

SECOORA Strategic Plan 2016-2020

Mission

SECOORA's mission is to observe, understand, and increase awareness of our coastal ocean; promoting knowledge, economic and environmental health through strong regional partnerships.

Core Values

We Believe in....

- 1. Scientific Integrity, technical excellence, and innovation*
- 2. Active stewardship of coastal ocean ecosystems*
- 3. Leadership in coastal ocean science*
- 4. Science-based discovery and decision-making*
- 5. Accessible and useful information for addressing societal needs*
- 6. Inclusive and collaborative partnerships*
- 7. Positive and supportive SECOORA working environments*

5-Year Vision

SECOORA is the recognized leader, valued partner, and go-to source for coastal ocean information in the southeast.

Strategic Priority Goals

- 1. Increase exposure and broaden usage of SECOORA's information and products**
- 2. Utilize a prioritized science-justified ocean observing system plan to guide & inform decision making and implementation**
- 3. Expand partnerships - including membership and stakeholders**
- 4. Engage & inform students and the public in ocean observing**
- 5. Improve SECOORA's organizational capabilities**

Strategic Goals & Core Strategies

- 1. Increase exposure and broaden usage of SECOORA's information and products**
Core Strategies:
 - a. Improve web-based information system and web presence**
 - b. Provide state of the art tools, including phone apps, data analysis tools and decision support tools, and information on how to use the tools**

- c. Implement an effective outreach strategy to reach priority user groups, such as mariners, fisheries managers, marine planners, etc.

2. Utilize a prioritized science-justified ocean observing system plan to guide & inform decision making and implementation

Core Strategies:

- a. Develop agreement on the Regional Coastal Ocean Observing System (RCOOS) Plan utilizing existing proposal, plans and documents
- b. Regularly review status of Coastal Ocean Observing System (COOS) technologies and advancements
- c. Utilize the RCOOS plan for funding opportunities

3. Expand partnerships - including membership and stakeholders

Core Strategies:

- a. Outreach to currently under-represented sectors to participate in SECOORA activities and initiatives
- b. Develop new services, and better market current services, including benefits for members
- c. Identify & promote opportunities for potential partners (non-members) to engage in SECOORA activities and initiatives

4. Engage & inform students and the public in ocean observing

Core Strategies:

- a. Support citizen-science opportunities
- b. Engage students in problem solving using ocean observing data
- c. Establish our researchers and program managers as resources for students and the general public.
- d. Identify and pursue cooperative educational funding opportunities (agency, foundation) (e.g., STEM-based education; uses for real-time and archived data and model products; citizen science programs)

5. Improve SECOORA's organizational capabilities

Core Strategies:

- a. Expand & diversify funding that advances SECOORA's mission
- b. Ensure SECOORA's operational & governance structure enables us to achieve our vision
- c. Have an effective marketing and outreach strategy
- d. Ensure effective implementation of all grants, including the IOOS grant

Indicators of Success

1. Increase exposure and broaden usage of SECOORA's information and products				
a. Improve web-based information system and web presence	Year 1	Year 2	Year 3	Drive(s), Support, Approve
	I. Launch new content and data portal "website 1.0" ii. Baseline metrics established for measuring usage and impact of website and data portal iii. Website is user friendly, functional, and has intuitive navigation	User workshop hosted on how to navigate the website Users surveyed to provide input on website Website usage and other metrics improve by 10% 4 new stories published for major projects or themes on website	Update website based on user feedback "website 2.0" Webinar hosted on upgraded website Website usage and other metrics improve by 10% over previous year 3 new stories published for major projects or themes on website	D- Abbey S- Vembu A-Debra
b. Provide state of the art tools, including phone apps, data analysis tools and decision support tools, and information on how to use the tools	Year 1	Year 2	Year 3	Driver(s)
	I. Ensure New web site and data portal are mobile devices friendly ii. Conduct and record a training webinar demonstrating how to use the data portal. "HELP" or README files completed on the use of the tools such as ERDDAp, THREDDS, SOS etc. (1c) iii. Cookbook on how to contribute data is launched for the data providers. iv. Work with end users, PIs and community to identify one or two tools that can be developed. E.g. Oil spill trajectory.	New mobile friendly decision support tool launched Use case/user assessment completed to prep for app development	New Phone App (ex SOCAN, Marine Weather Portal, teachers, latest Observations) launched	D- Vembu S- Axiom

