NOAA FISHERIES
Southwest Fisheries Science Center

Priorities for Fiscal Year 2018

PURPOSE

The Southwest Fisheries Science Center (SWFSC) Strategic Plan establishes our strategic direction, as guided by National Oceanic and Atmospheric Administration (NOAA) and National Marine Fisheries Service (NMFS) goals and priorities. This FY18 priorities document describes our mission, fiscal setting and challenges, and our strategic approach and funding priorities for meeting our core mission while maintaining focus on emerging needs. We also drill down to division-specific FY18 activities that will address SWFSC priorities. A relatively new Administration, decreased overall funding, and Center leadership changes mean the coming year will be one of transition at SWFSC. This document serves to lay out our vision for the year ahead.

OUR MISSION

Our mission is to provide sound scientific advice in support of sustainable fisheries and the recovery and conservation of protected resources, using ecosystem-based approaches. We are guided by our Congressional legislative mandates, goals and priorities outlined in strategic planning documents of the Department of Commerce; NOAA; and the National Marine Fisheries Service. Annual Congressional appropriations further define priorities. Additional documents outline work plans and areas of emphasis and emerging needs for the NMFS and SWFSC (e.g., the NOAA Fisheries Climate Science Strategy and associated Western Regional Action Plan; NOAA Fisheries Ecosystem Based Fishery Management Policy and associated Roadmap; and SWFSC Program Review Reports, and planning documents of partner agencies with shared objectives). NMFS has also identified eight species occurring in US waters that require immediate action to prevent extinction, but that have the greatest prospects for improvement from conservation actions; six of the eight occur within the West Coast Region. The “Species in the Spotlight” is a major agency initiative to change the trajectory of these species and place them on the road to recovery. Collectively, these documents and initiatives represent our core mission and emerging needs for FY18.

FISCAL AND ORGANIZATIONAL LANDSCAPE

SWFSC has received essentially level budgets for several years. The FY17 Congressionally-approved budget reflected the previous year for the Center in most areas, with some areas slightly above our FY16 level. Much of the work completed in FY17 could not have been accomplished without partnerships and leveraging of funds. For example, FY17

funding from other federal and state agencies provided robust support for salmonid recovery and other Endangered Species Act (ESA) and Marine Mammal Protection Act (MMPA) activities (e.g., abalone, cetaceans and aquaculture).

NOAA's FY18 President's Budget request includes an approximately 10% reduction in the overall NMFS budget. If passed, much of that reduction would be taken from external grant programs. However, some of the reductions would likely impact our operations directly, although it is as yet unknown how those cuts would be distributed across the agency. The budget process is long and takes into consideration the budget mark-ups of the House and Senate before a final appropriations bill is signed. In addition, increased agency fee-for-service programs within NOAA to improve corporate services will continue to have impacts on our resources. Prudent planning will include preparation for both level funding and reduction scenarios for SWFSC.

CHALLENGES

SCIENTIFIC

SWFSC's scientific challenges are numerous. First, we face the **broadly changing nature of ecosystems and increasing complexity of the scientific issues** related to the trust resources we help manage. From environmental variability and its associated effects over a range of temporal and spatial scales, to increasing human activities in coastal zones, to recovery of upper-level predators, we are charged with investigating a large array of new ecosystem-based questions in addition to traditional single-species questions.

Secondly, we are challenged by the **breadth of our scientific mission**. From watersheds in California, to the Central Pacific Ocean, to Antarctica we work to understand the most critical questions facing a broad spectrum of living marine resources NMFS is entrusted with managing.

Third, FY17 was the concluding year of a **five-year review of all NMFS major science programs**. In FY18 we will synthesize recommendations of those reviews, assess the extent to which implementation of these recommendations has been successful, and use this insight to develop a new forward-looking SWFSC Strategic Science Plan.

ORGANIZATIONAL

Taken together, our **increasingly complex mission and decreasing resources** present some major challenges for the Center. These will necessitate close attention to the core priorities of NMFS, including those of Sustainable Fisheries (including Ecosystem-Based Fisheries Management), Protected Species and Organizational Excellence. Embedded in these priorities is all the complexity mentioned above.

