

DEPARTMENT OF THE INTERIOR



OCEAN AND COASTAL ACTIVITIES IMPLEMENTATION PLAN

Our Ocean Role

CONTINENTAL DIVIDE TO CONTINENTAL SHELF



DOI Ocean and Coastal Activities Implementation Plan:
From Continental Divide to Continental Shelf

FY 2009-2011

Approved by the Senior Ocean Policy Team
August 26, 2008

Table of Contents

Executive Summary	1
Introduction	1
Overview	1
Background	1
Vision.....	2
Mission.....	2
Guiding Principles.....	2
Team Structure.....	3
Accomplishments.....	3
Implementation	5
Senior Ocean Policy Team Priorities.....	5
Goals and Objectives.....	6
Work Plan Matrix.....	9
Appendix	
DOI Ocean and Coastal Organizational Team Structure	



Photo by USGS

EXECUTIVE SUMMARY

The Department of the Interior (DOI) has a special trust to conserve and protect America's resources for today and for future generations to come. To fulfill this mandate, DOI is working collaboratively among its bureaus in a concerted effort to develop policies and coordinate intra-bureau efforts. Through two Ocean and Coastal Retreats in 2006 and 2008, DOI and bureau executives clarified DOI's ocean and coastal responsibilities and developed a framework for addressing our collective priorities. As a next step, this Implementation Plan describes goals, objectives, and work items that will guide DOI's efforts in moving ocean and coastal issues forward.

This document is the product of the dedicated and committed efforts of those who participated in the DOI Ocean and Coastal Retreats. The 2006 Retreat focused on vision, mission, and guiding principles. The 2008 Retreat focused on formulating goals, objectives, and work items. These work plan actions will be further implemented by bureau and field-level offices for purposes of involvement and on-the-ground solutions.

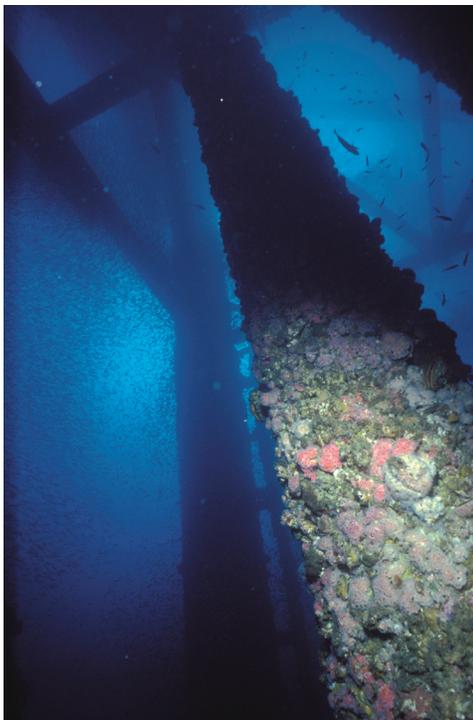


Photo by Bob Wohlers

INTRODUCTION

DOI is a field-based organization whose vast responsibilities range from restoring watershed hydrology for migratory birds in Nebraska to protecting vital coral reefs in the northwestern Hawaiian Islands to overseeing leases for oil and gas production on the outer continental shelf. No other Government entity is as involved in conserving and managing such an extensive array of natural resources and providing critical science and information to support those activities. DOI's efforts, directly and indirectly, impact our Nation's ocean and coastal resources.

While DOI is responsible for managing 35,000 miles of coastline, 3.6 million square miles of ocean, 177 island and coastal refuges, 34 million acres with 74 coastal parks, and 1.8 billion underwater acres of outer continental shelf lands, it is also involved with activities beyond the boundary of Departmental lands. For instance, DOI works closely with its partners to manage and conserve coastal species and their habitats on other Federal, Tribal, State, and private lands. Partnerships also involve DOI's commitment to honoring its trust responsibilities to American Indians, Alaskan Natives, and affiliated Island Communities.

