

# Management Information

## Management Issues

***Advancing NOS and NOAA Priorities.*** A number of continuing and new NOS and NOAA program initiatives require significant oversight. The following activities are notable due to the degree of cross-organizational planning needed to determine roles, outcomes, and application of financial and human resources. These include:

- Coastal Storms Initiative
- Pacific Services Center
- Enterprise GIS
- Integrated and Sustained Ocean Observing System
- Marine Protected Areas and the MPA Training and Technical Assistance Institute
- Implementation of NOAA Program Review Recommendations

***Strategic Management.*** Key management issues that will require sustained attention by Center management and staff are listed below.

Performance Measurement: The Center will improve the use of performance measurement techniques in monitoring, assessment, and management. Metrics will be developed for a wide range of activities including programs and operations. This information will be used to support planning, as well as a Blue Ribbon Panel review to be convened during FY 2003.

Workforce Planning: The Center will continue to participate in an NOS-driven process to assess future workforce needs and develop strategies to meet these needs. Other significant workforce issues include the Center's participation in the FAIR Act process for evaluating inherently governmental functions and the potential move to a pay banding personnel system.

Evaluation: The Center conducts multiple levels of review of processes, projects, and programs, and solicits customer feedback in numerous ways to ensure that products and services meet customer requirements. During FY 2003, the Center will work to improve evaluation processes. Interpreting and communicating the results of the Center's third triennial customer survey will be a significant contribution to this effort.

Blue Ribbon Panel Review: The Center will invite a group of experts to assist with continued strategic direction setting and evaluation of current efforts. The Center is committed to inviting independent critical analyses and has conducted several Blue Ribbon Panel reviews over the last eight years. The scope of the next review will include an examination of mission, relevance, and effectiveness to ensure that programs are responsive to customer needs.

NOS and NOAA Coordination: The Center will continue its efforts to establish productive interactions with other NOAA offices. Special emphasis will be placed on coordination with two Charleston-based NOS facilities, the Hollings Marine Laboratory (HML) and the Center for Coastal Environmental Health and Biomolecular Research (CCEHBR). Report language

in the FY 2001 Commerce, Justice, State, and Related Agencies Appropriations Act expressed the concern of Congress for the national overhead rate associated with managing the missions and operations of HML and CCEHBR. The Committee recommended a pilot initiative whereby the oversight for budget and management operations of HML and CCEHBR would be provided by the Center in an effort to reduce program management costs and enhance program effectiveness. Over the past two years, the Center, CCEHBR, and HML have worked to implement a collegial process that promotes cooperation among the three facilities to improve overall management, operation, and program effectiveness and reduce overhead costs. As the next step toward strengthening this cooperative enterprise while continuing to honor the intent of Congress, during FY 2003, the three facilities propose to engage in a more systematic process of relationship building. The key objectives are to

- a) increase the collective understanding of individual missions, customers, programs, and business processes to identify new opportunities for collaboration and support;
- b) enhance program effectiveness and reduce program management costs through an analysis of budget and management operations, and the development of an implementation plan including cost, schedule, and performance targets; and
- c) improve the consultation processes for resource allocation.

Management Information System Review: The Center uses a management information system (MIS) to support the development of information for planning and reporting. This system has been modified on an annual basis to meet changing needs. However, the Center's business processes and information management needs have matured to a state where the existing MIS is not necessarily able to meet demands. During this fiscal year, the Center will assess its future needs for managing information and consider changes to the existing MIS or the development of a next-generation MIS. This research and development may extend, as appropriate, to HML and CCEHBR as a means to achieve greater connectivity among the three organizations.

**Center Expansion.** During FY 2002, the Center began a process of building maintenance and improvement planning, including architectural and engineering studies for facility expansion, demolition, and security needs. The largest of these is the addition of 21,000 square feet of new space to the existing buildings. The Center requires additional space to meet current needs as well as the expectations for growth and partnering, and to maintain an optimal work environment for employees. The Center expects to release a statement of work for construction bids during FY 2003. During this process, the Center will closely monitor the potential impacts of the development of a new marine transportation terminal at the south end of the Navy base, in the vicinity of the Center.

**Contract for Information Management and Technical Support Services.** The Center continues to operate with a five-year technical services contract with the private sector worth over \$15 million. The Center is entering option year three of the contract, and during the summer of FY 2003, will begin to undertake a process for the next procurement cycle for a new contract. The new contract will not start until FY 2005. The Center again is considering using the Department's Concept of Operations (CONOPS) streamlined acquisition process, which enables a high degree of interaction with potential vendors.