As the **costs of a day at sea** and other platforms increases, we must look for ways to improve efficiencies in our field work. As the quantity of **data** collected from ships, in the

field and lab work multiplies[1], we must find ways to drive down the costs of managing it. Every datum collected must be managed, archived and made accessible to the public. Therefore, strategic choices regarding the data we do collect are critical. SWFSC has already made strides in this area but will need to do more in FY18.

Shaping our workforce is increasingly a Center-wide challenge. The median age of our federal staff is currently 51 and ~38% of our staff will be eligible to retire over the next five years. Our challenge is to plan for increased retirements in the next 1-5 years, and maintain a SWFSC workforce that is able to execute our core responsibilities in a declining budget scenario. To do this we are charting positions and costs over the next 10-15 years at the division level to facilitate staffing decisions and proactive succession planning. Our contract and Cooperative Institute staff will continue to be critical in helping to carry out our mission.

FY18 PRIORITIES

NMFS has adopted many of the same steps SWFSC has adopted in recent years to define priorities, so we will continue to develop and implement a priority-based resource allocation process that consists of:

1. A Strategic Science Plan;
2. Annual Priorities Memo;
3. Activities Descriptions for each Major Activity in the Center;
4. Ranking Criteria (based on NMFS Criteria) (see Appendix B);
5. Priority and Risk-Based Allocations of funding;
6. Communicate Results to Staff; and
7. Performance Plans Aligned with Center's Prioritized Activity Plans.

The following are priorities for SWFSC programs in FY18, in no particular order:

- Fish surveys, Magnuson-Stevens Act stock assessments and economic analyses for Coastal Pelagics Species, Highly Migratory Species, Groundfish, and Salmon. Within this list, priority will be given to stocks that are commercially and/or recreationally fished in CA Current Large Marine Ecosystem (CCLME) waters and have significant economic impacts on the West Coast, as well as those identified through international agreements with Regional Fishery Management Organizations, Regional Fishery Organizations, Treaties, and Bilaterals.

- Marine mammal surveys and updating assessments (abundance and trends, population structure, health and condition, and placement into an ecosystem context) for Hawaiian and CCLME species. A new partnership with Navy and BOEM to jointly fund marine mammal surveys in many regions of the Pacific, and with Canada to jointly survey marine mammals of the CCLME, are high priorities.

[1] Between FY16 and FY17 acoustic data collected on the *R/V Reuben Lasker* more than tripled.

- Marine turtle assessments (as for mammal assessments), especially for Species in the Spotlight Leatherback turtles.
- ESA-listed Species in the Spotlight Winter Run Chinook and Coastal Coho salmon population and habitat research, as well as white abalone. Commitments made to outside agencies are high priorities to fulfill.
- Ecosystem research to support the agency's Ecosystem Based Fisheries Management Roadmap, Western Regional Action Plan for Climate and U.S. strategic interests in Antarctica. Special emphasis will be on integrating across divisions to achieve synergies and efficiencies.
- Support of both commercial aquaculture research needs, as well as research for recovery of species. White abalone, as Species in the Spotlight, will continue to be a high priority.
- Research that provides for the implementation of innovative technologies that increase information content per unit of cost while reducing overall costs (e.g., ship time, etc.).

While we will most likely see less operational funding in FY18, the base resources available to us to support research in the Southwest will remain considerable (likely in excess of $37M). We expect to carry out all planned major surveys, process and archive core fisheries data and conduct fisheries stock assessments. We also expect to continue to provide relative abundance information on several marine mammal and turtle species. We plan to conduct research on environmental forcing that will advance the agency's commitment to ecosystem-based fisheries management and improve our understanding of how the environment affects commercial and recreational fisheries over a range of temporal and spatial scales. In addition, a significant number of research projects will be funded through reimbursable agreements with other agencies as well as with temporary funding from NMFS Headquarters Offices. While we will likely be doing less research overall in FY18 (and FY19) relative to previous years, the selection of which programs will have to be eliminated or reduced in scale will be done strategically and transparently.

STRATEGIC APPROACHES FOR ADDRESSING PRIORITIES

PARTNERSHIPS

Partnerships have long been important to carrying out our work, and that importance will continue in FY18. External funds will be sought to support these priorities, as needed. External funds should not be sought if they do not support these priorities.