DOI is faced with unprecedented challenges for fulfilling its stewardship responsibilities. Collectively, DOI bureaus are the custodians of our Nation's natural heritage, cultural legacy, and reserves of energy and minerals, all including ocean, coastal and Great Lakes resources. Coastal habitats are being impacted by an array of events including high ocean temperatures, ocean acidification, rising sea levels, excessive nutrients and sediments, hypoxia, invasive species, changes in agricultural practices, wetland modifications, urbanization, storm surge, and high winds. While our oceans and coasts face escalating environmental threats, DOI is held accountable to achieve outcomes that will safeguard coastal communities, sustain resource use, promote a vibrant



Photo by Vernon Byrd

economy, enhance recreation, protect species, and preserve vital ecosystem services.

DOI's bureaus and offices are responsible for the stewardship of our Nation's coastal and ocean resources. It is the purpose of this Implementation Plan to clarify, broaden, and strengthen their coordinating and collaborative efforts to fulfill these responsibilities.

OVERVIEW

Background

The Oceans Act of 2000 established the U.S. Commission on Ocean Policy (Commission), which conducted an extensive review of U.S. ocean policy. The Commission's findings and recommendations, *An Ocean Blueprint for the 21st Century*, were submitted to Congress in September 2004. In response to the extensive recommendations, on December 17, 2004, the President issued Executive Order 13366, "Committee on Ocean Policy," and released the U.S. Ocean Action Plan (Plan). This Executive Order directed the Federal Agencies to "coordinate the activities of executive departments and agencies regarding ocean-related matters in an integrated and effective manner to advance the environmental, economic, and security interests of present and future generations of Americans; and facilitate, as appropriate, coordination

and consultation regarding ocean-related matters among Federal, State, Tribal, and local governments, the private sector, foreign governments, and international organizations.” The Plan further established principles and mechanisms for regional and local involvement, leadership, and partnerships.

DOI has taken a leadership role in national and regional efforts to implement the Plan and to build the long-term engagement with non-Federal partners required to meet Administration goals for coastal and ocean ecosystem and economic health. It has initiated Departmental mechanisms to improve coordination of coastal and ocean activities across the bureaus, been responsive to regional priorities established by the States, and effectively met Departmental strategic goals. Through these efforts, DOI has expanded its visibility, engagement, and effectiveness within the ocean and coastal community at the local, State, regional, and national levels. This document provides a framework for advancing these efforts, and establishes goals and objectives for bureaus and offices to ensure that long-term efforts to maintain and enhance the value of our ocean and coastal resources are effective, responsive, and sustainable.

In order to articulate its ocean role, DOI held its first Ocean and Coastal Retreat in September 2006. From across DOI, senior executives came together to develop a common understanding of DOI’s ocean and coastal mission, vision, and guiding principles. A second Departmental Retreat was held in April 2008, which further refined DOI’s ocean and coastal role by developing goals, objectives,



Photo by Tavita Togia

and work items. DOI has also instituted an ocean and coastal organizational structure to carry out its expanding responsibilities.

Vision

The vision of Ocean and Coastal Activities at DOI is *to support healthy and vibrant coastal, ocean, and Great Lakes resources and their use to benefit current and future generations.*

This vision serves to sustain our Nation’s natural resources and benefit the American public, which will be realized only through committed and dedicated partnerships both internally and externally to DOI. The bureaus will broaden and strengthen their collaborative efforts to fulfill the vision.

Mission

The mission of DOI’s Ocean and Coastal Activities is *to uphold DOI’s ocean, coastal, and Great Lakes stewardship responsibilities through collaborative science-based management, conservation and responsible use and increased understanding of the environment.*

Departmental bureaus and offices have unique contributions to make towards advancing this mission, with each contributing synergistically.

