

NOAA Leadership Seminar
“Leadership in Action” Instructions and Highlight Stories

Assignment Objectives:

Prepare a 1-page written leadership example that illustrates working together across organizational lines. Complete this assignment prior to arriving at the NLS!

The story can be yours, or it can be one that you have heard from a colleague, supervisor, or subordinate.

The story must fit on one page and follow the formatting style shown below.

Bring 2 copies of your story with you to the NLS on Tuesday, June 16 and Wednesday, June 17, 2015. Those days, you will participate in a two-part breakout group session titled “Leadership in Action: Working Together across NOAA.” Each group will be comprised of approximately 20 participants. During the breakout group session, you will be divided into smaller groups to share your story. Each small group will select 1 example to be shared with the larger 20 person breakout group. All stories will then be posted for all NLS participants to read as time permits.

Assignment Format:

Title of Story
Submitted by: Your Name, Your Title, NOAA Line/Staff Office

NOAA Line/Staff Offices Involved:

Others Involved: (Enter other groups involved if applicable. If not, delete this row).

Issue:

How/In What Ways Did You Demonstrate Leadership:

New this year: Where applicable, highlight where you used partnering skills, political savvy/external awareness, and/or influencing techniques. Explain how you used those skills and why they were important.

Outcome:

Assignment Samples:

Several participants from the 2014 NLS have agreed to share their stories with you as samples. See below. Although some of the samples are longer than 1 page, please limit your story to 1 page or less.

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Delivering a Better Satellite Product Generation System

Submitted by: Joseph Mani, Technology Architect, NOAA/NESDIS/OCIO-S

Others Involved: Walter Wolf, NESDIS/STAR

Issue: Power, space, cooling, and budgets are at an all-time premium in the ESPC Data Center (NSOF, Suitland, MD). Systems continue to be brought online in a stove pipe style with little consideration on how the designs will allow for enterprise-wide management in the future. All of the existing systems are based on a set of well-defined requirements. They can only accept new satellite products that are similar to what they were designed to do, or they are tied to one vendor's products so closely, that making changes is almost impossible.

How and In What Ways Did You Demonstrate Leadership: I demonstrated leadership by looking at the systems within my control and assessing the IT industry where these types of issues have been solved. After doing basic market research, I decided to use several Open Source software products (HTCondor and GlusterFS) to build a product processing system that can accommodate the majority of Satellites within NOAA's portfolio. Specifically, if the satellite algorithms were based on X86 CPU architecture and would run under Linux or Windows, this new system would be able to accommodate it.

I worked with Walter Wolf to identify a sample algorithm to test on a proof of concept system that I deployed into the Amazon Cloud. We worked together to deploy his software into the processing system I provisioned on the Amazon infrastructure. We spent approximately 9 hours implementing the processing system and deploying the algorithm. The total cost for the Amazon infrastructure was \$1.5. Our work with the Amazon proof of concept was treated as a risk reduction for people who were uncomfortable with the thought of not using a fully engineered solution. I took the initiative and moved forward with commodity-based hardware and open source software for the new system. The business as usual approach would have been to select equipment with certain vanity labels. Using the commodity systems approach, we were able to deploy a pilot system for \$150,000.00, which included all hardware and licensed software.

Outcome: We implemented this project as a rapid prototype effort based on commodity hardware and COTS (commercial off-the-shelf) software with minimal to no vendor lock-in and, horizontal scalability without having to redesign the system. The new system addressed the ongoing issues in the ESPC relating to having limited power, space and cooling. The system was very easy to deploy and we overcame our budgetary constraints and limited staff availability. The team was able to stand up a system in 1/10th the usual time and at a significantly lower cost. Currently, we have a system that is able to generate products across multiple satellite platforms.