COST CONTAINMENT

We expect future budget decreases will hamper our ability collect core data and address emerging fisheries, marine mammal/turtle and operational issues. Given these challenges and those outlined above we look to innovate and partner on new ways to collect

and analyze data and to grow fisheries, marine mammal/turtle and other operations. Labor costs rise each year on average by 3-4%. We also face increased maintenance costs from aging facilities. We will take steps to contain these costs over the short and longer term to allow SWFSC to devote adequate resources to support research operations.

ALIGNMENT OF RESEARCH ACTIVITIES AND WORKFORCE CAPABILITIES

In this environment, we will bolster our efforts to re-engineer SWFSC science advice and services based on trade-offs between internal base funding levels, staffing requirements, technological advances, strategic partnerships and shared priorities among the SWFSC, West Coast Regional Office, Pacific Fishery Management Council, and NMFS Headquarters. The following strategies will be used to align our workforce capabilities and research activities with fiscal realities:

- Use non-competitive reassignments where possible to fill labor shortfalls;
- Use SWFSC resource allocation process to provide incentives to motivate this workforce realignment;
- Continue progress in research integration through cross-divisional staff integration;
- Continue efforts to control federal and contract labor costs.

In the Appendix that follows each SWFSC division will lay out some brief FY17 highlights and plans for FY18.

APPENDIX A - Division Priorities

Antarctic Ecosystem Research Division (AERD)

FY17 Accomplishments

The AERD made several notable accomplishments in FY17, and these provide a bridge to the division's priorities for FY18. The AERD designed a new program for conducting research at sea, presented a suite of posters and oral presentations to Antarctic science meetings that had historically been unattended or poorly attended by division staff, and provided scientific advice that finally led to adoption of the Ross Sea region Marine Protected Area. We will build on these accomplishments in the future.

FY18 Priorities

FY18 will be seminal for the AERD; the division will execute two operational strategies. These new strategies jointly aim to maintain the AERD's long-term record of policy-relevant ecosystem research while simultaneously positioning available physical, fiscal, and human resources to adapt to the ever-changing priorities and political landscape established by our stakeholders, partners, and leadership. During FY18, the AERD will prioritize efforts to

- autonomously collect data on oceanographic conditions and Antarctic krill using moorings and gliders and integrate these data with related observations on krill-dependent predators.
- collaborate more broadly within the Antarctic science community, *i.e.* beyond the Scientific Committee of the Commission for the Conservation of Antarctic Marine Living Resources and its working groups, to develop new opportunities for progressing ecosystem-based fisheries management in the Southern Ocean.

To focus execution of both strategies, the AERD will continue to conduct research that is relevant to ecosystem-based management of the Antarctic krill fishery and the development and maintenance of marine protected areas in the Southern Ocean.

Environmental Research Division (ERD)

FY17 Accomplishments

The Environmental Research Division (ERD) conducts research on climate and environ- mental variability and provides integrated data services for the sound management of trust species in the California Current Living Marine Ecosystem (CCLME) and the broader North Pacific. Major accomplishments included:

- collaboration broadly across NMFS to produce the annual CalCOFI State of the California Current Report and the State of the California Current Ecosystem Report for the Pacific Fishery Management Council.

- providing leadership to the initial implementation of the Western Regional Action Plan (WRAP), the west coast component of the NOAA Fishery Climate Science Strategy.
- publishing dynamic ocean management strategies.
- releasing a new ERDDAP web-interface software with enhanced data searches, visualization and access.

FY18 Priorities

ERD's FY18 priorities will continue to be informed by SWFSC internal planning, recommendations of the 2016 Ecosystem Science review, and advancement of key national initiatives such as EBFM, NCSS/WRAP and PARR. ERD will continue to support ecosystem modeling and development of integrated products made available through enhanced data access tools.

