

# **NOAA Coastal Services Center Annual Operating Plan – 2011**

## **Linking People, Information, and Technology**

*The National Oceanic and Atmospheric Administration (NOAA) is a world leader in coastal science and management. NOAA's Coastal Services Center, created in 1994, provides the up-to-date technology, information, and management strategies needed by state and local coastal management decision makers.*

*NOAA is part of the U.S. Department of Commerce. The Center is housed within NOAA's National Ocean Service and has offices and personnel throughout the nation's coastal zone. This document provides an overview of the organization, and a focus on specific activities undertaken in 2011 to further strategic goals.*

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## NOAA COASTAL SERVICES CENTER OVERVIEW

### Mission

To support the environmental, social, and economic well-being of the coast by linking people, information, and technology.

### Vision

Coastal communities becoming more resilient through informed decision-making.

### Operating Principles and Core Values

The Center's operating principles and core values are guiding forces in the organization, both as philosophy and business practice. The goal is to "do government business better," as accomplished in the following ways:

- Focusing on customers, quality, and results
- Being a catalyst for innovation and change
- Building effective partnerships across NOAA and beyond government
- Being national in scope but local in approach

### Customers

State and local programs are at the forefront of efforts to preserve coastal resources, promote responsible development, and build community resilience. Primary customers for Center products and services include the following:

- Coastal planners
- Natural resource agencies
- Regulatory agencies
- Emergency management officials
- Floodplain managers
- Conservation organizations
- Member organizations (such as the Coastal States Organization and the National Association of Counties)
- Regional ocean governance organizations

### Partnerships

The Center will continue to use partnership networks and associations as a means of efficiently reaching out to a larger customer base and honing Center products, employing constant feedback, to best meet user needs. Center support to coastal and emergency management organizations usually comes in one or more of the following forms:

- **Partnership Building:** Collaboration and partnership building is a proven method to enhance effectiveness and accomplish goals. "The sum is greater than its parts." This axiom represents the philosophy behind the Center's partnership efforts. Bringing together different groups to work toward a common cause is an approach that flows through Center projects. Partners often provide the additional expertise, data, funding, and credibility needed to make a good effort exceptional. Partners come from many sectors: NOAA offices; local, state, and federal agencies; nonprofits; private companies; and the academic and business communities. The following partnerships are key:

- **Regional Ocean Governance Partnerships:** Regional ocean governance, merely a concept in the recent past, now represents a critical mechanism for directly engaging with federal, state, and other partners on a regional scale to identify and address priority coastal and marine resource management issues.
- **Digital Coast Partnership:** The Digital Coast is an enabling delivery mechanism for an integrated suite of data, tools, training, and information for coastal managers. The Digital Coast Partnership group currently includes the American Planning Association, Association of State Floodplain Managers, the Coastal States Organization, the National Association of Counties, the National States Geographic Information Council, and The Nature Conservancy. These partners provide constituent input in terms of identifying and refining Digital Coast products, and they provide the real-world uses of geospatial data and tools. Many other partner organizations are contributing to the Digital Coast by providing data, tools, and case studies that are highlighted on the website.
- **Private Sector:** The private sector is a valued partner, one that is involved in nearly every aspect of the organization. Over half the Center’s workforce is provided by private-sector companies, and the Center works with the private sector to gain access to additional data, training, social science, tool development, and other resources.
- **Internal NOAA Offices:** The Center works with programs within NOAA that share its customer base to ensure the most effective product and service design and delivery, and avoid duplication of effort. In addition, the Center works with other programs to help set NOAA policy and strategic direction on priority issues (e.g., coastal management, community resilience, inundation, geospatial technology, and climate adaptation).
- **Other Federal Agencies:** At both national and regional scales, it is necessary to work with sister federal agencies with common priorities and complementary missions or capabilities (e.g., GIS and mapping, coastal and marine spatial planning, climate change, ecosystem services valuation, hazard risk mitigation). As with internal NOAA coordination, this ensures effective products and services and avoids duplicated effort.
- **Data:** The Center works with its constituents to determine priority data requirements, establishing partnerships to leverage resources and expertise for geospatial data acquisition and then making the data easily accessible.
- **Tools:** While getting the right data is necessary, constituents often need tools to turn these data into information that is usable *and* used. The Center understands the intersection of data, coastal management issues, and technology. Putting these three bases of knowledge together results in a suite of helpful tools building the Digital Coast and other Center products and services.
- **Training:** The Center’s training curriculum is focused on keeping coastal managers and decision makers at the top of their games. The curriculum addresses technology, process skills, and coastal issues.
- **Technical Assistance:** Organizations can’t house all the expertise needed for every task. The Center offers a suite of technical assistance services designed to meet a variety of needs, including social network analysis, instructional design, process agenda

development and facilitation, survey design, data development, and assistance with GIS tools.

- **Publications and How-to Guides:** The Center provides publications and websites that relay information about viable options and approaches for a variety of coastal management issues.

