

**Spring 2011 National Sea Advisory Board Meeting**  
**Jefferson Room**  
**Washington Plaza Hotel**  
**10 Thomas Circle, NW**  
**Washington, DC 20005**

**Tuesday, February 8**

**8:00 AM – 5:00 PM - OPEN TO PUBLIC**

- 8:00** Introductions, review agenda, approval of minutes, etc. (J. Woeste, Chair, NSGAB)  
**8:15** Chair's update (J. Woeste)  
**8:30** NSGO report (L. Cammen, NSGO)  
**9:15** SGA report (J. Pennock, President, Sea Grant Association)  
**9:45** Break – 15 minutes  
**10:00** SAB Brief and Biennial Report Follow-up Visits (D. West, NSGAB)  
**10:30** NOAA Climate Program Office and Sea Grant (C. Koblinsky, NOAA Climate Program Office)  
**11:30** Discussion of morning topics  
**12:00** Lunch  
**1:00** USDA Cooperative Extension Program and Climate Change (Louie Tupas, USDA)  
**1:30** NOAA and Academic Relations Committee (Andy Winer and Caren Madsen, NOAA Office of External Affairs)  
**2:30** Break – 15 minutes  
**2:45** Committee updates  
    -Allocations (D. West, NSGAB) (45 min)  
    -Futures II (M. Orbach, NSGAB) (15 min)  
**3:45** Gulf Oil Spill Restoration Efforts (Shelby Walker, NOAA)  
**4:30** Discussion of afternoon topics  
**4:45** Public Comment Period (15 minutes)  
**5:00** Adjourn  
**5:00 – 6:00 pm Advisory Board Business Meeting**

**Wednesday, February 9**

**8:30 AM – 11:30 PM - OPEN TO PUBLIC**

- 8:30** Call to Order, review agenda and previous day's discussions (J. Woeste)  
**8:45** Sea Grant's Social Science Portfolio (H. Triezenberg, NSGO)  
**9:15** NOAA's Educational Partnership Program (Audrey Trotman, NOAA)  
**9:45** Break – 15 minutes  
**10:00** Focus Team liaison reports  
    - Hazard Resilience in Coastal Communities (H. Simmons)  
    - Healthy Coastal Ecosystems (N. Rabalais,)  
    - Safe and Sustainable Seafood Supply (R. Schmitten)  
    - Sustainable Coastal Development (M. Orbach)  
**10:30** Focus Teams Discussion (L. Cammen and J. Murray)  
**11:00** Discussion of morning topics  
**11:30** Adjourn

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Other items for Spring 2011 Meeting

Tuesday, February 8, 2011

10:30 am - Chet Koblinsky, NOAA Climate Program Office

A CLIMATE SERVICE IN NOAA

Connecting Climate Science to Decision Making

Draft Vision and Strategic Framework

[http://www.noaa.gov/climateresources/resources/CS\\_Draft\\_Vision\\_Strategic\\_Framework\\_v9.0%202010\\_12\\_20-1.pdf](http://www.noaa.gov/climateresources/resources/CS_Draft_Vision_Strategic_Framework_v9.0%202010_12_20-1.pdf)

Tuesday, February 8, 2011

3:45 pm - Shelby Walker, NOAA

NOAA Gulf Spill Restoration

<http://www.gulfspillrestoration.noaa.gov/>

Wednesday, February 9, 2011

9:15 am – Audrey Trotman, NOAA

NOAA Educational Partnership Program

<http://www.epp.noaa.gov/>

**Fall 2010 National Sea Advisory Board Meeting  
Astor Ballroom II  
The Astor Crown Plaza Hotel  
739 Canal Street at Bourbon  
New Orleans, Louisiana 70130**

**Friday, October 15**

In attendance: Elizabeth Ban, Frank Beal, Patty Birkholz, John Byrnes, Leon Cammen, Jeremy Harris, Ross Heath, Jim Murray, Michael Orbach, Nancy Rabalais, Rollie Schmitten, Bill Stubblefield, Dick Vortmann, Dick West, John Woeste

**Saturday, October 16**

**8:30 AM – 5:00 PM - OPEN TO PUBLIC**

**8:30** Introductions

Woeste: Call the meeting to order 8:30 am

**Introductions:**

Judy Weis and Jeff Stephans (former Advisory Board Members), Ron Baird (Former director, NSGO), Capt Eric Trehubanko (Office of Naval Oceanography), and Elizabeth Ban (new DFO and NSGO)

**Review Agenda**

**Motion to approve the agenda – Harris**

**2<sup>nd</sup> - Schmitten**

**Woeste- Discussion?**

**Motion passed - unanimous**

**Review of minutes from March meeting**

**Motion to approve the minutes from the March meeting – Harris**

**2<sup>nd</sup> - Dick Vortmann**

**Discussion?**

**Motion passed –unanimous**

Schmitten –Note from agenda. Last March we asked Sally Yozell how Sea Grant can be more relevant. Sally said she was too new to know and would work with Leon to learn more.

Woeste– Sally Yozell never got back to us, sent her a copy of a resolution – a thank you letter was the only follow up we had.

Schmitten - If Cammen has a chance, perhaps a query meeting with AA?

West - As a representative of the Biennial report team I met with the Office of Management and Budget (OMB). They are waiting for the Biennial report. NOAA has been trying to reorganize for two years.

**8:45 Chair's Update:**

Woeste - Thanks for responsiveness and on-going feed back.

Appreciate the work of:

Vortmann working on 2010-2011 budget

Heath leading the fund allocation committee

Orbach leading the Futures II committee

West serving as the Sea Grant Week planning liaison

Byrne leading the report to congress committee

Simmons serving on the Knauss selection committee and SGA awards

Board member commitment to staffing site review and serving as Focus Team liaisons

Frustrations with:

Board charter approval process

Difficulty of moving letters and meetings request through the NOAA system

Concerned about:

Appointment of new Board members

Staffing levels in the NSGO

Completion of a system supported/functionality of NIMS

Pleased with:

Tone and openness of communications with SGA

**9:00 National Sea Grant Advisory Board charter renewal, nomination process and Membership Committee (Jim Murray, Deputy Director, National Sea Grant Office) (See slides in appendix)**

Discussion:

Orbach- Let's talk to other FAC chairs and see if they have had similar experiences nominating for their Advisory Boards. I understand why Dr. Lubchenco wants to institute a new process. Is it clear to us that what they want is six names for three slots pre-vetted then go through process with three that she approves.

Murray – Yes, it's been made clear in the past few weeks that they want double the names to pick from. It's good that Dr. Lubchenco is trying to get involved in who is giving NOAA advice. We think we need to get NOAA buy-in on the nominees upfront.

Woeste – Our task is to establish the nominating committee and be thinking about people that we're willing to nominate. We are getting to crunch time in terms of number of people on the board. By next fall we might not have a quorum.

Murray - We'll need four more coming up next year.

Vortmann –Are the Board members in place through their term limit and then serve until they are replaced?

Murray – No, they can serve for four years; extend another four year term, and then a one year extension for a total of nine years on the Board

Orbach – Is there a board matrix? Do we have a Membership committee?

**(See Board matrix in appendix)**

Woeste – A Membership committee can be appointed if we want one.

Murray –I would like the membership committee to help us recruit and run by our thinking by this committee for their endorsement.

Woeste – Schmitten is willing to serve on membership committee, also Simmons and Orbach. For Beal and Birkholz – we are meeting with Larry Robinson to discuss and we need to justify with our matrix and why you fit into plan. Next year, Heath is going to be term limited, Byrne will resign next summer sometime. Four will be needed next year

### **9:30 Break – 15 minutes**

### **9:45 National Sea Grant Office report (Leon Cammen, Director, National Sea Grant Office) (See slides in appendix)**

Discussion:

Cammen - What counts is what the outside world sees of our impacts. We're in the business of creating and maintaining jobs. We are supporting a lot of students, publishing literature, leveraging over \$86 million dollars

Stubblefield- it looks like your overselling. We may have assisted 650 businesses or 3500 jobs but we didn't create all of them

Cammen– it wouldn't have happened without Sea Grant

Harris – Let's change it to say that we've been "instrumental"

Orbach – Are the targets for Safe and Sustainable Seafood Supply realistic targets? We're way off. Don't want targets you can't meet.

Cammen – Yes, it's a realistic target. They are from the state programs. They take a detailed look at their programs – likely big activities happening in the next few years. Only six months reported.

Stubblefield – What's the difference between modifying practices and fishers using new techniques?

Cammen – We'll get back to you on that. We'll evaluate at the end of four years

*NOTE: Per Sami Grimes, NSGO - The focus team wanted to differentiate between fishers changing their techniques and other users modifying their practices. This change in semantics is to account for this.*

Orbach – A major recommendation of the Future's Committee report was new initiatives.

Cammen -This is intended to be the implementation of the Future's Committee report.

The real decision point is now. If we build the program, which models work the best? We want 32 teams going out and working with the community. We'll look at the different ways people did this and see what worked. In some places, we can't present it as climate activity, but as sea level rise is ok.

Orbach – there is an increased presence of this kind of activity in SG and moving toward Future's committee recommendation.

Harris – I disagreed with the NSGO's methods at first, but now think it worked. We've learned a great deal through the small grants. I'm taken back by not being able to use the phrase "climate change" in some communities. We need to be advocates of science and get people to understand climate change – stand up for science. As educators we've failed and Sea Grant has a responsibility. We need to explain it

better.

Heath – I found a NOAA website with 10 examples of observations of climate change. The report was not why it's changing, just that it is.

[\[http://www1.ncdc.noaa.gov/pub/data/cmb/bams-sotc/2009/bams-sotc-2009-brochure-lo-rez.pdf\]](http://www1.ncdc.noaa.gov/pub/data/cmb/bams-sotc/2009/bams-sotc-2009-brochure-lo-rez.pdf)

Stubblefield – Can you pull out nuggets/diffuse the spotlight so the senator in West Virginia - how do we let them know that it helps other states? There are things in GOM that have applicability in the other parts of the county.

Birkholz – There was a recent oil spill in Michigan and Sea Grant was involved. Every day for three and half weeks, we had all legislators and mayors city managers called in to white house and conference call with EPA. It helped dispel some nasty rumors that were picked up by the media. We got the real answers to the question. Sea Grant was mentioned several times – never got a full answer of what Sea Grant did, but want to get that info and bring it to my state.

Schmitt – This week's Focus group discussions were talking about communications and outreach. How do we bring the Sea Grant message to the heartland? Can we get a copy of this [\[National Stories\]](#) to every member of the Sea Grant network to show the results of last year's work?

Heath – This is a good time for Sea Grant to publicize what we're doing. Reality was that NOAA took a reputation hit and we need to correct it. The Deepwater Horizon spill really hurt them.

Cammen – We can put both hats on. Sometime it's handy not to be affiliated with NOAA. Within NOAA we've really grown – we've driven home the onsite presence. This is last year versus what we might do next year, based on flat funding (level appropriation) Small Business Innovation Research (SBIR) taxed programs all across government. Sea Grant can keep funding and run our own SBIR competition. We used the Focus Teams.

Stubblefield – Have you tried with PMEL or the NMFS Science Centers to get Sea Grant involved in their extension?

Cammen – We've tried but they're not interested. They'll tell us to pay for it.

Stubblefield – That's very consistent with what we found in the research report.

Cammen – I will present this to SGA and Focus Team chairs and we'll get suggestions on what to do with this invasives and aquaculture money. We want to put more money into social science. Priority for NOAA, OAR and Judy [Gray] will say it and it should be delegated to us to handle. No one does anything about it. Set aside \$2 million for social science but instead of a national competition, we tell the state programs now that they should put it into RFPs for their competition. We'll agree on what kind of things/topics to put in and then we take our \$2 million and fund half of every project you have. We'll use our national pool – (\$500K) to spend elsewhere. This provides more incentive for social science in the state programs. That means that we're only funding this if it's important to the state plan.

Harris – Is the \$2 million for climate not in FY11? Sea Grant is unprepared to say that climate change is an important issue and is unfunded except for surplus. How is it not as important as aquaculture and invasives? You're hiding it under community hazards.

Cammen – We can't control NOAA budget wording. It's how we got it through budget.

Don't have a president's budget yet. We've put in what we're sure we're getting. If we get the money, we'll put it in.

Harris – You're showing \$1.4 million unallocated – do you not believe that climate change is important enough?

Cammen - We put it in the President's Budget Request. The SGA hasn't seen this yet. I'll impose some things, but believe that this topic is worth having a discussion rather than imposing.

Harris - How is this different from other budgets?

Cammen – We haven't heard how the demonstration projects have worked. We'll hear at the Sea Grant Week meeting. Then we can decide what we'll do with the rest of the money.

Harris – Is there fear of being identified with climate change?

Murray – Some fear in some programs in extension.

Harris- Inside the beltway?

Cammen – No.

Murray – We've heard that Southeast programs extension agents can't get into climate change public debate. They get at the issue by calling it sea-level rise. That is a local decision, not a NSGO belief. NOAA is the national agency in climate change research.

Harris – Climate change is a critical emerging issue with national focus and we need to establish credibility for Sea Grant in this field. If congress looks at the Sea Grant budget, they would think that Sea Grant was not really involved in climate change. If our advice is to make a decisive showing to create credibility and a brand that is identified with climate change, then Congress will be looking to us for leadership. I don't think the right approach is to slip little bits of money and hide it under different names.

Cammen – There is a 30 pages budget document to congress outlining everything we did for climate change (\$6 million worth of projects.) This budget doesn't have a public identity yet. When we get money from president, we'll change this document.

Harris - But the budget request has 2 million for climate change?

Cammen – Yes, in a budget narrative

Orbach – I don't think it's the only mention either. Nature of the Sea Grant program – we really want to have all individual programs on board. I see movement here in the right direction and I'm interested to hear what SGA has to say. It's critical to have them on board, and know how to talk about it.

**10:30 SGA report (Gordon Grau, President, Sea Grant Association, Mary Donahue – Reporting on NOAA Sea Grant Workforce Survey)  
(See slides in appendix)**

Grau: University presidents will pound the pavement for NIH or NSF grants, but not NOAA grants. It's important for NOAA to engage universities like NIH, et al. Sea Grant will be 1/3 of OAR budget at when Climate leaves. Let this info [Results of NOAA Sea Grant Workforce Survey] engage you in a discussion.

Byrne-How many employees does NOAA have?

Donahue - 14,000, 10K scientists and 4K others.

Byrne - Most people who responded probably have a Sea Grant connection.

Donahue – If you have a positive inclination you might be more likely to respond to the survey. We used a statistician – he said that it was rigorous using 1600 respondents – very robust. But yes, there is probably some bias.

Orbach –Who is the audience for this?

Grau – Sea Grant Program, the Advisory Board, NOAA, Congress. We wanted to find out if Sea Grant is a significant contributor to the workforce. Only 22% of respondents said that they were supported by Sea Grant.

Stubblefield – This is nice data, but what does it do? It resonates with the Sea Grant community. Outside what will it do? We need to ask “Is Sea Grant essential?” Sea Grant contributed, but is it essential?

Grau – You could argue that with ROTC. But now we have an idea of what Sea Grant does for the workforce. The #1 contributor was graduate research assistants, Knauss fellows is #2.

Heath - If you took NIH post-doc fellowship, you needed to work for them for three years. If NOAA has staffing issues, then Sea Grant should do a similar program – super-Knauss fellowship.

Heath – There is a political side: key minority members in the house who have strong views about what’s going on in NOAA. Have you done any contingency planning for that? Short answer is that there won’t be a lot that will affect Sea Grant over the next couple of months because of congressional changes. Perhaps in the FY12 budget.

West - The NOAA reorganization will determine what is going to happen. NOAA didn’t share with the Hill which is why NAPA was mandated to write the Climate report. 1) We need to work toward the next Sea Grant reauthorization - make sure our language to congress shares with them what we need. 2) Sea Grant needs to embrace climate change. 3) Focus teams need to be more nimble than NSGO – they need to be nimble enough to address what NOAA needs to do.

Stubblefield –I don’t think it will be an issue of earmarks, but trying to protect cuts in discretionary spending. There will be a major push to reduce spending after elections and NOAA is in that category of discretionary spending. We need to protect against that.

Harris- Can we have a discussion on climate change?

Grau – We have forty faculty on climate at Hawaii. The islands give us a special understanding of it – it effects more than sea-level rise. If we don’t discuss climate, we don’t get water, energy, phosphates, famine – these are central issues that we’re passing onto the next generation. This is Sea Grant’s business.

Harris – What is your gauge of how the SGA will react to including climate change money in next year’s budget?

Grau – If it’s new money, great, if it’s the program’s money, then there will be resistance. Coastal Hazards is a good example.

**11:00 NSGAB budget and policy (D. Vortmann, NSGAB, J. Murray, NSGO)**

**(Moved to the afternoon session)**

**Discussion on morning topics**

Woeste - Dick Vortmann does not wish to continue in the Vice Chair because he does not want to be a Chair. It is the Chair's prerogative to appoint a temporary nominating committee. The temporary committee will be: Dick West, Jeremy Harris and Ross Heath. They will come up with a nomination for tomorrow's vote for Vice-Chair understanding that the new Vice-Chair would move into the Chair's position in a year.

Orbach – Can a woman be on the nominating committee?

Woeste – Yes, however I believe our only female Board member might be the nominee. Being on the nominating committee would complicate our ability to nominate her.

Woeste - Are there questions we need for Sunday's business meeting on the Performance Review Panel?

Vortmann – It seems that the way its set up is how the program did relative to its plan. Can a program make their plan intentionally marginal?

Cammen – We just have to do a good job on reviewing plans.

Harris – I just have a comment – Sea Grant has such a tiny pot of money, but a very elaborate process on how it's distributed. It seems we should simplify, not make it more elaborate. Let's have an administrator to make the decision on where the money should go rather than go through elaborate process. Spend a dollar to manage a dime.

Rabalais – We need transparency in process, that's what PIE addresses because when resources get smaller, competition increases. We need this for protection.

Cammen – This system is much easier for everyone except the PRP so the issue is where you are not how you got there.

**12:00 Lunch**

**1:00 Sea Grant Academy (Mike Spranger, Associate Director, Florida Sea Grant)  
(See slides in appendix)**

Harris – Mike is doing a great job – I was at the FL SG review panel. We need more like him. As a former extension agent, this is such a valuable program. Wise dollars spent.

Stubblefield – Are parts that would be transferable to the Knauss fellows orientation? History, Logic model, evaluation – the whole framework would be useful.

Vortmann – Great program, your alumni can help with networking

Spranger – We have started mentoring. We want to involve the past graduates to do the training.

Murray -Has it progressed to more than extension folks, like directors, etc.?

Byrnes– You could use development and implementation plans - the staff could develop and present a logic model and identify impacts of programs. This is a great outcome and based on your training.