Rare Stranding Event of Pygmy Killer Whales (*Feresa attenuata*)

Submitted by: Nicole Davis, Maui Nui Marine Mammal Response Coordinator, NOAA Fisheries Service (NMFS), Pacific Islands Regional Office (PIRO)

NOAA Line/Corporate Offices Involved: NMFS/PIRO, NOS/HHWNMS, NMFS/OPR

Others Involved: US Coast Guard, State of Hawaii Department of Land and Natural Resources, Maui County Ocean Safety, Hawaii Pacific University, UH Hilo, UH Manoa Hawaii Institute of Marine Biology, Cascadia Research Collective

Issue: In order to better understand marine mammal population threats and pressures, assess health trends, and improve management decision making processes for wild marine mammal stocks, the Marine Mammal Health and Stranding Response Program (MMHSRP) is a key component that provides information on marine mammal mortality rates and causes. The MMHSRP, formalized by the 1992 Amendments to the MMPA, includes marine mammal stranding networks, responses/investigations of marine mammal mortality events, biomonitoring, tissue/serum banking, and analytical quality assurance. NOAA Fisheries Office of Protected Resources (OPR) oversees, coordinates and authorizes these activities through a National Program Coordinator and the regional coordinators. The Pacific Islands Region (PIR) is the most geographically remote and expansive of all six national regions and has the lowest record of marine mammal strandings per region/year; therefore every mammal stranding response in the PIR (Hawaii, Guam, American Samoa, CNMI, etc.) is crucial to the MMHSRP and to the overall management and protection of marine mammals throughout the Pacific Islands.

How/In What Ways Did You Demonstrate Leadership: As Hawaii's Maui Nui Marine Mammal Response Coordinator, I have established a network of trained individuals from government agencies, NGO's and the local community to assist me with marine mammal response. Working closely with the Pacific Islands Regional Stranding Coordinator, I coordinated the response to a multifaceted three-week long cetacean stranding event on the island of Maui in May 2009. I led a team of 40 volunteers, and formulated a monitoring program for a nearshore pod of pygmy killer whales (*Feresa attenuata*) for 21 consecutive days. I was the POC for all entities involved and on the final day of the stranding event, I directed the collection of and supportive care of a live adult male pygmy killer whale (PKW). I also facilitated multiple transports, an audiogram, the euthanization and subsequent CT scan and necropsy of the animal.

Outcome: As a result of the efficiency and collaborative efforts of the government agencies, universities, NGO's and individuals involved in this stranding event, the first *Feresa attenuata* audiogram in the world was conducted as a diagnostic tool. Furthermore, this was the first CT scan ever conducted for the species. Cross-data sharing of the six photo-identified individuals, and correlating presence of *Xenobalanus* barnacles, supplemented the PKW post-mortem examination results and tissue bank provided to the MMHSRP. At the local level, our outreach and education efforts raised public awareness about the MMPA, reporting and response, and the Maui MMRN's capacity grew with the experience and training members received over the three weeks. We now have a data collection protocol for this type of cetacean stranding event, as well as a long term, well-documented case of epimeletic behavior for this cetacean species.

A Partnership to Advance Fisheries Science

Submitted by: Stephanie Hunt, Chief of Staff for Science, NOAA Fisheries

NOAA Line/Corporate Offices Involved: NOAA Fisheries, Office of Marine and Aviation Operations OMAO.

