



NOAA's

Next Generation Strategic Plan

Overview for the Marine Fisheries Advisory Committee

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Background: Reasons for Strategy



Alignment and Collaboration: to enable NOAA business lines, staff, and external partners to work together with a common understanding of priorities, roles, responsibilities, and intended results

Investment Decisions: to make well-reasoned, transparent investment choices based upon Administration and stakeholder priorities and upon NOAA's distinctive capacity to address them

Stakeholder Support: to demonstrate to DoC, OMB, and Congress the alignment of NOAA programs' resource requirements with services requirements and with Administration and stakeholder priorities

Performance Management: to monitor and evaluate agency performance (i.e., quality, efficiency, and effectiveness of efforts to achieve societal outcomes) and adjust strategy accordingly



**NOAA'S MISSION:
SCIENCE, SERVICE & STEWARDSHIP**



To understand and predict changes in climate, weather, oceans, and coasts,
To share that knowledge and information with others, and
To conserve and manage coastal and marine resources

**SCIENCE &
TECHNOLOGY
ENTERPRISE**

a holistic understanding of the earth system through research

accurate, reliable data from integrated earth observations

an integrated environmental modeling system

improved scientific understanding
assessments identify impacts, inform decisions
mitigation, adaptation choices supported
a climate literate public

**CLIMATE
ADAPTATION
& MITIGATION**

reduced loss of life, property, disruption
improved freshwater management
transportation efficiency, safety
healthy people, communities
productive, efficient economy

**WEATHER
READY
NATION**

**RESILIENT
COASTAL
COMMUNITIES
& ECONOMIES**

resilient coastal communities
ocean and coastal planning, management
safe, sound, efficient marine transportation
improved coastal water quality
safe, sound arctic access, management

**HEALTHY
OCEANS**

improved understanding of ecosystems
recovered, sustained species
healthy habitats sustain resources, communities
sustainable fisheries, safe seafood

NOAA'S VISION OF THE FUTURE:

**RESILIENT ECOSYSTEMS,
COMMUNITIES & ECONOMIES**

Healthy ecosystems, communities, and economies
that are resilient in the face of change

**ENGAGEMENT
ENTERPRISE**

an engaged, educated public for informed environmental decisions

integrated services for evolving demands of regional stakeholders

international partnerships and policy leadership

modern information technology

diverse, evolving workforce

modern, safe, sustainable facilities

a high performing organization

ORGANIZATION & ADMINISTRATION ENTERPRISE



NGSP: Mission, Vision, and Long-term Goals



- Mission: **Science, service, and stewardship**
- Vision: **Resilient ecosystem, communities, and economies**
- Goals
 - **Climate Adaptation and Mitigation** An informed society anticipating and responding to climate and its impacts
 - **Weather-Ready Nation** Society is prepared for and responds to weather-related events
 - **Healthy Oceans** Marine fisheries, habitats, and biodiversity sustained within healthy and productive ecosystems
 - **Resilient Coastal Communities and Economies** Coastal and Great Lakes communities that are environmentally and economically sustainable



Long-term Goal: Healthy Oceans



Marine fisheries, habitats, and biodiversity sustained within healthy and productive ecosystems

Objective: Improved understanding of ecosystems to inform resource management decisions

Objective: Recovered and sustained marine and coastal species

Objective: Healthy habitats that sustain resilient and thriving marine resources and communities

Objective: Sustainable fisheries and safe seafood for healthy populations and vibrant communities



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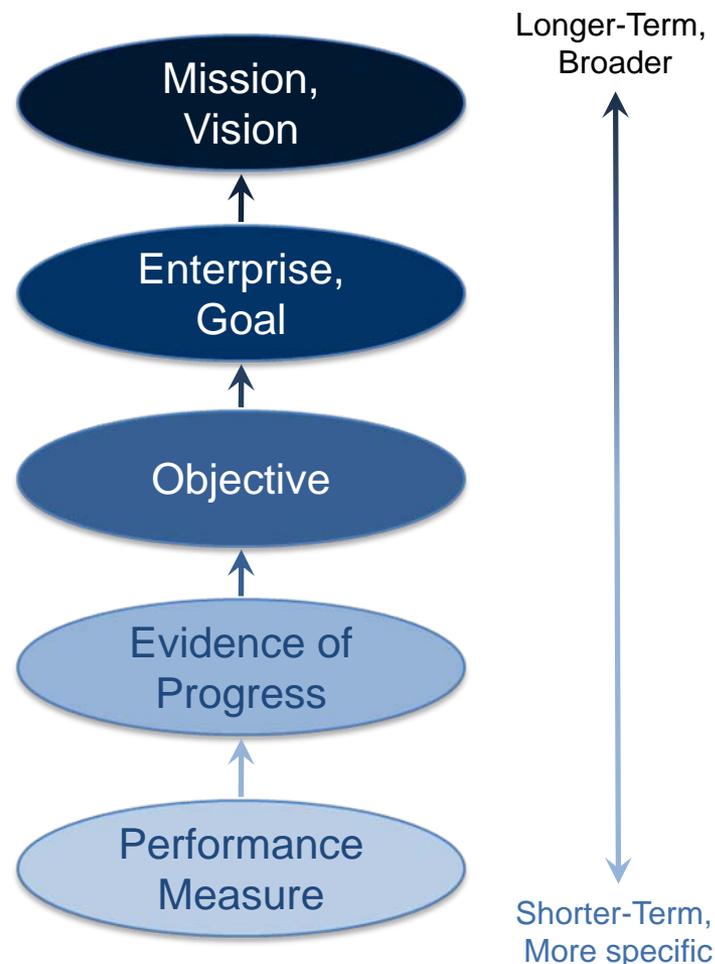
Objective: Sustainable fisheries and safe seafood for healthy populations and vibrant communities