ERD will invest in enhanced modeling capabilities recommended by the Ecosystem Science Program Review and both the WRAP and EBFM Roadmap. The California Current Integrated Ecosystem Assessment (CCIEA) tool will assess broad-scale biological and physical conditions in the California Current as input to ecosystem approaches to fisheries management. Other important FY18 efforts are:

- implementation of the Ecosystem Science Review recommendations.
- multi-sector dynamic ocean management applications.
- the joint hire with OAR/ESRL of an ecosystem models.
- development of the web-based dynamic access and plotting of CCIEA Indicators.
- IEA Indicator Workshops and meetings for PFMC.
- the implementation of PolarWatch to serve NOAA satellite data and derived products for the Polar Regions.
- developing new ERDDAP and CoastWatch services to enhance PARR.
- a 3-day Satellite Oceanography course which explores available environmental satellite datasets and applying ArcGIS, Matlab, R or other analytical software.
- continued Fisheries And The Environment (FATE) development and evaluation of ecological indicators important for quantifying long-term environmental variability.

Fisheries Ecology Division (FED)

FY17 Accomplishments

FED staff worked on a wide variety of projects, and some notable accomplishments include:

- completion of 9 surveys of the Trinidad Head line and the 35th annual Rockfish Recruitment and Ecosystem Assessment Survey (RREAS)

- completion of an Untrawlable Habitat Strategic Initiative (UHSI) survey

- update assessments of bocaccio and blackgill rockfish, full assessments of blue rockfish and California scorpionfish
- assessments of Sacramento and Klamath River fall-run chinook salmon
- completion of a winter-run Chinook life cycle model and application to the Water-Fix Biological Opinion
- a review of the status or steelhead in the Carmel River
- a paper on thermal tolerance of aquatic embryos that resulted in reconsideration of thermal management in the Sacramento River
- an evaluation of PIT tagging technologies that might be applied in large river channels
- completion of a study of predation in the Sacramento-San Joaquin Delta

FY18 Priorities

Generally, FED will continue working on stock assessments and supporting work, natural resource economics, fish and habitat ecology (including fisheries oceanography) with particular emphasis on winter Chinook and central CA coast coho, molecular genetics, and the development of decision support tools to enable ecosystem-based management.

Some notable new activities will include:

- assessing steelhead production in the Carmel river and the response of the river and fish to dam removal.
- exploring the use of unmanned aerial vehicles to remotely sense river habitats.
- improving monitoring of coho salmon south of San Francisco to increase effectiveness of hatchery practices and habitat restoration.
- supporting the new Center Ecosystem Studies Committee to advance ecosystem-based fisheries management in the California Current.
- finalizing a blueprint for future studies of the ocean ecology of Pacific salmon.
- completing development of new winter Chinook forecasting models to better inform fishery and water management.

Additionally, we anticipate further developments from ongoing activities, including:

- completion of the 2nd year of the UHSI test-bed experiments.
- completion of the 36th annual RREAS and monthly cruises on the Trinidad Head Line.
- further development of coupled models to assess impacts of proposed changes to water project operations on winter Chinook and other salmon populations.
- expansion of Chinook salmon survival monitoring via acoustic tagging.

In the area of organizational excellence, FY18 will be the first full year where our collaboration with UCSC will be under a new management model. We anticipate finalizing a

new joint NMFS-UCSC safety program and developing new collaborations with UCSC faculty.

Fisheries Resources Division (FRD)

FY17 Accomplishments

In FY17, FRD focused on conducting science directly supporting mandates of the MSA and ESA to provide scientific assessments and advice for managing fish stocks and recovery of protected species. Major accomplishments toward achieving this research objective included:

- conducting initial testing of the EK80 high precision wideband echo sounder.
- completing stock assessments on North Pacific albacore tuna, blue and common thresher sharks, and Pacific sardine.
- completing an economic analysis of west coast swordfish fisheries and socioeconomic analysis of the west coast HMS recreational fisheries.
- providing environmental, biological and economic data to the development of the California Current Integrated Ecosystem Assessment (CCIEA).
- convening a NOAA Fisheries Scientific Review Team (SRT) to determine if Pacific Bluefin tuna should be listed under the Endangered Species Act.
- convening an international workshop on Seriola.

FY18 Priorities

FRD's FY18 priorities continue to be informed by internal planning processes and recommendations of the 2016 Ecosystem Science Review and 2017 Economic and Social Science Review, Species in the Spotlight initiatives, and advancement of key national initiatives.