Issue: The Fiscal Year 2014 President's Budget Request included a \$21 increase for OMAO to increase the utilization of its marine fleet. This budget increase would support a fleet utilization rate of about 94 percent - an approximate 40 percent increase over FY 2012 and effectively double the number of OMAO-funded days-at-sea for NOAA Fisheries research cruises. Having OMAO fund these additional days-at-sea would save us money. Without this funding NOAA Fisheries would have to forgo research cruises or conduct our research on hired charter vessels or by paying OMAO directly to use the NOAA fleet. The savings achieved by having OMAO pay for these research cruises could then go toward other science activities such as ecosystems studies and developing advanced sampling technology, which would eventually bring down the cost and improve the quality of our fisheries stock assessments. Because of these benefits, it was in the best interest of NOAA Fisheries to support the OMAO budget request and convince Congress to fund it. I conducted an analysis to determine which additional research cruises would occur if this funding came through and developed a narrative describing the cruises in some key Congressional districts and states. These examples represented research important to constituents in the states/districts of Members of Congress on our key authorizing and appropriations committee who are influential in developing our budget. I shared these examples with OMAO Leadership, the Office of Legislative Affairs, and NOAA Budget so they could be incorporated into talking points for meetings with Congressional Members during budget rollout. I also ensured these points were included in any presentation NOAA Fisheries did on the FY14 President's Budget Request—this included internal presentations and presentations to constituents and Congressional Members and staff. NOAA Fisheries Leadership advocated for this OMAO budget request as forcefully as any of the budget initiatives in our own budget.

How/In What Ways Did you Demonstrate Leadership: I recognized the importance of this budget request to the NOAA Fisheries mission. I took initiative to pull together data that would tell a compelling and effective story to support this budget request and developed a strategic approach to deliver the story. I broke down barriers between NOAA Fisheries and OMAO such that NOAA Fisheries Leadership advocated on behalf of another Line Office's budget request.

Outcome: The \$21 million OMAO budget increase was funded by Congress and OMAO supported double the number of days-at-sea for NOAA Fisheries research cruises.

San Francisco Bay Subtidal Goals Project

Submitted by: Korie Schaeffer, Marine Habitat Conservation Specialist, NMFS

NOAA Line/Corporate Offices Involved: National Marine Fisheries Service (NMFS) West Coast Region, NMFS Restoration Center, and National Ocean Service (NOS) Coastal Services Center

Others Involved: California State Coastal Conservancy, San Francisco Bay Conservation and Development Commission

Issue: San Francisco Bay is the largest estuary on the West Coast of the United States, with a diversity of human uses and important natural resources. Dozens of federal, state, and local agencies, academic institutions and non-governmental organizations have management authority or interest in San Francisco Bay with different, yet often overlapping, objectives. Over the last decade, resource managers successfully brought attention to the importance of the wetlands surrounding the bay, but this focus stopped at the water's edge.

How/In What Ways Did You Demonstrate Leadership: I led the formation of the San Francisco Bay Subtidal Goals Project, which identified common goals, objectives, and actions for improving subtidal habitats in San Francisco Bay. The purpose of the project was to achieve more efficient management and leverage funding and human resources across agencies and organizations, improve understanding of the habitats under the bay waters, and ultimately improve conservation of bay habitats.

In order to engage the broad community of stakeholders with a range of interests (e.g., sand mining, port operations and development, urban and residential development, dredging, recreational fishing, bird watching, restoration, scientific research) and develop a set of goals for shared stakeholder implementation, I helped form (and served as the lead for) a Core Working Group representing four agencies. This working group led the project; set up advisory groups focused on science, restoration, and protection/management; developed a project budget and secured project funds; hired a science advisor and project manager; and engaged interested stakeholders through public meetings.

Outcome: In January 2011, we published the final report of the Subtidal Goals Project, a 50-year conservation plan for San Francisco Bay, and launched the project website (www.sfbaysubtidal.org). The goals were vetted and supported by all stakeholder communities. Since completion, numerous agencies and organizations have promoted and implemented specific goals, including but not limited to, seagrass restoration and monitoring, regional sediment management, pilot living shorelines projects, and debris removal. For example, the National Fish and Wildlife Foundation used the Goals document to develop a business plan for their new San Francisco Bay Program and are now funding a \$2M project to remove defunct creosote pilings that are detrimental to herring populations in the bay, which was described in the Subtidal Goals Report. In addition, agencies are using \$1.9M in transportation mitigation funds to restore important seagrass habitats following recommendations in the Subtidal Goals Report.