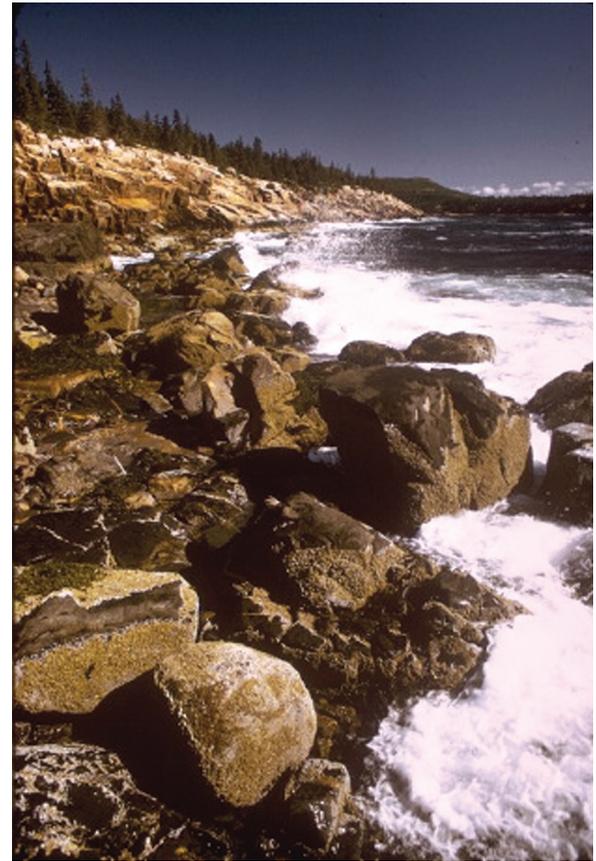


Photo by NPS

Guiding Principles

DOI will be guided by the following principles:

- Promote collaborative conservation and leverage existing resources through partnerships
- Focus on achieving meaningful and measurable results
- Ensure continued conservation of coastal and marine resources while at the same time ensuring that the American public enjoys and benefits from those same resources
- Employ science and data to inform our decision-making
- Work with States, Tribal, and local governments; communities; and interested stakeholders to advance mutual objectives and ensure that programs are conducting effective and coordinated ocean and coastal activities
- Use ecosystem-based adaptive approaches in making decisions related to water, land, and resource management in ways compatible with local conditions and needs

Team Structure

A team structure has been established to foster bureau collaboration and implement the goals and objectives established by DOI and bureau senior executives. Ocean and coastal activities at DOI are guided by the Deputy Assistant Secretary, Policy and Program Management, in consultation with the Senior Ocean Policy Team. The Senior Ocean Policy Team is comprised of Deputy Assistant Secretaries, Deputy Directors, and Assistant Directors of bureaus with ocean and coastal program responsibilities. The Senior Ocean Policy Team 1) facilitates coordination and consistency among the ocean management bureaus on ocean, coastal, and Great Lakes policies; 2) ensures that DOI has a coordinated approach to more effectively fulfill mandated responsibilities including (but not limited to) budgeting, leveraging internal resources, and developing plans to manage DOI's obligations under the U.S. Ocean Action Plan and its subordinate organizations; and 3) identify, foster, and strengthen internal and external partnerships to more effectively advance DOI's ocean, coastal, and Great Lakes missions.

The following working teams are established under the Senior Ocean Policy Team to develop and implement strategies for addressing program goals.



Photo by Peter Craig

Technical Team

- Consists of senior bureau representatives who advise on DOI ocean and coastal activities and implement actions as directed by the Senior Ocean Policy Team.

Communications Team

- Develops strategies and materials to communicate DOI's ocean and coastal activities.
- Coordinates participation in appropriate events.

Partnership Team

- Fosters communication with senior staff and regional ocean leads for the bureaus.
- Identifies funded ocean and coastal science projects.
- Promotes partnerships with other governmental and non-governmental agencies.