## **Organizational Learning, Diversity, and Employee Development**

The Center will continue to foster the ideals of a learning culture. This approach includes a number of strategies:

- Working to ensure that employees understand and support the mission, goals, and values of the Center, NOS, and NOAA.
- Using participatory decision-making processes, with shared leadership when appropriate, and encouraging the establishment of integrated, cross-functional teams.
- Facilitating change through coaching and empowering employees.
- Encouraging the introduction of new ideas for continuous improvement.
- Creating opportunities for learning from all activities and for transferring skills and knowledge gained to others.

Principal organizational learning, diversity, and employee development opportunities include:

- 1) *Prioritize the objectives and strategies in the Center's organization and culture strategic theme and take action to address specific concerns and needs.* An overarching motive is to realize the Center's vision to be the most useful government organization to those who manage and care for the nation's coasts. In order to do this, we need to determine how together we can make the Center an outstanding workplace. The Center should be recognized as having a valued workforce that demonstrates skill, creativity, dedication, and a willingness to live the vision. We may stimulate achieving this vision by
  - a) building quality staff with expert knowledge and skills,
  - b) supporting pathways to success for each employee, and
  - c) creating a winning and enriching environment.
- 2) *Complete the Survey/Feedback/Action (SFA) process.* The feedback and action sessions of the SFA will be conducted during the first quarter of FY 2003. This process will enable a broad-based organizational assessment leading to action plans to address issues of concern to Center employees. Issues that cannot be addressed at each workgroup level will be elevated for action at higher levels within the organization, including NOS.
- 3) *Support minority-serving activities.* The Center is conducting efforts to enhance minority representation in its programs and partnerships and encourage minority development opportunities. During FY 2003, the Center will continue its collaborations with Jackson State University to encourage minority interest in the fields of GIS and remote sensing, and with the Northwest Indian College (NWIC) in developing a characterization of the northern region of Puget Sound, Washington. The project with NWIC provides an opportunity to assimilate information and to build the databases needed by the tribal governments to help manage the fisheries. The National Indian Center for Marine and Environmental Research and Education hopes to use this project as a model for NOAA/tribal partnerships. The Center will also emphasize minority recruitment in fellowship and assistantship programs. The Center is working with the American Samoa Community College and the Community College of the Northern Marianas Islands to



develop educational programs in spatial technologies. Both schools are minority-serving institutions. This includes supporting training in GIS, GPS surveying, metadata, and remote sensing technologies. The Center has met with administration from both institutions and is assisting the programs in acquiring the necessary equipment, software, and curriculum. In addition, Center staff will conduct on-island training sessions during the year. This effort is part of the larger Pacific Islands GIS project to conduct capacity-building for spatial technologies to support coastal resource management in the region.

- 4) *Invest in training, professional development, and learning.* The Center will support a variety of in-house and external training opportunities to maintain and improve employees' skills. Employees are encouraged to link training and professional development opportunities with their individual career enhancement plans. Support for attendance at professional conferences will also continue to be provided. Learning opportunities may extend as well to those that can be provided by Center staff to the Charleston area community. For example, Center staff has worked with local schools to introduce students to the occupations, science, and technology supported at the Center. During FY 2003, a number of staff members will volunteer their time to serve as school buddies to help tutor students in local elementary schools.

## **Information Technology Issues**

The Center is participating fully in the efforts of the Department of Commerce, NOAA, and NOS to improve planning, budgeting, and security for information technology (IT). The Center will support several significant IT activities during FY 2003:

- 1) *Software licensing.* A new integrated system of software monitoring and management will be fully implemented by the third quarter. This system will provide Center management with the tools and information to improve decision making concerning software licensing, acquisition, deployment, education, training, and usage.
- 2) *IT operational plan.* The Center will develop a FY 2003 IT operational plan during the first quarter. IT architecture planning is an ongoing process that includes a general framework, baseline characterization, and ideal target architecture. The IT operational plan is developed on an annual basis as the migration pathway toward the target architecture. IT security will be a continuing area of special concern.
- 3) *Delegation of procurement authority for IT.* Currently, the NOS Chief Information Officer (CIO) must review and approve any IT purchases greater than \$25,000. In order to obtain purchase authority up to \$100,000 without CIO approval, the Center will certify to the CIO adequate IT planning and procurement management processes. This authority will improve the Center's ability to locally manage its IT procurement decisions, as well as streamline the procurement process.
- 4) *Technology refreshment.* In order to stay on the cusp of advancing technology, the Center will attempt to maintain its annual workstation technology refreshment turnover of about 30 percent, as well as support necessary upgrades to the network.