### **Expertise and Products**

The Center's strategic focus is advanced by maintaining expertise and being innovative in the following areas:

- Geospatial technologies, such as geographic information systems (GIS) and remote sensing
- Training
- Social science
- Collaborative processes
- Communication

Growth areas for the period covered in this operating plan include the following:

- Finding additional effective ways to deliver training
- Making data easier to understand (particularly through visualization tools) and therefore more useful
- Improving geospatial data acquisition and delivery via mechanisms such as the Digital Coast
- Finding ways to help constituents use social and economic data and information to address priority issues

### **Innovation**

An organization striving to be innovative must position itself to encourage innovation, both in its operations and expectations. Because Center operations are focused on customer needs, the Center must stay nimble and capable of quickly retooling as customer needs and national priorities change, and as the coastal management community evolves in its approach to coastal management issues. Innovation and flexibility, along with the strategies listed below, are encouraged as a means of keeping the Center's services relevant to the needs of constituents.

- **Geospatial Technology:** It is critical to understand where geospatial and visualization technology is going and how it can best be used to further coastal resource management. The Center works closely with several leading-edge geospatial technology firms to not only gain a better understanding of current technology and future advances, but also to represent audience needs in the private-sector data and technology development process.
- **Professional Development:** Keeping staff members abreast of developments in their fields is important, which is why the Center stresses several means of professional development. These include conference attendance, professional certifications, training, self-directed reading, and online courses. The Center is strategic when hiring new people and writing the contractor statement of work each year, since the skills required over time may change.
- **Social Science:** Coastal managers are immersed in the "people side" of coastal resource management, but it is only recently that applied social science has established a more

practical foothold and appreciation in the considered approaches to coastal management. The Center is focusing on new ways to apply this science to constituent issues and engagement, including utilizing decision-support tools that integrate socio-economic data and social science training and technical assistance, as well as convening diverse stakeholder groups to develop collaborative solutions to emerging coastal management issues.

- **New Partners:** Bringing new and often unexpected partners together to address coastal issues generates powerful results. In addition to core constituents, the Center reaches out to new federal agency partners (e.g., Department of Housing and Urban Development, Department of Defense) and continues efforts to work with chambers of commerce, nonprofits, public works and transportation organizations, private foundations, and other organizations when collaboration would be considered beneficial from a coastal management standpoint.
- **Training:** The Center is exploring effective ways to bring training opportunities to a larger and broader audience. Curriculum addresses technology, process skills, and issue needs of the coastal management community. Delivery mechanisms include e-learning approaches using the latest technology and the development of a consortium of networked trainers.
- **Regional Approach:** Staying close to the customer and being able to deliver all that NOAA has to offer is an important part of the regional approach to delivering products and services from the Center. This is a significant growth area for the organization, since it is important to find new ways to better understand the customer and effectively deliver needed products and services from all of NOAA in a regional and local context.

### **Evaluation and Feedback**

Soliciting and incorporating feedback for continuous improvement is what makes a good organization great. The Center is committed to engaging in regular dialogue and trusted relationships to assess not only products and services, but the operation as a whole. Formal and informal methods are used to track progress. Surveys, phone and in-person interviews, and formal external evaluations provide a more objective approach to collecting this critical feedback from customers. Often, specific recommendations provide guidance on next steps for that continuous improvement. Internal methods such as Web statistics, performance measures, and one-on-one customer feedback are additional means to assess customer needs and how well Center efforts address those needs. This information is collected and reviewed regularly and provides data for any changes that are necessary to continue to provide high-quality products and services.

A formal evaluation of the Center's technical assistance will be conducted in fiscal year 2011. Training courses are evaluated continually, and the Digital Coast is preparing for a customer satisfaction survey as well. Results from the 2010 Coastal Resource Management Customer Survey and products and services evaluation are being integrated into strategic and annual project plans.

## **PRODUCT AND SERVICE FOCUS FOR FISCAL YEAR (FY) 2011**

### **Digital Coast**

The Digital Coast is a community-driven, enabling platform and partnership effort that is providing an integrated suite of data, decision-support tools, training, and real-world case studies to the coastal resource management community. Launched in 2008, the Digital Coast provides information to address timely coastal issues. One of the goals of the Digital Coast is to serve as a mechanism to help unify groups that might not otherwise work together. The Digital Coast Partnership Group is building not only a website, but also a strong collaboration of coastal professionals intent on addressing coastal resource management needs.

Having expanded to six members with the addition of the American Planning Association (APA) in FY 10, the partnership group is focused on the identification of opportunities to link each organization's strategic goals and activities with the overall objectives of the Digital Coast. This will result in the development of joint projects, which will produce data, tools, and methods that communities can use to address coastal issues such as climate change adaptation and coastal and marine spatial planning.

With a structural refresh completed in FY 10, Digital Coast website activities in FY 11 can be summed up in two words: strategic growth. New tools are being developed, such as the Land Cover Atlas, Sea Level Rise and Coastal Flooding Impacts Viewer, and Coastal County Snapshots, which will allow Digital Coast users to perform basic geospatial analysis and visualization functions without the use of a desktop geographic information system (GIS) application. The data access viewer (DAV) application is being redeveloped to take advantage of new Web-based mapping technology, and provide faster, more efficient access to land cover, orthoimagery, and high-resolution topographic data. New Web content has been added, including a new "Approach" section, which focuses on tools and methods to help communities identify coastal wetland and other vulnerabilities in the face of sea level rise. In addition, new "Digital Coast in Action" narratives are being developed to emphasize the impact that geospatial information has in coastal management decisions.