Spranger – It was experiential. They had six months to write a plan of work. They came back and critiqued it as a group. They are producing really god outcomes. Thanks

to Leon and others for supporting this.

### **1:30 Committee updates**

#### **Allocations Committee (Ross Heath, NSGAB)**

**(See slides in appendix)**

#### **Discussion**

Orbach - What is an embedded inequity?

Heath - A program that started off with a small budget, then it is likely to remain small because it is based on past budgets. Several are below the \$1.5 million minimum. The real issue is the size of the budget. We'd like to find out for those who didn't respond to the survey, why they didn't respond to the second survey. The diversity of responses means that it won't be easy to come up with a solution. The programs are stressed. They feel that they won't be able to meet the match next year.

Vortmann – We have to do something. It's not irrelevant. We need to finish this exercise before reauthorization. This is a good program and they all deserve whatever it takes to stay alive. It can't be looked at as an entitlement program.

Byrne – The assumption is that the budget will change. Also with the reorganization of NOAA, we don't know what that means for Sea Grant. Another assumption – the next congress, will it be conservative or liberal? If it's liberal, that means it will eliminate some programs and turn them into regional programs.

Heath- We don't live in a closed Sea Grant only world – the State programs will go to the Hill and complain.

Beal –Are all opinions collected in first survey captured here?

Heath – We sent questions to all of Sea Grant including the Advisory Board. People from the Board responded, but not as Board members.

Birkholz- Speaking as a legislator from the Great Lakes, the largest freshwater body in the world - we're most at risk because we have the most coastline. I hear irrelevant issue a lot (Congress will change so why should we do anything now?) Michigan was cutting left and right – we did what we had to do to get matching funds. We don't know what we can do to get it now.

Vortmann –What was the total population you sampled from?

Heath – Sea Grant network list is 700 or 800

Simmons – If we go to a regional model, we will lose our state match. This is a state program and without state match, it won't be considered one.

Heath – Those moneys come with other obligations. Sea Grant core money lets us do our creative things.

Simmons – We need to ask state Sea Grant Directors “If you lost all your state funding could you continue your program?”

Heath – Make a state mad enough and they'll go to the Hill. We're trying to get the program to meet our national goals, but a state could come back and say you have to do things differently.

Harris – If a new system reduces University of Hawaii Sea Grant funding, Senator Inouye will step in and fix it.

Byrne – Will he do it for all programs?

Harris – He needs to be our champion.

Woeste – Supporting an initiative for Sea Grant is different than taking resources from your state.

Byrne – Should we identify those programs with strongest political support and eliminate the others?

West – We talk to all 300 Sea Grant folks tomorrow. What are we going to say about allocations?

Heath – Our message to the group is that no one answered. The Advisory Board didn't even answer.

Orbach - Imbedded inequities is really the problem. Maybe it's more like the Coastal Zone Management Program. What kind of program is it; is it right as it is or is it worth changing?

Harris – Sea Grant network needs to take more responsibility than to only have 14 out of 800 respond.

Orbach – We could divide and conquer and do personal interviews.

Heath – I'll hammer them on Monday. But if they really aren't interested in participating, then they will need to take what Leon decides to do.

Rabalais – The research report came to no conclusion other than stay on course. We also thought about toying with budgets, but some of the committee appreciated this while others didn't care. We got 92% of SG directors to respond.

Heath – We're still in early stages of the allocation committee. We're trying not to duplicate the research report.

Woeste – SGA had a committee that reported on the small program questions requested that the allocation look at that question. We may have gone broader. Leon charged us to respond to the directors questions and we are currently pursuing this now.

Cammen – This is the third rail of sea grant so we didn't get many responses. Dick's right that it will reach the level of having to find its language in the legislation. Sylvain [De Guise] gave us the opening to look at this. The program mission committee asked for this to be done. You grow your way out. What does distribution look like and how do you get there?

West – Sylvain and Anders [Andren] are on the committee and both support doing this. Emergency program has taken all of their research money just to stay alive. Is that ok? There needs to be some flexibility from the NSGO to say it's ok. This will continue to happen.

Heath – We have to keep research alive because otherwise the university will get mad at us. Is that a good enough reason? These are the issues that are sitting out there.

Stubblefield – We've avoided tough decisions by waiting for more money. We need to make the tough decisions now. We can't grow our way out of it. Look at the static or reduced budget and find a way to survive.

Heath- With this guidance we'll charge ahead.

Byrne – Where does the Allocations Committee go next? If we want to keep 32 programs we need to make adjustments. Why does OR get as much as CA based on amount of coastline? What about population?

Harris – Sea Grant is vulnerable right now and we don't want people going to the Hill and complaining about the program. We don't want to pick any fights that will divide our voice.

Woeste – We appreciate the work Heath and the Allocations Committee have done.

Vortmann- I now have a better understanding of why the response was so low. I just know my state program, not NSGO operations and allocations. We're the Advisory Board and we need to make a recommendation, then take it to the Directors and then talk about it.

Heath- We need transparency. We need to hear what the folks are saying or not saying.

Murray – Can you design a better model and use it in a proactive way to work with the Hill and implement the model? Last allocation report, we had \$1.2 million figure to be a basic Sea Grant program. Then, Senator Leahy wanted to grow Lake Champlain. To bring all programs to at least \$1.2 million would take another \$6 million increase. That didn't happen. But if we have a more ideal model of what we'd like to be with a price tag, it gives us an approach to work with the Hill.

West- If we don't believe that we have to make a change (60/40 research) should the NSGO and Advisory Board just sit and watch the program fall apart? If you're really concerned with the future of the program, then you can't change what the model is.

Harris – The model doesn't work with reduced funding.

West – If we survive with what we have, we should be thrilled. Department of Defense is losing \$10 billion – we should be happy. We need to defend a different model. What is NOAA going to do in the reorganization, and where does Sea Grant fit?

Heath- If the House changes hands, there may not be a Climate Service. OAR may be stuck where it is now.

West – If there's a Republican congress, the Climate Service could go to the EPA or elsewhere.

Vortmann – If the smaller programs went away, what would be the impact?

Harris – It's the prestige and clout. It's dangerous ground to say you're not going to deal with the inequities. If there's a battle about funds, the funder wins.

Orbach – Let's move more deliberately on this. We're not a block grant program. We certify all of our programs. Everyone doesn't always get the money. It's merit based.

Cammen – The key is coming up with a growth model with a target and trajectory. The only way to get a model everyone supports. No one benefits unless the program grows. What if the program contracts? If we do it right nobody loses, some just don't win as much as others. That's not as controversial. Harris is right that we can't just take money from one group and give it to another.

Orbach – I'd be happy to support it as long as we have a realistic explanation of what the growth is based on.

West – We need three models -growth, reduction and stability.

Vortmann – We need to be prepared for the potential for reduction. Force us to choose programs to let go.

Rabalais – The program might say “We can't afford to have an extension agent in every port, so we're putting all of our money into research) or vice versa.

West –We need to allow for regional flexibility.

Heath – We could look at a multi-state extension program, multi-state research program, etc. What is the right mix? For better or worse, Sea Grant programs are very conservative

## **Futures II Committee (Mike Orbach, NSGAB)**

Orbach - Futures II committee is Harris, Stubblefield and Orbach

Issues:

- 1) Opportunity for great NOAA visibility
- 2) Research
- 3) Regional efforts

Shoes that have dropped – Climate Service proposal, Obama task force [National Ocean Policy] report, and marine spatial planning. We have dropped NOAA reorganization and we suggest we wait until we hear about it and then we meet and see where we need to take the committee. We need to have something more focused than this charge.

Rabalais – Do we think we'll get anything on NOAA reorganization tomorrow?

Orbach – We can't move forward without it. We'll move forward when we know something about it.

Woeste – The committee should consider what the Sea Grant program is going to look like doesn't depend on where we reside. I recognize what you're saying - the reorganization has implications and opportunities.

## **2:30 pm NSGAB budget and policy (D. Vortmann, NSGAB, J. Murray, NSGO) (See slides in appendix)**

### **Discussion**

Vortmann – Can we carryover money from FY10 for FY11?

Cammen – No

Vortmann – NSGO is funding constrained. Our activities consume 6-9% of what NSGO has to spend. Cammen's number doesn't include overhead.

Cammen – Until last year, the Advisory Board budget was part of the 5% cap and now I've redone this. Now the Advisory Board is not part of the administration of Sea Grant. It comes from Sea Grant allocation instead.

Harris - Are there two meetings per calendar year or next year will there be only one?

Murray – The preference would be to plan for two per year.

Vortmann – With “no year” money, we can be flexible.

Murray – Previously the budget was formed that we know what trips needed to be included and then had contingency for other trips. The Chair can use the contingency (or let others use) accordingly.

Woeste – If we call a meeting where we vote, we're compensated. This way, we can meet when we need to. Let's vote on whether or not to approve the change in budget allocation for the Advisory Board.

### **Motion to approve?**

#### **Schmitt motion, Simmons 2<sup>nd</sup>**

#### **Discussion?**

Harris – 2<sup>nd</sup> meeting must be in October or later.

Murray – Routine is that Chair needs to approve it and the DFO needs to be in the loop to approve spending of federal funds.

Harris – I recommend that the national office streamlines the travel process.

**All approved.**

Woeste - Ticket prices are ridiculous. I understand that nonrefundable can be approved by NSGO.

Murray – We'll approve nonrefundable ticket, but if you can't make it, you have a year to use the ticket.

Harris – Yet another thing we have to do, pay for stuff out of our pocket, then get reimbursed.

Orbach – Can we get a blanket approval to travel on nonrefundable tickets?

Heath – We need to talk to Garber.

West – it's NOAA's rule, not SG.

Schmitt – Flights prices are ridiculous. NOAA has the most complex reimbursement process in any state or federal government.

### **2:45 Break – 15 minutes**

### **3:00 Sea Grant and the Deepwater Horizon (DWH) oil spill (LaDonn Swan– Director, MS-AL Sea Grant)**

#### **Discussion**

Swann – At the end of the day, Sea Grant came out of the DWH looking great from the point of the NOAA collaboration team. The Gulf of Mexico (GOM) Sea Grant programs are the ones that started regional efforts, regional research, also got involved in original collaboration with NMFS Fisheries Science Centers in St. Petersburg, FL. Additionally, growth model – Senator Shelby proposed AL SG with \$4 million, but that didn't happen. The same year he funded at the \$500K level, one year of the engagement pilot recommended by the NOAA Science Advisory Board. We've also been working with NOAA Regional Collaboration team.

Then, 4/20 happened [Deepwater Horizon explosion], and that's when NOAA recognized Sea Grant capabilities.

We made some mistakes, tried public forums. We had 500 people show up for one and BP didn't come. We did that too soon. Then we brought together 20 federal agencies with all kinds of expertise. We had weekly calls with regional teams. We were involved in 50-60 extension teams/programs. That's what we've been involved with from an outreach standpoint. Steve [Sempier] is redoing the regional research plan – because of an event like this (low probability/high risk), yet no one mentioned oil spill research. He's updating plan to include this.

\$500 million for research is going to GOM Alliance. We need to know what else is needed.

On the human loss side, social science was left out. We need to support this. There will be long-term research strategic planning. We have the only regional research plan in the GOM.

That's where we are with research.

We've been hand in hand with NOAA with engagement, dockside chats, seafood meetings. Since the well's been plugged, we've been doing less with NOAA and more with our usual stakeholders.

MS has a state recovery commission, AL has started one. Reports are coming out shortly. Implementation of these plans will come from the trust fund and BP penalty money (\$5 or \$20 million). There are great expectations on how to deal with this funding, including potential seafood marketing modeled after LA seafood marketing.

Stubblefield – Do the state's get involved on how to use these dollars? Can they get diverted for purposes other than research?

Swann – Sure, but it is a state led-federally supported program. GCOOS, Fisheries Management Councils are state led federally supported programs and they work.

**3:15 pm Sea Grant and the Deepwater Horizon oil spill**  
**Sam Walker–NOAA Senior Representative at the Incident Command Center**  
**(See slides in appendix)**

Sam – I've reflected on my perspective with Sea Grant and position with the spill – I'm from the tactical side of the response. I'm a product of Sea Grant. Sea Grant people get things done and they're very versatile. Who's prepared to work on something of this magnitude? Sea Grant folks. No training time. Even this year's Knauss class showed up on response teams and Sea Grant is very well regarded in the response community. They are trusted voices. Sea Grant extension officers can speak to the media and be trusted. These are reflections from the ground, not just a pat on the back.

Unfortunately, a lot of the work for NOAA and Sea Grant is just beginning now.

There was lots of academic expertise and collaboration – sediment and water column history/baselines. A lot of data was collected (map of subsurface observing locations.) The response team deployed ocean gliders in a strategic way. They were in hunt and seek mode and were equipped to take physical samples from Rutgers. It was a very coordinated effort. There were 40K physical samples taken and 50K observations taken.

The level of concentrated expertise and manpower was amazing. This could have taken over two years of conventional research. There were 26 different states represented within subsurface monitoring, and all 50 states at unified command.

There was a misconception that there is no science in unified command. It was filled with scientists.

Heath: There was some angst over the speed of the response. Do you have a timeline of the speed? The data didn't appear for over a month.

Sam- For practical reasons, we didn't get the data out. The labs were completely overwhelmed. Also, there was a culture clash between getting data out to make decisions vs. research community need to publish and this caused a problem. Our team never withheld data.

Swann – I agree there was so much data. Dispersants data and PAH in seafood were public concerns. FDA took samples in state waters, NOAA in federal, volume of data and reconciliation were part of the problem. We need to agree on this response in advance. Transparency issue was missing – command, control and communication. Local knowledge needs to be brought into this process and development of response plans. Mistrust started early on.

Stubblefield – The subsurface maps showed concentration of sampling toward the flower gardens.

Walker- They were pretty far away, but isobathically it was driven toward the southwest. Light source crude, but what remained was at a fair depth 1000m range. We're back in those areas and not finding anything. No actionable oil around right now.

Orbach – What's the plan now?

Walker – we're transitioning a lot of our operations teams to natural resources damage assessment (NRDA) teams for sampling in phytoplankton. As soon as the response is officially over, unified response will leave. It will be NRDA and long-term research. Funding will be from private sector, BP. The response team data will inform subsequent scientific work.

Swann– The seafood industry can't start recovering until all the water is open. We are still in response until the waters are all open. They're hoping to do a regional marketing plan.

Woeste - What one or two lessons have we learned for Sea Grant?

Swann –Sea Grant has always been an advocate of regional collaboration and we did it two years before the spill. NOAA used us, and we used NOAA science. It was a great partnership. NOAA should have said Sea Grant navigated the landscape of the spill and the region. We can build from this experience.

Walker- The Sea Grant community is well positioned to respond to this type of crisis. Focus on operational products and processes and lessons learned are a great thing to think about right now, but there is no time to go to the drawing board.

Murray- Got a call from Justin Kenney to place a communicator in New Orleans to serve as a liaison between NOAA and academic community for future subsurface work. NOAA learned in this process that there were problems between NOAA and the academic community and now they know that Sea Grant is involved and communications are bridged.

Heath-There was a high level of emergency response, but I didn't hear any science response in any coordinated way. This was a totally predictable event, yet there was no planned response. If we have a big earthquake and tsunami, there is no scientific response plan on who will do what. Can Sea Grant come up with these types of response plans for the various disasters? Tsunami, volcano, earthquake.

Swann – I'd like to think that in NOAA's planning process that Sea Grant will be written into a response plan. We helped them with engagement during the oil spill.

Birkholz – We should look at the template from Nuclear power plants. They have disaster plans and the team meets frequently and runs a rehearsal.

Heath – That’s emergency response, but not science response.

Walker - NOAA’s new disaster response center and is a good place to take this suggestion. Ask “What is the immediate need and how do we protect the public health and welfare?” It’s hard to write a fixed plan and for science it is more difficult.

### **3:45 Network reports**

#### **Legal (Stephanie Showalter, National Sea Grant Law Center)**

Byrne - Of your budget, how much is Sea Grant law versus other line offices?

Showalter – All of our funding goes to Sea Grant work. The breakdown is 75% advisory services/memos and 25% for line offices.

Byrne – Is your work reactive or proactive?

Showalter – We’re proactive on research. We respond to requests to do work on the focus areas.

Orbach - What is total staff?

Showalter - 4 FTEs but we are the only law center with ocean and coastal law fellowship

Orbach - How much do you work with other law schools?

Showalter - We work through the Sea Grant Legal network. We created two internships in MN for dredging project and started a partnership with two law schools.

West - Do you work with NOAA GC?

Showalter - No, we’re non-advocacy.

#### **Research (Stephen Sempier, Gulf of Mexico Regional Research Planning Coordinator)**

Sempier – We focus on regional research activities in the GOM.

Woeste- There has been a lot of feedback from discussions and decisions from the board and we see a good demonstration of these things happening in your network.

West – How frequently do you deal with the NOAA regional coordinator?

Sempier – Buck Sutter is in St. Petersburg, but we talk to him almost daily since the oil spill. We also have a monthly call.

Orbach – How much involvement do you have with the social science community?

Sempier - we need to fill that gap in the region. MS-AL and LA SG have resource extension agents. No successful social science projects were funded this past RFP.

Murray – Early on in oil spill, Sempier was way out front from the regional plan (1500 people were involved). He looked at a sub-sample and got responses from 300 – got public interest in various oil spill research and activities. It was the only thing NOAA had and it came from Sempier. He expanded it recently and reported it to NOAA Science Box. It was very instrumental in leading NOAA.

Cammen – Sempier is reporting on these things and has been right in the middle of most of them. It is very impressive.

West – The more GOM Sea Grant reports to the NOAA regional coordinator, the more NOAA hears about us.

### **4:15 Knauss Selection Committee Updates (Harry Simmons, NSGAB and Chelsea**

**Lowes, Knauss Fellowship Coordinator)**

Simmons – This is an inspiring piece of what Sea Grant does. It was great to be on the selection committee. I was gratified to see how many qualified candidates. We chose 49 out of 99 candidates and it was a very impressive group of students. Placement week is November 14-19. The application deadline for 2012 is February 18, 2011. Chelsea will be taking over for Lugo and she'll be great for this effort. Some of the candidates were harmed by Sea Grant directors not spending time or writing anything useful about them. Sea Grant directors needs to spend more time with them.

West – 2<sup>nd</sup> that comment

Byrne – Students applied for those fellowships who had no involvement with Sea Grant in the past.

Simmons – Which do we want? The best and brightest, or those who know more about Sea Grant?

Byrne – Is there any effort made to find the positions for those who didn't make the cut?

Simmons – Not now.

Byrne – Should we?

Lowes – These are legitimate questions

Byrne- Perhaps we should consider it.

Simmons – Many of the students probably applied for more than one, not just Knauss.

We have 43 who have accepted right now. Do we have 49 positions yet?

Lowes – We won't know until placement week.