	Year 1	Year 2	Year 3	Driver(s)
c. Implement an effective outreach strategy to reach priority user groups such as mariners, fisheries managers, marine planners, etc.	i. Host 3 project webinars ii. Create a list of Key users group with the Marketing Firm (Goal 5, c)	Host 4 webinars and increase attendance by 10% Set up an Ad Hoc Committee to vet the priority user groups One pagers for new projects- unveil monthly Create video on SECOORA	Host 4 webinars and increase attendance by 10% Release Story/ Press release on Repository / Youtube Channel of webinars that highlight SECOORA funded work Meet with 3 of the identified key user groups (or host workshop with 1 key user group)	D-Abbey S-Vembu

2. Utilize a prioritized science-justified ocean observing system plan to guide & inform decision making and implementation				
a. Develop agreement on the Regional Coastal Ocean Observing System (RCOOS) Plan utilizing existing proposal, plans and documents	Year 1	Year 2	Year 3	Driver(s)
	i. Establish a small RCOOS committee ii. Host 4 meetings of the committee to develop RCOOS plan iii. Host a webinar on RCOOS Plan to Board iv. Board review and comments on RCOOS plan v. Participate in one Annual Ocean Sciences Meeting	Incorporate Board members comments to the RCOOS plan RCOOS Committee recommends priorities to the Board Board adopts priorities for the plan. Share the RCOOS plan with members and user groups and invite comments and feedback Publish version 1 of the RCOOS Plan to a science journal or conference/website	Approach end user groups (Fisheries or Coastal Hazards or foundations) for comments and endorsement One or two user groups endorse the plan Revise RCOOS plan based on user comments and Committee review Participate in one Annual Ocean Sciences Meeting	D-Vembu S&A-Debra

		Participate in one Annual Ocean Sciences Meeting		
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b. Regularly review status of Coastal Ocean Observing System (COOS) technologies and advancements	Year 1	Year 2	Year 3	Driver(s)
	<p>Establish SECOORA observing technologies committee (involving industry, technicians and PIs of SECOORA members) and develop charge for the committee</p> <p>Establish current catalog/Inventory of SECOORA RCOOS technologies</p> <p>One member technology meeting sponsored.</p> <p>Host or co-host or participate in one technology webinar relevant to SECOORA RCOOS operations</p> <p>Participate in Marine Technology Society Annual US meeting</p>	<p>Host or Co-host or Participate in 2 technology webinars</p> <p>Update Catalog/Inventory of SECOORA RCOOS technologies</p> <p>Participate in Marine Technology Society Annual US meeting</p>	<p>Host or Co-host or Participate in 2 technology webinars/meetings</p> <p>Update Catalog/Inventory of SECOORA RCOOS technologies</p> <p>Participate in Marine Technology Society Annual US meeting</p>	<p>D- Vembu</p> <p>S&A-Debra</p>

<p>c. Utilize the RCOOS plan for funding opportunities</p>	<p>Identify and Interview one or two program managers to get their feedback on RCOOS Plan.</p>	<p>Identify and Interview one or two program managers to get their feedback on RCOOS Plan.</p> <p>Identify one funding opportunity for one un-(or under) funded portion of the plan</p> <p>Ensure the annual descope workplan aligns with the RCOOS plan</p>	<p>Interview one or two program managers on get their feedback on RCOOS Plan.</p> <p>Ensure the annual descope workplan aligns with the RCOOS plan</p> <p>Write two proposals/ make 2 funding requests / crowd source campaigns</p>	<p>D- Vembu</p> <p>S&A-Debra</p>
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		Write one proposal to address an unfunded priority of the plan	to address unfunded priorities of the plan One priority is funded/ addressed	
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3. Expand partnerships - including membership and stakeholders

