

Your Role in Making the NOAA Vision A Reality



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Under Secretary of Commerce for Oceans and Atmosphere

NOAA Administrator

August 25, 2004





NOAA's Vision

NOAA's Current Vision:

- To move NOAA into the 21st Century scientifically and operationally, in the same interrelated manner as the environment that we observe and forecast, while recognizing the link between our global economy and our planet's ecology

NOAA's **Proposed** Vision:

- A vastly enhanced scientific understanding of the role of the oceans, coasts, and atmosphere in the global ecosystem available to society and national leadership as a basis for critical social and economic policy decisions





NOAA's Mission & Goals

NOAA's Mission:

- To understand and predict changes in the Earth's environment and manage coastal and marine resources to meet the Nation's economic, social and environmental needs

Mission Goals:

- Protect, restore, and manage the use of coastal and ocean resources through an **ecosystem approach to management**
- Understand **climate variability and change** to enhance society's ability to plan and respond
- Serve society's needs for **weather and water** information
- Support the Nation's **commerce** with information for safe, efficient, and environmentally sound **transportation**
- Provide organizational **excellence** and **mission support** (proposed addition)



NOAA Management Practices

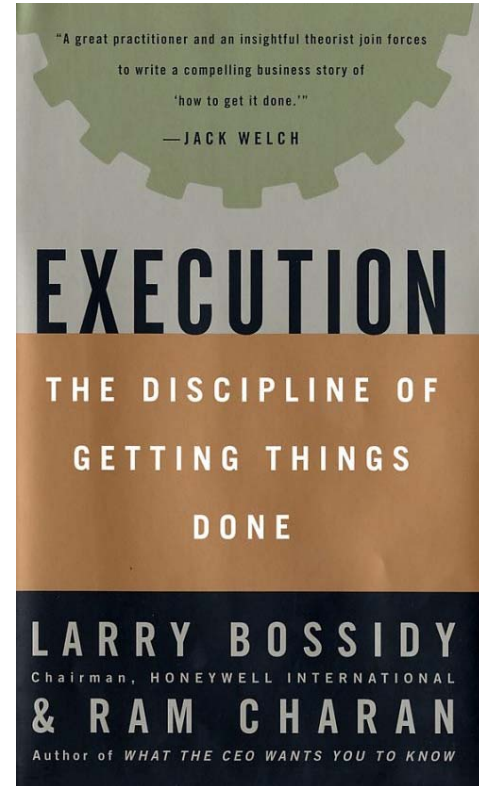
Introduce practices to improve NOAA's products and services

Build a culture of execution

- Strategy, people, and operations
- Leadership, communications, and management information

