



UNITED STATES DEPARTMENT OF COMMERCE
National Oceanic and Atmospheric Administration
NATIONAL ENVIRONMENTAL SATELLITE, DATA,
AND INFORMATION SERVICE

September 27, 2013

MEMORANDUM FOR: NESDIS Office Directors

FROM: Mary E. Kicza *Mary E. Kicza*
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SUBJECT: Fiscal Year 2014 - Fiscal Year 2018 Strategic Guidance
Memorandum

Last year, at the beginning of the fiscal year, I provided a strategic guidance memorandum outlining a single NESDIS strategic goal and the five key objectives I wanted our team to emphasize in fiscal year 2013.

At our June 28, 2013 Strategy and Resources Management Board meeting, we discussed the significant progress we had made in responding to those objectives, examined our vision for NESDIS in 2018, and confirmed the strategic priorities and associated actions for fiscal year 2014.

As we discussed, our singular strategic goal remains: Maintaining continuity of critical observations and stewarding the associated data and products in a declining budget environment.

We agreed to a set of decision principles to guide our efforts in the coming year. These are as follows:

- Maintain a safe & healthy workforce with an appropriate emphasis on work life balance
- Maintain operational continuity of critical weather products
- Ensure continuity of next generation critical weather products (mind the gap)
- Sustain federally mandated and high priority, scientifically valid atmospheric and oceanic data information capabilities and services
- Implement our activities in a way that sustains workforce competency and motivation

We agreed to maintain our strategic priorities, as follows:

1. Maintain NESDIS focus on sustaining operations
2. Work with NOAA to analyze requirements and examine priorities as we implement next generation capabilities
3. Modify approaches to respond to requirements/priorities, reducing costs where feasible
4. Strengthen the NESDIS team and organization to implement the changes



5. Ensure that NESDIS policies, processes and procedures in pursuit of this goal are well-aligned and clearly documented

Lastly, Attachment A identifies the specific actions we agreed to undertake in FY2014, the action leads, the due dates, and the agreed to reporting schedule. Although Attachment A has actions linked to specific offices, I expect all offices to work toward implementing these priorities, because they reach across our entire enterprise –. These include, but are not limited to: sustaining operations across the enterprise, addressing joint requirements and priorities, assessing feasibility of the cloud and other IT solutions, documenting and improving our shared policies, processes and procedures, and most importantly, contributing efforts to support positive workforce morale and engagement.

Please share this information with your teams.

I look forward to working with you on these important efforts in the coming year.

Attachment:
FY2014 Strategic Priorities and Associated Actions

ATTACHMENT A
FY2014 Strategic Priorities and Associated Actions

Priority 1: Maintain NESDIS focus on sustaining operations

Office of Satellite Products and Operations: Provide definitive cost estimate for operating JPSS and GOES R and perform a study to examine options to reduce the costs for operations of the legacy satellites.

Progress Reports: October 2013
 December 11 Monthly Status Review
 January 16 Monthly Status Review
 March 13 Monthly Status Review:
 May 15 Monthly Status Review (Draft Report)
Due Date: July 17 Monthly Status Review (Final Report)

Priority 2: Work with NOAA to prioritize requirements and manage expectations as we implement next generation capabilities

Deputy Assistant Administrator and Systems Architecture Team: In order to maintain operational continuity of critical weather products, define critical weather products for legacy systems and enhance the process by which products are added/retired with specific attention to product life cycle costs (development, operations and sustainment). Leverage all NESDIS offices, notably OSPO, OSGS, STAR, and the National Data Centers in the evaluation and final recommendations.

Progress Reports: January 16 Monthly Status Review: Status Update
 March 13 Monthly Status Review: Status Update
Due Date: July 17 Monthly Status Review: Final Report

Data Centers (NCDC Lead): Sustain federally mandated and high priority, scientifically valid atmospheric and oceanic data information capabilities and services. As part of that effort, define the high priority information and products.

Progress Reports: November 14 Monthly Status Review: Preliminary Findings
Due Date: January 16 Monthly Status Review: Draft Final Report
 February 16 Monthly Status Review: Approve Final Report

Systems Architecture Team: Inform next generation space acquisitions -- using prioritized observational requirements, establish a Terms of Reference and begin a space architecture analysis of alternatives (AOA) to combine government acquisitions and commercial services to affordably support NOAA's highest priority observational requirements.

- **Actively track actions being worked to respond to spectrum policy – factor this in to AOA efforts**

Progress Reports: December 11 Monthly Status Review: Status Update
February 13 Monthly Status Review: Status Update
Due Date: June 12 Monthly Status Review: Final Report

Priority 3: Modify NESDIS approaches to addressing requirements/priorities, reducing cost where feasible

Ground Services Team: Where feasible, begin to implement the transition to common ground services to reduce costs for ground station operations, maintenance and sustainment.

Progress Reports: November update on As-Is Architecture
February 13 Monthly Status Review: Interim Update
Due Date: August 14 Monthly Status Review

Data Centers: Where feasible, implement common approaches to Data Stewardship, Employee Engagement, Communications and Information Services, Science, Finance and Acquisition and Information Technology (IT) Administration. Work with OCIO to examine the feasibility of operational cloud computing/archive as means to reduce out-year data stewardship costs.

Progress Reports: November 14 Monthly Status Review: Interim Report
Due Date: April 12 Monthly Status Review

Priority 4: Strengthen the NESDIS team as needed to implement the changes

NESDIS CFO/CAO: Work across the organization to identify opportunities to consolidate contracts and/or reduce our facilities footprints in order to reduce costs. CFO will work with CIO given implications for NOAALINK under contract consolidation, as well as on consolidation of space given IT impact.

Consolidation of Contracts:

Due Date: March 13 Monthly Status Review: Preliminary Findings

Consolidation of Facilities:

Progress Report: January 16 Monthly Status Review: Status Update
Due Date: April 12 Monthly Status Review: Final Report

NESDIS DAA: In light of our workforce demographics, actively engage the NESDIS line and staff offices in workforce and succession planning – to assess our skill sets and recruiting process to realize our vision of 2018 and beyond, taking into consideration existing hiring limitations.

Progress Reports: January 16 Monthly Status Review: Status Update
Due Date: April 12 Monthly Status Review: Final Report

AA/DAAs: Work with NASA (headquarters, Goddard) to review and standardize model of interaction/interface.

Due Date: January 16 Monthly Status Review: Recommended Approaches

Priority 5: Ensure that NESDIS policies, processes, and procedures in pursuit of the NESDIS Strategic goal are well-aligned and clearly documented

Systems Engineering: Continue to implement the NESDIS QMS

Progress Reports: Monthly Configuration Control Board out-briefs at MSR

Due Date: August 14 Monthly Status Review

NESDIS AA: foster open dialog among the NESDIS team, surfacing and addressing issues as they arise.

- Continue to engage the NESDIS leadership team in budget formulation/execution via the NESDIS SRMB
- Aggressively communicate -- internally and externally -- the progress being made by our NESDIS team

Due Date: Ongoing

Progress Reports: Monthly