Supporting Great Lakes Transportation by Getting out of the Way
Submitted by: Andrew Kampia, Chief, Nautical Chart Production Branch
(Cartographers), NOS – Office of Coast Survey

NOAA Line/Corporate Offices Involved: NOS – Office of Coast Survey, Marine Charts and Navigation Services Divisions

Others Involved: U.S Coast Guard Traffic Services (VTS) and Army Corps of Engineers

Issue: How could NOAA best support navigation in the St Marys River, Great Lakes?

One of my employees returned from a trip to the Soo Locks and described her experiences and impressions of the St Marys River transportation system, which connects Lake Superior and Lake Huron. This information, along with anecdotal conversations with local pilots, led me to a conclusion – In recent years, the US Coast Guard Vessel Traffic Services (VTS) and Army Corps of Engineers had developed methods and practices built on real-time water levels and supporting data. Their practices made a long-standing NOAA service obsolete -- NOAA's standard practice to evaluate and depict changing depths in the St Marys River was no longer promoting safer or more efficient navigation due to its latency (couldn't compete with real-time data); if anything, NOAA was getting in the way. And my Branch was responsible for this obsolete activity.

How/In What Ways Did You Demonstrate Leadership: I partnered with the Great Lakes NOAA Regional Navigation Manager. We contacted the St Marys U.S. Coast Guard VTS Director (the equivalent of a Chief Air Traffic Controller). The VTS Director explained in detail how he evaluates real-time waterway conditions and compares that to each ship to determine whether that ship may proceed through the waterway safely.

As part of our discussion, I recommended that NOAA stop publishing surveyed depths; instead NOAA would provide an estimated depth that never changes, along with notes on our nautical charts that referred mariners to the VTS and Army Corps of Engineers. The VTS director agreed this special option would clear up any confusion and would best support the St Mary's River transportation system.

I followed up with confirmation from the local Army Corps of Engineer District P.O.C. that we could chart a generic "project" depth that never changed, and refer mariners to his District if they required special information.

Outcome: My Branch was wasting time evaluating and publishing data that was inadequate relative to a better source for this information. By eliminating this waste, we were able to speed up delivery of other critical updates to our products.

We also eliminated authoritative, yet conflicting info that was creating some confusion and putting the quality and credibility of our data in question.

This was the first test case that has since led to a separate but similar gain in efficiency and credibility in another major waterway.

**Developing a Report to Congress for the
Integrated Ocean Observing System**
**Submitted by: Jenifer Rhoades, Integrated Ocean Observing System,
National Ocean Service**

NOAA Line/Corporate Offices Involved: NOS/CO-OPS, NWS/NDBC, NMFS, OAR, Legislative Affairs, and Office of General Counsel

Other Involved Agencies and Organizations: U.S. IOOS Regional Associations, U.S. Navy, NASA, NSF, USGS, USCG, OSTP, and the National Ocean Council.

Issue: The Integrated Coastal and Ocean Observing System Act requires the lead federal agency (NOAA) for the administration of the Integrated Ocean Observing System (IOOS) to develop a bi-annual Report to Congress. The Report to Congress is a comprehensive record of IOOS accomplishments spanning a two-year period to be presented as a written report. The IOOS Director asked me to lead the effort to develop the Report to Congress, which focuses not only on the accomplishments of NOS based IOOS Program Office, but its federal and non-federal partners. The report would consist of stories relating the accomplishments of IOOS' Governance and Management, Data Management, and Regional activities and the future direction of the program.

How/In What Ways Did You Demonstrate Leadership: U.S. IOOS is a program mandated to integrate ocean and coastal data for the United States. This effort is being achieved through coordination among 17 Federal Agencies, eleven non-federal Regional Associations, and the private sector. As part of the effort to develop the bi-annual Report to Congress, I led a group of contractor employees to develop a work plan to complete the Report, develop the lay-out of the Report, and complete the Report. I collaborated with program office colleagues to develop the final design and seek stories to be drafted by program office members. I also collaborated with other NOAA Program Offices, federal partners, and IOOS' non-federal Regional Associations to develop stories to represent their accomplishments as contributors to the IOOS Program.