### **Human Dimensions**

Some of the most challenging decisions in coastal management depend on the relationship between people and the environment. Coastal managers have become increasingly aware of the importance and helpfulness of using social science information and tools to better understand these relationships. The Center engages in the development of social science data and tools, often with support from others, and provides technical assistance with social science methods that help to address the social aspects of coastal management. The Center-developed and -supported *humandimensions.gov* website will see a transition this year to the U.S. Geological Survey as a demonstration of an effective inter-federal agency partnership in this area.

One of the most compelling social science needs expressed is for economic data. The Center has leveraged previously NOAA-funded work conducted by the National Ocean Economics Program to make accessible market economic data for six sectors that depend on the oceans and Great Lakes. The result is that Economics: National Ocean Watch (ENOW) annual time-series data are now produced for 448 coastal counties, 30 coastal states, and the nation using data from the

Bureau of Labor Statistics (BLS) and the Bureau of Economic Analysis (BEA). Data will be available as a county snapshot, through an online atlas and data viewer, and as files that can be easily mapped.

The Center has completed the fifth Coastal Resource Management Customer Survey, which identifies impacts of climate change, habitat restoration and monitoring, erosion and beach nourishment, sea level rise, and flooding/inundation/storm surge as the most important management issues. For the first time, additional data needs now include climate change for land use planning and economics.

The Center continues to provide at least 100 instances of social science tools and methods, including technical assistance in survey design, facilitation, focus groups, social network analysis, logic models, evaluation, needs assessment, instructional design, and economics. This work involves several additions to the social science publication series, including “Introduction to Ecosystem Services and Their Values,” “Planning for Evaluation of Your Project or Program,” and “Using Visualizations to Inform Decision-Making.” And the CanVis visualization tool, which helps to picture the impacts of activities such as coastal development, conservation strategies, or sea level rise, has reached 1,000 downloads. In addition, the Center is providing support for social network analysis, including as a service to NOAA’s Regional Collaboration framework.

Lastly, the Center’s social science indefinite delivery/indefinite quantity (IDIQ) contract mechanism will continue during FY11 to serve a valuable role in providing social science products and services to NOAA for the coastal management community. The Center is applying human use mapping methods and approaches for collecting information for the development of coastal and marine spatial planning initiatives. This project is identifying significant data gaps in non-consumptive uses such as surfing, diving, and other recreational uses. Workshops have been held on strengthening the Multipurpose Marine Cadastre, adapting to climate change, and developing coastal and marine spatial plans. The Center is also implementing a social marketing strategy to enhance the efficacy or impacts of technical assistance efforts designed to foster safe and resilient growth in coastal communities.

### **Regional Capacity**

Staying close to the customer and being able to deliver all that NOAA has to offer in an integrated fashion is an important part of the regional approach to delivering products and services from the Center. The Regional Coastal Services (RCS) division provides convenient and timely access to accurate and reliable information, as well as technology and training, and helps connect the Center and other NOAA programs to their partners and users in each region. The Center has deployed individuals and capacities in six regions presently: the Pacific Islands, the Gulf of Mexico, the Northeast, the Mid-Atlantic, the West Coast, and the Great Lakes.