Implement NOAA Business Model

DILBERT By SCOTT ADAMS



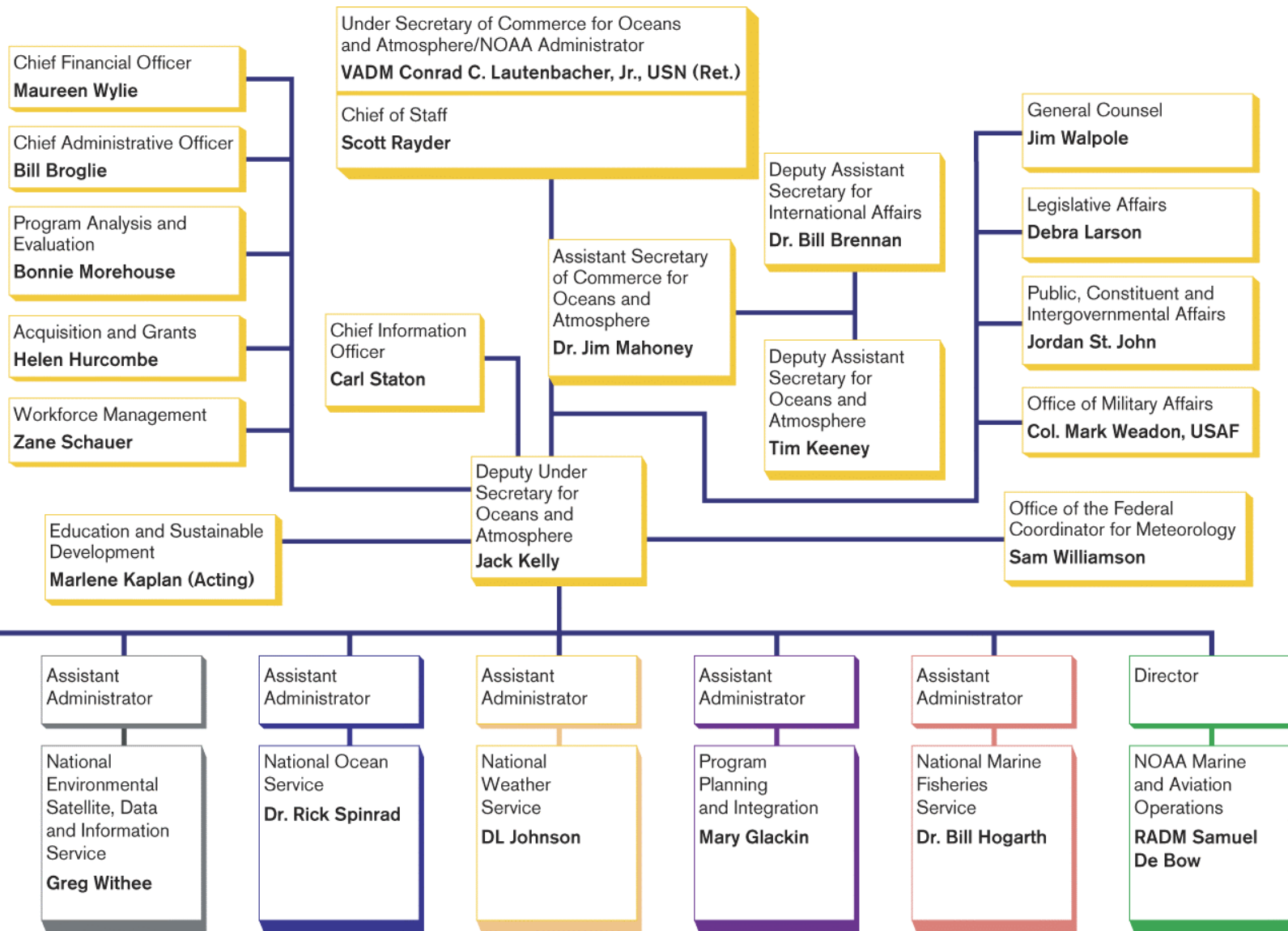


NOAA "Business" Model





NOAA Organizational Structure





NOAA Operational Organization

NOAA Program Manager List

August 4, 2004

Ecosystems	Doug DeMaster (NMFS) [A]
Habitat	Rollie Schmitt (NMFS)
Corals	David Kennedy (NOS)
Coastal & Marine Resource Management	Doug Brown (NOS)
Protected Species Management	Laurie Allen (NMFS)
Fisheries Management	Jack Dunnigan (NMFS)
Aquaculture	Michael Rubino (NMFS)*
Enforcement	Dale Jones (NMFS)
Ecosystem Observation Systems	Bill Fox (NMFS) [A]
Ecosystem Research	Leon Cammen (OAR)

*New hire, EOD Sept. '04—Linda Chaves (NMFS) [A]

Climate	Chet Koblinsky (OAR)
Climate Observations & Analysis	Tom Karl (NESDIS)
Climate Forcing	Dan Albritton (OAR)
Climate Predictions & Projections	Ants Leetmaa (OAR)
Climate & Ecosystems	Ned Cyr (NMFS)
Regional Decision Support	Bob Livezey (NWS)
Weather & Water	Frank Kelly (NWS)
Local Forecasts and Warnings	Greg Mandt (NWS)
Coasts, Estuaries, and Oceans	Paul Scholz (NOS)
Space Weather	Ernie Hildner (OAR)
Hydrology – Rivers, Lakes and Floods	Gary Carter (NWS)
Air Quality	Jim Meagher (OAR)
Environmental Modeling	Fred Toepfer (NWS)
Weather Water Science, Technology, and Infusion Program	Marty Ralph (OAR)



NOAA Operational Organization

Commerce & Transportation

Charlie Challstrom (NOS)

Marine Transportation Systems	Rich Edwing (NOS)
Aviation Weather	Mark Andrews (NWS)
Marine Weather	David Feit (NWS)
Geodesy	Dave Zilkoski (NOS)

NOAA Emergency Response

David Kennedy (NOS)

Commercial and Remote Sensing Licensing	Tim Stryker (NESDIS)
Surface Weather	Amy Holman (NWS) [A]

<https://www.ppbs.noaa.gov/>

Organizational Excellence, Infrastructure & Support

Satellite Services Sub-goal

Colleen Hartman

Geostationary Satellite Acquisition	Gary Davis (NESDIS)
Polar Satellite Acquisition	John Cunningham (NESDIS)
Satellite Services	Richard Barrazotto (NESDIS)

Fleet Services Sub-goal

Elizabeth White (NMAO)

Aircraft Replacement	Elizabeth White (NMAO)
Fleet Replacement	Elizabeth White (NMAO)
Marine Operations and Maintenance	Elizabeth White (NMAO)
Aircraft Services	Elizabeth White (NMAO)

Leadership Sub-goal

TBD

NOAA Headquarters	George White (USAO)
Line Office Headquarters	Mitchell Luxenberg (NOS)

Homeland Security

Phil Kenul (CIO)

Mission Support Sub-goal

TBD

Administrative Services	William Broglie (CAO)
Financial Services	Sandra Walters (CFO)
Workforce Management	Barbara Boyd (WFM)
Acquisitions and Grants	Bob Stockman (CAO)
IT Services	John Villemarette (CIO)
Facilities	William Broglie (CAO)



Ecosystems

Program	FY04 Enacted	FY05 Request	Realistic
Habitat Restoration	\$29,668	\$26,196	XXX
Corals	\$29,536	\$26,250	XXX
Protected Areas	\$113,864	\$70,133	XXX
Coastal Resource Management	\$193,306	\$101,133	XXX
Invasive Species	\$5,008	\$800	XXX
Undersea Research & Exploration	\$44,093	\$22,138	XXX
Protected Species Management	\$58,817	\$56,196	XXX
Fisheries Management	\$140,778	\$140,384	XXX
Aquaculture	\$4,287	\$2,212	XXX
Enforcement	\$46,801	\$53,401	XXX
Ecosystems Research	\$550,097	\$472,834	XXX

