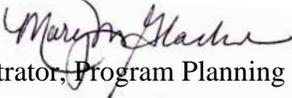


MEMORANDUM FOR: Goal and Sub-goal Leads
Program Managers
Council Chairs
Assistant Administrators
Deputy Assistant Administrators
Chief Financial Officers
Staff Office Directors

FROM: Mary M. Glackin 
Assistant Administrator, Program Planning and Integration

DATE: May 11, 2007

SUBJECT: **FY 2010-2014 Planning Guidance Memorandum III - Supplemental**
- Guidance on Development of NOAA Strategy Papers

I. INTRODUCTION

This memorandum supplements Planning Guidance Memorandum III issued on April 30, 2007 by providing additional guidance for the format of the Goal and Sub-goal deliverable of the Strategic Portfolio Analysis: the NOAA Strategy Paper. The NOAA Strategy Papers will be used to address each of the seven Strategic Investment Questions (SIQs), as well as any additional, optional issues that the Goal or Sub-goal teams wish to address during their Strategic Portfolio Analyses for the FY 2010-2014 Planning Phase.

Appendix A provides an updated list of the seven SIQs assigned to the Goals and Sub-goals, per the request of the NEP/NEC decision briefing on April 24, 2007.

Appendix B provides an illustration of the NOAA Functional Model (a full explanation of which can be found at: https://www.ppbs.noaa.gov/PDFs/Explanation_of_Functional_Model.pdf).

Appendix C provides a schedule for SPA-related activities. (Annual Planning events can also be accessed via Google Calendar by searching public events for “NOAA Annual Planning.”)

II. GUIDANCE FOR NOAA STRATEGY PAPERS

For FY 2010-2014 Planning, each Mission Goal Team has the lead for producing a Strategy Paper to answer one SIQ, two Sub-goal Teams have the lead for one SIQ each, and the Education Council has the lead on one SIQ (see **Appendix A**). Answering the SIQs will necessarily involve a cross-cutting perspective of NOAA’s needs and capabilities and, as such, PPI anticipates that Goals, Sub-goals, and Councils will collaborate as appropriate to develop the Strategy Papers to answer the SIQs.

Goals, Sub-goals, and the Education Council will develop their Strategy Papers using content from the POPs and other sources. Strategy papers will focus on the seven SIQs and any other, optional issues that Goals and Sub-goals wish to address in the Planning Phase. The Strategy Papers will be the only deliverables from the Goal, Sub-goal, and Education Council Strategic Portfolio Analysis, but PPI assumes that the papers will be founded upon a thorough, strategic analysis of Goal and Sub-goal portfolios.

The NOAA Strategy Paper format (presented in the following section as an outline) includes elements of a good business case and rationale for investment recommendations related to the SIQs. The completed paper should logically support the need and justification for NOAA meeting the need in the areas specified by the SIQs. Additionally, the paper should include a recommendation for the investment approach to support the answer to each SIQ.

Concise and well referenced information is desirable, rather than lengthy descriptions. Each Strategy Paper should be approximately 10-15 pages. A detailed outline of the paper should be submitted for review to PPI by May 25, 2007. A complete draft of the paper is due for comment to PPI on June 15, 2007 and the final draft is due to PPI on July 10, 2007 (see **Appendix C** for complete schedule).

III. OUTLINE FOR NOAA STRATEGY PAPERS

1. Abstract

What is the question?

What option (section 7, below) is recommended as the answer / solution to the question?

2. Nature and magnitude of the question / issue

Characterize the strategic challenge(s) that NOAA faces in this area.

What demands or needs are associated with this investment question?

Who is generating the demands or needs, and who are the intended beneficiaries?

What are the expected environmental, economic, and societal benefits of filling these needs?

What are the consequences of not responding?

3. NOAA authority to act

Is NOAA supported / authorized to fill this need? If so, specify existing authorities (i.e., requirements drivers from Program Charters). If not, how should NOAA proceed?