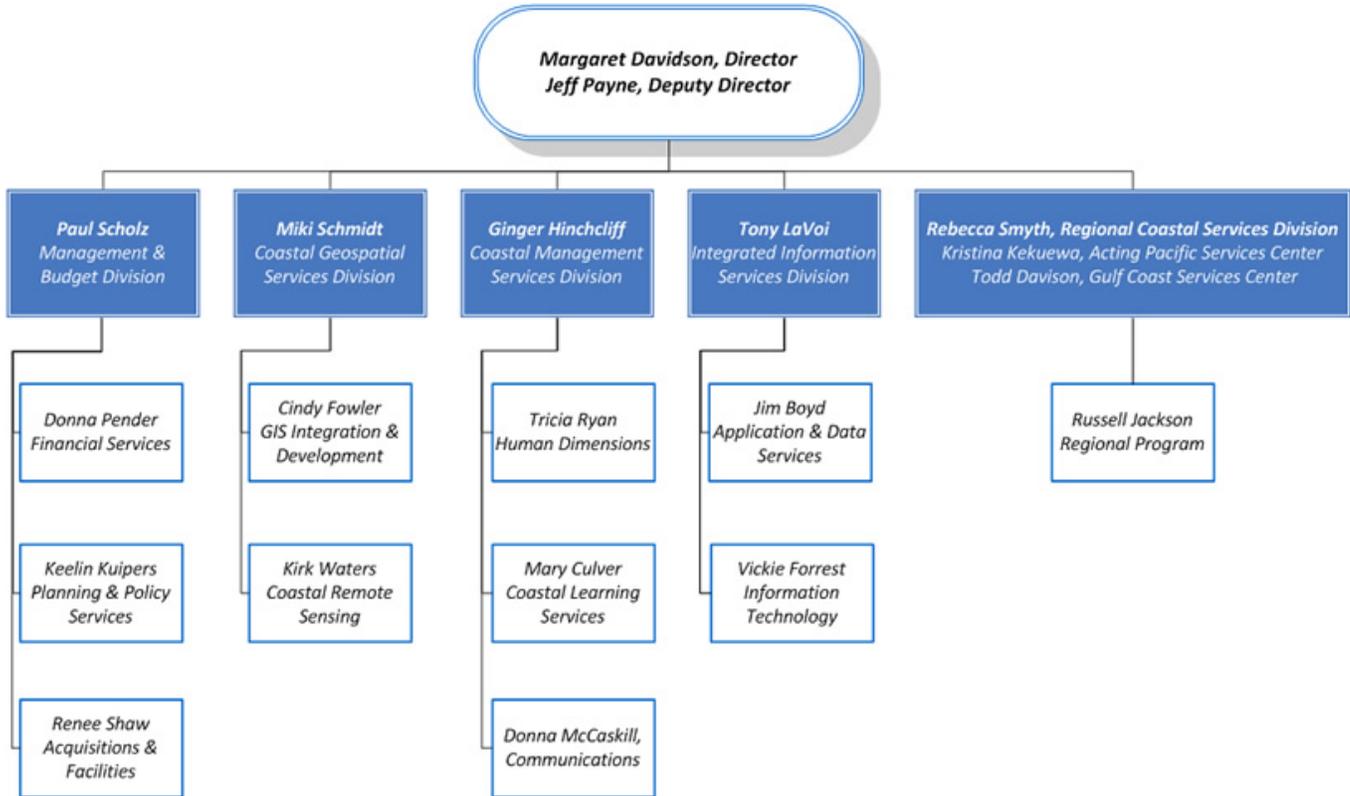
During FY11, RCS is working with the NOS Office of Ocean and Coastal Resource Management to establish the Regional Ocean Partnership Funding Program (ROPFP). The ROPFP focuses on advancing effective coastal and ocean management through regional ocean governance, including goals for the National Ocean Policy and coastal and marine spatial planning (CMSP).

RCS is working with customers to address the top-priority needs of each region. In the Northeast, Mid-Atlantic, and West Coast, RCS efforts are focused on advancing CMSP and climate change adaptation planning through partnerships with the Northeast Regional Ocean Council, the Mid-Atlantic Regional Council on the Ocean, and the West Coast Governors' Agreement on Ocean Health, as they develop strategies for managing ocean and coastal resources in a more holistic, ecosystem-based manner through significant increases in regional collaboration. In the Gulf of Mexico, efforts are supporting the Gulf of Mexico Alliance's efforts in environmental restoration from the BP Deepwater Horizon Oil Spill and in enhancing resilience to coastal hazards. In the Great Lakes, efforts are focused on working with the Council of Great Lakes Governors on the Great Lakes Restoration Initiative and on addressing lake level decreases associated with climate change. In the Pacific Islands, efforts are focused on enhancing resilience to coastal hazards and climate change through the Pacific Risk Management 'Ohana, specifically working to address issues related to the most recent tsunami disaster affecting American Samoa. Other significant efforts in the Pacific Islands include helping to establish regional ocean partnerships and enhancing education efforts through the use of innovative visualization techniques.

# ORGANIZATIONAL STRUCTURE

## NOAA Coastal Services Center

Current as of January 2011

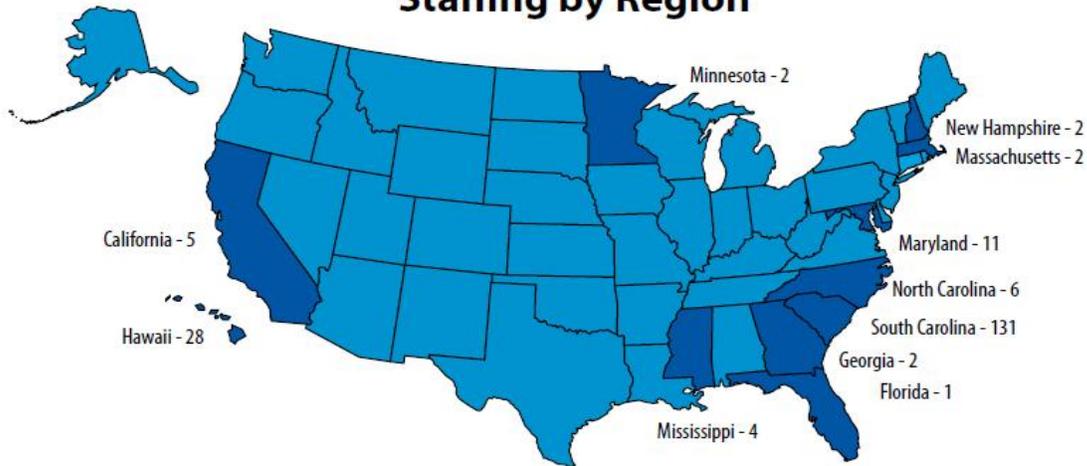


**STAFFING**

The staffing profile is given in the table to the right. There are 96 federal employees; the remaining 98 employees work for various contracting companies. Regionalization is an important concept for the Center; a goal is to invest a higher percentage of employees in service to customer regions.