FRD will continue to focus on scientific support for White Abalone identified as one of eight ESA listed Species in the Spotlight. The division will also participate in an independent methodological review of its acoustic-trawl-method survey for estimating CPS biomasses and other variables. In collaboration with our international partners, the FRD will continue its efforts on Pacific Bluefin tuna, including the development and implementation of Close-Kin Genetic methods and advancing a Management Strategy Evaluation (MSE) for North Pacific albacore and Pacific bluefin tuna.

Other important FY18 surveys and scientific research include:

- continue to support stock assessments for HMS (Pacific bluefin tuna, shortfin mako and North Pacific swordfish) and CPS (sardine and mackerel), as well as the CalCOFI Program.
- continue to execute actions from the National Saltwater Recreational Fisheries Implementation Plan;
- expand managed fish stock climate vulnerability analyses and incorporate guidance on changing climate information into management practices;
- support for life history and habitat ecology, age and growth, reproductive biology, and status of trends for all trust species;

- explore requirements for transitioning to a production aging process within the Life History Program to meet the increasing demands for high-quality aging data in stock assessments;
- continue advancing sampling technology through survey and research, and continue EK80 and SX90 testing and development;
- foster domestic and international cooperative research to advance partnerships, promote capacity building and expand stock assessments;
- reengineer the FRD stock assessment and data enterprises and reporting requirements;
- HMS fisheries economic analyses, migration, stock structure and age and growth studies for use in stock assessments and management support; and
- continue outreach for CPS, HMS and Advanced Technologies with constituents in the recreational and commercial fisheries industries.

Information Technology Services (ITS)

FY17 Accomplishments

In FY17, ITS focused on security and modernizing core network computing and storage services to provide centralized data processing and storage for all SWFSC. In addition, SWFSC began a major effort to archive all acoustic data at NCEI per NOAA mandates. ITS also addressed numerous DHS-mandated security compliance measures on all network and computing platforms and underwent a Cybersecurity assessment.

ITS also upgraded all existing servers to the latest versions of Windows server and database platforms. ITS leadership has also been an integral part of the NMFS Fisheries Information Management Advisory Committee (FIMAC) and the HQ PARR Transition Team (PTT) to develop NMFS-wide standardized solutions for technical matters.

<u>Major accomplishments toward achieving these goals included:</u>

- PARR: Exceeded the national mandate of 30% dataset availability to the public per the Executive Order mandate (36% publicly available at this time);
- Deployed new VTC systems at all three geographic locations; systems are now security compliant and operate in full High Definition;
- Deployed lower-end video systems to all conference rooms in La Jolla to enable the use of Skype and Google Hangouts for better collaboration;
- Deployed 100mbps NWave circuit at Santa Cruz for robust network connectivity;
- Migrated majority of servers to “Virtual” systems using VMWare. This allowed ITS to sunset 15 servers into “virtualized” systems that are more robust and secure.

FY18 Priorities

ITS' FY18 priorities continue to be informed by internal planning processes and IT requirements of NOAA and NMFS Office of the Chief Information Officer (O-CIO), as well as facilitating the advancement of key national initiatives such as PARR and Archiving of acoustic data at NCEI. FY18, ITS will focus on further modernization efforts for all SWFSC computing resources, including hardware, software, and system virtualization. Other important activities planned for FY18 include:

- Deployment of VoIP system at all sites that will provide voice & video telecommunications capabilities for all SWFSC personnel, including full access of telephony services on desk-lines, all PC/Mac computers, and all mobile devices;
- Support the creation of Center-wide and scientific division Data Management Plans (DMPs);
- Deployment of 500Mbps network connectivity at La Jolla, Santa Cruz and Monterey via NWave;
- Hiring of webmaster for Internet (public facing pages) security updates and complete Intranet modernization;

Marine Mammal and Turtle Division (MMTD)

MMTD's priorities are informed by our statutes, internal (MMTD and SWFSC) planning processes, action items arising from NOAA Fisheries' National 2015 review of Protected Species Science (https://swfsc.noaa.gov/2015ProtectedMammalTurtleReview/), advancement of key national initiatives, and science needs of the WCRO, other Pacific Regional Offices, and HQ offices of PR and S&T. Major priorities focus on marine mammals and turtles and fall into four general categories: 1) estimate abundance and trends; 2) clarify population structure; 3) assess health and condition; and 4) place our trust species into an ecosystem context. These priorities are implemented through field, laboratory, and analytical research that maintains critical time series, expands the use and development of advanced technologies, further develops quantitative tools to facilitate implementation of our statutes, and strengthens existing partnerships and creates new ones, within and external to the agency.