Cammen – Generally we have 80 executive hosts chasing 30 fellows, and the legislative side is 10 because we pay for them. We may only have 11 legislative posts.

Simmons – We do get to keep the best ones.

Lowes – The executive office staff will hire Knauss Fellows graduates.

Simmons – This is a great program.

Cammen – Should we sponsor more legislative? More offices get served, but it's less prestigious.

Simmons – We need to better educator Knauss fellows in how Sea Grant works so they are our ambassadors.

Cammen – We give them Sea Grant 101, but we don't let them out in the field or on technical review panels. This is a delicate line – we don't want them to lobby for Sea Grant, but want them to understand their program.

Stubblefield – They should be our ambassador – it's been documented that they don't know Sea Grant.

Simmons – Should it be required that the states teach them about Sea Grant?

Stubblefield – I couldn't believe how many directors didn't even meet them candidates.

Schmitt – Do we have a mid-term or post-term review of the fellows?

Lowes – There is a six month review with the fellow and host. There is also an end of year report that fellows fill out.

Vortmann – Are there organized social activities?

Murray – We are involved in day session early in the year for talks (SG 101). They tend to have monthly socials. Also, we do brown bag seminars at the library (Lugo instigated). 50-60 people show up for them. There is an active email list of alumni.

Lowes – We also keep a database of all jobs they've held since they're fellowship.

Simmons – I can't overemphasize that I have met future congressmen and senators in these fellows.

Woeste – We need more interaction with the fellows. Some of the Directors did that, but should we have another conversation with them so they know it needs to be done.

Vortmann – Can we discuss that during our site visits?

Cammen – We will let the directors know how important it is. Some of the programs are working with the fellows before they start are sharing ideas with other programs.

Birkholz – I'm a Rotarian and we do scholarships for seniors in college and they get extra points if they're junior Rotarian. They learn about Rotary that way. Require one day shadowing a sea grant agent.

West – It could be that they are physically separated from Sea Grant while doing their research. I'm really disappointed that the directors aren't more involved.

Murray – We're working with extension leaders to have the fellows get out with extension agent a few days. They might be better off with extension rather than directors.

#### **4:30 Site Review Panel (J. Byrne, NSGAB, M. Orbach, B. Stubblefield, NSGAB)**

Byrne – I was on MIT and WHOI visits, so I've only been halfway through. MIT tried to have a PAT crammed into two days. I hope that all of you who haven't done it yet get to do it.

Orbach – I was on the VA review – they were concerned with all of the different kinds of review.

Simmons - Yes, they think they get no credit for doing it.

Orbach – They really want to put their best foot forward.

Stubblefield – It's a lot easier for both the program and the review team than the PAT. What is the process for completing the report? My team hasn't gotten the reports back to their school either. We need more discipline. The NSGO is supposed to do the first draft.

Orbach – We had Dorn [Carlson] and it was great.

Byrne – They're in reactive mode once they've been reviewed.

West – Overall I think it's a great process. It should be submitted for best practice in the federal process. It reduced turmoil and calms everything down. I suggest we get feedback from directors that have had site visits so far. Paul Anderson was just re-upped because of our report of how great he was for that program. This is a great opportunity for my folks to beat their chests for these folks in DC. We should collect lessons learned and send them to Sami[Grimes].

Cammen – She's been doing that.

Heath – I was on the team for AK and RI. It is a great process. They are all very different programs so we need to remember this as we move forward. No single parameter would work.

Schmitt – I was also on AK, and Terry [Smith] did a great job. The instructions are very clear. I think it is good that the director and university get the review and that it's immediate. We wrote the report right there. However, the question sheet has a lot of duplication, and was not particularly helpful.

Vortmann – So there is a commitment to get the report back.

Cammen – We'll discuss it at NSGO. Yes, 45 days is the rule.

Orbach – We need the programs to understand that they can't tell us everything. Pick the best elements and tell us those.

Simmons – Yes, it's usually powerpoint presentations or panels. I liked the conversations better than the presentations. There was more interaction.

Woeste – Do we need to be careful that we stay in the three focal areas of concern to the Site Review Team?

Simmons –It should be NSGO staff who keeps the review on track.

Woeste – We had a NOAA lab person on our team and that person came away being impressed with the program and learned a lot about Sea Grant. He left trying to stay in touch with the Sea Grant team in the state.

Murray- That NOAA person left talking about money they want to spend on that program.

Byrne – Judy Gray will be blown away. I can't make the USC site visit.

Vortmann – Can we make it easier and just do the ones from the state you live in?

Cammen – I think we should avoid your home state for perception purposes.

Murray – We need to get Birkholz and Beal involved.

Orbach – I can do USC.

Simmons – I can too.

Rabalais - I have a conflict, too.

John Byrne, Nancy Rabalais and Dick Vortmann get together to see if they can swap.

**4:45 Resolution for Dr. Manuel L. Hernández Ávila (J. Woeste, R. Chaparro – Director, PR Sea Grant)**

[Delay resolution for Dr. Hernandez until lunch on 10/17/10 as Ruperto Chapparo was not able to make it to the meeting.]

Woeste - Shall we approve it now and then present it tomorrow at lunch?

**Motion –To approve the Resolution for Dr. Hernandez**

**Motion – Byrne, Simmons - 2<sup>nd</sup>**

**Discussion?**

**All in favor – approved unanimous.**

**Date for the PRP is 17-21 of October, 2011.**

**5:00 Adjourn**

**Sunday, October 17**

**8:30 AM – 3:00 PM - OPEN TO PUBLIC**

In attendance: Elizabeth Ban, Frank Beal, Patty Birkholz, John Byrnes, Leon Cammen, Jeremy Harris, Ross Heath, Jim Murray, Michael Orbach, Nancy Rabalais, Rollie Schmitt, Bill Stubblefield, Dick Vortmann, Dick West, John Woeste

**8:30** Call to Order, review agenda and previous day's discussions (J. Woeste,)

Woeste – We needed to revise today's agenda, and we will have a joint lunch with SGA where John will give remarks to SGA over lunch, and we will present the Resolution for Dr. Hernandez.

**8:45 Biennial Report discussion and adoption, lessons learned, guidance for 2012 (J. Byrne)**

Byrne –We need to look at the report and make any minor changes necessary. The team was Mike Orbach, Dick West, Jonathan Pennock and me. We also had invaluable assistance from Amy Painter and Bitsy Waters

It has taken a year to create, and some things have changed such as staff numbers, and budgets. We've included the state of Sea Grant, Sea Grant history and model, outreach & education efforts, focus areas, climate issues - the way it was laid out in strategic plan. We mentioned every Sea Grant program in the text of the report.

We included constraints and six recommendations. There are three appendices, and the 3<sup>rd</sup> appendix will be impact statements from the 32 programs.

Constraints: NOAA hasn't taken full advantage of Sea Grant abilities for engagement; we lack of effective NIMS, and there has been a failure of integration effort on coastal programs within NOAA. The report also looks at the decline in our buying power. The last section is the outlook and recommendations. It is a vision statement of what Sea Grant could be. 1) The program needs to be seen as having national goals not local; 2) We need an effective way of bringing measurable impacts of Sea Grant together (NIMS); 3) We need better integration of coastal programs within NOAA; 4) Sea Grant should take advantage of agents on the ground (engagement) 5) We need to be nimble (reexamine our priorities as needed) 6) We need more money for Sea Grant.

We'd like approval of the substance of the report and ok to release to congress.

Woeste- Let's approve substance, then discuss next steps.

Byrne – There is a letter of transmittal in report.

**Woeste – Motion to move forward to Congress?**

**Motion – Heath; West – 2<sup>nd</sup>**

**Discussion?**

Simmons – 1<sup>st</sup> page (contents) Jonathan Pennock is mentioned twice

Strike ex-officio Pennock and Murray and add in parantheses (ex-officio)

Woeste – Ex-officio or consultants? Jonathan was a real member of the committee, not just observing, but made many contributions, as did Jim Murray. They did not influence what the report said, but were full committee members.

Orbach – Jonathan was a full committee member, co-author of sections; Murray was in Sea Grant and did not want to give that perspective, so he assisted with NSGO support. Is there anything in our by-laws that stops us from having ex officio support?

West – Let’s list both as ex-officio and move on.

Simmons – Just don’t list them twice. Also, in the transmittal letter “Congress” be capitalized in first paragraph in last sentence?

Byrne – I think we are overselling about job creation. Sea Grant didn’t create jobs and companies - can we change it to “Helped to create”?

Harris – “Was instrumental in creating”

Byrne – on page 10, we will put in the funding for Sea Grant, and on page 22 there is black square where there will be a picture of Board, and the 3<sup>rd</sup> appendix will be there.

Heath – Are the impacts printed, or web only?

Painter – Web only.

Harris – Thanks to John [Byrne] and committee.

Vortmann – This is a great balance of recommendations

**There is a motion to approve to send to Congress.**

**All in favor?**

**Passed unanimous**

West – I just got an email from OMB wanting our Biennial report. I gave a draft to Stu [Levenbach at OMB].

Orbach – Can we send a report to congress with our Chair?

West – NOAA doesn’t want to help us.

Cammen – We’re you told that?

West – Yes, but I don’t want to dwell on it.

Woeste – We will have a briefing tomorrow at 2:00pm with Craig McLean, Paul Sandifer, and Margaret Davison with draft copies or the report.

Byrne – The report will be public tomorrow morning when we make our report to the Sea Grant network.

Vortmann – We are publishing this as soon as the changes are done so we are public.

Woeste – Does the distribution list meet our needs? How many copies do we want to print? What uses will the Directors make of it?

Stubblefield – Everyone in congress should get a copy. Middle Americans need to understand what Sea Grant does for them.

Harris – Let’s take advantage of our contacts with Congress. We should do follow up visit with key staff.

Vortmann – All Board members should get sufficient copies to take to Congress and set up meetings with the members they know.

West – CARD should help distribute this; and then every one of us should take it to Congress.

Simmons – Should we further distribute this? Governors, etc.?

Cammen – It should come from the Sea Grant programs.

Heath – Discussions and web access is more useful than a printed copy.

West – Get something to OMB and the public – when will we have something to distribute?

Painter – We should have the changes by middle of next week, so by end of next week the report should be posted.

Byrne- There will be a week or two for Congress to get back. We wanted to get this done in September.

Harris – Who are key decision makers in congress to target?

Ban – We have a list from CARD that we will use for the Committees (Science and Technology; Natural Resources; Commerce, Science and Transportation).

Birkholz –In my state, there are people running again for federal positions or new people, but I see putting a bug in their ear with this.

Stubblefield –We need as much personal association as possible with congress.

Rockefeller may be developing an interest in Sea Grant. I'm happy to visit with Rockefeller. Harris has a Hawaii contingency. Schmitten does with NOAA Legislative Affairs.

**Harris - Move that the chair selects specific leaders to present to and make a formal presentations; 2<sup>nd</sup> Stubblefield**

**All in favor?**

**Unanimous**

Byrne – This would be a great document for Knauss fellows.

West – We should say that they have to read it before they apply.

Orbach – The budget graph is important to the report, so let's not send it to OMB until we have the graph. Showing how much money is leveraged is very important.

West – OMB can't wait. They keep asking me for it.

Stubblefield – Let's send it to OMB quickly, and everyone else can wait.

Murray – Let's recap: SGA is coming up, we should ask the quantities they need and reminder of uses. Woeste will discuss it at lunch. OAR Leg Affairs will work with us to get a plan for broad distribution and small group for targeted appointments.

West – When will the printing be done?

Painter –In three weeks.

Woeste – I'll need to have copies by November.

Byrne – Lessons learned – the next round will go quicker. This report is the basis for the next one. We'll update it, change the design. Much of the info won't need to be included in the next one. If recommendations are followed, then it will be an easier process.

Woeste – John, thank you very much.

**9:15 Judith Gray, Deputy Assistant Administrator, Office of Ocean and Atmospheric**

**Research (see slides in appendix)**

Gray - OAR is seeking an Assistant Administrator since Spinrad left. Now is a dynamic time for NOAA research and a great opportunity for the right person well. If you know someone, please let us know.

Climate service will be a very rich research component of NOAA. The public's ability to receive this kind of information is lacking. There is a huge role for Sea Grant and the climate service. We won't take the climate research from AOML and give that to Climate. NOAA said it would not break up any labs for climate service. Boulder (ESRL) is going to climate service, but AOML and PMEL are staying in OAR. But these are uncertain political times and we don't know what would happen if congress changed hands. Climate Service process would greatly slow down. All climate labs are still part of OAR until told otherwise.

Orbach – What is the difference between climate and weather?

Gray – Climate starts from long time frame and comes to shorter time frames and Weather is the opposite. Predictions at longer time scales are much more difficult to model. ESRL is trying to bridge gap between weather and climate.

The National Ocean Council of the NOP just had their first meeting. No interagency meetings yet, but we're just starting to pull teams together. NOAA wants to be lead in interagency arean for several of the priorities

NOAA Next Generation Strategic Plan: four primary objectives -  
Healthy oceans – NMFS  
Resilient Coastal Communities – NOS  
Climate Adaptation – Climate  
Weather ready nation – NWS  
NOAA Research is the mortar between bricks.

Woeste – What if the mortar is research and outreach?

Gray – Education, outreach and extension is a high priority in our strategic plan.

Harris – The success of the Climate Service depends ontheir ability to extend information to stakeholders. The strongest resource is the Sea Grant network. What plans are in the Climate Service to utilize Sea Grant?

Gray – Regionalization is imperative to NOAA and the Climate Service. NOAA has fisheries regions, weather regions, NOAA regions – none of which overlap. Climate regions and NOP has spatial planning regional structure. We need to use NOAA regional teams of some other existing structure for NOAA regions. All NOAA regional teams are tight with Sea Grant.

Harris – Climate is going to need extension service. Doesn't it make sense to have Sea Grant be that service?

Gray – Yes, it makes sense. Leon and I will bring it to the Climate service.

Murray – Sea Grant was asked by Glaken to lead background papers for guidance on regional climate service directors. Also I am the chair on NOAA training and extension service (NETS) committee – Sea Grant is over half of that. Our

recommendations are to apply the NETS vehicle to the Climate Service at regional, state, local levels.

Heath – The climate research is out there and but you need the term engagement; it is very important.

Gray – Sea Grant is the interface between NOAA and the rest of the world.

Harris – What is engagement function in climate?

Gray – I don't know yet.

Murray – The purpose and goals of engagement is throughout, it's just that the mechanism is not yet decided. Regional climate directors have just been hired. The piece I was involved with (engagement) was guidance for these directors. It was based on how we've operationalize regional efforts like invasive species.

West – Great concept, but NOAA is keeping regional coordinators separate - not overlapping regions.

Gray – We're not doing any of this alone – it's all about partnerships. We aren't all pulling in the same direction at once. Remember, we have a new administrator with a different approach – ecosystems approach to management. She is very interested in all sciences, not just fisheries (social, ecological) – Sea Grant needs to focus more on what you bring to the table as a whole.

Orbach – Given new approach, what is the justification for OAR?

Gray – If we were to take OAR and disassemble it, the research enterprise would die . If weather research moved into weather service, it wouldn't work. Climate language says research will be more applied there. Our research enterprise is interdisciplinary and helps inform more research (social informs ecological, and that informs fisheries). From a meteorology perspective, the chain is basic science to applied to transfer to operations to weather man – the spectrum needs all capabilities to communicate.

Orbach – Isn't it true of a broad need for research integration?

Gray – Yes, but we don't have all of the NOAA research in OAR For example - NCCOS is in NOS – why isn't this in OAR?

Byrne – Without OAR research gets gobbled up by the larger organization. The value of OAR is to protect and integrate research. Social science complex is missing.

Gray – OAR will become OER, AOML, PMEL, Air Resource Lab and NSSL. Also the Cooperative Institutes with those as well. Sea Grant will become 25% of OAR. Climate is 40% of OAR overall budget, 60% stays.

Harris – Is there an anticipated budget increase for climate?

Gray- No budget increase at all. The economic downturn will take two years to impact us, but we might go back to FY08 levels for FY11 and definitely FY12.  
There is no budget increase for labs or climate service under the reorganization.

Harris – Can this reorganization happen under a continuing resolution(CR)?

Gray – Yes, if there is the political will. Our reorganization plan has been delivered to the Hill and will be held until after the election.

Vortmann – Will it take an Act of Congress or just lack of objection from Congress?

West – It will take time – there will be a change in Congress, so there will be a change in the rules.

Gray - We've been told that's not the case. Innovation, incubation, and integration is our new catch phrase.

Innovate – natural products, wall of wind is great  
Incubate – Eliminator trawl great example  
Integrate – medicine collection program. This is Sea Grant’s essence. Your work is fundamental to integrate what we do with population’s understanding.  
Stubblefield – There are gems like those from Sea Grant throughout the country. One of the gems that resonates is this medicine collection.  
West – this is in program, great partnerships. Governor of WV hasn’t heard about it. ID these items and bring it back.  
Cammen - After the Deepwater Horizon event – the response from Sea Grant was unbelievable. A few days after the spill, NOAA went DWH ballistic. First people there were Ocean Exploration and Research and the GOM Sea Grant programs. It was an amazing thing. There was a website full of resources for effective communications, rapid response research, GOM oil related research clearing house with NCDDC, GOM research plan revisions. Sea Grant organized 47 meetings with 4500 participants to provide science-based information to communities. Sea Grant provided legal support, translated materials for Vietnamese fishermen, hazmat training, HACCP training, information on fisheries closures, and even trained peer listeners for mental health concerns.  
Stubblefield – No one knows what we did for DWH. Our communications let us down. Things we did – not just for the GOM, but for the whole nation.  
Gray – Alaska Sea Grant brought down expertise from the Exxon Valdez spill to the GOM. Sea Grant were champions. Sea Grant does outstanding work with all of the bricks in the NOAA wall – we really are the mortar. Sea Grant is a significant part of what NOAA brings to nation.  
Woeste – This is a topic we’ve been long concerned about.  
West – Thanks, please look at our Biennial Report to Congress and give us feedback.  
Gray – The challenge of Sea Grant is the diminishing resources. Engagement is eating research dollars. Research is suffering.  
Birkholz – Communication is essential. Sea Grant is there to get the right information out to the people.  
Gray – There were testimonials from fishermen that showed the strong connection that NOAA needs. SG provides the glue for NOAA.  
Woeste – The Board is interested in what happens to OAR and Sea Grant. Your presentation helps us catch up on what’s going on at NOAA. Looking ahead, the Board would be willing to put together a committee for feedback or proposal feedback and we would want to respond in a very timely manner. Whatever we can do to be helpful.