## **Legislative Issues**

Selected legislative issues that may involve the Center include the following:

- Coastal Zone Management Act reauthorization
- Sanctuaries Act reauthorization
- Center authorization
- Pacific Services Center
- Integrated and Sustained Ocean Observations

## **Validation and Verification**

The Center employs social science research and technical evaluation methods to validate and verify projects and programs throughout the year. Each product or service conducted, such as the release of a CD-ROM or training course, includes a mechanism for evaluation. Feedback is collected and reviewed by the project staff, trainers, and meeting planners to ensure that suggestions are incorporated into the next phase of the project and in subsequent projects. Before a product such as a CD-ROM is released, the product undergoes review by external users to ensure its usability and relevance.

Throughout the year, all projects and programs are reviewed and reported on quarterly by program managers and contractors to assess whether performance targets will be met. This information is also collected to meet the requirements for NOS and NOAA-level quarterly reviews. Targets are discussed with upper management for a status update and to resolve any factors impeding progress. Every other week, program managers meet to discuss outstanding issues and to receive feedback from other program areas.

On a broader scale, the Center conducts a triennial customer survey. The questionnaire undergoes a Paperwork Reduction Act review by the Office of Management and Budget to ensure that it does not duplicate any other NOAA-sponsored survey of the same audience. The purpose of the survey is to understand the customer's information management needs and capabilities and the customer's resource management responsibilities. The results are used for strategic planning purposes and for annual planning and project selection processes to ensure that proposed activities meet the needs of the customers.

## Appendix – Acronyms

AOP	Annual Operating Plan
BAA	Broad Area Announcement
C-CAP	Coastal Change Analysis Program
CCEHBR	Center for Coastal Environmental Health and Biomolecular Research
CD-ROM	Compact disk – read-only memory
CIO	National Ocean Service Chief Information Officer
CIS	Coastal Information Services
CLS	Coastal Learning Services
CMS	Coastal Management Services
CNMI	Commonwealth of the Northern Mariana Islands
CO-OPS	Center for Operational Oceanographic Products and Services
CoRIS	Coral Reef Information System
CORS	Continuously Operating Reference Station
COTS	Coastal Observation Technology System
CRS	Coastal Remote Sensing
CSC	Coastal Services Center
CSI	Coastal Storms Initiative
CZIC	Coastal Zone Information Center
DO	Director’s Office
EPA	Environmental Protection Agency
ERD	Estuarine Reserves Division (within NOS OCRM)
FEMA	Federal Emergency Management Agency
FGDC	Federal Geographic Data Committee
FY	Fiscal Year
GC	General Counsel
GIS	Geographic Information Systems
GIS I&D	Geographic Information Systems Integration and Development
GPS	Global Positioning System
HAZMAT	Hazardous Materials (Response and Assessment Division)
HML	Hollings Marine Laboratory
IOOS	Integrated Ocean Observing System
IR	Information Resources
IT	Information Technology
LCR	Landscape Characterization and Restoration
LIDAR	Light Detection and Ranging
MIS	Management Information System

MOU	Memorandum of Understanding
MPA	Marine Protected Area
NASA	National Aeronautics and Space Administration
NCCOS	National Centers for Coastal Ocean Science
NEMO	Nonpoint Education for Municipal Officials
NERR	National Estuarine Research Reserve
NESDIS	National Environmental Satellite, Data, and Information Service
NGS	National Geodetic Survey
NMFS	National Marine Fisheries Service
NMPAC	National Marine Protected Areas Center
NMS	National Marine Sanctuaries
NOAA	National Oceanic and Atmospheric Administration
NOS	NOAA Ocean Service
NSDI	National Spatial Data Infrastructure
NSGIC	National States Geographic Information Council
NWFSC	Northwest Fisheries Science Center
NWIC	Northwest Indian College
NWS	National Weather Service
OAR	Office of Oceanic and Atmospheric Research
OCRM	Office of Ocean and Coastal Resource Management
OCS	Office of Coast Survey
OPIS	Ocean Planning Information System
ORR	Office of Response and Restoration
PAGIS	Protected Areas GIS
PORTS	Physical Oceanographic Real-Time Systems
PSC	Pacific Services Center
RMS	Resource Management Services
SFA	Survey Feedback Action
UNH	University of New Hampshire
USGS	U.S. Geological Survey
WWW	World Wide Web