Dollars in millions

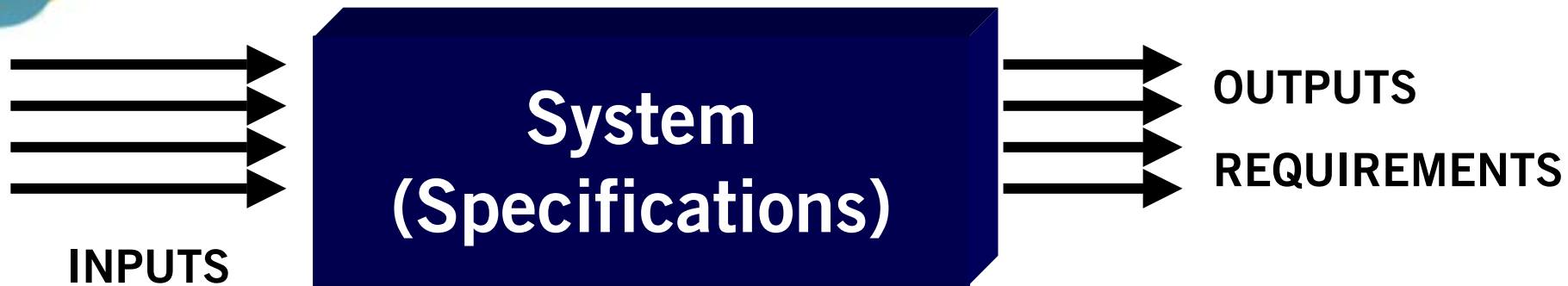


Ecosystems Component

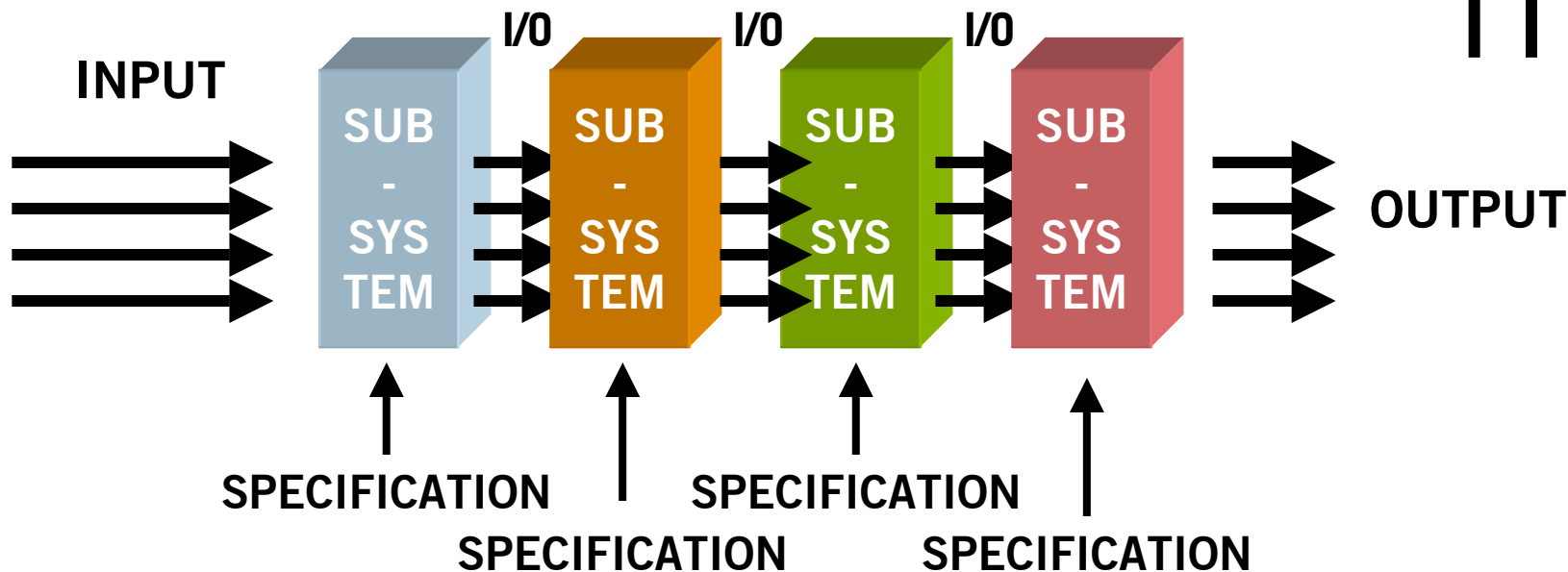
Habitat Restoration	FY04 Enacted	FY05 Request	Realistic
Base	\$11,662	\$13,213	XXX
Connecticut River Partnership	\$0	\$0	XXX
Fisheries Habitat Restoration - Bronx River Restoration (COA)	\$910	\$0	XXX
Fisheries Habitat Restoration - LA DNR	\$(42)	\$0	XXX
Fisheries Habitat Restoration - Pinellas County Environmental Foundation (COA)	\$1,484	\$0	XXX
Marsh Restoration - NH	\$(4)	\$0	XXX
Chesapeake Bay Oyster Research	\$1,979	\$850	XXX
Response and Restoration Base	\$2,342	\$2,367	XXX
Coastal Protection and Restoration Project	\$0	\$0	XXX
Spill Response and Restoration Program	\$0	\$0	XXX
Estuary Restoration Program	\$1,092	\$1,200	XXX
Long-term Estuary Assessment Consortium	\$0	\$0	XXX
Response and Restoration Base	\$8,266	\$8,566	XXX
Damage Assessment Program	\$0	\$0	XXX
Spill Response and Restoration Program	\$0	\$0	XXX
NOS Operations - Salaries and Expenses	\$0	\$0	XXX
Regional Restoration Program - LA	\$0	\$0	XXX
Coastal Remediation Technology	\$0	\$0	XXX
LaFourche Parish - LA	\$0	\$0	XXX
Palmyra Atoll Bioremediation	\$0	\$0	XXX
Mississippi River/Gulf of Mexico Nutrient Watershed	\$0	\$0	XXX
LUCES & High Salinity Estuaries (Baruch)	\$1,979	\$0	XXX
1 Restoration Matrix	\$0	\$0	XXX