Affiliation	Staff
Federal (Coastal Services Center employees)	<b>83</b>
Other Federal (Interagency Personnel Agreements, Interns, Fellows, seated in Coastal Services Center office space, etc.)	<b>13</b>
Contract:	<b>98</b>
The Baldwin Group, Inc.	<b>44</b>
IM Systems Group, Inc.	<b>41</b>
HGS Engineering Inc.	<b>6</b>
Contract (other)	<b>7</b>
<b>Total</b>	<b>194</b>

**NOAA Coastal Services Center  
Staffing by Region**



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

**Annual Operating Plan**

## FUNDING

Several considerations determine the annual allocation of Center resources to projects and activities, specifically customer and partner needs; the strategic objectives of the Center, NOAA, and the administration; and guidance from the U.S. Congress. Most of the Center's budget is apportioned as part of the NOAA National Ocean Service (NOS) budget in the NOAA operations, research, and facilities appropriation. The Center also acquires reimbursable funding from a variety of sources to conduct work. The Full-Year Continuing Appropriations Act of 2011 provided \$ 29.8 million for the Center. Changing priorities or unexpected events during the year may alter spending and project plans.

<i>Data represents funds enacted by the Full-Year Continuing Appropriations Action of 2011</i>	
<b>Deductions to CSC FY 2011 Enacted Amount of \$ 29.8 Min \$</b>	
FY 2011 0.2% Recission	59,600
Joint Polar Satellite System (JPSS) Reduction	1,147,400
Hollings Scholarship Assessment 0.1%	28,593
NOS Overhead	2,387,646
<b>Total Deductions</b>	<b>3,623,239</b>
<b>CSC FY 2011 Base Budget (by budget category) in \$</b>	
Federal Labor	10,823,903
Federal Travel	1,170,433
Contractor Labor and Travel	7,568,227
Transportation	46,526
Rent, Communication, and Utilities	1,037,226
Printing and Reproduction	72,027
Contracts	3,774,188
Supplies and Materials	380,163
Equipment	529,332
Grants	425,045
NOAALink	12,192
Transfers to Other NOAA Offices	337,500
<b>Total Base</b>	<b>26,176,761</b>
<i>The following table represents other resources executed by the Center in FY2011</i>	
<b>CSC FY 2011 Other Direct Budget Resources (by program) in \$</b>	
Coastal Storms Program (after deductions)	2,559,536
<b>Total Other Direct</b>	<b>2,559,536</b>

**PLANNED ACCOMPLISHMENTS**

The following planned accomplishments are the result of a systematic planning process. The Center is committed to meeting its mission, which is nested within NOS and NOAA priorities. By interacting with other offices within NOAA, the Center is able to more effectively deliver services to the coastal management community. The milestones we plan to accomplish represent significant work outputs in support of Center and NOAA goals, objectives, and performance measures.

**NOS-Level Milestones**

<b>Milestone:</b>	<b>Quarter Due:</b>
<b>NOAA Next Generation Strategic Plan Objective: A climate-literate public that understands its vulnerabilities to a changing climate and makes informed decisions</b>	
<b>NOS Performance Measure: Percentage growth in number of unique visits to NOAA’s Climate Portal over previous year</b>	
Operational version of the NOAA Climate Services Portal	Q4
<b>NOAA Next Generation Strategic Plan Objective: An engaged and educated public with an improved capacity to make scientifically informed environmental decisions</b>	
<b>NOS Performance Measure: Number of students reached directly by NOAA Education programs</b>	
Hawaii K-12 students reached through the Environmental Literacy Program with NOAA data, products, and services	Q4
<b>NOAA Next Generation Strategic Plan Objective: Comprehensive ocean and coastal planning and management</b>	
<b>NOS Performance Measure: Percentage of tools, technologies, and information services that are used by NOAA partners/customers to improve ecosystem-based management</b>	
Advance effective coastal and ocean management through contributions of existing scientific capabilities, assistance from external partners, and the execution of the NOAA Regional Ocean Partnership funding program to establish regional planning bodies, implement the CMSP framework, develop a NOAA-wide plan for integrating spatial data into the CMSP process, and enhance decision-support tools for CMSP planners	Q4
Gulf of Mexico ecosystem services valuation research competition conducted in collaboration with Sea Grant, the Northern Gulf Institute, and the Environmental Protection Agency (EPA)	Q4
Updated Multipurpose Marine Cadastre	Q4