Congressional Team

- Recommends strategies to advance understanding of DOI's ocean and coastal activities.
- Briefs DOI bureau authorizing committees on DOI's ocean and coastal activities.
- Communicates DOI's role as ocean and coastal related legislation is introduced.
- Analyzes potential impacts of ocean and coastal related legislation.

Education Team

- Increases employee (internal) and public (external) awareness of DOI's ocean and coastal activities and responsibilities.
- Contributes to development of materials for public use regarding the importance, functions, and values of ocean and coastal ecosystems.

Science Team

- Collaboratively develops DOI science strategies that lead to more effective policy, management, and decision making.

Accomplishments

DOI has advanced many collaborative efforts under the auspices of the U.S. Ocean Action Plan. A few are listed below:

Papahānaumokuākea Marine National Monument - On June 15, 2006 the President established the Northwestern Hawaiian Islands Marine National Monument and named the Fish and Wildlife Service (FWS) as the co-trustee. The monument is the single largest conservation area under the U.S. flag and one of the largest marine conservation areas in the world.

Regional Alliances - DOI is the Federal lead of both the Gulf of Mexico Alliance and the Northeast Regional Ocean Council. DOI also serves as co-lead of the West Coast Governor's Agreement and is a member of the Great Lakes Regional Collaboration and Chesapeake Bay Program. In

Alaska, DOI participates actively in the North Slope Science Initiative, the Alaska Ocean Observing System, and the North Pacific Research Board.

Coral Reef Local Action Strategies

- DOI, as a co-chair of the U.S. Coral Reef Task Force, has worked with the members of its seven jurisdictions (Florida, Hawaii, Guam, American Samoa, Puerto Rico, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands) to address key threats to coral reefs.

Ocean Park Stewardship Action Plan

- The National Park Service's (NPS) Ocean Park Stewardship Action Plan focuses the organizational and scientific capacities of the NPS on conserving more than 3 million acres and 5,000 miles of coast in the National Park System. Under the plan, NPS is advancing scientific understanding of ocean resources and addressing threats to the health of ocean resources.

Ocean and Coastal Research, Survey, and Mapping Activities

- The Minerals Management Service, the U.S. Geological Survey (USGS), and partners are collaborating to map and characterize deep-sea species and habitats in the Gulf of Mexico. Field work includes using deep-diving remotely operated vehicles and manned submersibles. USGS scientists are also leading the Federal effort for coastal



Photo by John J. Mosesso/NBII.gov

habitat mapping on the Pacific Coast under the Action Plan for the West Coast Governors Agreement on Ocean Health.

Seamless Network of Ocean and Coastal Parks, Sanctuaries, Reserves, and Refuges

- In order to develop a seamless network to protect and conserve the Nation's ocean and coastal refuges, reserves, parks and sanctuaries, DOI and the National Oceanic and Atmospheric Administration (NOAA) signed a general agreement to increase the coordination of Parks, Sanctuaries, Reserves, and Refuges.

Conference on Ocean Literacy - DOI co-sponsored The Conference on Ocean Literacy, which brought together

leaders in formal and informal education settings to discuss and recommend solutions to the current challenges and opportunities facing ocean literacy in our Nation.

DOI NewsWave - This monthly newsletter, established December 2006, shares information on DOI ocean and coastal related news, upcoming meetings and workshops, conservation accomplishments, and more.

DOI Website - The "DOI Ocean, Coastal, and Great Lakes" website provides an overview of DOI's ocean role, calendar of upcoming events, links to ocean related DOI press releases, and more.

DOI Ocean and Coastal Program Retreats - In September 2006 and April 2008, DOI sponsored two Retreats in which Departmental and Bureau executives came together to articulate DOI's ocean role and develop a set of recommendations that address actions that DOI and its bureaus can undertake to enhance cooperative and collaborative approaches to fulfilling DOI's ocean and coastal stewardship responsibilities.

Marine Debris - In 2008, DOI, along with NOAA and Ad Council, launched public service announcements (PSA) designed to raise awareness among American children about the health of the oceans. The PSAs are designed to encourage all Americans to identify ways they can take actions to protect our oceans from trash.