To finalize the report for submission to Congress, I coordinated reviews of the draft 2011-2012 Report to Congress by the U.S. IOOS Program Office, the IOOC, IOOS Association, Regional Associations, and other NOAA programs. I also coordinated the review of the Report to Congress through the NOAA Administrator and the National Ocean Council (NOC). The NOC review of the report was completed within 30 days.

Outcome: A month ahead of schedule, the Report was submitted to Congress on June 12, 2013 -- one day before the House Natural Resources Committee Hearing on the reauthorization of the U.S. ICOOS Act. The Report captures the depth and breadth of the leadership and contributions IOOS partners have made not only toward building an integrated system of ocean and coastal data, but also to science and the nation. By working closely with partners both within and external to NOAA, we ensured IOOS' accomplishments and contributions were recognized by Congress and the Administration.

The Birth of the Operational Integrated Warning Team

Submitted by: Andy Bailey, Warning Coordination Meteorologist-National Weather Service Forecast Office, Kansas City

NOAA Line/Corporate Office Involved: National Weather Service Forecast Office Kansas City

Others Involved: Emergency managers and broadcast meteorologists from KS and MO, social scientists

Issue: The Integrated Warning Team (IWT) is a diverse group of organizations responsible for ensuring the general public gets life saving warnings in advance of hazardous weather. The core IWT groups include the National Weather Service, the broadcast media, and local emergency managers. How well these groups work together largely determines the quality of the warning message received by the general public. During the 2008 severe weather season it became obvious that the Kansas City area IWT did not work well as a team. There were too many competing interests and priorities, and this resulted in the public receiving mixed messages from several different information sources during times of severe weather.

Additionally, around the same time, the NWS was struggling with how to integrate social science into operations. Social science was beginning to be recognized as important, yet little to no progress had been made in bringing it into the operational realm.

How/In What Ways did You Demonstrate Leadership: I recognized the issues and researched possible solutions. I then came up with the idea of taking the IWT concept from the research literature and worked to implement it operationally across our diverse local IWT.

To accomplish this I first used the trust I had built with the local multi-jurisdictional emergency management group to influence the group's buy in to the concept and funding of the three day IWT workshop. Then I sought out social scientists who were experts in public response to warning to assist with the development and presentation of the workshop. These people were strangers to me so I had to sell them on the need for the idea and paint a vision for how the IWT success would be mutually beneficial to both them and the IWT. They agreed, and the workshop was developed. Finally, I had to convince the management at 4 local network affiliate TV stations to send their meteorologists to our event for all three days. This was no easy task, but again I presented the case to each station's news director and general manager, cast the vision, and gained their commitment.

The entire event centered on four goals: 1) Learning about the function and roles of the IWT members, 2) Building relationships, 3) Identifying our local issues that needed to be worked on/improved, and 4) Developing a path forward, utilizing items learned during the workshop.

The last step was to deliver everything I'd promised to the numerous IWT members in the months leading up to the event. To say I was nervous was an understatement. I had used up all of my political capital to gain buy in for the event and its success was critical to the future of my numerous professional relationships.

Outcome: The workshop was an overwhelming success and exceeded my wildest expectations. There were numerous concrete actions identified, most of which have been accomplished. Our IWT is definitely stronger today, six years later because of that workshop, and the annual IWT workshops we've hosted since. Additionally, since our first workshop, and with the help of the NOAA Central Region Collaboration Team

these IWT workshops have spread nationwide throughout the NWS. Successes have been widespread, and ultimately we have changed the way we look at the warning process and the groups involved with it.