## **9:45 Break**

### **10:00 OAR Senior Research Council report (Ross Heath, NSGAB) (See slides in appendix)**

Heath – As I am term limited, we’ll need a new liaison to SRC  
Labs and Cooperative Institutes:

We need to coordinate better with the research labs in NOAA. There are seven labs and 14 Cooperative Institutes (CI). Three labs have Sea Grant links and the other four

should. There are 10 marine-related CIs that are in states with Sea Grant programs, but there isn't good coordination with that Sea Grant. CI in Washington State is across the street from Sea Grant. They both do similar research (local climate) but there is no communications between the two because the directors don't want to work together. Our integration needs improvement.

Deepwater Horizon:

During the meeting, there was a summary of contributions from NOAA line offices measured in person/days and there was not a single mention of Sea Grant. There is an embedded attitude that Sea Grant is not a part of NOAA.

Schmitt – In your slide you say “How did we screw it up so badly?” Are you referring to Sea Grant?

Heath – “We” is the federal government. Since we don't know where 75% of the oil went it is a big problem.

Orbach – Who is connecting this failure to Sea Grant? People are connecting Sea Grant with good community aspects of the DWH incident.

Harris – Was Sea Grant saying there was no oil plume or NOAA?

Heath – NOAA

Stubblefield – I'm disappointed that you think we screwed up. Problems made it in the media, but more good things have come out of it.

West – Be careful when you say we did well. OMB told NOAA not to release this information. How did OMB get involved in making these decisions? This hasn't tainted Sea Grant, but be careful.

Byrne – We had an emergency, but someone should have been thinking about the scientific opportunity.

Orbach – This was not a Sea Grant issue. We need to have a plan in place for disasters.

Harris – Follow up with recommendation that there are pending catastrophes and we need to prepare for the science response for these. What should Sea Grant be doing?

Heath – McLean enjoyed this presentation and is in support of contingency science response plans.

Woeste – We had a representative for Sea Grant at the SRC meeting, our involvement was a contribution and it gave us a measure of our challenges moving ahead. Since Ross Heath is leaving the Board soon, we'll need for another SRC liaison.

### **10: 30 Nikola Garber, NSGO – Travel Issue and NSGAB**

I understand that you have concerns with our travel and reimbursement process. We've been taking these issues to the head of contracts for AdTrav. There are many issues but we're working on it and we agree that it's unacceptable. Issues with ticketing more than a month in advance; availability of nonrefundable rickets – I can sign my name for nonrefundables. We had more problems because you are considered federal government employees, so you all had to get names and passwords for the system- we complained and another FACA board complained so now you're invitational travelers. They have switched it back. Now have your profiles in the system. We are going to complain to head of contracts again about the process, AdTrav's contract is coming up. We're trying to get hotel and registration in advance, but those need triple bids. We need blanket contract for travel. Go with lowest bidder. Other FACs have full time FACA person, but we don't have that

luxury, so sorry.

Harris – Other agencies have no problems with this. Why do we?

Garber – They have people dedicated for contracts. Let's get the next three or four meetings set and maybe we can get contracts done and cover it.

Harris – Can we be added into another agencies agreement?

Garber – It takes 6 months for an interagency agreement.

Cammen – Can we get a blanket nonrefundable ok for travel?

Garber – No, but if nonrefundables are acceptable, I need to sign within 24 hours. Just let us know and we'll handle it quickly.

Cammen – Can't we just approve it in advance?

Garber – Yes, but we need to confirm the itinerary.

Simmons – I had to have refundable because I'm a mayor. What would the charge be if I left early?

Garber - \$150 change fee plus new fare.

Orbach – We travel for a lot of other agencies, but OAR is harder. Appreciate your report and we see that there is effort.

Garber – Ann [Andrus] and I were very frustrated. Let's talk offline to see what works with other groups.

Byrne – Easier for us to just go through Ann?

Garber – Yes. She knows how to do the nonrefundable. Please use Ann if it's easier for you – you can just send your flights you want, we'll work with you to get it taken care of.

Orbach – Ann has been very responsive. We don't want to overburden her

Garber – We'd rather do it.

### **11:00 New Activities in NOAA: a Sea Grant perspective (L. Cammen)**

**-Ocean Policy Report**

**- Next Generation Strategic Plan and OAR Next**

**-NOAA Reorganization and the NOAA Climate Service**

**(See slides in appendix)**

### **Discussion**

Cammen- Judy Gray basically covered this material so let discuss it if you have questions. Murray sits in on NOAA climate extension planning and Sea Grant involvement. My point of view is that we've been involved in NOAA Climate Service development in FY10 budget. This involves extension capabilities and enhanced RISA programs. Sea Grant's capabilities will be considered during the planning in the future.

Harris – Isn't the Climate Service essentially complete and decisions made already?

Murray – The structure is complete, but operations have not even started. There is a Congressionally-approved NOAA Climate Service; the operational structure including regional climate centers are just getting started.

Harris – How is it that it's gotten this far and we don't know our role yet?

Murray – I've been involved in discussions.

Schmitt – Gray says new climate service is no cost and no new funds. They are hiring people as directors for cohabitation with Weather Service. Where is money coming

from to make these hires?

Cammen – Not sure where the money is coming from. There will be no office staff for directors; the new Climate Service is a line office without new secretaries, budget people, etc.

Harris- We're missing our chance. Sea Grant should be the main extension arm for the new Climate Service. The Advisory Board hasn't been asked to participate in any climate service discussions. We need to meet with Jane now, not after it's done. They need to utilize Sea Grant the way it should be.

Murray- Yes, we've been making that case for a long time. Making the case we have assets they need for climate. We've done a good job of making that case. Affirmation from the outside would be helpful. Also, our climate initiative was not what the Futures Committee report recommended, but the report led to our office funding \$1 million for climate initiatives. We got maybe an additional million more flex money for this year and it may go into climate.

Byrne – The USDA extension service would be delighted to take over climate extension service.

Murray – Yes, but the dilemma is that if NOAA creates the national Climate Service and we make the case that you have to use extension assets- we only function in 32 states. What happens with the other states? Maybe we should meet with National Institute of Food and Agriculture [formerly the Cooperative State Research, Education and Extension Service) to discuss extension.

Harris – We need an appointment with Jane about what we feel our role is in Climate.

Murray – We have a meeting with Larry Robinson and we could discuss it then.

West – It's too late. [Jane] has already submitted her reorganization to OMB.

Stubblefield – Sea Grant is known for its extension on climate change. Sea Grant will have a place at the table.

Orbach – Someone from the Board should sit down in developing an operational discussion in close consultation with NSGO.

Cammen – We've been involved in the operational design of the thing – they just haven't gotten to that level yet.

Woeste – Leon, are you comfortable with plan that's been submitted? Other than to say "Sea Grant has assets to enhance your program" I don't know what else to say.

Murray – I think we say to NOAA "We have great assets, but if we don't get money, our folks are too busy to take on more." Our strategy has been to affirm Sea Grant's capabilities. Eileen Shea is the key person heading up regional climate service centers and that's where the action will be for Sea Grant. My concern is too often when money is available the tendency is to spend it internally in NOAA. Work with NETS and they'll compete for the money.

Woeste – Gray said that there is someone tasked with visioning the future OAR. Who is the head of visioning?

Cammen- The essence of what OAR will look like after the Climate Service is that it will look like it looks right now. There are no plans to bring other parts of NOAA into OAR. Sea Grant will have a larger role in social sciences.

Stubblefield – For last 10 years there's been series of coastal ocean programs that evolved over time. Is there any thought of integrating programs?

Cammen- There is a Coastal Goal throughout NOAA. There are the enterprise objectives

and four mission goals – coasts oceans, weather , climate and research, engagement objectives: holistic understanding : means getting social science integrated with chemical physical and biological modeling. We need to bring social science to the same level as the other sciences. Science is within OAR and within OAR, Sea Grant is the group to do something about the gap in social sciences.

Vortmann – Can OAR expand in the eyes of NOAA via Sea Grant work?

Cammen – Yes.

Vortmann- This is the first time I've heard NOAA recognize this need [social science] and I want to encourage it.

Orbach –There is some social science in NMFS, not in OAR, and within OAR, Sea Grant is the logical place to house it.

Harris- We said a year ago that Sea Grant needed to be better integrated with NOAA and you've done a great job. If you look at four NOAA goals, three are very close to our focus areas. Would it be advantageous to change the names of our focus areas to closely reflect the NOAA strategic goals so that it was clear that Sea Grant is right in there with the NOAA strategy? It would send a strong message.

Cammen – We can think about doing it. Our plan looks like their plan and ours came first. NOAA strategic plan will have a 5 year plan for goals. Our budget dollars sit somewhere else, but we're tied to NOS by a Memorandum of Understanding.

Byrne- Was Jane involved in the creation of NOP priorities and NOAA involvement?

Cammen – Yes.

West - We need to use Rhode Island Sea Grant experience to inform coastal and marine spatial planning (CMSP) framework – NOAA will be leading this effort. The lesson learned from Rhode Island is that you need a lot of science, not just planning. Data needs to have gaps filled. The important point is the time line – NOC just organized and 5 years later we are supposed to have CMSP for the country. This is ambitious and assumes funding we don't have. We're not starting from ground zero – states have been doing this for 29-30 years.

Woeste- We should think over what the Board should do in response to NOP, OAR and NOAA Next Generation Strategic Plan. We need to decide who we talk to and what message. After Gray and Cammen's comments, we have various thoughts about the Board to reaffirm the report, so Harris and West drafted something that the Board might want to do.

Harris – It is a letter from Woeste to Lubchenco (see appendix for copy of letter.)

**Simmons- Move to send it**

**West 2<sup>nd</sup>**

**Discussion – Comments?**

Murray – Great idea, the problem is that we've trouble had getting stuff through NOAA.

My suggestion is to have it come from John Woeste, not Board.

**All in favor**

**Motion carries unanimous.**

Stubblefield – I'm not sure I'd send it to Jane's staff. It should be a personal letter.

Harris -No cc:s

Byrne- via email, will Jane read it?

Woeste – Since the spring meeting, all communication has been by email.

Harris – Personal hand delivery would be best.

Murray – Larry Robinson is number 2. We are meeting with him on Wednesday so we should let him know it's coming.

Orbach – Send it to their principal assistant.

Woeste – Murray – get a list of last 10 years who have been board members and include them on future correspondence such as the Biennial report, and Board newsletter.

## **12:00 Lunch**

### **1:15 Scientific Advisory Board meeting presentation – November 30-December 1 in DC (J. Woeste)**

Woeste – We have the opportunity to brief the NOAA Science Advisory Board on the Biennial Report to Congress. We need someone to do the briefing.

West – I can do it.

### **1:30 Focus Team liaison reports and discussion**

#### **Healthy Coastal Ecosystems (N. Rabalais, NSGAB, Miguel Lugo, NSGO)**

**(See slides in appendix)**

Stubblefield – Too many nutrients in the Chesapeake Bay watershed.

Lugo - Yes, There is a Presidential order to address the Chesapeake Bay watershed-we're trying to get more involved.

Stubblefield - Yes, however the greatest concern for the states is that these types of orders are bankrupting them. Whatever role we can play would be useful.

Orbach – In restoration, how do you define and deal with sea level rise/climate change?

Lugo –The GOM researchers might be taking that into account. Most are dealing with invasive species and creating habitat. Nancy, are you aware of our taking into account climate change?

Rabalais – Not yet.

Byrne – Is anyone looking at new wetlands that will be created?

Vortmann – What role might Sea Grant play in getting people to think about those questions? Which focus area will address this?

Lugo – It will be three out of the four, just not Safe and Sustainable Seafood Supply.

#### **Hazard Resilience in Coastal Communities (J. Byrne, NSGAB, Lisa Adams, NSGO Knauss Fellow)**

**(See slides in appendix)**

Adams – We have five people resigning from the HRCC team and it's a significant portion of our team.

Byrne – Has the team developed a primer for hazard response of any nature?

Lisa - FEMA is required to have hazard mitigation plans (HMP) and Sea Grant partners with that effort. We're not emergency responders.

Simmons – HMPs are required, but it's not that level of detail.

Heath – State levels have this kind of plan.

Adams – Some of the programs are developing homeowner hazard handbooks –HI and MS.

## **Safe and Sustainable Seafood Supply (R. Schmitten, NSGAB)**

### **(See slides in appendix)**

Harris – At our site review at University of Florida we ran into advocacy issues – we have a responsibility to suppliers, fishers, and consumers. We insist that seafood is fine and market it without evidence of safety. Do we advocate too strongly in SSSS for marketing and supply rather than safety?

Schmitten – Not enough of an expert, but I think safety is foremost. We focus on looking at distribution chains to ensure safety.

Harris – Extension agents are working with fishermen every day, and not so much the consumers. The press about the “Sniff Test” made Sea Grant look foolish.

Woeste – It is a valid first line test. How else could we determine it?

Harris – What I saw was made us look foolish.

Schmitten- When the Exxon Valdez spill occurred we were going to open only one of three fisheries for sablefish. People took tissue samples to look for hydrocarbons. That sounds more professional than a sniff test.

Byrne – Food safety has a major role for CES. It is not just Sea Grant extension only. CES focuses on consumer issues.

## **Sustainable Coastal Development (R. Heath)**

### **(See slides in appendix)**

Heath- Two of the areas in our focus team have Ning sites (Climate - <http://sgccnetwork.ning.com/> and Sustainable Coastal Community Development <http://sgsccd.ning.com/>.) They are not part of the Sea Grant/NOAA site, but separate sites that are good and interactive. We need to learn how to close the loop – get focus team info to the programs. We do work and report to the Sea Grant directors but the information never filters to the network. We need to bring Sea Grant into the 21<sup>st</sup> century and start blogs.

Woeste – Are their agents and specialist with various focus teams that would be interested in communicating this or compiling a mailing list to get information out?

Heath – The Ning site for SCCD does that.

Murray – These are virtual networks and communities of practice, but they aren't tracking perfectly to the focus teams – climate, fisheries, extension, education.

Adams – We are working with Garber on NIMS and the updated website and building new address book and list of expertise. We ask the team members to form their own bio and what projects they're working on. If you're a part of the Sea Grant network, you can click on expertise on “climate change” and then press “email this group” and it would go to the right people.

Schmitten – Distribution chains are breaking down because it's all about the PI.

**2:00** Break – 15 minutes

## **2:15 Captain Eric Trehubenko, Executive Officer, Naval Oceanographic Office**

### **(See slides in appendix)**

Woeste – Do you have data and information that is available for us to educate coastal decision makers? What is the extent of flow of info to NOAA?

Trehubenko – A lot of data in ocean circulation models are leveraged by NOAA. We have a very close relationship. NOAA’s National Data Buoy Center is at Stennis.

West – When I was oceanographer, someone sued the navy for use of high res bathymetry. How much of DOD data is available to the public?

Trehubenko – 90%

Byrne – How much is used?

West – Very little.

Orbach – How do you relate to NWS and Climate?

Trehubenko – Major Titley is involved with DOD DOC task force. New long term modeling support effort to get zero to 30 year model of climate change/weather

Orbach – There is always reticence to deal with military, but Navy is on the cutting edge of climate change planning. Can you spread that gospel?

Trehubenko – Within our circle, it looks like we are getting the message out via YouTube or radio/tv with the Admiral addressing climate change.

Orbach – How do we take advantage of it over time?

Trehubenko – We have a Sea Grant fellow on the staff working with the principle action officer for Admiral Titley on climate change)

West – There was a summer study at war college “What will the ocean look like in 2025?” What is the rate of Sea level rise? The information is public knowledge but not out.

Harris – Is there any naval climate change adaptation planning that is unclassified to see the state of the navy’s information/data?

Trehubenko – Yes, There is a task force on climate change (in infancy) but I can put you in touch with key officer. The task force has a Facebook page- (<http://www.facebook.com/NavyTFCC>)

Byrne – You focused on surface conditions, anything about subsurface conditions?

Trehubenko – Focus is to analyze and forecast acoustic conditions. We’re the navy – we try to hide and find submarine contact. That’s the extent of subsurface research.

West – That was the largest investment during the cold war. It gave rise to Scripps and WHOI. Once the Berlin Wall came down, the Navy was no longer interested in deep ocean research. The threats now are in brown/shallow water. Not security, but survival.

## **2:45 Public comment period**

Ban– The Board received no written or public comments

## **3:00 Adjourn**



UNITED STATES DEPARTMENT OF COMMERCE  
The Under Secretary of Commerce  
for Oceans and Atmosphere  
Washington, D.C. 20230

JAN 18 2011

John T. Woeste, Ph.D.  
National Sea Grant Advisory Board  
1315 East-West Highway  
Silver Spring, MD 20910-6233

Dear Dr. Woeste:

Thank you for your letter regarding the National Oceanic and Atmospheric Administration (NOAA) National Sea Grant Advisory Board's (Board) support of NOAA's efforts to establish a Climate Service and your ongoing efforts to support climate-related work at the state and local level.

I fully agree with the Board's opinion that the success of a Climate Service will involve our ability to engage state and local decision makers and other stakeholders. Your offer to further connect the Sea Grant network of extension agents and specialists with NOAA's climate activities will be a significant contribution to the success of our climate efforts. We appreciate you calling our attention to examples of the climate-related work already being accomplished by Sea Grant in local communities around the Nation.

The draft Climate Service Vision and Strategic Framework identifies four societal challenges that offer rich topics for possible collaboration: Climate Impacts on Water Resources, Coasts and Climate Resilience, Sustainability of Marine Ecosystems, and Changes in the Extremes of Weather and Climate. As part of the Strategy, Execution, and Evaluation (SEE) process, the National Sea Grant Office has been instrumental in developing implementation plans for two of our agency-wide climate objectives: (1) a climate-literate public that understands its vulnerabilities to a changing climate and makes informed decisions; and (2) mitigation and adaptation choices supported by sustained, reliable, and timely climate services. The examples you provided demonstrate the excellent potential for alignment of Sea Grant activities with the climate objectives from NOAA's Next Generation Strategic Plan.

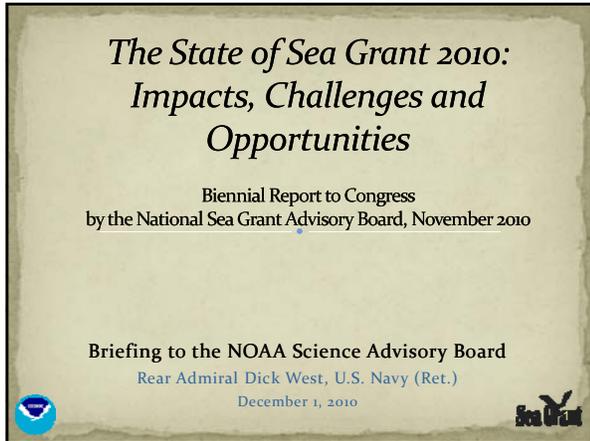
We look forward to discussing other opportunities for enhanced collaboration with you and the Board.