Systems Engineering 101



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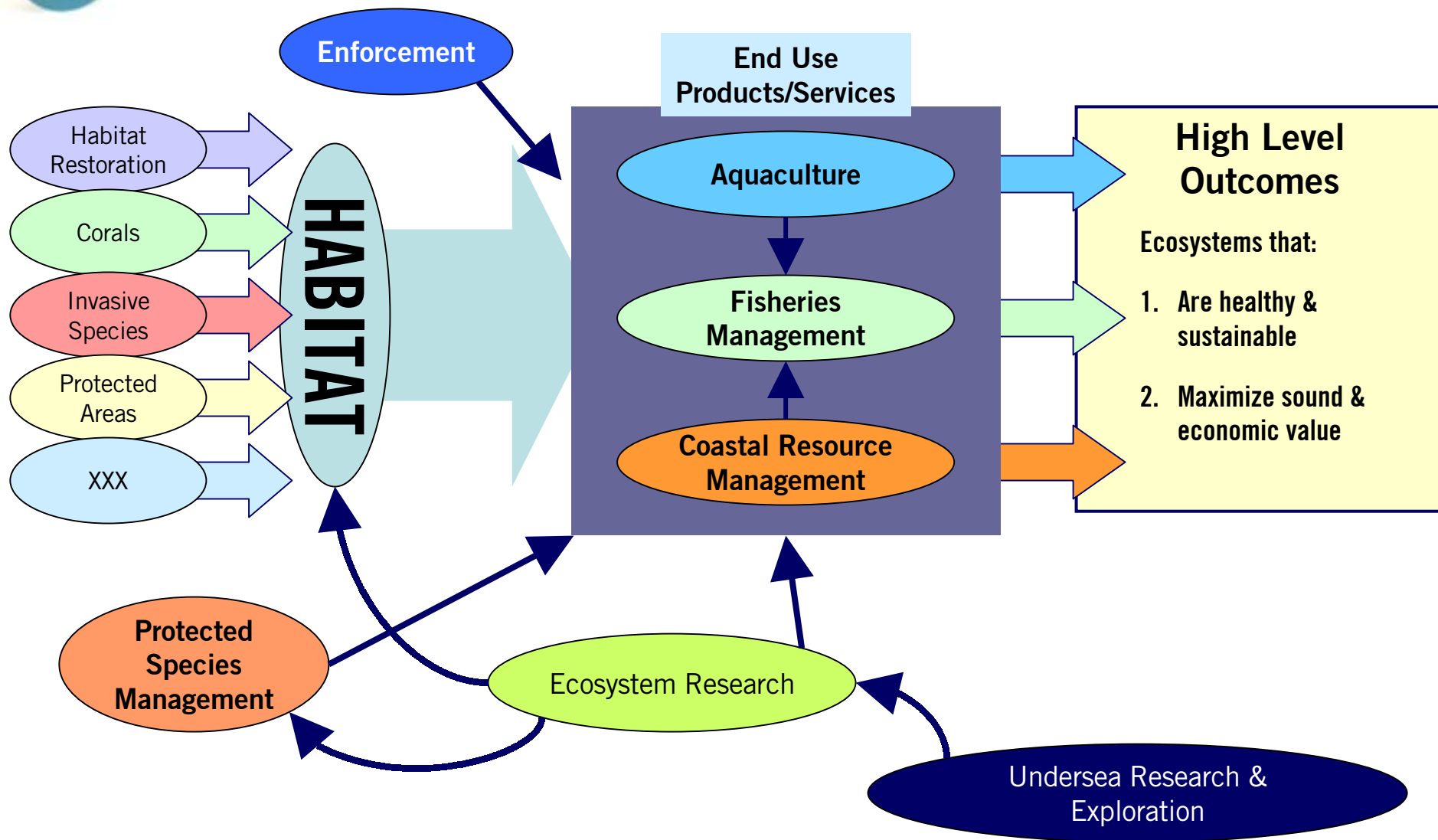


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Ecosystems

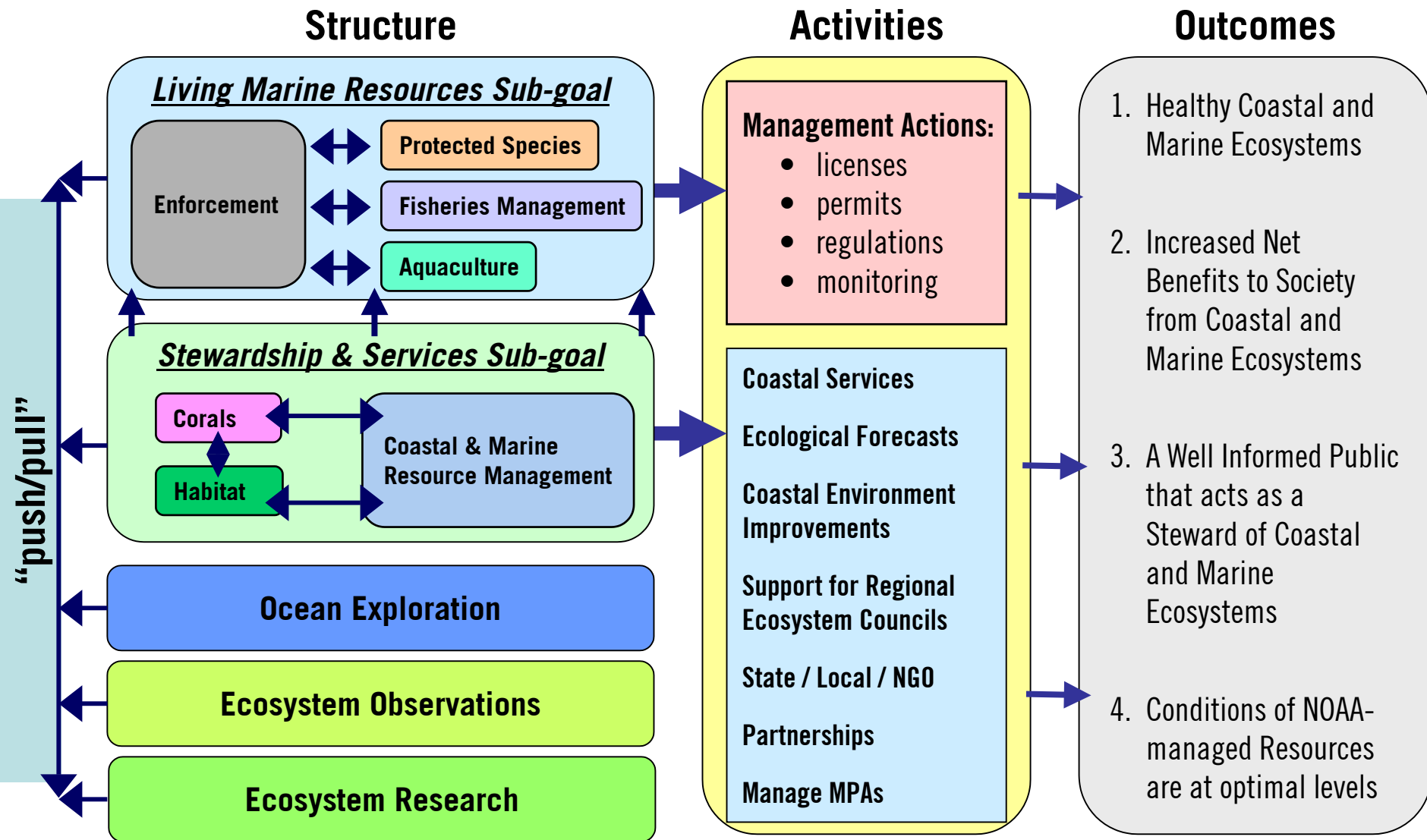
Ecosystems-based approach to management of marine resources