4. What products and services does NOAA need to produce to fill this need?

(e.g., IEA product description and scale, Climate Services description, Weather & Water operational milestones and products, information to support hazard resilient communities)

5. What is NOAA's current ability to fill this need? Answer these questions by referencing the basic elements of the NOAA Functional Model (see **Appendix B**):

a. What workforce and infrastructure (facilities, major observing assets like ships, satellites) capabilities are currently being used?

b. What data (observations) are being collected?

c. What models or modeling efforts are being used?

d. What R&D efforts support this need?

For each function, who (inside or outside NOAA) supports each of the above, and what are the ROM (rough order of magnitude) costs in each function?

6. Gap Analysis

What is the difference between NOAA's current ability and what is required to fill the need? Use the categories described in questions 5a-5d, provide details as necessary.

7. Options

What option or solution should NOAA pursue to close key gaps, and to what extent does it meet the demand or need? Explain how gaps can or cannot be filled through adjustments to the current program.

Present an alternative option (for example, adjusting the scale, scope, or timing of the recommended solution).

Provide pros and cons for each of the options, including such factors as the level of responsiveness to demands / needs, ROM costs and benefits, and technical and organizational risks. Options should derive from an analysis of demands or needs, gaps, and NOAA's ability to respond under different fiscal scenarios (flat and unconstrained). In characterizing each option, refer to POP alternatives as appropriate.

8. How will the portfolio (e.g., all the other products, capabilities, programs) be affected by the proposed investments for these options? What are the consequences? What are the risks, if any?

IV. CONCLUSION

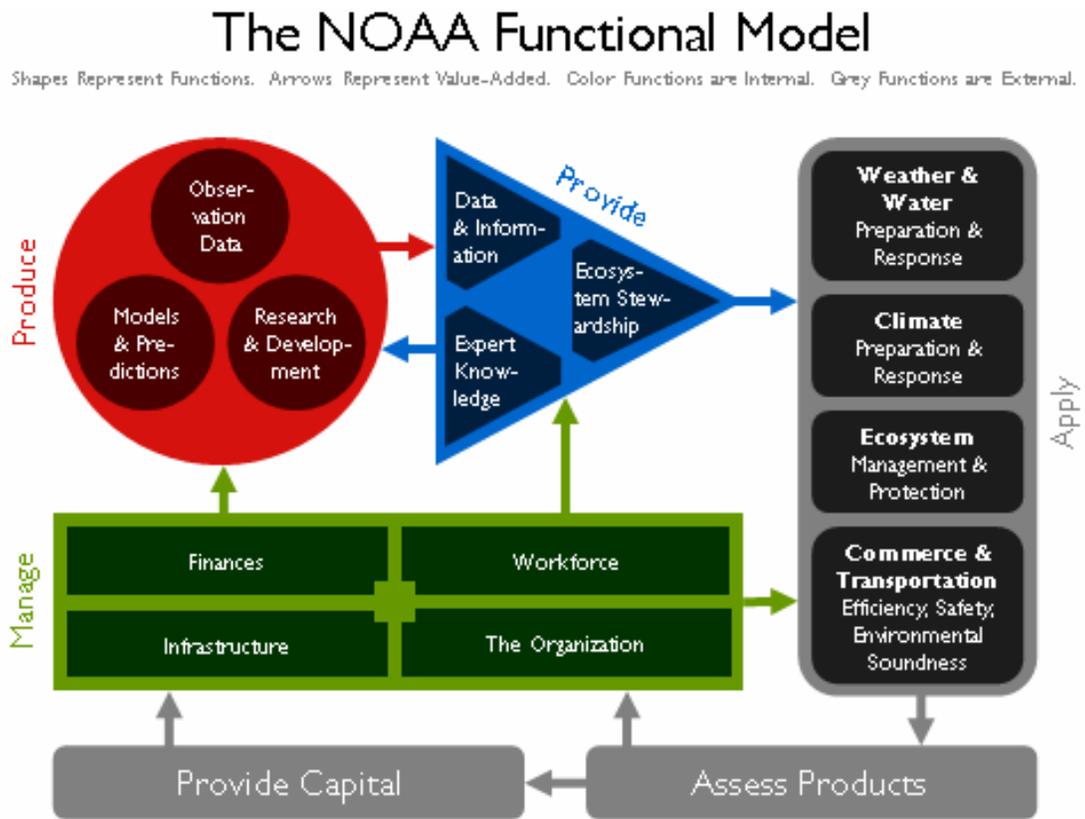
PPI will work with you through the Planning Phase to ensure the successful development of NOAA Strategy Papers. Please feel free to contact PPI should you have any questions or concerns. Your questions may be directed to:

Susan A. Kennedy
Office of Program Planning and Integration
Deputy Director, Strategic Planning
(301) 713-1622x186
Susan.A.Kennedy@noaa.gov

Appendix A: Strategic Investment Questions

Lead Party	Strategic Investment Questions
ECO	1. What is the appropriate balance of spatial scales (regional ecosystems v. smaller scale systems) for Integrated Ecosystem Assessments conducted by NOAA? What capacities are needed across NOAA for the IEA effort as a whole, and what options does NOAA have to pursue IEAs in light of the capabilities required to meet changing mandates that drive NOAA's ecosystem mission requirements?
CLI	2. What emerging societal demands for climate information services are (or should be) within NOAA's authority and responsibility? What climate information services should NOAA pursue? What capabilities are required to deliver those services, and what is the impact of pursuing them on the Climate Goal as a whole?
W&W	3. What are the highest priority operational milestones to improve NOAA's operational capabilities for high impact weather forecasts, warnings, and advisories that should be pursued through a NOAA-wide technology development strategy? What is the most cost-effective mix of internal and external investments to achieve these milestones?
C&T	4. What is NOAA's distinctive role in responding to societal demands for information services that support hazard-resilient communities and their economic base? Given this role, what information and management services should NOAA pursue? What capabilities are needed to deliver those services?
Satellite Sub-goal	5. Which are the most mission critical satellite data gaps; what are the consequences of these gaps for NOAA products and services; and what are NOAA's options for eliminating these gaps (including satellite, non-satellite, domestic, and international partners)?
Fleet Sub-goal	6. How should NOAA respond to current gaps for at-sea data collection required by ecosystem management and other missions? What technological solution can be employed to close or minimize these gaps? What impact do these alternatives have on NOAA's current fleet modernization plan?
Education Council	7. (to be determined)

Appendix B: The NOAA Functional Model



A full explanation of The NOAA Functional Model can be found at:
https://www.ppbs.noaa.gov/PDFs/Explanation_of_Functional_Model.pdf.

Appendix C: Schedule of SPA related Activities

Activities and Lead Party	2007 Date
What: Release of AGM and SIQs Who: PPI	03/31 draft AGM released (PPI) 04/24 NEP/NEC brief of AGM and SIQs (PPI)
What: Program Operating Plans (POPs) Who: Programs	04/23 – 05/04 drafting of POPs (Programs) 05/07 – 05/18 review of POPs (PPI & Councils) 05/21 – 06/01 finalization of POPs (Programs)
What: Stakeholder Forum Who: Goal Teams, PPI	05/23
What: SPA and Strategy Paper (the deliverable) Who: Goal Teams , Sub-goal Teams, Education Council (GS&E), PPI	04/24 start analysis of portfolio (GS&E) 05/25 detailed outline of Strategy Paper to PPI (GS&E) 05/30 strategy meeting (PPI, GS&E) 06/13 strategy meeting (PPI, GS&E) 06/15 complete draft of Strategy Paper to PPI (GS&E) 06/27 strategy meeting (PPI, GS&E) 06/29 Strategy Paper feedback to Goals (PPI) 07/10 final Strategy Paper to PPI (GS&E) 07/11 strategy meeting (PPI, GS&E) 07/12 package to DCO (PPI) 07/19 SPA decisional brief to NEP (PPI) 07/27 SPA revision based on NEP inputs (PPI) 08/01 package to DCO (PPI) 08/08 SPA decisional brief to NEP (PPI) 08/27 final SPA document (PPI)

These events are also publicly available on Google Calendar by searching for “NOAA Annual Planning.”