<b>NOAA Next Generation Strategic Plan Objective: Resilient coastal communities that can adapt to the impacts of hazards and climate change</b>	
<b>NOS Performance Measure: Annual percentage of U.S. states and territories that use NOAA climate information and services to improve decision-making in the face of a changing climate</b>	
NOAA climate portal populated with coastal adaptation data	Q4
Sea level rise visualization and decision-support tools, and county-level coastal and ocean job trends data delivered via NOAA's Digital Coast	Q4
Regional topography/bathymetry inventories populated and applications developed that are critical to accurate sea level rise modeling	Q4
Standardized inundation mapping method document revised for use by coastal resource managers	Q4
Technical assistance for the development and implementation of the regional climate adaptation plans	Q4
Updated sea level rise and coastal flooding impacts viewer with expanded regional coverage providing information on flood frequency, marsh migration, mapping confidence, and socioeconomic impacts	Q4
<b>NOS Performance Measure: Percentage of U.S. coastal states and territories demonstrating 20% or more annual improvement in resilience capacity to weather and climate hazards (%/yr.)</b>	
Coastal decision makers provided with the skills to address community vulnerability and resilience through training, and technical assistance delivered	Q4

**NOS-Contributing Milestones**

<b>MIS Project Number:</b>	<b>Project Title:</b>	<b>Milestone:</b>	<b>Quarter Due:</b>
<b>NOS Milestone: Advance effective coastal and ocean management through contributions of existing scientific capabilities, assistance from external partners, and the execution of the NOAA Regional Ocean Partnership funding program to establish regional planning bodies, implement the CMSP framework, develop a NOAA-wide plan for integrating spatial data into the CMSP process, and enhance decision-support tools for CMSP planners</b>			
261	Regional Ocean Governance Support	Execution of the NOAA Regional Ocean Partnership Funding Program, a national competitive grants program focused on advancing effective coastal and ocean management through regional ocean governance; including the national ocean policy goals set out in the July 2010 Final Recommendations of the Interagency Ocean Policy Task Force, which includes a national Coastal and Marine Spatial Planning (CMSP) Framework	FY11 Q4
147	Regional Coordination and Collaboration	Serve on Coastal Zone 2011 Conference planning committee	FY11 Q4
29	Coastal and Marine Spatial Planning	Provide technical support to at least two regions in the development of coastal and marine spatial plans	FY11 Q4
147	Regional Coordination and Collaboration	Serve on and provide support to NOAA Priority Objective Teams developing strategies in response to the final recommendations of the Interagency Ocean Policy Task Force	FY11 Q4
147	Regional Coordination and Collaboration	Serve on the North Atlantic Regional Team (NART) and lead the Coastal and Ocean Uses Subteam, including organizing and facilitating NOAA in New England meetings	FY11 Q4
147	Regional Coordination and Collaboration	Provide staff support and leadership to the NOAA Gulf Regional Collaboration Team, including restoration and recovery after Deep Water Horizon	FY11 Q4
147	Regional Coordination and Collaboration	Participate in and provide support to NOAA West, the regional collaboration team, and the newly forming subteams to support cross-regional NOAA activities and projects including climate services, integrated strategic plan, and other NOAA leadership	FY11 Q4
261	Regional Ocean Governance Support	Regularly convene federal/state agency representatives to improve coordination and communication in support of regional ocean governance in the Great Lakes	FY11 Q4
261	Regional Ocean Governance Support	Serve as key staff on the joint state and federal West Coast Governors' Agreement (WCGA) Executive Committee	FY11 Q4
261	Regional Ocean Governance Support	Co-host, with Northeast Regional Ocean Council (NROC), a workshop on advancing a regional coastal and marine spatial plan	FY11 Q1

261	Regional Ocean Governance Support	Serve as lead federal support for the Gulf of Mexico Alliance (GOMA) Priority Issue Teams, the GOMA Coordination Team and the GOMA Management Team	FY11 Q4
261	Regional Ocean Governance Support	Provide support for the development and implementation of a new operational structure for Mid-Atlantic Regional Council on the Ocean	FY11 Q4
261	Regional Ocean Governance Support	Serve as the Northeast Regional Ocean Council's federal Co-chair and NROC Executive Secretariat for 2010-2011	FY11 Q4
29	Coastal and Marine Spatial Planning	Prioritized list of NOAA data sets that contribute to CMSP	FY11 Q4
29	Coastal and Marine Spatial Planning	Web registry of NOAA data relevant to CMSP	FY11 Q4
16	Benthic Data and Standards	Coastal and Marine Ecological Classification Standard (CMECS) has completed Federal Geographic Data Committee (FGDC) public review process	FY11 Q1
29	Coastal and Marine Spatial Planning	Decision-support tools that assist with prioritizing offshore uses	FY11 Q4
323	Coastal and Ocean Socioeconomics	Participate on a panel of regional and national experts to identify mechanisms to incorporate ecosystem services into management decisions (e.g., cost-benefit analysis)	FY11 Q2
323	Coastal and Ocean Socioeconomics	Provide funding to support an Ecosystem Services Valuation salon to identify activities that complement NOAA's efforts and contribute to the development of a national valuation framework	FY11 Q1
323	Coastal and Ocean Socioeconomics	Initiate data development to generate concrete estimates of use and non-use values associated with land use change within the Wells NERR, as realized through changes in associated ecosystem services	FY11 Q3
29	Coastal and Marine Spatial Planning	CMSP Portal Development Community of Practice	FY11 Q4
<b>NOS Milestone: Coastal decision makers provided the skills to address community vulnerability and resilience through training and technical assistance delivered</b>			
37	Adapting to Coastal Risks	Twenty coastal counties provided with technical assistance in assessing risks and vulnerabilities to weather and climate hazards	FY11 Q4
37	Adapting to Coastal Risks	Twenty coastal counties reached with technical assistance in conservation tools for adapting to climate and hazard vulnerabilities	FY11 Q4
147	Regional Coordination and Collaboration	Execution of the CRest (Coastal Resilience Networks) Grant Program for the Gulf of Mexico and West Coast, and provide assistance to the execution of the CRest Grant Program in the Pacific Islands	FY11 Q4