Sincerely,

Jane Lubchenco, Ph.D.  
Under Secretary of Commerce  
for Oceans and Atmosphere

THE ADMINISTRATOR






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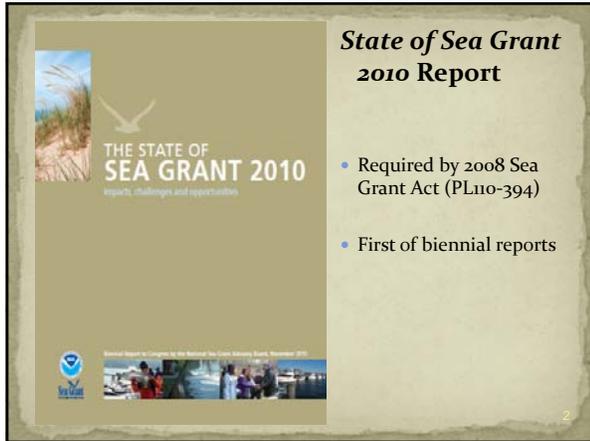
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**State of Sea Grant  
2010 Report**

- Required by 2008 Sea Grant Act (PL110-394)
- First of biennial reports

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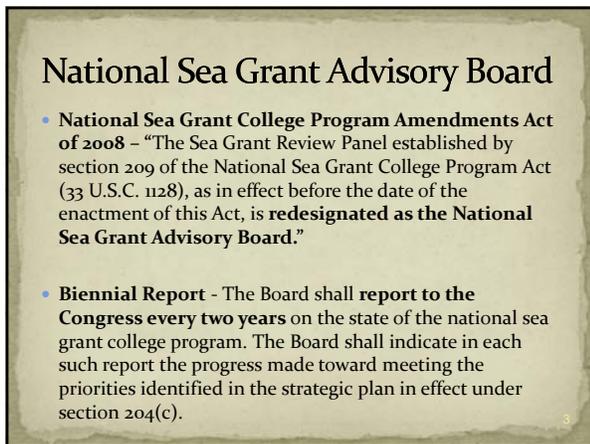
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**National Sea Grant Advisory Board**

- **National Sea Grant College Program Amendments Act of 2008** - "The Sea Grant Review Panel established by section 209 of the National Sea Grant College Program Act (33 U.S.C. 1128), as in effect before the date of the enactment of this Act, is **redesignated as the National Sea Grant Advisory Board.**"
- **Biennial Report** - The Board shall **report to the Congress every two years** on the state of the national sea grant college program. The Board shall indicate in each such report the progress made toward meeting the priorities identified in the strategic plan in effect under section 204(c).

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# National Sea Grant Advisory Board



National Sea Grant Advisory Board Members

**Dr. John T. Woeste, Chairman** Professor Emeritus, former Director of Extension, University of Florida

**Dr. Nancy N. Rabalais, Vice Chair** Professor, Louisiana Universities Marine Consortium; Chair, National Research Council Ocean Studies Board

**Dr. John V. Byrne, President Emeritus**, Oregon State University; former NOAA Administrator

**The Honorable Jeremy Harris**, Former Mayor, Honolulu, Hawaii; Member, National Academy of Science Adaptation to Climate Change Panel

- **Dr. G. Ross Heath**, Dean Emeritus and Professor of Oceanography, University of Washington; Past President and CEO, MBARI
- **Dr. Michael K. Orbach**, Professor of Marine Affairs, Nicholas School of the Environment, Duke University; Cultural Anthropologist
- **Rolland A. Schmitt**, Former Director, National Marine Fisheries Service (Ret.); former Deputy Assistant Secretary for International Affairs, NOAA
- **The Honorable Harry Q. Simmons, Jr.**, Mayor, Caswell Beach, North Carolina; President, American Shore and Beach Preservation Association
- **The Honorable Dr. William L. Stubblefield**, Rear Admiral, NOAA (Ret.), former Director, Office of NOAA Corps Operations; former Executive Director, NOAA OAR
- **Richard Vortman**, Past President, National Steel and Shipbuilding Co. (Ret.); Chair, Scripps Health
- **Rear Admiral Richard D. West**, U.S. Navy (Ret.); President Emeritus, CORE; former Oceanographer of the Navy

**Ex Officio Advisory Board Members**

- **Dr. Leon M. Cammen**, Director, National Sea Grant Office
- **Dr. E. Gordon E. Grau**, President SGA, Director, Hawaii Sea Grant

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# What is Sea Grant?



32 University-based programs

States

Industry

300 partner Institutions

- **“One Sea Grant”** – a federal-university partnership supporting NOAA’s mission
- National, regional, and local priorities
- Local and regional implementation

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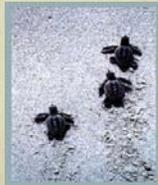
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# Sea Grant’s Mission

“Enhance the practical use and conservation of coastal, marine and Great Lakes resources to create a sustainable economy and environment”




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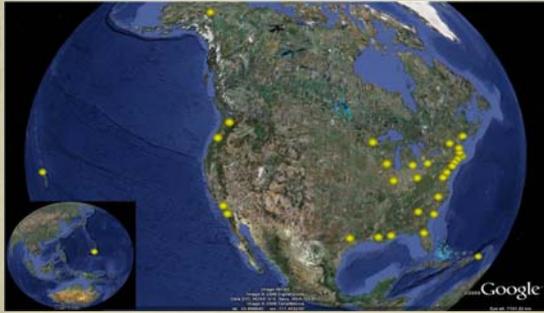
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## The Sea Grant Network



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## Sea Grant's Niche

- Conducts research on urgent coastal issues
- Provides trusted information to stakeholders
- In-place and respected



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## Sea Grant and NOAA



- Engagement with over **300 renowned universities** providing access to oceans, coasts, Great Lakes R&D assets
- Stable national infrastructure of **600 university employees, 3,000 scientists, coastal experts, educators and students**
- Support for **350-400 research projects** annually and **400 graduate students**
- Connects **4500+ partner organizations** each year

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## Sea Grant Program Focus Areas

### Strategic Plans

- Program goals must track to national goals

### National Focus Areas

- Healthy Coastal Ecosystems
- Sustainable Coastal Development
- Safe and Sustainable Seafood Supply
- Hazard Resilience in Coastal Communities



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## State of Sea Grant 2010 Report



THE STATE OF  
SEA GRANT 2010

Report, challenges and opportunities



### National Sea Grant College Program Biennial Report Committee Members

- Dr. John V. Byrne, Chairman, President Emeritus, Oregon State University
- Dr. Michael K. Orbach, Professor, Nicholas School of the Environment, Duke University
- Rear Admiral Richard D. West, U.S. Navy (Ret.)
- Dr. John T. Woeste, Professor Emeritus, University of Florida
- Dr. Jonathan R. Pennock, incoming President, Sea Grant Association (SGA), Director, New Hampshire Sea Grant
- Dr. James D. Murray, National Sea Grant Office (ex officio)

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## State of Sea Grant 2010 Report

### Findings



THE STATE OF  
SEA GRANT 2010

Report, challenges and opportunities



- The Advisory Board finds the Sea Grant program to be an effective program that responds to local needs of the coastal and marine-related community while at the same time addressing critical national needs.
- Constraints do exist that have impeded Sea Grant's achievement of its full potential.

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*State of Sea Grant 2010*  
Report

**Constraints**



- Underutilization of Sea Grant's established regional education and outreach
- Need for better integration with other NOAA coastal programs
- Perception that Sea Grant is not a "national" program
- Deflating funds

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*State of Sea Grant 2010*  
Report

**Today**



- NOAA and Sea Grant face increasingly complex coastal issues
- Urgent need for Sea Grant expertise in coastal communities
- Constrained fiscal environment

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*State of Sea Grant 2010*  
Report

**Recommendations**



- Strategic Plan – National Plan...Local Priorities
- Performance measures
- Integration with other NOAA coastal programs
- Capitalize on proven leadership with regional stakeholders
- Be nimble and responsive
- Sustainable funding

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## State of Sea Grant 2010 Report



*“Sea Grant is in a strong position to harness its full range of resources to advance national priorities and respond to national crises while continuing to be responsive to state and local needs, if NOAA and Congress choose to capture this opportunity.”*

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## Outlook

- *Sea Grant is an integral mission component of NOAA*
- *Sea Grant to grow with a national focus*
- *Sea Grant to build regional collaborations and partnerships*
- *Sea Grant Extension is an everyday partner across NOAA*
- *Sea Grant maintain their “unique” applied research and stakeholder engagement*

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## State of Sea Grant 2010 Report

Thank you

Questions?

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# Back-Up Slides

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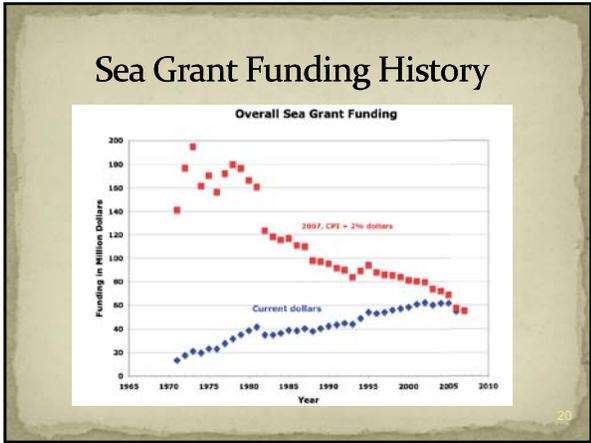
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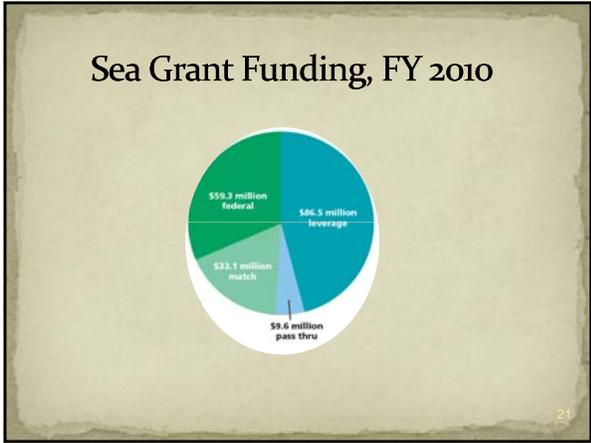
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## National Sea Grant Advisory Board

- **A Federal Advisory Committee**

Congress established the National Sea Grant Review Panel as law (U.S. Code 33 U.S.C. 1121 et seq. P.L. 94-461,) October 8, 1976 “which shall advise the Director of the national sea grant program, the Administrator of NOAA and the Secretary on grants and contracts, and the sea grant fellowship program.”

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## National Sea Grant Advisory Board

- **Authorization:** Mandated by law, the National Sea Grant Advisory Board is a Federal Advisory Committee comprised of 15 individuals with diverse backgrounds in marine affairs.
- **Role:** The Board advises NOAA's secretary, the undersecretary for oceans and atmosphere, and the director of the National Sea Grant College Program on scientific and administrative policy.
- **Name:** The National Sea Grant College Program Amendments Act of 2008 changed the name of the Review Panel to the Advisory Board.

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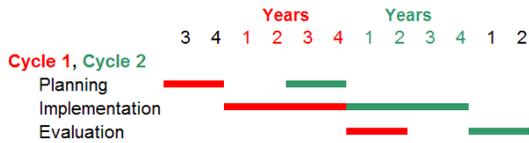
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## Sea Grant PIE

Fig. 1. Two full Planning, Implementation, & Evaluation Cycles



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### **Biographical Information**

Chester J. Koblinsky, Ph.D.  
Director, Climate Program Office  
Office of Oceanic and Atmospheric Research  
National Oceanographic and Atmospheric Administration  
US Department of Commerce  
Bldg: SSMC3, Room 12823, R/CP  
1315 East West Highway  
Silver Spring, Maryland 20910

As Director of NOAA's Climate Program Office and leader of NOAA's climate mission, Dr. Koblinsky leads the formulation of NOAA's future climate activities and the execution of NOAA's climate competitive research programs. As the transition Deputy Director for Climate Services, Dr. Koblinsky manages various aspects of the planning for a new organization in NOAA focused on climate science and services. Dr. Koblinsky joined NOAA in 2003 after a 25-year career as a research oceanographer and science manager at the Scripps Institution of Oceanography and NASA's Goddard Space Flight Center. He has published numerous scientific papers, primarily on ocean circulation and monitoring, and led the development of research satellite missions including Aquarius, which will be launched in 2011. He is a recipient of the Presidential Rank award for federal senior executives and NASA's Medal for Exceptional Scientific Achievement.



# NOAA's Climate Program Office

UNITED STATES DEPARTMENT OF COMMERCE • NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

## Understanding and describing climate variability and change to enhance society's ability to plan and respond...

Through the efforts of over 60 scientists and research managers, the Climate Program Office (CPO) manages a portfolio of coordinated and compelling research programs to support NOAA's strategic climate priorities and meet society's demand for research targeted to the needs of users.

Through four interlinked programs, CPO supports high-priority science to provide essential climate observations and monitoring; to advance state-of-the-art modeling, analysis, predictions, and projections that further our understanding of climate's important role in Earth's system; and to provide applied research, partnerships, and demonstrations necessary for regional and sectoral climate services. This science (much of which was the foundation of the Nobel Prize-



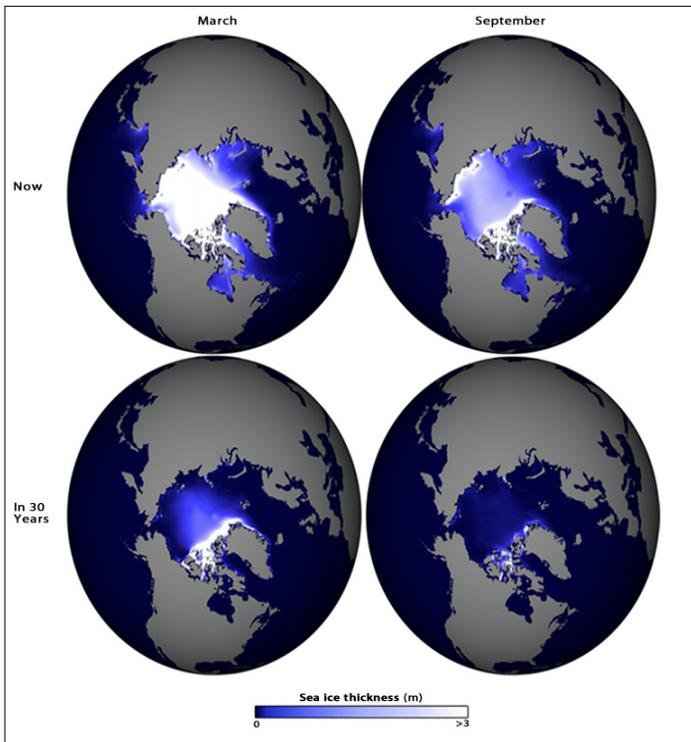
NOAA

*NOAA's Climate Program Office is the only Federal organization dedicated to sustaining an ocean climate observing system—without these observing systems, there would be no seasonal or decadal climate forecasts.*

winning work of the IPCC) contributes to knowledge about how climate variability and change affect our health, economy, and well-being. The Office supports research that is conducted in regions across the United States, at national and international scales.

The Office coordinates NOAA's climate activities across all line offices by developing and implementing strategic guidance, leading cross-cutting planning efforts to achieve short- and long-term goals, and providing oversight and evaluation of NOAA's climate science and services programs in our labs and centers. CPO also facilitates activities that integrate these programs with the efforts and expertise of external communities including other federal agencies, state agencies, academic institutions, private sector companies, and non-profit organizations.

Increased emphasis is being placed on leveraging NOAA's climate data and information resources for use in sustained programs that help people better plan and respond to climate change and variability. For example, CPO's Climate and Societal Interactions program funds projects that advance interdisciplinary research (research planned and executed by teams of scientists and end-users). Eleven Regionally Integrated Science and Assessment (RISA) teams focus on climate-related societal challenges ranging from drought to urban human health impacts. A strong emphasis is also being placed on providing educational, outreach, and training activities to enhance the reach and relevance of climate services.



NOAA

*CPO-funded scientists examined data from computer models to generate simulations of sea ice thickness now and three decades into the future.*

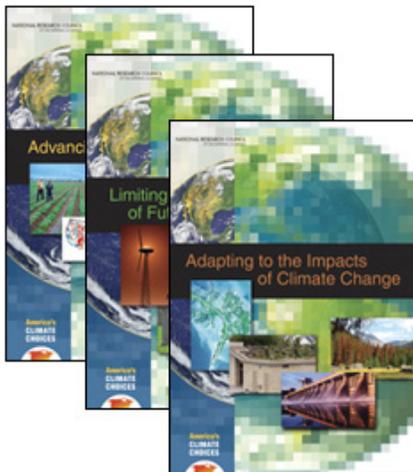
## Recent Accomplishments

Through CPO, the U.S. leads worldwide efforts to monitor the global ocean. The Argo Array portion of the Global Ocean Observing System reached its initial design goal of 3,000 active floats globally. Argo floats provide subsurface measurements of ocean temperature and salinity that are needed to validate satellite-based altimeter measurements, and to enable scientists to monitor global sea level change and changes in the ocean's heat storage.

CPO has nearly doubled funding for Regionally Integrated Science and Assessment (RISA) teams and expanded the system by nearly 20 percent since 2009. In addition to creating a vehicle to promote regional capacity to provide climate services, RISAs act as "centers of excellence" for co-developed research and are expected to play an essential role in future regional and national climate assessments.

The National Integrated Drought Information System (NIDIS) is working with stakeholders and government officials at the federal, state, tribal, and local levels to create an "early warning system" to provide accurate, timely, and integrated information for managing drought-related risks. To date, roughly 75 Climate Reference Network sites were outfitted with soil moisture sensors that will improve drought observational capabilities. The remainder of the sites will be deployed over the next few years.

CPO supports major national studies like the National Academy of Science's America's Climate Choices study, the most comprehensive study of climate change to date. As part of this study, three reports were issued by the National Research Council in May 2010. The reports found that climate change is occurring, is caused largely by human activities, and poses significant risks for a broad range of human and natural systems. The reports also emphasize why the U.S. should develop a national strategy to adapt to the impacts of climate change. Two additional reports will be released later this year.



New reports from the CPO-funded America's Climate Choices study.



Gary McManus

What was once wheat field in Oklahoma resembled a desert in June 2008. The National Integrated Drought Information System (NIDIS) is helping farmers to better prepare for adverse climate impacts.



CPO supports high-priority science through four interlinked programs.

## CPO By the Numbers

- Net Appropriations by fiscal year
  - FY 08: \$141.7 million
  - FY 09: \$140.9 million
  - FY 10: \$169.2 million
- One of every six dollars of research supported by CPO is directed specifically at supporting the information needs of end-users, including development of decision-support tools, early warning systems, and regional climate projections.
- CPO funds about 400 projects each year both in and out of the federal government.
- CPO processes over 1,000 financial actions each year to support its operations.
- In 2008 and 2009, CPO-funded researchers contributed to over 1,400 peer-reviewed publications.