Ecosystems (Working Structure)

Ecosystems-based approach to management of marine resources





Priorities at NOAA

Earth Observations

- International & National Efforts

Grants

U.S. Commission on Ocean Policy

Research Review Team

NFA Study

Ecosystem Management

Climate Change

PPBES/Strategic Plans



Presidential Involvement



Visits NOAA's Science Center, 2/14/2002



Briefed on Hurricane Isabel, 10/2003



Tours Rookery Bay NERR, FL., 4/22/2004



...and Wells NERR, ME, 4/22/2004



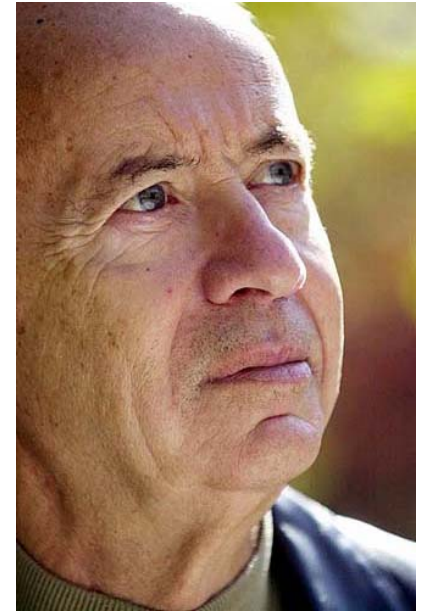
Leaders Think About The Future

If You're Not Moving Forward, You're Falling Behind

“...the inertia of success...

is extremely dangerous”

- Andy Grove, Intel Chairman



Life Has Changed...NOAA Must Change!

“Even if you are on the right track,

you'll get run over if you just sit there.”