a. Outreach to currently under-represented sectors to participate in SECOORA activities and initiatives	Year 1	Year 2	Year 3	Driver(s)
	i. Invite 5 potential members from underrepresented groups to Annual Meeting	Review dues structure 5 potential members from under-represented groups invited to Annual Meeting	5 potential members from under-represented groups invited to Annual Meeting	D - Megan
	ii. Outreach to 1 past member	2 past members contacted about current SECOORA efforts	Outreach to 3 past members	S-Staff iv.-S-Board A-Debra
	iii. SECOORA staff recruits 1 new member	10% of membership visited by SECOORA leadership/staff	Visit 5% of membership	
	iv. SECOORA Board recruits 1 new member	2 stakeholders targeted for engagement	Meet with 2 targeted stakeholders	
	v. Engage 2 new partners in a proposal writing process	Membership increases by 5%	Increase membership by 5%	
	vi. One webinar hosted (and recorded) for Board and Members on Membership benefits and recruitment	SECOORA staff recruits 1 new member	SECOORA staff obtains 1 new member	
		SECOORA Board obtains 1 new member	SECOORA Board obtains 1 new member	

b. Develop new services, and better market	Year 1	Year 2	Year 3	Driver(s)

current services, including benefits for members (Benefits are free with membership. Services are additional services that SECOORA can provide for a fee.)	i.Hire marketing consultant ii.100 current, past and potential members surveyed to evaluate benefits and services iii.100 stakeholders surveyed to evaluate benefits and services	TBD 1 membership benefit document created	TBD	D-Megan S-Abbey , Vembu (i.)A-Debra
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c. Identify & promote opportunities for potential partners (non-members) to engage in SECOORA activities and initiatives	Year 1	Year 2	Year 3	Driver(s)
	i.Plan 1 event with a partner ii.Invite 5 potential partners to Annual Meeting iii.Invite 1 partner to write a joint proposal iv.Plan Annual Meeting v. SOCAN	Plan 1 event with a partner Invite 5 potential partners to Annual Meeting Invite 1 partner to write a joint proposal Plan Annual Meeting SOCAN	Plan 1 event with a partner Invite 5 potential partners to Annual Meeting Invite 1 partner to write a joint proposal Plan Annual Meeting SOCAN	D- Abbey S-Megan iii. D-Debra S-Vembu v.S-Debra

4. Engage & inform students and the public in ocean observing				
a. Support citizen-science opportunities	Year 1	Year 2	Year 3	Driver(s)
	Identify citizen science group to collaborate with	Identify/Recruit one or two citizen science groups in SE Create SECOORA committee to support citizen science efforts Establish a Citizen Science Web Presence	Launch citizen science project (can be in collaboration with other group) Evaluate the impact and usage of citizen science component Invite and add one or	D-Abbey S-board, member tbd A-Vembu

		with identified groups. Add data and content contributions from identified groups	two more groups	
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	Year 1	Year 2	Year 3	Driver(s)
b. Engage students in problem solving using ocean observing data	i. 5 crowdsource challenges listed ii. Existing education pages on website updated iii. Educators/institutions (schools and colleges) surveyed iv. Partnerships with at least 3 schools and colleges established v. Engage 1 Fellow or intern	Launch SECOORA crowdsource challenge- 15 submissions Next challenge planned Develop success stories on students utilizing ocean observing data Invite 1 student to annual meeting (possibly to present) Engage 1 Fellow or intern	Launch next challenge - increase submissions by 20% Plan next challenge Evaluate “Challenge” for whether broadening audience Add at least 1 new school as member Invite 1 student to annual meeting (possibly to present) Engage 1 Fellow or intern	D-Vembu S-Abbey

	Year 1	Year 2	Year 3	Driver(s)
c. Establish our researchers and program managers as resources for students and the general public.				