**Understanding and describing climate variability and change to enhance society's ability to plan and respond...**

**What Does the Climate Program Office Do for the Nation?**

The Climate Program Office was established in October 2005 to oversee the agency's climate portfolio and to manage the competitive research program that funds high-priority science to advance understanding of atmospheric, oceanic, land-based, and snow and ice processes, and how they affect climate. CPO also supports multi-disciplinary research and assessments designed to foster the effective use of climate information for more informed decision making.

NOAA's CPO provides strategic guidance and oversight for NOAA's climate science and services programs. These programs build knowledge of climate variability and change, and how they affect our communities, our economy, and our future. Recognizing that climate variability and change touch almost every aspect of society, CPO leverages its climate data and information resources in sustained programs that help people better plan and respond.



Credit: Zack Guido

The Climate Assessment for the Southwest RISA team works with cattle ranchers to understand how pasturelands respond to climate.

**Recent Accomplishments**

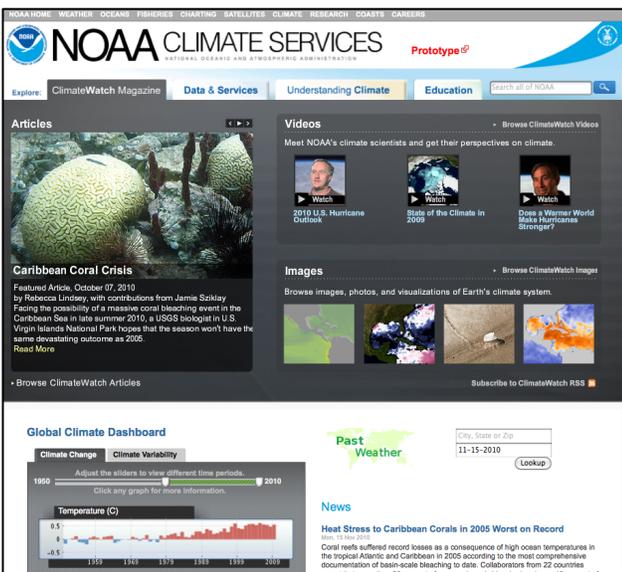
**Regional Climate Science Collaborations**

CPO has nearly doubled funding for Regional Integrated Sciences and Assessment (RISA) teams and expanded the system by nearly 20 percent since 2009. Currently, there are eleven RISA teams focused on societal challenges related to climate variability and change ranging from drought to urban human health impacts. RISAs investigate cross-cutting issues to build regional capacity and to support climate service and adaptation. **Benefit: RISA teams work closely with decision-makers within each region to improve their ability to anticipate and adapt to climate variability and change.**

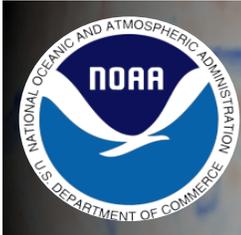
**NOAA Unveils Climate.Gov Portal Prototype**

NOAA debuted a new climate services portal prototype, [www.climate.gov](http://www.climate.gov) – that will serve as a single point-of-entry for NOAA's climate information, data, products, and services. The site is a response to growing user demand for useful climate information and will continue to develop based on user demand, comments, and feedback over the course of this year. One feature is the new Web-based climate science magazine, ClimateWatch, featuring videos, images and articles of scientists in their own words, discussing their recent work in the field. **Benefit: Climate.Gov simplifies access to NOAA's climate data, products, and services for all users, and provides context on how they benefit the public.**

[www.climate.noaa.gov](http://www.climate.noaa.gov)



NOAA's new climate services portal prototype: Climate.Gov



# Climate Program Office



### In-Situ Ocean Observation Systems

In 2010, NOAA scientists used data from an array of free-floating ocean floats called Argo floats—deployed by NOAA and other U.S. and international partners—in a study that found ocean heat content has increased over the last 16 years, indicating a strong climate change signal. There are now more than 3,000 Argo floats distributed throughout the world’s ocean. **Benefit:** CPO supports about half of the global *in situ* ocean observing system needed to advance understanding of Earth’s climate.

### Delivering Drought Information to Decision Makers.

U.S. drought in recent years has caused concern among decision makers at all levels of government and industry about water supplies and increasing demands. The National Integrated Drought Information System (NIDIS) is working with stakeholders and government officials at the federal, state, tribal, and local levels to create an “early warning system” to provide accurate, timely, and integrated information for managing drought-related risks. **Benefit:** CPO supports NIDIS and other programs that provide the public with easy access to operational drought information.

### What’s Next for NOAA’s Climate Program Office?

In the coming year, CPO will continue to support NOAA’s efforts toward building a sustained climate service for the Nation. This effort will develop and support the critical climate assessments needed to inform stakeholders of potential climate impacts, vulnerabilities, and adaptation strategies. CPO will transition the Climate.Gov Portal to an operational, interagency partnership.

CPO will continue to make strategic use of expanded high-performance computing to provide climate models and projections for climate assessment reports. CPO will also directly engage key stakeholders to inform resource management and decision making.

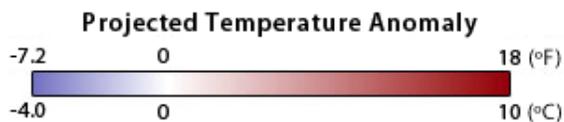
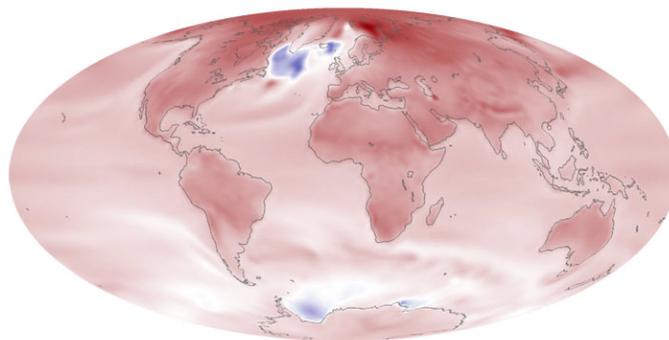
### Budget and Staff

The fiscal year 2010 enacted budget for CPO is \$166M. CPO’s fiscal year 2011 budget request is \$188M. CPO’s fiscal year 2010 budget request was \$157.2M. CPO supports about 50 permanent full-time Federal employees. CPO headquarters is located in Silver Spring, Maryland.

### Did You Know?



NOAA’s Climate Program Office is the only Federal organization dedicated to sustaining an ocean climate observing system. Forecasts of the impacts of El Niño and other oceanic phenomena on seasonal timescales could not be made without this system.



The map shows projected change in average surface temperature for 2071-2100 compared to 1971-2000, as calculated by a global climate model. CPO funds efforts to develop improved climate models and projections that inform users about the potential future climate.

For more information, contact: **Jonathan Kelsey**  
National Ocean and Atmospheric Administration, Office of Legislative Affairs and Intergovernmental Affairs  
14<sup>th</sup> Street & Constitution Avenue, NW, Room 5225, Washington, DC 20230  
Phone: 202.482.0809 Email: Jonathan.Kelsey@noaa.gov

National Institute of Food and Agriculture  
Institute of Bioenergy, Climate, and Environment  
Climate Variability and Change Challenge Area

One of the most pressing issues faced by food producers and natural resource managers is to adapt to the ever-changing conditions and impacts of global change and climate variability crops, animals and the environment. Another critical issue is the need for scientific information that producers can use to plan and make decisions to ensure economic viability and sustainability through climate variability and change. Producers and managers must determine how to use global change and climate-related information to remain profitable and conserve resources. Related decisions involve species type; cultivar or breed; planting or breeding time; tillage, feeds and fertilization; pesticide or vitamin application; irrigation; harvests; storage; and marketing. All these factors must adapt in one form or another or be chosen with respect to changes in the environment brought about by global change and climate parameters. Scientific information on global change and climate and their impacts on soils, water, and air; plant and animal biology; and the general environment will produce robust simulation models to provide guidance on the relative benefits and outcomes associated with agronomic decisions.

The National Institute of Food and Agriculture (NIFA) supports agriculture and forestry science projects addressing climate variability and change issues through research, extension, and education activities. Current NIFA-funded weather and climate research projects focus on determining the effects of global change and climate on land-based systems and the global carbon cycle and on identifying agricultural and forestry activities that can help reduce greenhouse gas concentrations. Global change and climate extension programs focus on technologies and practices to reduce carbon in the atmosphere and risk management practices to anticipate natural and human impacts on agricultural ecosystem dynamics. Education and extension activities provide robust scientific information for learning and decision support systems for citizens and public officials to evaluate the environmental and socioeconomic impacts of policy options for sustainable resource management.

For example NIFA supports research to determine the influence of irrigation practices and water management on carbon storage in land-based systems. Irrigation strategies and best practices are then communicated to stakeholders for implementation. Contributions from NIFA research programs include new tools to accurately measure greenhouse gases; methods for measuring and estimating carbon in ecosystems at different scales; and effective ways to sustain productivity in a changing environment. Transfer of knowledge through State Land-Grant Cooperative Extension provides the public outreach to achieve national goals for greenhouse gas reductions and adaptation to climate variability and change.

For a holistic approach to global change and climate issues, major activities are integrated in nature, involving research, education and extension. This also brings together the natural sciences, engineering, mathematics, business, social and political sciences, economics, and education to achieve a system science view of agricultural and forestry production and sustainability. This approach seeks to provide reliable information for regional and national decision makers impacting the agriculture community.

Louie Tupas  
National Program Leader  
[ltupas@nifa.usda.gov](mailto:ltupas@nifa.usda.gov)  
(202) 401-4926

Dr. Louie Tupas is the National Program Leader for global change and climate, providing leadership for research, education and extension activities addressing climate change impacts and strategies for adaption to and mitigation of climate variability and change for food, feed and fiber production and delivery, natural resources and ecosystem services. Dr. Tupas represents the National Institute of Food and Agriculture on several US Global Change Research Program Interagency Working Groups and the US National Climate Assessment, and is the US scientific representative to the Asia-Pacific Network for Global Change Research.

## **Andy Winer**

NOAA Director of External Affairs

Andy Winer joined NOAA as the Director of External Affairs for the NOAA Office of Communications in 2009 as a White House appointee. Prior to his Presidential appointment, he served as the Hawaii State Director for the Obama campaign.

Andy practiced law in Hawaii for 25 years, most recently as the managing partner of Winer, Meheula, Devens, LLP in Honolulu, where his practice emphasized construction, real estate, professional liability, personal injury and insurance litigation and alternative dispute resolution. As an attorney, Andy had an “AV” rating from Martindale-Hubbell and was selected for the *Best Consumer Lawyers Guide*. He served in official capacities with the Hawaii State Bar Association, including stints as director and treasurer. In 2005, the Hawaii State Bar Association awarded Andy its Pro Bono Service Award for his efforts in organizing relief for victims of Hurricane Katrina.



While in Hawaii, he developed a passion for good government and environmental policy making which led to his interest in managing political campaigns for elected officials. He managed campaigns for mayoral candidate Duke Bainum in 2004, and the successful re-election campaign for U.S. Senator Daniel Akaka in 2006. He honed his skills in coalition-building and external relations as a result of his work on political campaigns, quickly becoming a familiar face in Pacific Island politics. He was known for his grassroots community organizing strategies.

At NOAA, Andy is one of the key advisors to the NOAA senior leadership and is the catalyst for realigning the agency headquarters operation for External Affairs and creating a new vision and mission for this function within the agency. He provides leadership and guidance for the External Affairs team on Administration priorities and objectives. While at NOAA, Andy has focused his outreach efforts on the commercial and recreational fishing industries, labor unions, and interagency and intra-agency partners to engage these entities in NOAA issues to ensure that these constituents have a voice in NOAA programming and policy making.

Andy is an effective and dynamic speaker and has authored a number of professional publications. He is a summa cum laude graduate of UCLA and earned his J.D. from the University of California Boalt Hall School of Law where he was the editor-in-chief of the *Industrial Relations Law Journal*.

## **Caren Madsen**

*Senior Manager, External Affairs*

Caren has over 26 years of experience in communications management in private industry and in the federal sector. She has focused on national environmental issues throughout her career but has also been involved in state and local issues through her work with NOAA and local civic and environmental volunteer work.

Caren started her communications career as a reporter for two daily metro Atlanta newspapers and a freelance magazine writer. After leaving journalism, she went to work in private public relations firms for five years, eventually relocating to Washington as a Senior Account Executive at Porter/Novelli. In 1991, she joined the U.S. Environmental Protection Agency where, for almost a decade, she worked on a wide variety of issues including Superfund, air quality, climate change, smart growth, environmental technology, and community right-to-know programs.



She transferred to NOAA in 2000 as a Team Leader in External Affairs with NOAA Research and later joined the Office of Communications and External Affairs to lead the agency's intergovernmental affairs program for seven years. She has expertise in communications planning, stakeholder and legislative relations, project management, writing and editing, media relations, speech writing, publications management, internal communications, Web site development, speaker's bureaus, and exhibits

In 2009, Caren served as Deputy Associate Director for Communications and Legislative Affairs with the White House Council on Environmental Quality. Since returning to NOAA, she has worked with Andrew Winer to re-establish an External Affairs Office in the NOAA Office of Communications and External Affairs. Her goal is to support the Obama administration's interest in connecting science, communications and policy making at the federal, state and local levels of government and with NOAA's many partners.

Caren has been honored with awards for news and feature writing as well as marketing products, including recognition from the Society of Professional Journalists, the Georgia Press Association, the Georgia Healthcare Association, the Hotel Sales & Marketing Association and the National Association of Government Communicators. Most recently, she was named as one of Montgomery County, Maryland's "40 Environmentalists Who Made a Difference" on the 40th anniversary of Earth Day.

She is a Senior Fellow of the Excellence in Government leadership program and in the Department of Commerce 2010 Executive Leadership Development Program. Caren is also a member of the Public Relations Society of America, the American Planning Association and the National Association of Environmental Professionals. She earned a BA in journalism and political science at Georgia State University. She is the current chair of the Montgomery County Forest Conservation Advisory Committee.



**U.S. DEPARTMENT OF COMMERCE**  
**National Oceanic and Atmospheric Administration**  
NOAA COMMUNICATIONS & EXTERNAL AFFAIRS  
Washington, D.C. 20230

January 7, 2011

Leon M. Cammen  
Director  
National Sea Grant College Program  
1315 East-West Highway  
Silver Spring, MD 20910

Re: Request for Sea Grant Advisory Assistance

Dear Leon:

NOAA's leadership has requested that I explore opportunities and strategies to improve our engagement with academic and research institutions and representatives of the academic community at the national level such as ACE and APLU. Having worked closely with Sea Grant during the Deepwater Horizon oil spill, I believe that this effort would significantly benefit with input from the Sea Grant Advisory Board. Accordingly, I am requesting that you approach the Advisory Board and determine if it would be willing to assist me in evaluating how NOAA should move forward with this initiative.

In particular, I am requesting that the Advisory Board consider convening a subcommittee to address the following issues:

1. What is the current status of NOAA's engagement activities with academic and research institutions and representatives of the academic community at a national level?
2. Are NOAA's current academic engagement activities sufficient to advance the agency's goals as set forth in the Next Generation Strategic Plan and the Annual Guidance Memorandum?
3. If not, then what recommendations would the subcommittee make to improve NOAA's engagement activities with academic and research institutions and representatives of the academic community at the national level?

I am hopeful that you and the Advisory Board will favorably consider this request, and I would welcome the chance to collaborate with this effort. Thank you for your



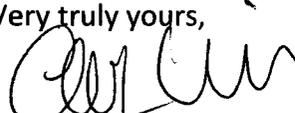
Printed on Recycled Paper



Leon Cammen  
January 7, 2011  
Page Two

assistance in considering this request, and please do not hesitate to contact me if you have any questions.

Very truly yours,

A handwritten signature in black ink, appearing to read "Andy Winer". The signature is fluid and cursive, with a large loop at the end.

Andy Winer  
Director of External Affairs



NOAA OFFICE OF COMMUNICATIONS & EXTERNAL AFFAIRS

# Revitalizing NOAA External Affairs

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A Proposal for Expanding Constituent Outreach Opportunities

**Submitted by Andrew Winer, Director of NOAA External Affairs**

**1/6/2010**



## **Proposal for Revitalizing and Expanding NOAA External Affairs**

**INTERNAL DELIBERATIVE DOCUMENT – Do not distribute.**

### **Introduction**

This Proposal will set forth a vision for revitalizing the external affairs function within NOAA. Initially, it will describe how external affairs has functioned at the headquarters levels for the past several years, compare NOAA's external affairs efforts to agencies with similar missions, and set forth the previous barriers to implementing an effective external affairs operation. The Proposal will then conclude by recommending a proposed infrastructure for re-building an external affairs office, making suggestions on how NOAA's leadership can evaluate the performance of a reinvigorated operation, and provide a concise statement of vision for a reinvigorated external affairs operation. In summary, the recommended approach is for NOAA to establish a more collaborative and integrated system of communications, which effectively promotes the science of the agency to its diverse constituency including stakeholders, interest groups, Congress, and the public at-large.

### **How Headquarters External Affairs has Functioned in Recent Years**

During the past eight years, NOAA's leadership has repeatedly emphasized that external affairs or constituent relations is a priority. Despite this emphasis, however, leadership has not demonstrated actual support for the function. Instead, NOAA's leadership has allowed a slow divestiture of the External Affairs function. As this has occurred, NOAA's line offices have expanded their separate constituent affairs capabilities and other sections of the communications office have been staffed at much higher levels. (There are 31 staff members to support media relations and three to support External Affairs.) In addition, the NOAA Office of Program Planning and Integration (PPI) was established, and it began to embark on its own constituent outreach function related to setting direction for strategic planning.

Minimal staffing within the headquarters External Affairs Office has undermined efforts to provide links between NOAA's senior leadership priorities and line office activities. Staff and resource shortages, together with competing priorities, have diminished the ability of External Affairs to provide a sufficient level of coordination between headquarters, line offices, and regional offices and to meet the desired degree of engagement with NOAA's stakeholders as expressed recently by the NOAA Science Advisory Board.

An agency exhibits program with an annual budget (through direct bill) of approximately \$370,000 has been an asset, and it provides a direct means of interacting with constituents each year. In addition, some improvements in constituent outreach has taken place in the past two to three years with the advent of the NOAA regional structure as regional team members have interacted successfully with headquarters External Affairs staff to coordinate meetings and events held in the field.

Despite some positive steps, due to a lack of centralized coordination, frequent disconnects have occurred between NOAA line office interactions with constituents and headquarters' planning efforts. On many occasions, representatives from external organizations have heard from multiple NOAA offices on a particular topic within the same immediate time frame, leaving the impression with our constituents that there is poor internal coordination in the agency. At other times, an assumption that one line office or staff at headquarters has contacted a particular organization has led to missed opportunities.