- Will Rogers

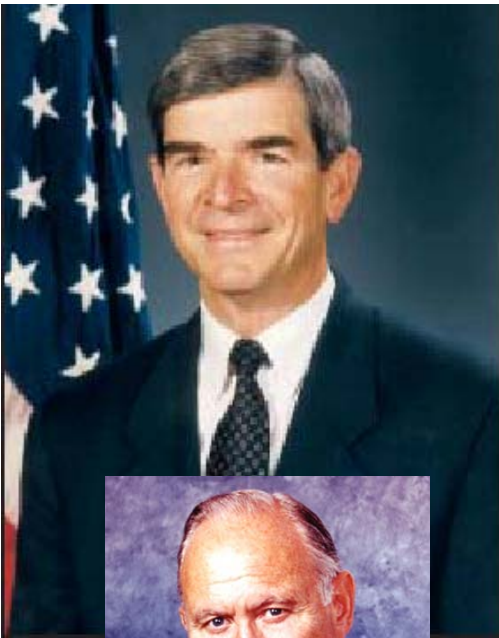


Views of Leadership

John Paul Jones



Adm. Jerome L. Johnson



Gen. Norman Schwarzkopf



Rear Admiral Veronica Froman

Bean Counter



Gen. Colin Powell

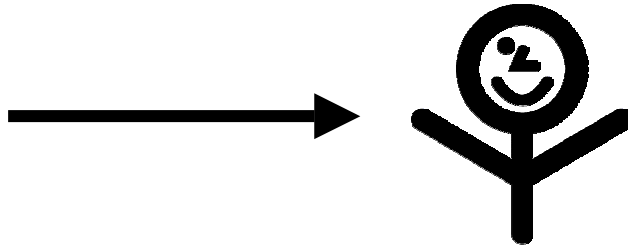


Napoleon Bonaparte

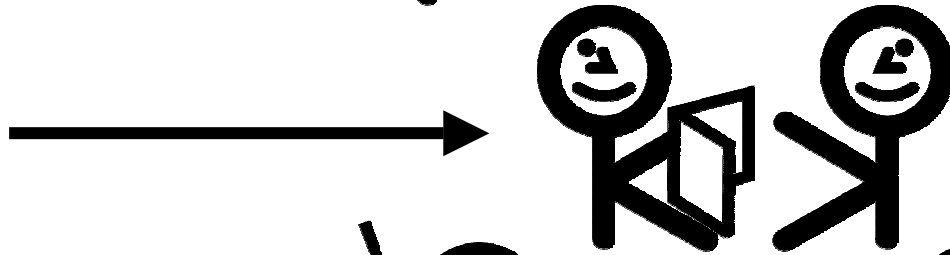


Elements of Leadership

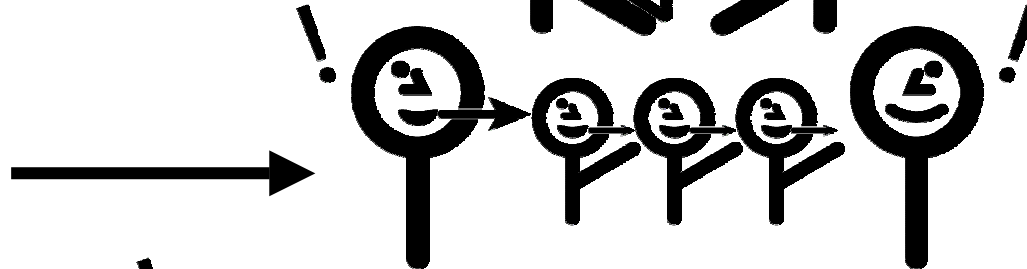
Attitude



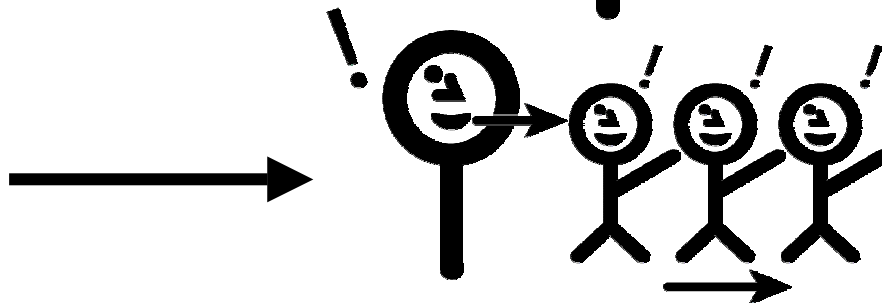
Competence



Communication



Influence



Management

→ C.S.P

ID	Task Name	Start	Finish	Duration	Nov 2004																															
					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
1	Something	5/10/2004	5/13/2004	3d																																
2	Important	5/6/2004	5/10/2004	3d																																
3	Needs	5/4/2004	5/6/2004	3d																																
4	To Be	5/12/2004	5/21/2004	7d 4h																																
5	Done	5/29/2004	5/25/2004	4d																																

→ Results



Vision For The Future...

Corporate and Integrated NOAA



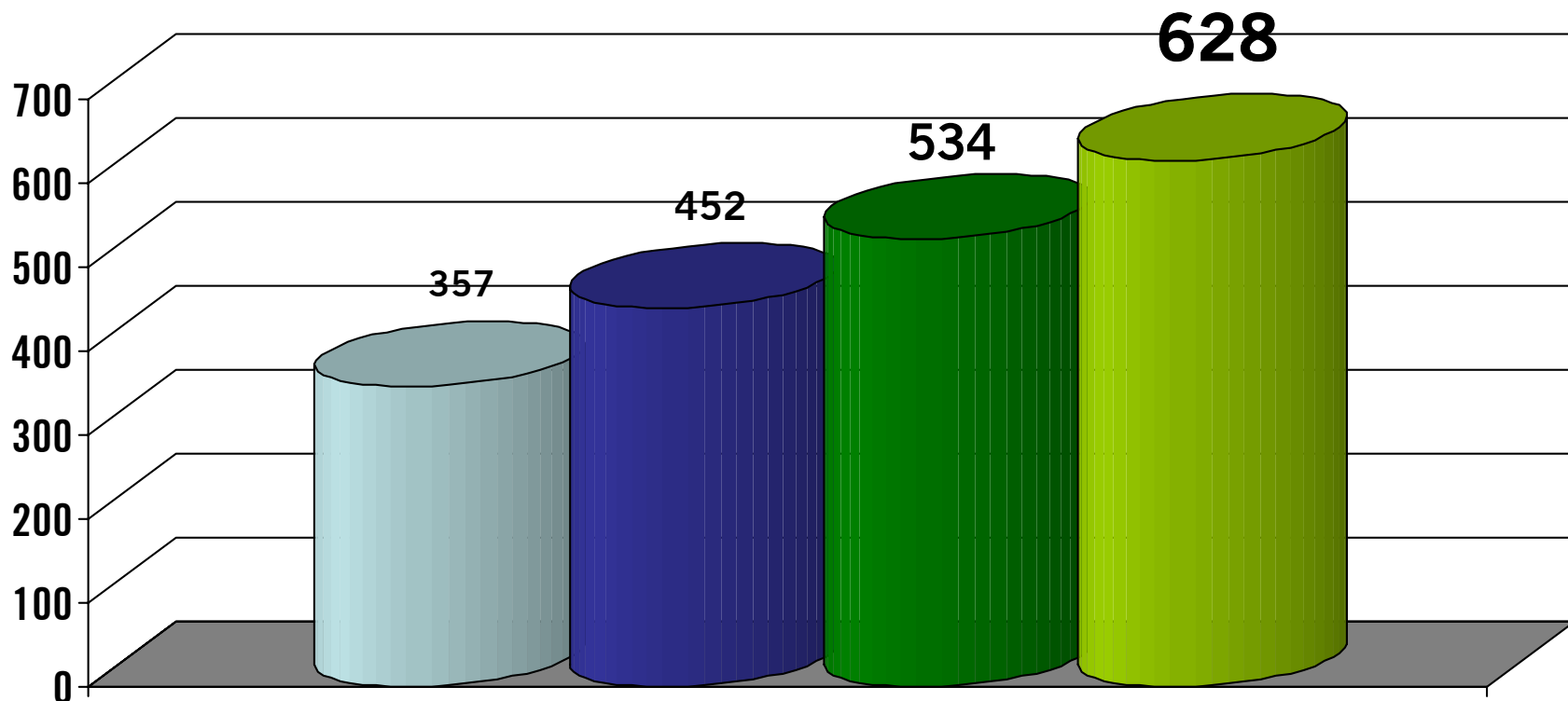
“Many people with one voice will always speak louder
than many people with many voices”

■ Anonymous



Vision For The Future...

Succession Planning (Plugging the Brain Drain)



**GS-13/14/15s in NOAA
Eligible to Retire
(total = 3642)**

FY05 - 9.8%

FY06 - 12.4%

FY07 - 14.6%

FY08 - 17.2%



I Will Be Leaving NOAA...



**When the
bus comes to
take us away!**



And You Will Retire One Day, So...



Looking back, what did you contribute to NOAA that makes you proud?