	<p>i.Highlight 6 PI's work or presentations</p> <p>ii.Select a Topic relevant to SE for Ask an Expert (Sea Level Rise or HABS) and Highlight 1 "newsreel" or on web and/or Reddit each month (connect to Goal 1 Strategy C)</p> <p>iii.Participate in 1 Science forum/ festival</p>	<p>Highlight 6 PIs' work or presentations</p> <p>Select a Topic relevant to SE for Ask an Expert (Sea Level Rise or HABS) and Highlight 1 "newsreel" or on web and/or Reddit each month (connect to Goal 1 Strategy C)</p> <p>Participate in 1 Science forums and festivals</p> <p>Evaluate the impact of Strategy</p>	<p>Highlight 6 PI's work or presentations</p> <p>Select a Topic relevant to SE for Ask an Expert (Sea Level Rise or HABS) and Highlight 1 "newsreel" or on web and/or Reddit each month (connect to Goal 1 Strategy C)</p> <p>Participate in 1 Science forums and festivals</p> <p>Evaluate the impact of Strategy</p>	<p>D-Abbey S-Vembu</p>
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d. Identify and pursue cooperative educational funding opportunities (agency, foundation) (e.g., STEM-based education; uses for real-time and archived data and model products; citizen science programs)	Year 1	Year 2	Year 3	Driver(s)
	<p>i.Apply for 1 additional Outreach grant</p> <p>ii.Develop a yearly funding opportunities calendar</p> <p>iii.Continue to engage yearly in US IOOS NOAA EPP and Hollings internship</p> <p>iv.Establish SECOORA internship</p>	<p>Apply for 1 Outreach grant</p> <p>Adapt yearly funding opportunities calendar</p> <p>Continue to engage yearly in US IOOS NOAA EPP and Hollings internship</p> <p>Market and pursue SECOORA internship collaboration with other agencies</p> <p>Continue SECOORA internship</p>	<p>Apply to 1 Outreach grant</p> <p>Adapt yearly funding opportunities calendar</p> <p>Continue to engage yearly in US IOOS NOAA EPP and Hollings internship</p> <p>Continue SECOORA internship</p>	<p>i.D-Abbey S-Debra</p> <p>ii.D-Megan</p> <p>iii. D-Vembu</p> <p>iv.D-Vembu</p> <p>iv.S-Megan</p> <p>iv. A-Debra</p>

5. Improve SECOORA's organizational capabilities				
a. Expand & diversify funding that advances SECOORA's mission	Year 1	Year 2	Year 3	Driver(s)
	I. Write 1 non-federal agency grant proposal	Implement a fundraising campaign	Evaluate fundraising campaign	i.-ii.&v. D - Debra
	ii. Write 1 grant proposal (NOAA or other)	Write 3 grant proposals Meet with 1 foundation	Continue or re-imagine fundraising efforts	iii.&iv. D-Mega n
	iii. Plan a fundraising campaign, including non-grant-funded opportunities	Utilize board members in fundraising efforts (planning or implementation)	Write 4 grant proposals Meet with 1 foundation	ii.&v. S-Abbey
	iv. Utilize board members in fundraising efforts (planning or implementation)	Continue to work with the IOOS Association to grow IOOS Budget	Utilize board members in fundraising efforts (planning or implementation)	i-ii.S-Ve mbu
	v. Continue to coordinate with the IOOS Association to grow IOOS Budget		Continue to work with the IOOS Association to grow IOOS Budget	iii,iv.&v. S-Board

b. Ensure SECOORA's operational & governance structure enables us to achieve our vision	Year 1	Year 2	Year 3	Driver(s)
	i. Governance committee review of bylaws	Board conducts biennial review of committee and Board structure	Tri-annual review of staff capacity and workload	i., iv. D-Megan
	ii. Annual staff workplan implemented	(Re-) establish SECOORA operations committee	Tri-annual review of bylaws	ii, iii & v. D-Debra
	iii. Board identifies 5 new recruits to the Board	Annual staff workplan implemented	Annual staff workplan implemented	i.&iii.S-B oard
	iv. RA Certification	Board id 5 new recruit to the Board	Board ids 1 new recruit to the Board	
	v. Annual staff reviews and org assessments completed	Annual staff reviews and org assessments completed	Annual staff reviews completed	