In March 2008, the NOAA Science Advisory Board (SAB) delivered a report on *Engaging NOAA's Constituents: A Report from the NOAA Science Advisory Board*. The report concluded that NOAA's efforts at stakeholder engagement are so diffuse and uneven in staff and funding that it adversely affects the agency's appropriations from Congress and its ability to serve consumers and clients. The SAB offered over 30 recommendations for improving engagement with NOAA stakeholders and enhancing public awareness of agency services. NOAA's response to the SAB report and implementation of these recommendations is in progress. The agency's response, including a commitment to develop a centralized stakeholder database, will be reviewed in a presentation to the full SAB in the spring of 2010.

Limited to a director, two staff members, and an exhibits manager, External Affairs has struggled to maintain a level of service to the agency, its leadership, and its stakeholders. By working with line office contacts and regional teams throughout the agency, as well as with PPI, External Affairs has performed admirably with minimal resources. The team, however, has achieved only a fraction of what could be accomplished if more staff and resources were available.

NOAA External Affairs and the agency suffer from a lack of a centralized and coordinated constituent database and a staff member designated to maintain the database. Through the years, the agency public affairs or communications office has had several databases in place. Most recently, an in-house approach produced a database of more 2,100 constituents. Unfortunately, the product becomes obsolete overnight when it is not updated with accurate organization and contact information due to staff shortages in External Affairs. Consequently, line offices have established their own constituent lists, and they have carefully guarded those lists.

When a need for agency-wide outreach arises, multiple lists must be used, revised, or combined, and often multiple NOAA employees send messages to the same constituents. The result is confusion, the perception of a scattered and unprofessional attempt to communicate with external stakeholders, and staff time wasted trying to generate an appropriate list when information is delivered to stakeholders. External Affairs must have an efficient Web-based customer relations management system (CRMS) and/or service that is on par with the *MEDIAAtlas* database product used by the media relations staff in the Office of Communication and External Affairs.

The lack of staffing and resources has also prevented External Affairs from systematically reviewing communications by NOAA's constituents about the efforts of NOAA and its line offices. With the advent of web-based communications such as e-newsletters, email updates, Facebook, and blogs, our constituents have a great deal to say about NOAA's programs, practices, and policies. At present, however, there is insufficient staff available to monitor these communications regularly and to summarize them for NOAA leadership to develop strategic and more comprehensive response plans. Similar to the media clips prepared by the Communications office, External Affairs, if properly staffed and funded, could provide regular updates to NOAA's leadership and analyze the collective views of our constituents including Congress. This service, combined with a functioning CRMS, would allow NOAA's leadership to understand issues quickly when they arise among our constituents and to develop appropriate outreach measures.

## Overview of How Constituent Relations Currently Occurs at NOAA

NOAA's current constituent relations program operates primarily at the line office level and to some degree through the External Affairs office within NOAA headquarters' Office of Communications and External Affairs. Additionally, on an *ad hoc* and largely uncoordinated basis, NOAA's regional offices interface with the line offices and make efforts to engage in constituent relations.

Each NOAA line office has a communications function established separate from headquarters. Most of the NOAA line offices have a "Director of Communications" serving at the GS-15 level with varying numbers of staff. Typically, one person per office is in charge of constituent outreach. Each of these constituent liaisons serves as the point of contact for the line, and they attend the monthly meetings of the NOAA Constituent Affairs Network (CAN), which is led by the NOAA Director of External Affairs.

Line offices maintain their own separate constituent contact lists. As a result, there is frequently a crossover of constituents between lists. For example, many of the organizations and associations that NWS considers constituents are also constituents of NESDIS. Similarly, NOS and NMFS have overlapping lists of constituents. Although there is some coordination between line offices, there is no consistent reporting or method of evaluating public engagement which would allow headquarters to evaluate the effectiveness of constituent outreach by the line offices.

At a regional level, there is practically no interaction between the headquarters external affairs office and the regional offices. Although the line office constituent liaisons do interface with the regions, these contacts are inconsistent and provide inadequate coordination between headquarters, the line offices, and the regional offices. During the course of preparing this Proposal, several regional offices indicated a desire for headquarters to take on a more pro-active role in integrating constituent outreach efforts from headquarters through the line offices and then through the regional offices.

With adequate resources and staffing, NOAA's headquarters External Affairs operation should provide leadership in coordinating constituent outreach throughout NOAA. Ultimately, NOAA should have a fully integrated constituent outreach program which allows the agency to leverage its resources at the line and regional office level.

## Current staffing situation for NOAA External Affairs

\*Current full-time permanent staff consists of:

- **External Affairs Director (Schedule C): Andy Winer**
- **1 FTE (GS-14, ZA-IV, senior level) constituent liaison: Caren Madsen**
- 1 FTE out on extended detail (GS-13, ZA-III level) constituent liaison: Jamie Krauk
- **1 FTE designated as NOAA exhibits manager (GS-14, ZA IV level): Les Adams**
- **1 FTE designated as a graphic designer (GS-14, ZA IV level): Janet Ward (recently transferred to External Affairs)**
- (1 FTE on 3 mo. detail to OCEA from NOAA Fisheries (GS-14, ZA-IV, senior level): Laurel Bryant

*\*Bold depicts permanent staff on-site and assigned to NOAA Office of Communications and External Affairs*

## Benchmarking

### *A Snapshot of External Affairs Operations in Other Federal Agencies*

Compared to other federal agencies with similar missions, NOAA's External Affairs is understaffed and underfunded. Below are brief descriptions of how the same function is set up within the federal family.



EPA

The U.S. Environmental Protection Agency's Office of Public Outreach is located in the EPA Public Affairs Office, which is part of the EPA Administrator's Office. The Office of Public Outreach establishes and maintains through the Office of Public Liaison close working relationships with a broad range of public and private sector organizations to:

- anticipate and address stakeholder concerns regarding Agency and environmental matters;
- keep senior EPA officials apprised of stakeholder needs, perspectives, and issues;
- promote and support stakeholder involvement and public participation in Agency decision making; and
- identify opportunities for public/private partnerships.

This staff also manages the *Division of Product Review* as the Agency-wide point of contact for the planning, developing, and reviewing of all Agency print, promotional, display, audiovisual and broadcast products (other than news and Web-based products) intended for the public. The staff coordinates the activities of the Agency-wide EPA Branding Committee to ensure consistent style and content in EPA communications, manages EPA's Multilingual Communications Task Force, and directs Agency multilingual outreach and communications efforts.

The office has a director and a staff of eight liaisons in addition to support staff. An FTE was recently approved to designate a Deputy Director for constituent affairs within the EPA Office of Public Outreach. The office staff is organized around the various sectors with an interest in EPA issues and a liaison is assigned to work with each of the following audiences: environmental NGOs, business/industry, environmental justice, agriculture, labor unions, education, health trade organizations and outdoor recreation. Web site: <http://www.epa.gov/adminweb/opa/>



NASA

Under its mission support or mission directorate, NASA has an Office of External Relations with seven divisions under the office. The mission of the Office of External Relations (OER) is to provide executive leadership and coordination for all NASA international activities and partnerships and for policy interactions between NASA and other U.S. Executive Branch offices

and agencies. OER serves as the principal Agency liaison with the National Security Council, the Office of Science and Technology Policy, the Department of State, and the Department of Defense. OER also directs NASA's international relations; negotiates cooperative and reimbursable agreements with foreign space partners; provides management oversight and staff support of NASA's advisory committees, commissions and panels; manages the NASA Export Control Program and foreign travel by NASA employees and manages the NASA History Division.

Under the NASA Office of External Relations, there is an Assistant Administrator, a Deputy Assistant Administrator, three overseas representatives, a Resources Management Division and six directors for the following divisions aligned with various aspects of the NASA mission: space operations, exploration systems and aeronautics research division, science division, history division, advisory committee management division and export control and interagency liaison division. Separate "Media and Community Relations" divisions under each NASA space center are in place to operate multiple NASA Speakers Bureaus, a NASA Exhibits Program, media relations and forging stakeholder relationships around the United States where the space centers are located.



## Department of the Interior

At the Department of the Interior, the Director of the Office of External and Intergovernmental Affairs (OEIA) has a staff of 11, which includes two deputy directors. The OEIA develops constructive relationships with departmental stakeholders and maintains a centralized constituent database. OEIA collaborates with various individuals and groups, including:

- State and Local Elected Officials
- Non-profit Organizations
- Industry Groups
- Federal Agencies
- Government Associations

OEIA's partnerships carry out the priorities of the Secretary: spurring job growth, promoting renewable energy, preserving treasured landscapes, revitalizing Native American communities, and engaging youth in the outdoors. The office also includes the volunteer initiative, Take Pride in America®, a nationwide partnership program authorized by Congress to promote the appreciation and stewardship of our nation's public lands.

OEIA is composed of a Director, a Deputy Director for External Affairs and a Deputy Director for Intergovernmental Affairs, who are all Schedule C political appointments. Under the director and deputies are a liaison to state and local governments, a program analyst, an administrative assistant to the director, an external/intergovernmental affairs specialist, and two special assistants to the director. Under each of the Interior bureaus, there are separate communications offices performing similar external affairs functions and working with stakeholders.



## **U.S. Coast Guard**

As an agency under the Department of Homeland Security (DHS), the Coast Guard (USCG) has an Office of Public Affairs with three branches: media relations, community relations, and strategic communications. The Community Relations Branch advances the concept that the USCG is extremely visible in communities around the country, and it wants to cultivate productive local relationships.

Within the DHS headquarters, a centralized database is maintained to reach out to non-governmental organizations, business and industry groups, academia, and other organizations with an interest in the USCG mission. USCG reaches out to various stakeholder sectors through its individual national programs where lists of stakeholders are maintained. There are also nine regional USCG offices around the nation where there is active engagement with stakeholders.

### **Previous Barriers to Progress for NOAA External Affairs**

For the past nine years, NOAA External Affairs has operated with no budget (outside of the exhibits program funding) and inadequate staffing levels. NOAA's leadership has initiated several efforts to re-emphasize External Affairs or to create a workable database, but a lack of funding and direction has prevented any meaningful progress in developing a vibrant office capable of high quality and sustained stakeholder engagement.

For several years, the Director of External Affairs has not functioned as the leader of a department focused on constituent outreach. Furthermore, during transition periods no one has been designated as the Acting Director, which has undermined the ability of the department to transfer institutional knowledge from one Administration to the next. This has led to delays in decision-making and a perception that External Affairs has minimal importance to NOAA's leadership.

The lack of consistent staffing has further contributed to gaps in the ability of External Affairs to consistently perform its core functions. When staff has left External Affairs for other positions, extended periods of time have passed before positions have been filled. In addition, the External Affairs staff has felt overshadowed by a much larger and more visible NOAA media operation, with over 30 public affairs officers in place to carry out media relations for the agency.

In summary, a lack of consistent leadership combined with no growth in staff, inadequate funding, and a belief that NOAA's leadership does not consider constituent outreach to be a priority have led NOAA's line offices to take matters into their own hands. Although this provides some amount of stakeholder engagement, it is uncoordinated, it cuts off NOAA's political leadership from meaningful input from its stakeholders, and it provides unsatisfactory interactions for NOAA's constituents.

## Infrastructure Necessary for Re-Building and Sustaining NOAA External Affairs

In order to execute a successful constituent relations program directed by leadership at the NOAA headquarters level, three elements are essential in order to build an infrastructure for improving our capabilities in External Affairs.

### ➔ **Additional FTEs and revisions in the current staffing structure for External Affairs**

With four additional positions, External Affairs could build a team and the capacity to communicate effectively with multiple stakeholder audiences. External Affairs could take a more strategic approach to anticipating and addressing the concerns of NOAA's constituents. Additional staff would also allow External Affairs to develop areas of expertise in working with key stakeholders. If properly staffed, External Affairs could provide a higher level of service internally and externally, and it could create an important bridge between NOAA's headquarters, its line office communications teams and its regional teams. Creating a structure and well-defined positions and roles in External Affairs will enhance coordination of NOAA's events and be more conducive to forging partnerships with stakeholders. Four additional FTEs would allow the following improvements in staffing External Affairs:

*(Recommended changes to staffing structure are noted in red font.)*

- Director could focus more on addressing administration and leadership priorities and could manage one section of the External Affairs portfolio.
- **Deputy Director** could provide leadership and act on the director's behalf during times of travel or schedule conflicts and can provide continuity of operations during political transitions. A deputy could also manage a section of the External Affairs portfolio.
- **Three additional External Affairs Project Managers** could reach out more effectively to external audiences and could play a stronger role in coordination of projects. Key roles covered by External Affairs liaisons would include:
  - Special Projects Manager – beginning with an FTE assigned to work on climate services communications fulltime for no less than two to three years.
  - Project Manager for environmental NGOs – working across all line offices to coordinate communications efforts most relevant to environmental groups.
  - Project Manager for business and industry – to work with trade associations, chambers of commerce, and individual businesses interested in NOAA's mission. This person could also develop NOAA's role in green economic recovery and promotion of the agency's ability to generate green jobs.
  - Project Manager for non-traditional stakeholders – working with social justice organizations, unions and organizations such as the American Association of Retired Persons (AARP), and
  - Project Manager for academia, research and higher education community – working with institutions with a vested interest in NOAA science.
- An **External Affairs Database Manager** could maintain the central database so that it is sustainable and useful. The database specialist could also maintain the NOAA Speakers' Bureau, monitor external communications by key NOAA constituents, and prepare summary clips of these communications for review by NOAA's leadership.

## ➡ **Funding for a comprehensive constituent contact database**

The communications component of NOAA has long struggled to initiate and to develop a centralized constituent contact database capable of supporting NOAA's diverse, and often rapid-response, communication demands. Lack of budgetary priority, changing leadership, and ownership concerns have led to the creation of individual line office and program constituent lists. The end result of this lack of centralization has been labor-intensive marshalling of constituent lists and an overall lack of efficiency in issuing strategic and proactive communications to targeted constituencies.

After assessing existing approaches to constituent contact management, an investment in a Customer Relationship Management (CRM) software solution will satisfy NOAA's requirements for centralized constituent contact management. CRM solutions are utilized extensively throughout the public and private sectors to track and manage customer interaction. External Affairs would maintain a NOAA CRM, but it would allow line office staff to update information in the system as necessary. A CRM would be an asset as a corporate resource managed by the Office of Communications and External Affairs.

The likely acquisition strategy will involve an evaluation of bids from at least three CRM vendors which have been prepared to meet specifications set by NOAA External Affairs. Key points of the specifications include: import of existing data from line office constituent lists, distributed access and management, and training. An evaluation of bids is expected to be complete by the end of January 2010.

## ➡ **Continued support for the NOAA Exhibits Program**

As a highly visible part of the agency communications structure in headquarters with a proven successful track record, the NOAA exhibits program has survived the test of time and transitions in political leadership. The annual exhibits calendar is linked directly to external outreach since the events listed on the calendar are hosted by NOAA's stakeholders. The exhibits program provides an excellent opportunity for direct interaction with the members of these organizations at large national and international events, and it also allows NOAA to increase visibility among non-traditional constituents such as the AARP.

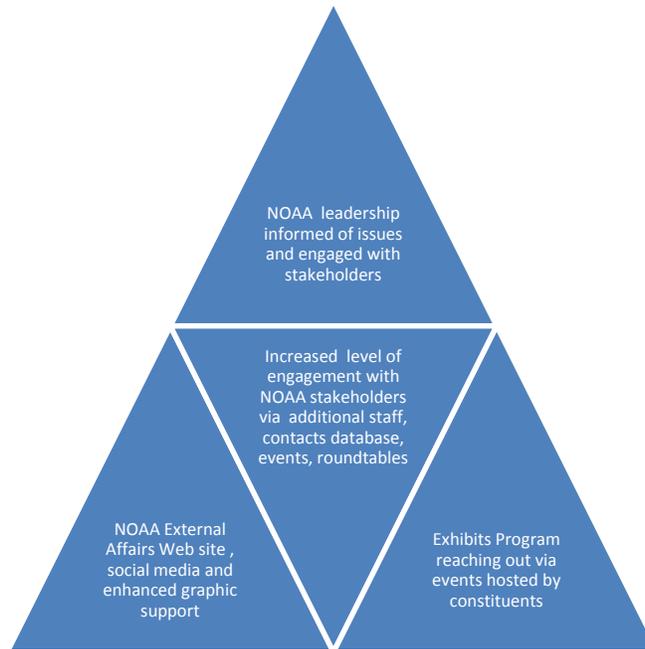
Les Adams, NOAA's Exhibits Manager, has effectively managed the annual exhibits budget of \$370,000. He has ordered equipment judiciously and has shown outstanding fiscal responsibility over the past five years. He has rallied all NOAA line offices on projects so that the agency has a well-coordinated presence at constituent events.

NOAA should continue to support this function, and it should consider increasing the exhibits budget. In particular, with the pending rollout of the National Climate Services, NOAA's Exhibits Program could provide an invaluable vehicle for exposing this new line office to our constituents.

### **External Affairs model using enhanced infrastructure:**

- Staff additions
- Contact management database in place

- NOAA Exhibits Program Maximized



## Recommended Structure for NOAA External Affairs

With an adequate staffing level and funding to support services, NOAA External Affairs could deliver a strong coordinating role as the agency embraces integrated communications planning. The team could take an active role in communications strategies which would bring together legislative and intergovernmental relations, trade association and NGO outreach, and working cooperatively with the agency's media relations staff, NOAA's Office of Education, and NOAA's Regional Teams.