MMTD's FY17 portfolio resulted in many significant accomplishments. Highlights include:

- Formalizing the Pacific Marine Assessment Program for Protected Species (PacMAPPS);
- First field effort to provide high-confidence estimates of abundance for San Diego Bay green turtles;
- Publication of a special issue of Marine Mammal Science on defining cetacean subspecies;
- Assessing health and condition of endangered cetaceans (including two "Species in the Spotlight" - SIS);
- Completion of a global genetic population assessment of green turtles;

- Advancing predictive density modeling to predict species distributions in data-poor ecosystems;
- Aerial- and ship-based surveys and capture efforts to determine leatherback turtle abundance, distribution, and habitat use in Central California (an SIS).

MMTD's FY18 portfolio is equally ambitious. Among our planned field, laboratory, and analytical efforts are:

- Hawaiian Islands Cetacean & Ecosystem Assessment Survey – the first Pac-MAPPS survey representing a partnership between SWFSC, PIFSC, BOEM, and U.S. Navy;
- California Current Cetacean & Ecosystem Assessment Survey – the second Pac-MAPPS survey and for the first time ever, conducted jointly with SWFSC FRD's Coastal Pelagic Survey;
- Vaquita Conservation, Protection, Recovery Effort – in partnership with the Mexican government and many universities and non-governmental organizations;
- Health and condition of endangered cetaceans, including Southern Resident killer whales, Cook Inlet beluga whales, North Atlantic right whales;
- Behavioral Response of Cetaceans to Navy Sonar – using UAS images and hormone assays to quantify behavioral and physiological stress responses;
- California sea lion diet and abundance research, gray whale calf reproduction survey, cetacean and sea turtle stranding responses – continuations of 36-, 25-, and 45-year time series, respectively;
- Leatherback reproduction research – using genetic fingerprinting to identify, for the first time ever, age of first reproduction in this endangered species;
- Loggerhead turtle distribution and abundance – to improve our understanding of environmental correlates and revise the associated fisheries closure rule;
- Abundance and health of green turtles in San Diego Bay – expanding field efforts to include hormone assays and UAS research;
- Assessing risk of ship strikes and net entanglements to large whales;
- Clarifying cetacean taxonomy and stock structure – with a focus on Arctic ice seals, blue and fin whales;
- Documenting Structured Expert Decision-Making – through a chapter in MMTD's Stock Delineation Handbook; and
- Obtaining precise estimates of beaked whale abundance in the California Current

Operations and Management Division (O&M)

FY17 Accomplishments

O&M focused on activities related to support a variety of programmatic and administrative operations.

- Implemented three new NOAA/DOC systems for human resources, travel, and time and attendance: Electronic Travel System 2, HRConnect, WebTA.

- Completed over 300 procurement actions including new and modified task orders on the Scientific Services IDIQ contract, reimbursable agreements and contract deobligations and oversaw management of the Center's Purchase Card Program
- Served as the Center's sole Contracting Officer Technical Representatives on over a dozen contracts, including three new contracts with a value of over $3M dollars
- Executed a $50M budget with final appropriations arriving in late July
- Completed six compliance reviews as part of ongoing efforts by NMFS and NOAA to increase internal controls and compliance in the areas of personnel, time and attendance, budget, fiscal integrity, security and acquisitions
- Organized or provided training for procurement and contracts, purchase card holders, travel regulations and management system and supervisory safety training
- Created new accountable property excess procedures and managed the Center's accountable property program including annual inventory, audits, un-reconciled property issues and surplus/excess/recycling requirements
- Completed a revamp of the onboarding/offboarding process for new staff, volunteers, students and other associates
- Installed new equipment in the La Jolla facility lobby to improve security and safety

FY18 Priorities

O&M's FY18 priorities continue to be informed by internal planning processes and are consistent with facilitating the advancement of key national initiatives such internal controls reviews and processes, statutory and regulatory audits, and annual management control reviews.