Leading Change Within NOAA

FY 03

- NOAA Strategic Plan updated (from 1996 version)
- Grants process baseline established
- Climate Program Manager established bringing 3 Line Offices together
- Councils established
- Elementary programming process begins
 - ▶ Initiatives for new funding coordinated across NOAA & consistent with Strategic Plan

FY 04

- Annual Strategic Plan update implemented – supporting Line Office plans established
- Grants Process based on anticipated appropriation
- Climate program expanded to 5 Line Offices – multi-year plans developed
- Planning, Programming, Budgeting and Execution System (PPBES) established for FY06-10
 - ▶ Initiatives for new funding replaced with changes to the NOAA Program
- Budget Management ↔ Strategic Plan



Leading Change Within NOAA

FY 05

- Annual Guidance Memo (AGM) provides detail to the goals in the Strategic Plan
- Supporting Plans (i.e. 5 year Research Plan) in place
- Grants On-Line implemented
- First Climate Change Science Program deliverables due
- PPBES process for FY07-11 incorporates more system analysis
- Councils more fully address budgetary issues



Leading Change Within NOAA

FY 06

- Planning process strengthened to engage employers and stakeholders
- Continued grants process streamlining
- New climate services implemented
- Further strengthening of PPBES process for FY08-12
- Council participation in leadership decision process increases



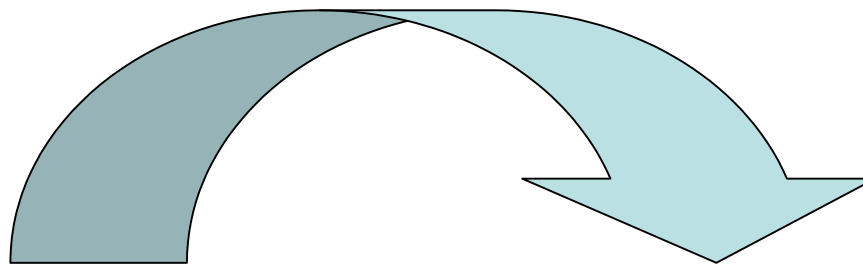
Leading Change Within NOAA

FY 07

- Strategic Plan updated to ensure currency
- Annual Guidance Memo (AGM) provides more focused vision for the next five years
- NOAA Program developed to specifically advance the goals in the AGM and Strategic Plan
- Councils become a critical part of NOAA Leadership
- Requirements based approach to management
- Increased focus on measuring performance – is NOAA achieving its goals?



Doing Things Right



Believe In Our Mission

Garner Public Support

Do Our Job Better

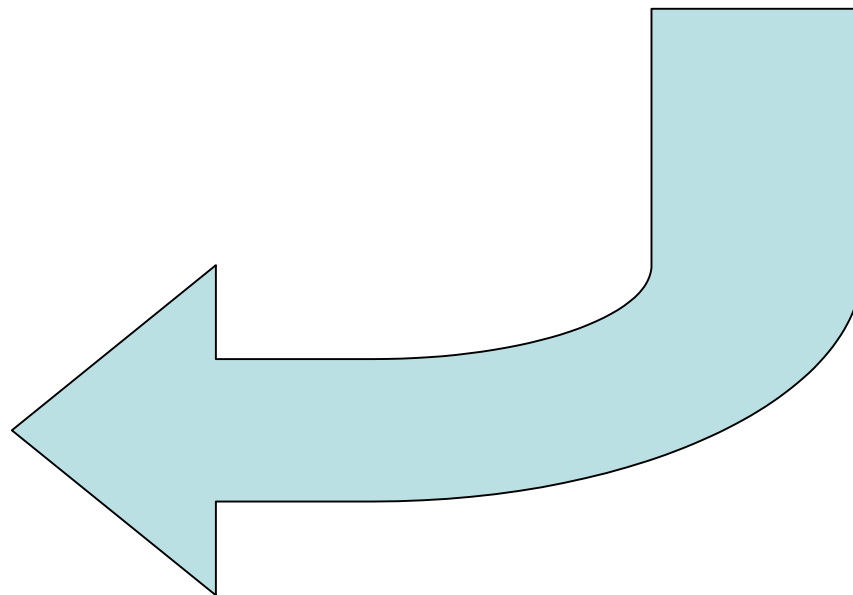
Attain Proper Levels Of Resources

Benefit Society

Take Pride In Our Reputation

Hands-on Leadership

Maintain a Respectful, Diverse
Working Environment



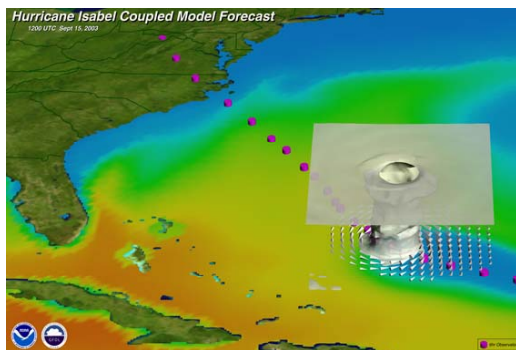


NOAA's About...