Improving Effective Coordination Efforts with the State of Texas During Flooding Along the Rio Grande River

Submitted by: Jennifer Dunn, Forecaster, NWS Weather Forecast Office Fort Worth TX

NOAA Line/Corporate Offices Involved: NWS Southern Region Headquarters (Regional Operations Center), NWS Weather Forecast Offices in Texas, NWS West Gulf River Forecast Center (RFC)

Others Involved: USACE, USGS, State of Texas Department of Emergency Management (DEM), State of Texas State Operations Center (SOC), Mexican Weather Authority

Issue: In October 2008, heavy rainfall fell along the Rio Grande River which separates Texas from Mexico. Significant river flooding occurred on the Rio Grande that threatened several cities located along the river. Daily conference calls between the State of Texas DEM and the National Weather Service offices were crucial to allow the state to coordinate appropriate response efforts along the river.

How/In What Ways Did You Demonstrate Leadership: As the Southern Region Regional Operations Center Duty Officer during October (a rotating, 4-week temporary assignment at the time), I was in charge of coordinating the coordination efforts between the local NWS Forecast Offices, the West Gulf River Forecast Center, and the State of Texas SOC and DEM. The NWS field offices needed to ensure they were presenting a unified message to the SOC and DEM for the state's response efforts. The ROC Duty Officer was in charge of briefing the State on daily conference calls. Prior to each daily conference call with the State, I arranged for an internal conference call with the NWS field offices and RFC to gather the latest forecast information and anticipated impacts. These pre-conference coordination calls were against previous conventional practices where each NWS field office and the RFC were allowed to provide their own briefings to the State during the daily conference calls. Oftentimes this resulted in a difference of messages and forecasts to the State, sometimes resulting in confusion or wasted efforts and resources from the state.

Outcome: By establishing a practice of internal coordination calls before the State conference calls, the NWS offices were able to establish and agree upon a common forecast and message. The ROC Duty Officer was then able to provide one unified message to the State of Texas for their response efforts, allowing for a better response and better use of state resources and efforts. The practice of arranging coordination calls amongst NWS field offices in Texas before the ROC briefs the State of Texas is still used at times to this day.

Working Across Organizational Lines to More Effectively Disseminate Weather and Climate Information Along the U.S. – Mexico Border

Submitted by: Jesus A. Haro, Meteorologist In Charge, NOAA/NWS – El Paso Area

NOAA Line/Corporate Offices Involved: Numerous NWS field offices, two NWS regional headquarters, NWS International Activities Office, NOAA Climate Program Office

Others Involved: The University of Arizona School of Natural Resources and the Environment, Mexican Research and Higher Learning Institute “CICESE” (located in Baja California, MX), Emergency Management staff from the City of El Paso, TX, the State of Texas, and Ciudad Juarez, Mexico, Spanish-language media from Univision in the El Paso Area, Mexico’s National Weather Service (Servicio Meteorologico Nacional).

Issue: I identified that a significant amount of confusion existed among employees of NWS field offices regarding issues that are inherently understood by those that live on the U.S. – Mexico border, but largely misunderstood by NWS decision-makers that are detached from the border. NWS policy could oftentimes be at odds with the realities of border existence. There was no conduit in place for NOAA/NWS entities and stakeholders to share best practices with one another as well as information regarding pilot projects and operational issues that characterize doing business in these culturally-diverse areas

How/In What Ways Did You Demonstrate Leadership: I created and organized the first NWS Virtual Border Conference in 2011. The first NWS Virtual Border Conference secured participation from numerous NWS Weather Forecast Offices and River Forecast Centers in the Southern and Western Regions of the NWS, as well as academic and emergency management entities from both sides of the U.S. – Mexico border. It was the first conference of its type in the NWS, and enabled NWS employees and this unique subset of stakeholders an opportunity to try and find common ground in an attempt to address mutually-held challenges. The second NWS Virtual Border Conference was held in March 2013, with the added participation of the NOAA Climate Program Office, NWS International Activities Office as well as personnel from the NWS Eastern Region and Mexico’s National Meteorological Service (SMN). Once again, the entire organizational, logistical, and visionary burden of this conference fell on my shoulders.