The division will focus on maintaining dedicated and knowledgeable technical and support staff for our main operational and administrative functions to support SWC's research. This includes providing the Center with the facilities and field program support needs to carry out research activities. SWC received funding from NMFS to undertake two large La Jolla facility projects in FY18: an HVAC backup for server rooms and a retrofit of the cooling tower. Before FY18 begins, key budget, reimbursable and acquisitions positions, which were vacated, will be filled. This will restore our ability to provide services in these critical areas.

O&M staff working in acquisitions and contracts will establish a new blanket purchase agreement between AGO and UCSD, which will replace our decades-old agreement and provide access to unique services the university offers.

In FY18, we will support hundreds of travel needs including foreign travel, administration of the new Electronic Travel System System, NOAA Passport Program requirements, travel card monitoring duties and reporting, and fiscal management of travel deobligations.

O&M staff will also provide coordination of the NOAA Workforce Management transitions including interim service providers, changes in WFMO organization and policies and the implementation new shared services model and HRConnect system

APPENDIX B - Criteria for SWFSC Activity Assessment*

Key Questions and Evaluation Scale

Part I: Characterize Mission Attributes

A) To what degree is this Activity mandated?

5: Very High – NMFS/NOAA/DOC has exclusively identified that SWFSC will conduct this specific activity
4: High – NMFS/NOAA/DOC has identified that SWFSC and other FMCs will conduct this specific activity
3: Moderate – SWFSC is permitted to act
2: Low –
1: Very Low – There are no statutes or orders compelling or permitting SWFSC to act.

Mandated activities include those required by statute, judicial order, treaty or convention. These include but are not limited to:

- Assessments, recovery plans, status reviews and data reporting requested by the PFMC and WCRO.
- Data reporting requested by RFOs, RFMOs, and Commissions to which the US is a party.
- Assessments and analyses requested by RFOs, RFMOs, and Commissions to which the US is a party and there is a science requirement.
- Assessments or status reviews required by the MMPA.
- ESA requirements assigned to the SWFSC, such as priority actions identified in the US Pacific Sea Turtle Recovery Plans
- Actions defined in recovery plans [does this go under/with ESA requirements?]
- Actions required by Biological Opinions
- Interagency Agreements that support our statutes (MSA, ESA, MMPA).

B) If SWFSC did not execute this Activity, to what degree would other organizations NOT be able to provide similar capabilities (products/services/data/information/other)?

5: Very High -- Only SWFSC can provide this Activity's capabilities.
4: High -- The number of other organizations including FMCs which could provide this Activity's capabilities is limited and the quality, timeliness, and/or utility of the capabilities would be inferior compared to SWFSC completion of this Activity.
3: Moderate -- Many other organizations could provide this Activity's capabilities, but

the quality, timeliness, and/or utility of the capabilities would be inferior to those of this Activity.
2: Low -- The number of other organizations which could provide this Activity's capabilities is limited and the quality, timeliness, and/or utility of the capabilities would be similar to those of this Activity.
1: Very Low -- Many other organizations could provide this Activity's capabilities and the quality, timeliness, and/or utility of the capabilities would be similar to those of this Activity.

C) Is the Activity central to SWFSC's ability to achieve its strategic plan's goals and objectives?

5: Very High – Critical to achieve goals/objectives and/or a SWFSC fixed cost requirement.
4: High Important to achieve goals/objectives, but discretionary other than associated fixed cost labor requirements.
3: Moderate – Important discretionary activity with no fixed labor costs.
1: Low – Discretional activity

* NMFS criteria adapted to SWFSC.

D) Is the Activity one of the emphasis areas in the current SWFSC Annual Priorities Memorandum?

5: Yes
1: No

Part II: Risk Assessment of potential impacts

E) If SWFSC did not execute this Activity, what would be the scale of the impact on relevant communities, stakeholders and economies, i.e., what would be the degree of impact for those segments that are affected?

5: Catastrophic
4: Major
3: Moderate
2: Minor
1: Minimal

F) If SWFSC did not execute this Activity, how severe would the risks be to the scientific, technical and organizational capabilities required to execute SWFSC's mission functions today?

5: Catastrophic
4: Major
3: Moderate

2: Minor
1: Minimal

G) If SWFSC did not execute this Activity, the risk to a trust resource population would be:

5: Greatly increase
3: Increase
1: Remain unchanged