Science

Services

Stewardship





The Power of One NOAA

NOAA's Earth Observation Architecture



NOS



NMFS

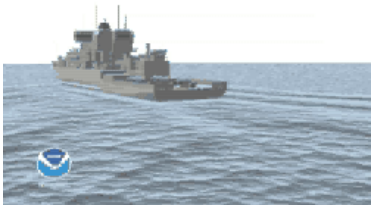


NESDIS



NWS

OAR



NMAO



Power Of One NOAA

NOS

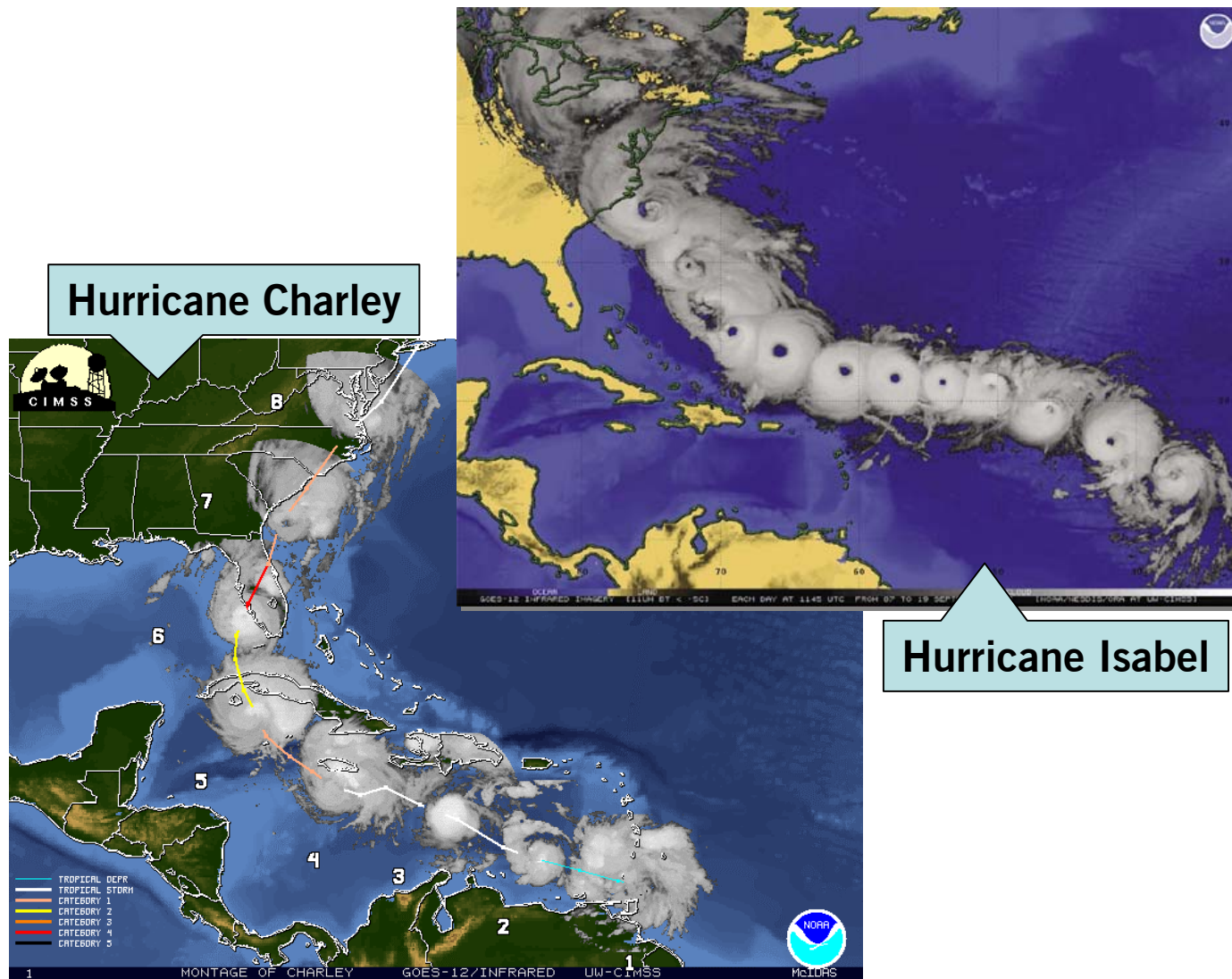
NESDIS

NWS

OAR

NMAO

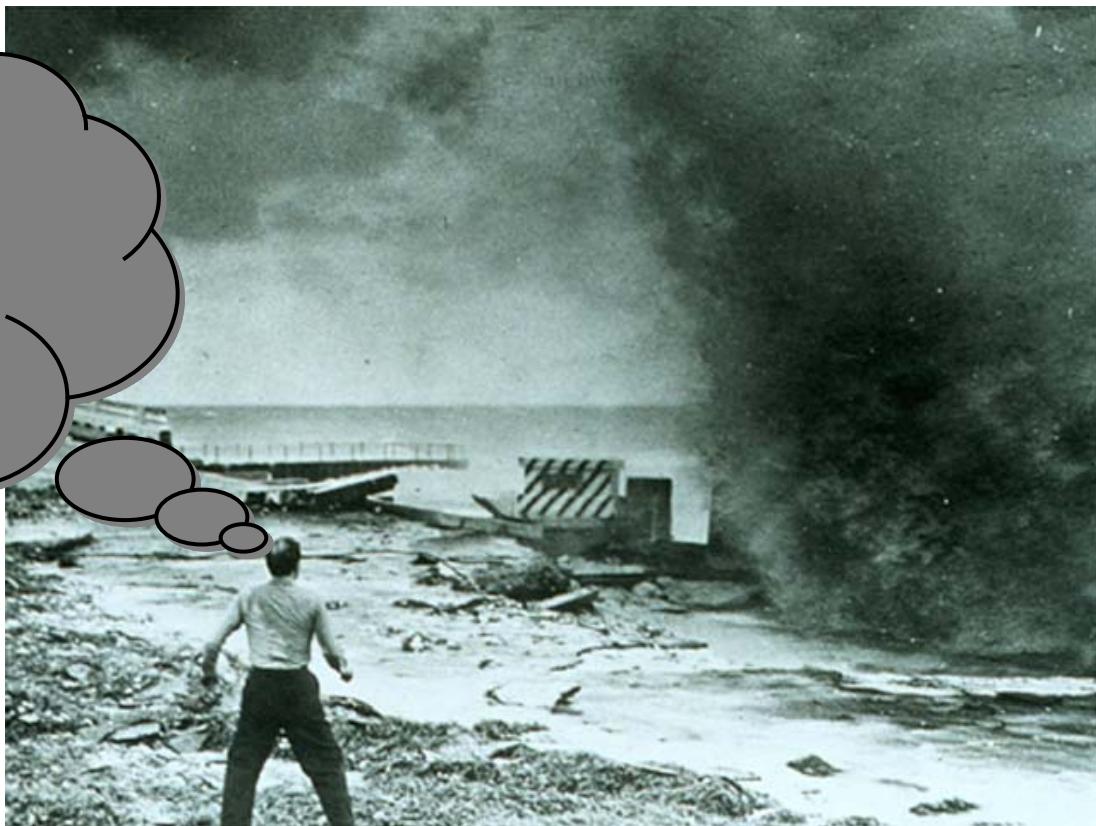
NMFS





In Conclusion

**CHANGE
DOESN'T
HAVE TO BE
LIKE THIS!**



“Never let your ego get so close to your position that when your position goes, your ego goes with it.”

- Colin Powell