37	Adapting to Coastal Risks	One-hundred coastal counties reached with tools and resources for assessing risks and vulnerabilities to weather and climate hazards	FY11 Q4
<b>NOS Milestone: Gulf of Mexico ecosystem services valuation research competition conducted in collaboration with Sea Grant, the Northern Gulf Institute, and EPA</b>			
323	Coastal and Ocean Socioeconomics	Conduct a research competition to support Ecosystem Services Valuation research projects in the Gulf of Mexico	FY11 Q3
323	Coastal and Ocean Socioeconomics	Develop a searchable Ecosystem Services Valuation database for the Gulf of Mexico	FY11 Q4
<b>NOS Milestone: Hawaii K-12 students reached through the Environmental Literacy Program with NOAA data, products, and services</b>			
113	Environmental Literacy Program	Employ the Environmental Literacy Program to create, deliver, and/or support new data visualization sets, student experience-based programs, and teacher workshops that highlight NOAA data, products, and services for students across the state	FY11 Q4
<b>NOS Milestone: Release a revised version of the NOAA Climate Services Portal populated with coastal adaptation data</b>			
265	Climate Adaptation (Community building, capacity building, and technical assistance)	Communicating climate change product developed	FY11 Q2
351	NOAA Climate Services Portal	In conjunction with other NOAA partners, develop a revised version of the NOAA Climate Services Portal	FY11 Q4
<b>NOS Milestone: Regional topography/bathymetry inventories populated and applications developed critical to accurate sea level rise modeling</b>			
15	Coastal Elevations and Inundation Mapping	TopoBathy Inventory updated to integrate U.S. Geological Survey and Federal Emergency Management Agency (FEMA) national inventories	FY11 Q4
15	Coastal Elevations and Inundation Mapping	Provide new lidar (light detection and ranging) bathymetric and topographic elevation data sets	FY11 Q4
<b>NOS Milestone: Sea level rise visualization and decision-support tools, and county-level coastal and ocean job trends data delivered via NOAA's Digital Coast</b>			
3	Land Cover Data and Support	1 new high-resolution land cover data set is completed and available via the Digital Coast	FY11 Q4
6	Digital Coast Data Management	New data, applicable to weather and climate hazards and climate change adaptation, made publicly available via the Digital Coast	FY11 Q3

6	Digital Coast Data Management	New Integrated Ocean and Coastal Mapping (IOCM) data, applicable to climate change adaptation and ecosystem approaches to management, made publicly available	FY11 Q3
85	Social Science Tools Technical Assistance and Coordination	Participatory GIS (PGIS) strategies document	FY11 Q3
246	Digital Coast Partnership Development and Support	Develop at least 3 stories that demonstrate how Digital Coast data, tools, and content are supporting coastal decision-making and policy	FY11 Q4
246	Digital Coast Partnership Development and Support	100 coastal counties reached through the Digital Coast – Coastal Inundation Toolkit, and Coastal County Snapshots	FY11 Q4
15	Coastal Elevations and Inundation Mapping	10 coastal counties reached through the delivery of sea level rise visualization and decision-support tools via the Digital Coast	FY11 Q4
15	Coastal Elevations and Inundation Mapping	Sea level rise visualization and decision-support tools delivered via NOAA’s digital coast	FY11 Q4
15	Coastal Elevations and Inundation Mapping	Existing Coastal Storms Program Critical Facilities tool expanded to GOMEX and delivered to Sea Grant	FY11 Q4
246	Digital Coast Partnership Development and Support	Update the mapping/visualization section of the Digital Coast coastal inundation toolkit to include more information and resources on inundation mapping techniques and data sources	FY11 Q4
<b>NOS Milestone: Standardized inundation mapping method document revised for use by coastal resource managers</b>			
15	Coastal Elevations and Inundation Mapping	Standardized inundation mapping methodology document revised for use by coastal resource managers	FY11 Q4
<b>NOS Milestone: Technical assistance for the development and implementation of the regional climate adaptation plans</b>			
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>

<b>NOS Milestone: Updated Multipurpose Marine Cadastre</b>			
29	Coastal and Marine Spatial Planning	Updated tools and data for CMSP through Version 2.1 of the Multipurpose Marine Cadastre	FY11 Q4
<b>NOS Milestone: Updated sea level rise and coastal flooding impacts viewer with expanded regional coverage providing information on flood frequency, marsh migration, mapping confidence, and socioeconomic impacts</b>			
15	Coastal Elevations and Inundation Mapping	Public release of a coastal inundation viewer suitable for screening-level management use; geographic coverage includes the Gulf of Mexico and potentially the West Coast	FY11 Q4
15	Coastal Elevations and Inundation Mapping	Coastal inundation viewer with integrated data covering areas of the East Coast	FY11 Q4