“Next Generation” Structure: Key Changes from Prior Plan



- Long-term mission, vision, and goals frame short-term objectives
- Outcome-oriented goals and objectives align to societal outcomes
 - Increased emphasis on service component of climate goal
 - Weather more comprehensive and linked to other goals
 - Ecosystems goal unbundled into ocean and coastal dimensions
- Enterprise objectives replace sub-goals and cross-cutting priorities





Major Public Comments on version 4.0



- Greater emphasis on NOAA's partners and their roles

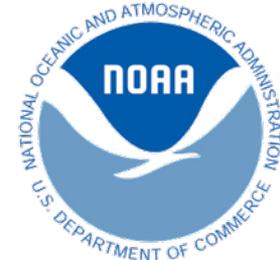
Response: redeveloped sections on partnerships for each goal/enterprise; provided illustrative examples of specific partners

- Greater emphasis on dependencies across strategic objectives

Response: objectives in every goal/enterprise area edited to more strongly illustrate connections to other goal/enterprise areas

- Check for consistency and feasibility of “evidence of progress” toward strategic objectives

Response: reviewed and revised “evidence of progress” text, especially wrt long-term strategic and capital management plans



MAFAC Comments

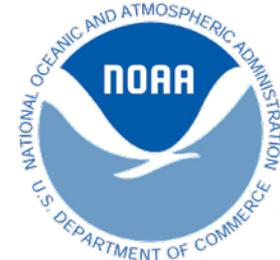
Comment	Resolution
<p>MAFAC Finding 1.1: In climate service objective: “more direct emphasis on the adaptation management needs that fisheries and protected resources ...will require.”</p>	<p>Revised “evidence of progress” text in Climate service objective expressly addresses the needs of marine resource managers; Healthy Oceans Goal added two indicators of progress to address Climate adaptation.</p>



MAFAC Comments



Comment	Resolution
<p>MAFAC Finding 1.2: In coastal, ocean planning objective: “list the Magnuson-Stevens Act (MSA), as well as the Endangered Species Act (ESA) or Marine Mammal Protection Act (MMPA) alongside the “National Marine Sanctuaries Act and Coastal Zone Management Act.”</p>	<p>Included MSA as it is a broad-based management mandate, did not include more focused MMPA and ESA mandates in this objective (given focus on multi-sectoral comprehensive management). Healthy Oceans Goal lists ESA and MMPA in the objective for recovered species; MSA also referenced in Habitat Objective.</p>

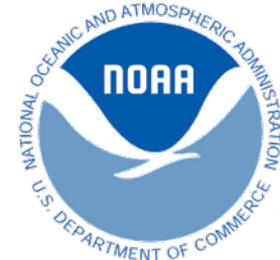


MAFAC Comments

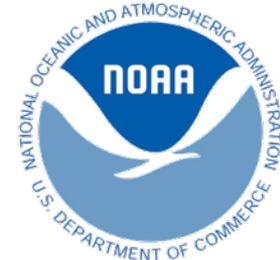
Comment	Resolution
<p>MAFAC Finding 2: “Remove general discussion on aquaculture from the Safe and Sustainable Seafood objective... Establish a new objective that better embraces the need to promote and expand the aquaculture sector in the U.S”</p>	<p>Redirected: aquaculture text strengthened, while topic retained as central component of “sustainable fisheries and safe seafood...” objective. Rationale: Responsibility for healthy fisheries is the basis for the public health benefits of consuming safe seafood; in addition, development of ecologically-sustainable aquaculture programs is part of effective management of wild fish stocks.</p>