For years, I’ve used my bilingual abilities to provide much needed training and vision to Spanish-language media and emergency management officials on both sides of the border. Demographically, Spanish-language speakers often comprise anywhere from 30-60% of the general population on the American side of the border, so this work was sorely needed. I organized Spanish language media training that focused on local weather hazards and NOAA/NWS products. This training was repeated in both the U.S. and Mexico on numerous occasions. SKYWARN Spotter Training was also included and these efforts also yielded a profound increase in Spanish-language media and emergency management participation in NOAA/NWS-based outreach and awareness activities from entities on both sides of the U.S.-Mexico border. For this work, I received a NOAA Administrator’s Award in 2013.

Working Together to Protect a Community

Submitted by: Crane Johnson, Senior Hydrologist, NOAA/NWS/Alaska Pacific River Forecast Center

Others Involved: Village of Kivalina, USACE Alaska District, and the State of Alaska

Issue: Kivalina is a coastal village situated atop two square miles at the southern tip of a narrow, eight-mile long barrier island separating the Chukchi Sea from the Kivalina Lagoon. In 2005 a locally built seawall catastrophically failed leaving the community vulnerable to erosion from powerful fall storms. The Army Corps of Engineers was authorized to provide emergency erosion protection for the community. The Alaska District, working together with the local community and the State of Alaska, was able to plan, design and construct a seawall in three years. Typically this type of project would take ten to fifteen years to complete from start to finish.

How/In What Ways Did You Demonstrate Leadership: As the lead engineer for this emergency erosion protection project it was my responsibility to make sure the project was technically sound and completed on schedule. With limited field information and an aggressive schedule we made several key decisions that were important to our success.

I established a collaborative working relationship with the State of Alaska by requesting over the shoulder reviews throughout the design process instead of the more traditional final review towards the end of the design process. This helped to streamline the permitting process while at the same time kept both the local community and agencies informed of the proposed project plans. The challenge with this approach was distributing information and soliciting comments early in the design process. This took more effort and coordination, but through a series of regular meetings and project modifications all stakeholder comments and concerns were addressed. There were no surprises towards the end of the project.

Local leaders were skeptical of any future projects after watching the original seawall fail. We knew that the best way to communicate was with face-to-face meetings. I responded by regularly visiting the community to provide updates, answer questions and more importantly listen to concerns expressed by the community. Technical details were presented in easy to understand language and all questions were answered with honest straightforward answers. Providing these answers was difficult and sometimes uncomfortable in this public setting, but over the course of several years we were able to gain the trust of the community. When problems occurred we included the local leaders in all of our discussions and keep them informed until it was resolved.

Outcome: The project team worked with the local community and completed a successful project on schedule.

Inclusion of NOS/CO-OPS' HAB Forecasts in NWS' Beach Hazards Statement

Submitted by: Nicole P. Kurkowski, OST Marine Program Manager,
NOAA/NWS/OST/PPD/SPB

NOAA Line/Corporate Offices Involved: NWS/OST, NWS/OCWWS, NWS/WFO Tampa Bay, NOS/CO-OPS, NOS/NCCOS

Others Involved: Mote Marine Laboratory, Fish and Wildlife Research Institute (FWRI), state subscribers (Florida)

Issue: In 2012, NWS started issuing experimental Beach Hazards Statements (BHS) at six coastal Weather Forecast Offices (WFOs). WFO Tampa Bay collaborated with NOS staff to plan for issuing the BHS for Harmful Algal Blooms (HABs) in Western Florida. Although both groups were communicating well, NOS leadership was not made aware of the plans and therefore expressed concern to NWS leadership. NOS leadership's concerns included, but were not limited to, a misunderstanding of NWS' "enabling" role in providing non-weather-related forecasts; the use of "hazards" to communicate HAB forecasts; appropriate fielding of public inquiries; and perceived lack of proper partner- and stakeholder-engagement.