**Center-Level Milestones**

<b>MIS Project Number</b>	<b>Project Title</b>	<b>Milestone</b>	<b>Due Date</b>
<b>Performance Measure: Cumulative number of states utilizing NOAA data and decision-support tools for Coastal Marine Spatial Planning</b>			
54	Federal Geospatial Data Coordination	NOS Data Explorer portal migration	FY11 Q2
353	Management and Administration	Provide forums to encourage the sharing of information and best practices and building partnerships to address priority coastal resource management issues through the convening of up to 400 professionals at the Coastal GeoTools conference	FY11 Q2
<b>Performance Measure: Increased Coasts, Estuaries, and Oceans (CEO)-related meetings, educational courses, and materials available and accessible to decision makers</b>			
18	Coastal Conservation Partnerships	Deliver guidance on modeled marsh migration impacts/migration due to sea level rise to help coastal managers use these data effectively in decision-making	FY11 Q4
18	Coastal Conservation Partnerships	Promote Center products and services through the Coastal Conservation Networking (CCN) partnership	FY11 Q3
<b>Performance Measure: Number of Communities that utilize Digital Coast</b>			
18	Coastal Conservation Partnerships	Coastal wetland snapshot highlighting the value of wetland ecosystem services and contribution to coastal community resilience	FY11 Q4
<b>Performance Measure: Number of decision makers trained in best management practices to improve management of coastal and marine ecosystems</b>			
18	Coastal Conservation Partnerships	Deliver regional climate change and coastal habitats workshops with NOAA Climate Program Office (CPO) and Office of Habitat Conservation (OHC)	FY11 Q4
<b>Performance Measure: Number of regions in which capacity was built to address coastal hazards, other weather, and water conditions</b>			
65	Coastal Management Fellowship Program	Select state agency projects for Coastal Management Fellowship	FY11 Q1
65	Coastal Management Fellowship Program	Select fellows through the Coastal Management Fellowship Matching Workshop	FY11 Q3

<b>Performance Measure: Percentage of tools, technologies, and information services used by coastal managers to improve ecosystem approaches to management [GPRA measure]</b>			
85	Social Science Tools Technical Assistance and Coordination	Technical assistance provided for two social network analysis projects	FY11 Q4
85	Social Science Tools Technical Assistance and Coordination	Facilitation support provided for ten events	FY11 Q4
85	Social Science Tools Technical Assistance and Coordination	Technical assistance provided for ten survey efforts	FY11 Q4
254	Center Data Management	Updated catalog of Center data management standard operating procedures (SOP), best practices, and data services	FY11 Q4
265	Climate Adaptation (Community building, capacity building, and technical assistance)	Expanded coastal climate adaptation training page or separate training website	FY11 Q1
15	Coastal Elevations and Inundation Mapping	Provide new shoreline data sets and T-sheet vectorizations	FY11 Q4
85	Social Science Tools Technical Assistance and Coordination	Development of Participatory GIS (PGIS) case studies for inclusion on Digital Coast	FY11 Q3
<b>Performance Measure: TBD</b>			
54	Federal Geospatial Data Coordination	NOS Metadata Policy compliance	FY11 Q4
54	Federal Geospatial Data Coordination	NOS Information Quality Act and NOS Peer Review compliance	FY11 Q4

## Acronyms

<b>Acronym</b>	<b>Definition</b>
APA	American Planning Association
BEA	Bureau of Economic Analysis
BLS	Bureau of Labor Statistics
C-CAP	Coastal Change Analysis Program
CCN	Coastal Conservation Networking
CEO	Coasts, Estuaries, and Oceans
CMECS	Coastal and Marine Ecological Classification Standard
CMSP	Coastal and Marine Spatial Planning
CPO	Climate Program Office
DAV	data access viewer
DWH	Deepwater Horizon
ENOW	Economics: National Ocean Watch
EPA	Environmental Protection Agency
ESV	Ecosystem Services Valuation
FGDC	Federal Geographic Data Committee
FY	fiscal year
GIS	geographic information system
GOMA	Gulf of Mexico Alliance
GOMEX	Gulf of Mexico
GPRA	Government Performance and Results Act
IDIQ	indefinite delivery/indefinite quantity
IOCM	Integrated Ocean and Coastal Mapping
IPA	Intergovernmental Personnel Act
lidar	light detection and ranging
MARCO	Mid-Atlantic Regional Council on the Ocean
MIS	Management Information System
NART	North Atlantic Regional Team
NERR	National Estuarine Research Reserve
NOAA	National Oceanic and Atmospheric Administration
NOS	National Ocean Service
NROC	Northeast Regional Ocean Council
OHC	Office of Habitat Conservation
ORPP	Ocean Research Priority Plan
PGIS	Participatory Geographic Information System
RCS	Regional Coastal Services
ROPFP	Regional Ocean Governance Funding Program
WCGA	West Coast Governors' Association