MAFAC Comments



Comment	Resolution
<p>MAFAC Finding 3: “MAFAC supports requests for additional resources for NOAA’s work in fisheries”</p>	<p>The NGSP will inform future resource requests. MAFAC’s support for NOAA’s fisheries mission is highly valued and appreciated.</p>



MAFAC Comments

Comment	Resolution
<p>MAFAC Finding 4: "...plan more carefully in advance to engage with MAFAC and other groups at the national, regional, and local level"...Importance of NOAA to improve and strengthen strategic partnerships and communications with groups such as MAFAC, as "completely essential and critical to NOAA's success."</p>	<p>NOAA regrets the limited time that MAFAC had to review NGSP v4. NOAA developed the plan through extensive public, stakeholder, and partner engagement, including 21 regional stakeholder forums, a national forum, and a 6 week review period for the final draft. The central role of NOAA's strategic partners has been recognized in the NGSP text, including the introduction to the Healthy Oceans Goal. NOAA concurs that these relationships will be essential and critical to its mission success.</p>



“Next Generation” Process: Implementation via SEE

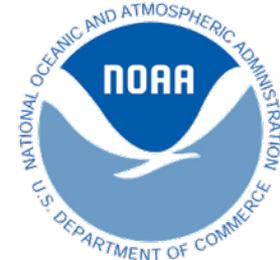


Strategy Execution and Evaluation (SEE)

Strengthen the linkage of strategy to execution: Line and Staff Offices are accountable for implementing NOAA’s strategic plan and associated annual priorities;

Build our capacity to learn and improve through program evaluation: By leveraging existing performance metrics and evaluation methods, NOAA will approach performance evaluation in the systematic and rigorous manner that is expected by DOC and OMB; and

Increase the efficiency of NOAA-wide decision-making: SEE features planning and executing with the same accounting structure, fiscal constraints introduced in the planning phase, and streamlined decision processes with fewer products. These and related changes will generate substantial efficiency gains.



Next Steps

- Final NGSP clearance (October)
- Implementation of NGSP
 - Annual Guidance Memorandum (October)
 - Implementation Plan, for FY 2011-17 (through early January)
 - Annual Operating Plans, for FY 2011 (30 days after appropriation)
 - Corporate Portfolio Analysis (early January)
 - Budgeting, for FY 2013-17 (January – April)

BACKUP



Objective: Improved understanding of ecosystems to inform resource management decisions



Over the next five years, evidence of progress toward this objective will include:

- Increased use of ecosystem information (such as Integrated Ecosystem Assessments) in natural resource decisions in marine, estuarine, Great Lake and riverine systems;
- Increased development and use of climate considerations in fishery and protected resource decisions and in coastal and marine spatial planning processes;
- Next-generation fish and protected resource stock assessments incorporating habitat, ecosystem, and climate information;
- Living marine resource managers using high-quality data to inform management plans and decisions;
- Increased understanding of the role of habitat in providing ecosystem services, supported by improved habitat assessments; and
- Increased use of social and economic indicators in the conservation and management decision making processes.



Objective: **Recovered and sustained marine and coastal species**



Over the next five years, evidence of progress toward this objective will include:

- Stabilized or increased abundance of species that are depleted, threatened, or endangered;
- Decreased bycatch of protected species; and
- Increased number of protected species with improving status.



Objective: **Healthy habitats that sustain resilient and thriving marine resources and communities**



Over the next five years, evidence of progress toward this objective will include:

- Increased protection and restoration of habitats to enhance vital ecosystem services;
- Habitat conservation targets and evaluation protocols set to focus and improve habitat protection and restoration actions in priority areas;
- Essential fish habitat designations that encompass key habitats as informed by habitat assessments;
- Increased use of partnerships, scientifically sound conservation measures, coastal and marine spatial planning and regional ecosystem conservation approaches to protect and restore priority habitats; and
- Climate change impacts addressed in conservation actions to promote long-term habitat resilience and adaptation.



Objective: **Sustainable fisheries and safe seafood for healthy populations and vibrant communities**



Over the next five years, evidence of progress toward this objective will include:

- Improving trends in stocks categorized as overfished shown in increases in abundance;
- Reduced numbers of stocks subject to overfishing;
- Increased allowable catch levels as fish stocks reach rebuilt status;
- Decreased bycatch of target and non-target species;
- Expanded recreational and commercial fishing opportunities;
- Increased research focused on sustainable aquaculture activities;
- Increased numbers of aquaculture facilities that are ecologically sustainable;
- Increased proportion of inspected seafood; and
- Implementation of a national aquaculture policy and NOAA aquaculture priorities.