How/In What Ways Did You Demonstrate Leadership: During my four-month detail as Acting Advisor to the NWS Deputy Assistant Administrator, I initiated regular NOS/NWS Collaboration Meetings as an avenue for NOS and NWS AAs, DAAs, Office Directors, and staff to discuss hot-topic items where communication was previously lacking. These meetings continue to be held on a quarterly basis and are more focused on collaborating and planning in an amicable fashion.

Additionally, in August 2012, NOS held the HAB-OFS FL Bulletin Meeting, for partners and stakeholders, in St. Petersburg, FL. Representatives from NWSH (including myself) and WFO Tampa attended the meeting. The MIC for WFO Tampa Bay also invited NOS staff to visit the forecast office. As a result of the stakeholder meeting, both NOS and NWS ensured key partners and stakeholders were properly engaged. Furthermore, a small working group was formed in order to solidify a CONOPS and Inquiry SOP. The CONOPS details the processes required for NOS and NWS to collaborate when it is appropriate to issue the BHS for HABs. The Inquiry SOP provides instructions on how forecasters should reply to specific HAB-related questions from the public.

Outcome: In the fall of 2012, both NWS and NOS leadership agreed to proceed with plans for issuance of the BHS for HABs. On February 4, 2013, the first BHS was issued by WFO Tampa Bay for HAB respiratory impacts to the public. The dissemination of HAB information has greatly increased the visibility of NOS' HAB-OFS forecasts in Florida. The processes utilized for implementing the BHS for HABs has been institutionalized, and in 2014, the BHS for HABs will be expanded to WFOs Key West and Miami.

NOS and NWS leadership continue to meet on a quarterly basis. The overall relationship between both LOs has improved tremendously.

NOAA Special Emphasis Month Observance Program
Submitted by: Nicole Mason, EEO/Diversity Program Manager, OAR

NOAA Line/Corporate Offices Involved: OAR, NOS, NWS, NESDIS, OMAO, NMFS, CAO/NOAA Civil Rights Office

Issue: How to formulate and produce special emphasis observance month programs more efficiently and more cost effective.

How/In What Ways Did You Demonstrate Leadership: Upon accepting my position as the OAR EEO/Diversity Program Manager, I scheduled meetings with my colleagues in the other line offices to learn how they were executing their special emphasis programs in observance of the following (i.e., Black History, Women's History, Lesbian, Gay, Bisexual and Transgender (LGBT), Hispanic Awareness History, etc.). We began meeting together, along with the then-Director of the Office of Civil Rights to see how we could work together to have programs, with more effective content and lower costs.

I shared my experience from my previous position as the Complaints Manager at the United States Department of Agriculture and how we used in-house personnel to serve as participants in our programs or at least that would be our starting point. This meant that we would not have to pay speaker fees for the employee(s) to participate. This eliminated the costs associated with the speaker fees and travel costs, if applicable. We also worked together to develop a set of Standard Operating Procedures, which had not been done, up to that point. The purpose of the Standard Operating Procedures was to ensure continuity of programming for each special emphasis observance month program and to minimize costs. I also recommended that we reserve a smaller space (i.e., The NOAA Science Center vs. the NOAA Auditorium). This was in direct response to the decline in program participation over the years. It was important to me that we not continue to do what had always been done, if there were other ways to get the same results but with more efficiency and less costs.

Outcome: As a result of these recommendations and the implementation of the Standard Operating Procedures, the special emphasis observance month programs have been more efficient, because we have invited Federal employees to serve as participants for the programs. This has reduced costs tremendously. We have been able to pool the resources from the line offices to ensure that NOAA meets its requirements to have special emphasis observance month programs.