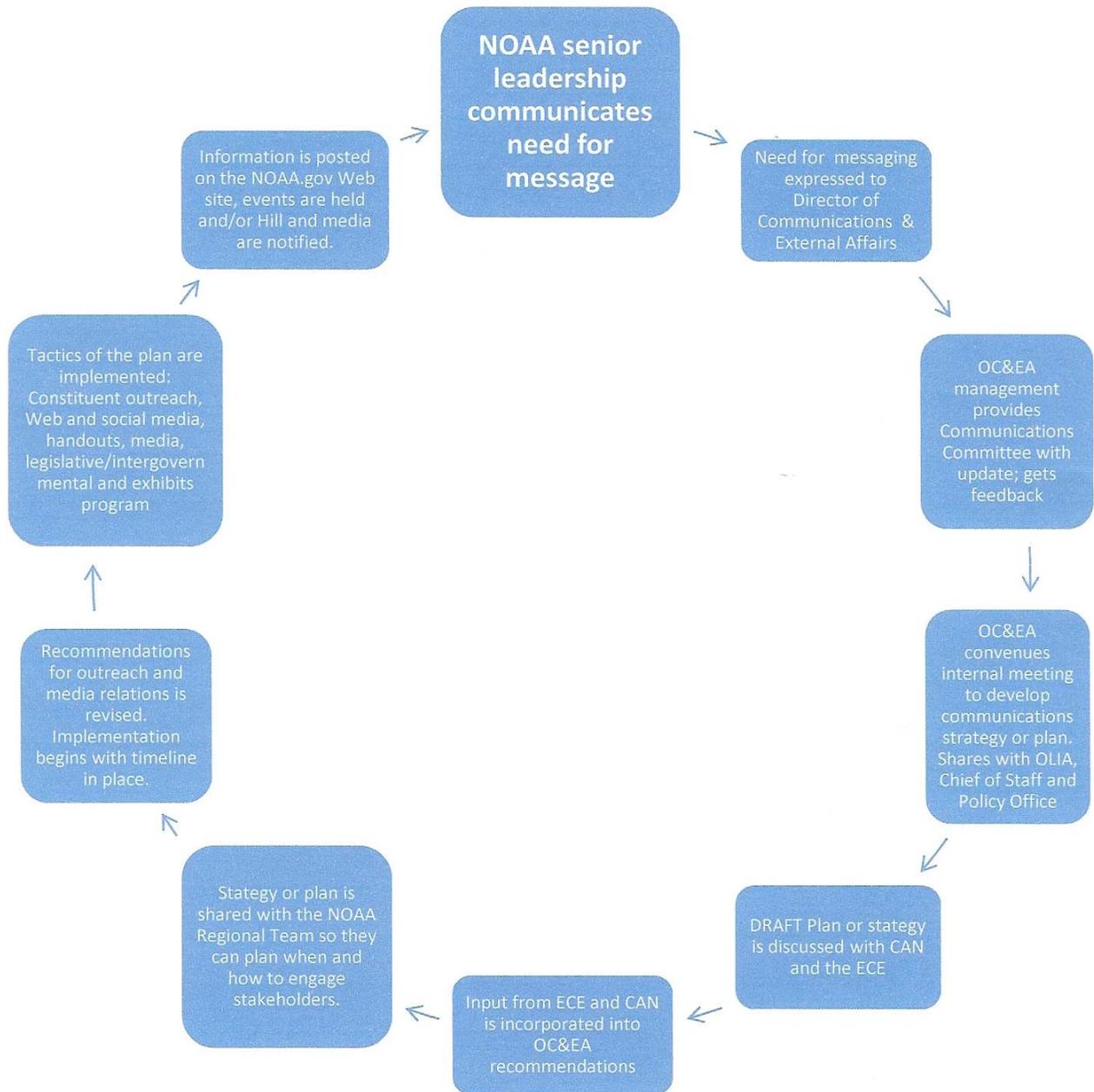
### *Services:*

- Corporate Support
  - Development and management of:
    - NOAA's Customer Relationship Management system
    - NOAA's Communications and External Affairs Web site
    - Weekly or bi-weekly clips summarizing external communications by NOAA's constituents
    - NOAA Employee Intranet
    - NOAA Communicators' Intranet page
    - NOAA Speakers Bureau
    - Exhibits Program management (including event coordination)
    - Recommended strategies for rollout of key NOAA initiatives to key constituents
- Providing leadership and strategic communications direction inside of NOAA. External Affairs should:
  - Work with NOAA line and regional offices and other components of the Office of Communications & External Affairs to reach out to constituents to communicate the five core priorities identified in Dr. Lubchenco's Annual Guidance Memorandum, in addition to crisis communications

- Chair monthly meetings of the line office Constituent Affairs Network (CAN) and include representatives from NOAA's regional teams as appropriate
- Manage the Executive Engagement Committee within NOAA and ensure that this committee has full input to broad communications projects related to stakeholder engagement.
- Meet periodically with NOAA Goal Teams
- Track and provide data for an annual calendar and 90-day calendars for use in communications planning.
- Coordinate interagency and committee/task force activity for constituent outreach
- Coordination of interagency resources within the federal family
  - Working with the White House Council on Environmental Quality Associate Director of Policy and Outreach and the White House Office of Public Engagement to ensure consistency in Administration priorities and messages
  - Interaction with other federal agencies on partnerships and joint outreach to stakeholders
  - Representation or interaction on interagency task forces and FACAs
- Engagement and Outreach to NOAA Stakeholders  
NOAA External Affairs Liaisons should work with the agency line offices to reach out regularly to the following audiences on NOAA programs and issues:
  - Business and industry (to include green business/green jobs)
  - Environmental NGOs
  - Health care organizations
  - Academic and research institutions
  - State and local governments
  - Non-traditional audiences: labor unions, social justice, and groups such as the AARP

# The Internal Process to Get to the Desired Outcome:

## *Where External Affairs Fits in to Integrated Communications Planning within NOAA*



## **Potential External Affairs Staff Capacity and Structure**

*What External Affairs could look like with additional staff*

### **Staffing and Descriptions of Duties:**

#### **Director of External Affairs**

*(Schedule C -- existing position)*

In charge of overall strategic direction of the office and manages one section of the External Affairs portfolio. Advises NOAA leadership of constituent affairs activities and functions as the voice of External Affairs at roundtables and other public events. Approves plans and budget items for External Affairs and supervises External Affairs staff. Interacts with counterparts in other agencies and at CEQ. Provides guidance to staff on priorities for the administration and for NOAA's senior leadership. Ensures that staff has resources needed and conveys updates from leadership to staff as well as policy decisions from the administration.

#### **Deputy Director**

*(re-title and lateral reassignment of existing position in EA)*

Should be a senior level career FTE in order to assure continuity and a strong External Affairs section of the office between changes in the political administrations and during transitions. In charge of a combination of middle management duties to back up the Director. Manages a section of the External Affairs portfolio. Develops constituent and broader communications plans and advises Director. Provides institutional knowledge to director and assists Director in administrative items including human resources issues and procedures. Coordinates external affairs activities with Office of Legislative and Intergovernmental Affairs, NOAA's Policy Office, Executive Committee on Engagement, NOAA's Constituent Affairs Network, and NOAA's Regional Teams.

#### **Exhibits Manager**

*(existing position; no change necessary with the exception of revising the reporting/rating official)*

Coordinates NOAA's presence at events. Develops and maintains the NOAA exhibits calendar. Produces justification for annual exhibits budget and tracks expenses for exhibits program. Provides leadership for line offices and Office of Communications and External Affairs in regard to exhibits and national constituent events.

#### **Graphic Designer/Online Editor**

*(FTE already exists; online part of position is new and employee performance plan and position description needs to be re-written)*

Produces graphic design and elements for fact sheets, exhibit panels (as needed), and Web site design for External Affairs Web site and speakers bureau. Enhances *Facebook* and other social networking tools used by External Affairs to communicate with constituents.

**Database and speakers' bureau coordinator** *(new FTE needed; position description and performance plan need to be written; need to recruit for position)*

Staff member at GS-11/12 or lower grade level to maintain constituent database and speakers' bureau for the office. Researches new organizations and keeps points of contact, addresses, phone and other information up to date in the NOAA Constituent Database. Reviews external communications by NOAA's constituents and prepares weekly or bi-weekly clips summarizing these communications for review by NOAA's leadership. Works with the CAN and other contacts in NOAA to update the NOAA events calendar each month. Attends CAN meetings and receives information for the database from line office points of contact when new meetings are held with constituents. Loads notifications for mass delivery to constituents into the database format so that delivery of NOAA information is more efficient.

**Project Managers**

*(need three additional FTE; requires recruitment, position descriptions written and performance plans in place OR detailees assigned for minimum of two to three years. )*

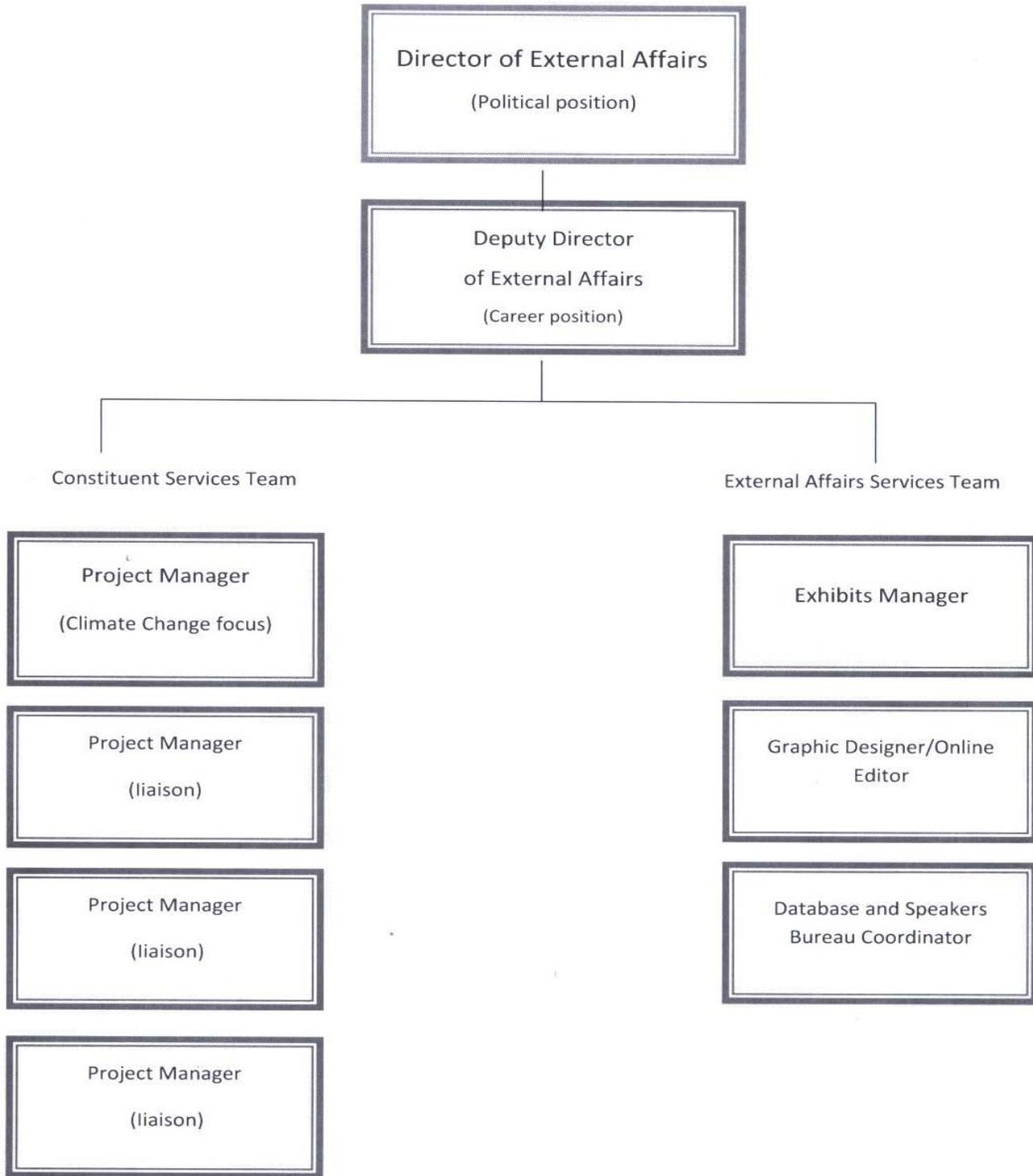
- Liaison for Traditional Constituents: Business and industry (to include green and blue businesses, climate and energy related industries, trade associations for meteorology and physical sciences and engineering, commercial and recreational fishing, green/blue jobs and health care)
- Liaison for Non-Traditional Constituents: environmental NGOs, social justice organizations, academia, and other groups as determined by NOAA leadership
- Special Projects Manager for Climate Services: One FTE dedicated solely to execution of an approved NOAA communications plan for climate change and promotion of a National Climate Service for a period of at least two to three years

**External Affairs Intern**

External Affairs should have an intern assigned through the Department of Commerce or another program for graduate students (public affairs or public administration).

*(Proposed staffing illustrated on following page.)*

## Proposed Structure for NOAA External Affairs



## **Short-term Staffing Recommendation for External Affairs**

External Affairs could deliver the goals stated in this proposal by initially using detailees from line offices until funds are available for permanent staff plus a contractor to maintain the customer relations management system to monitor communications with constituents. To maintain continuity, however, detailees should serve in External Affairs for no less than two years in order to establish relationships with external organizations. Other options include setting up term appointments of at least one year in order to bring in new staff and hiring contractors while FTE positions are fully funded. A NOAA Rotational Assignments Program could also be established to deliver on the AGM priority communications plans as referenced in the above staffing plan.

## **Long-term Staffing Recommendation for External Affairs**

NOAA should fund four additional FTEs, or re-assign FTE from either line offices or other sections of the Office of Communications and External Affairs to External Affairs. Additionally, one existing FTE in External Affairs should be re-titled or converted to a Deputy Director slot in order to assure continuity of operations in the Director's absence.

### **Rotational Assignment Program**

Alternatively, OCEA could establish a program of rotational assignments, drawing on communication staff and/or expertise from throughout NOAA's regional structure. These positions would be designed to assist OCEA with specific long-range communication campaigns, such as the AGM priorities. Similar to the business model in NOAA's Policy Coordination Office, these assignments would be for no less than one year in duration, preferably two to three years. As has been demonstrated by the PCO model, the rotation of staff throughout NOAA makes for a more knowledgeable and flexible workforce of skills and talent.

## **Performance Measures and Deliverables**

- The number of inquiries and comments from constituents on an interactive section of an External Affairs Web page increases
- Universe of contacts within the constituent or stakeholder community increases and communications with stakeholders is better coordinated
- Strategic planning for coordinating constituent outreach by NOAA leadership
- Strategic planning for identifying constituents and effectively deploying them in interactions with the Administration and with Congress
- External Affairs consistently provides input for the rollout of key NOAA initiatives to NOAA's constituents in a timely manner
- External Affairs facilitates engagement opportunities and venues for constituents
- Positions within External Affairs are fully funded and supported by NOAA senior leadership
- External Affairs receives a budget for activities for which it is held accountable
- External Affairs is recognized as a leader in NOAA for constituent services functions with authority delegated by NOAA leadership
- Anecdotal comments from constituents are favorable related to outreach efforts

- NOAA's database is fully functioning
- Clips of external communications by NOAA's constituents are provided to NOAA's leadership
- Number of social media referrals increases along with Web hits
- Letters to Congress from NOAA's stakeholders increase in number
- Attendance at the NOAA exhibits is strong
- Attendance at events where NOAA's speakers are presenting is significant
- Number of those signed on as *Friends of NOAA* increases
- Line offices and regional offices recognize External Affairs as a useful coordinating entity for constituent outreach
- Better use and coordination of interagency task forces and FACAs by NOAA's leadership
- NOAA's Science Advisory Board re-evaluates and affirms an improvement in engagement activities by the Agency
- NOAA becomes a leader in coordinating constituent outreach within DOC and other federal departments and agencies
- NOAA successfully rolls out a National Climate Service both internally to its employees and externally to potential customers and partners
- NOAA develops a closer and more productive relationship with various Smithsonian institutions with a special emphasis on the Ocean Hall
- Develop speakers series in conjunction with Smithsonian institution and other NOAA partners
- Development of NOAA employee intranet and an OCEA intranet page.
- Hosting stakeholder meetings and roundtables on issue specific items

In addition to these specific deliverables, NOAA leadership should also consider utilizing the Kellogg Rubric attached to this Proposal as a means for evaluating the performance of a revitalized External Affairs operation. On a bi-annual or annual basis, this Proposal recommends that the Principal Deputy Undersecretary and the Director of Communications and External Affairs form a reviewing board consisting of political and career leadership and use the Kellogg Rubric as a means to evaluate the performance of the External Affairs operation.

## **Vision**

With appropriate staff levels and resources including a functioning database, External Affairs should operate as an integral part of NOAA's communications efforts. On a routine basis, External Affairs should:

- Provide input on NOAA's efforts to communicate policy
- Organize internal and external stakeholder meetings
- Identify potential problems with constituents and develop pro-active strategies to address concerns
- Work strategically with NOAA leadership to identify outreach opportunities and to deploy leadership to events and activities
- Interact with other external affairs operations within the Department of Commerce and with relevant members of the federal family

- Provide leadership with timely summaries of communications by stakeholders regarding NOAA activities including the many FACA bodies organized to provide advice and recommendations regarding NOAA's activities
- Develop the constituent elements within comprehensive outreach programs designed to implement the priorities set forth in the Annual Guidance Memorandum

Beyond these core functions, however, External Affairs should evolve into a creative force within NOAA that effectively markets and exposes the people behind our science, service and stewardship missions. External Affairs should serve as the incubator for creative ideas that would inform the public and our stakeholders of what NOAA is doing, and it should develop strategic partnerships and outreach efforts that will make our constituents feel that they are co-owners of the enterprise as well as the missions and goals of this organization.

With an increasing focus on issues like climate change, ocean policy, and ecosystem based management, NOAA has an opportunity to create vibrant outreach efforts that engage our constituents and the public at large. Our scientists and science should be front and center in these efforts, and External Affairs should take the lead in providing and promoting appropriate opportunities. If properly executed, External Affairs would serve as the conduit for proactively identifying NOAA's constituent base, growing that base, and working with constituents for the benefit of the agency and the public at-large.

## **Summary**

NOAA's leadership should commit to reinvigorate the External Affairs operation within its Office of Communications & External Affairs in order to achieve the agency's mission of communicating more effectively with its constituents and building familiarity and trust in NOAA with the public at-large. An increase in staffing, funding, and authority coupled with focused leadership will enable External Affairs to provide services that will complement line and regional office outreach to constituents and leverage the communication commodities developed by the media and legislative elements within NOAA's communications capacity. External Affairs should serve as the primary point of central coordination for our stakeholders and internal networks as well.

We recommend that NOAA's leadership institutionalize External Affairs within the agency in a similar manner to the way that the media relations section of the NOAA Office of Communications & External Affairs now functions, with adequate staff and funding to serve the needs of our constituents. Through a revitalized and more comprehensive and integrated approach to communications, NOAA will be able to better condition the climate for its science and issues, better influence its resources, and position itself as a trusted public authority in the science and stewardship of our planet.



Heather Triezenberg received her B.S. and M.S. in Fisheries & Wildlife Management from Michigan State University and her Ph.D. in Natural Resources Policy and Management from Cornell University. Prior to graduate school, Heather was the Education Director for the Clinton River Watershed Council in Southeast Michigan. Heather has research experience in adult education, program evaluation, social networks, collective action, and conflict resolution within natural resource management contexts.

Heather is the Program Director for Social Science with the National Sea Grant College Program (within Oceanic and Atmospheric Research). She also chairs NOAA Sea Grant's sustainable coastal development focus area team and serves as a program officer for California, University of Southern California, Oregon, and Washington Sea Grant Programs.