c. Have an effective marketing and outreach strategy	Year 1	Year 2	Year 3	Driver(s)
	<p>i.Hire marketing firm to produce plan</p> <p>ii.Produce Annual report</p> <p>iii.Id and nurture 4 (one for each state and each theme, ideally) non-government stakeholders that will speak on SECOORA's behalf.</p> <p>iv.Staff and Board make 15 Congressional visits</p> <p>v.Twice a year email contact with (8 Senators, 25 House) Congressional offices</p> <p>vi.Increase social media presence:</p> <ul style="list-style-type: none"> • 300 Facebook posts • 300 Tweets • Combined Sessions referred to website: 800 <p>Vii. 2 infographics</p> <p>viii.Make cold calls to 6 member organizations representative.</p> <p>ix.Visit two member organizations in a calendar year</p>	<p>Implement aspects of plan not captured below</p> <p>Produce Annual report</p> <p>20 in-person congressional meetings</p> <p>Twice a year email contact with Congressional offices</p> <p>Increase social media presence:</p> <ul style="list-style-type: none"> • 350 Facebook posts • 350 Tweets • Combined Sessions referred to website: 900 <p>1 news story/editorial on SECOORA activity</p> <p>Quarterly media/press releases are issued</p> <p>Infographic on SECOORA economic impact</p> <p>Coordinate with PIs to focus on one key audience</p>	<p>Implement aspects of plan not captured below</p> <p>Produce Annual report</p> <p>10% increase of the following: -Congressional mtgs. -Congressional emails</p> <p>Quarterly media/press releases are issued</p> <p>Coordinate with PIs to focus on one key audience</p> <p>Increase social media presence:</p> <ul style="list-style-type: none"> • 385 Facebook posts • 385 Tweets • Combined Sessions referred to website: 1000 	<p>i.D-Megan S.-Abbey</p> <p>ii.D-Abbey S-Staff</p> <p>iii.D-Debra S-Staff</p> <p>iv.D-Debra S-Abbey, Board</p> <p>v.-D-Abbey S-Debra</p> <p>vi.D-Abbey</p> <p>vii.D-Abbey S-Megan, Vembu A-Debra</p> <p>Viii-ix. D-Megan S-Debra, Vembu</p>

d. Ensure effective implementation of all grants, including the	Year 1	Year 2	Year 3	Driver(s)
	<p>i.Google docs IOOS descope proposal</p>	<p>Launch a 'dashboard' system for reporting</p>	<p>Maintain a 'dashboard' system</p>	<p>i-iii.D-Vembu</p>

<p>IOOS grant</p>	<p>process launched to engage PIs</p> <p>ii. Google docs for the grant progress reports launched</p> <p>iii. PI and project metrics evaluated with a team pilot</p> <p>iv. Progress reports submitted to funding agency(s)</p> <p>v. Financial reports submitted to funding agency(s)</p> <p>vi. Annual audit completed</p> <p>vii. Conduct 6 RCOOS PIs webinars/conference calls</p> <p>viii. Provide timely input to “US IOOS and IOOS Association Asks”</p> <p>ix. Conduct 4 Data Management related webinars and conference calls (includes data providers)</p>	<p>progress to broad audience</p> <p>Annual report of PI/project metrics</p> <p>Submit appropriate progress reports to funding agency</p> <p>Submit appropriate financial reports to funding agency</p> <p>Conduct annual audit</p> <p>Conduct 6 RCOOS PIs webinars/conference calls</p> <p>Provide timely input to “US IOOS and IOOS Association Asks”</p> <p>Conduct 4 Data Management related webinars and conference calls</p>	<p>for reporting progress to broad audience</p> <p>Annual report of PI/project metrics</p> <p>Submit appropriate progress reports to funding agency</p> <p>Submit appropriate financial reports to funding agency</p> <p>Conduct annual audit</p> <p>Conduct 6 RCOOS PIs webinars/conference calls</p> <p>Provide timely input to “US IOOS and IOOS Association Asks”</p> <p>Conduct 4 Data Management related webinars and conference calls</p>	<p>iv.-vi. D-Mega n</p> <p>vii. D-Vembu S-Axiom, Abbey</p> <p>Viii. D-Debra</p> <p>ix. D-Vembu</p>
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