Photo by Peter Craig

Senior Ocean Policy Team Priorities

The second Ocean and Coastal Activities Retreat developed recommendations for improving cooperative and collaborative approaches that support the shared priorities of DOI, bureaus and offices. The Senior Ocean Policy Team established the following as priorities to advance DOI's ocean and coastal activities.

Institutionalized ocean and coastal activities throughout the bureaus

Recommended Actions:

- Secretarial Order or Departmental Manual chapter that formally establishes the governance structure
- Establish a DOI Ocean and Coastal Activities Award
- Establish performance standard language and direct that it be incorporated into the performance plan of all employees with ocean and coastal responsibility

Formalize DOI's participation in regional alliances

Recommended Action:

Develop policy statement that addresses DOI's commitment to regional partnerships, articulates what DOI can contribute to the partnerships, and sets criteria for deciding the appropriate level of DOI engagement in regional partnerships.

Develop DOI ocean and coastal activities principles and guidance document

Recommended Action:

- Develop a broad policy document that articulates DOI's ocean and coastal activities principles and provides guidance to DOI's ocean and coastal community in order to accomplish our goals, using 2008 Retreat recommendations as the basis for the report.

Establish a DOI Ocean and Coastal Science and Resource Management Team

Recommended Action:

- The Team will address actions identified in the Retreat Recommendations document and develop a DOI Science Plan that addresses DOI's science needs for resource management.

Communication and outreach

Recommended Action:

- There are several actions identified in the Retreat Recommendations directed at focusing our communication and outreach strategy to targeted audiences including Congress, Office of Management and Budget (OMB), and the new Administration. DOI should develop a plan that highlights DOI's ocean and coastal roles and how DOI makes a difference on the ground.



Photo by NPS

Goals and Objectives

The April 2008 retreat focused on four goals, with the fifth goal added subsequently. The attached work plan matrix builds on the goals and objectives by establishing specific tasks associated with each objective.

Goal 1: Collaborate on the Uses of Ocean and Coastal Areas

Ocean and coastal areas are increasingly being used and impacted by a variety of activities. Determining where and how coastal and ocean areas are shared requires coordination and cooperation within the Federal Government and with stakeholders (i.e., States, Tribes, industry, and the public). Effective collaborative use of our ocean and coastal areas requires a well coordinated ocean governance structure that includes knowing who is responsible and/or has oversight authority for coastal parks, wildlife refuges, energy and mineral resources, shipping, fishing, and military exercises.

In order to collaborate effectively, a framework that supports partnership activities must be in place. Objectives supporting this framework include building capacity to address increasing pressures and needs, expanding the use of collaborative tools, and fostering

internal and external relationships. The following activities will support these objectives:

Objective a. Build Capacity for Collaboration within the DOI workforce: This will improve stewardship through a collaborative culture.

Objective b. Augment External Partners Opportunities: Increasing these opportunities will also increase non-Federal participation in ocean and coastal activities.

Goal 2: Use Mapping, Monitoring, and Science to Enhance Resource Management and Conservation Decision-Making

The President's U.S. Ocean Action Plan, the Ocean Research Priorities Plan, and the goals established by DOI acknowledge that effective ecosystem-based management and conservation must be grounded in science. Decision-making to address regional needs in the context of national goals must be supported by reliable information and tools to anticipate change; forecast the response of coastal, ocean, and Great Lakes systems to natural and human-induced stressors; and identify policy and management options.

DOI is addressing critical issues such as hazard mitigation, adaptation to climate change, and water quality and availability. Our management needs and scientific capabilities must be brought together in a strategic, systematic effort to provide the information base and tools to adaptively mitigate ecosystem change. An effective strategy will recognize where scientific information has multiple applications, and promote transfer of information and tools from the site- and issue-specific to broader application to national needs. The following activity was identified to support these objectives:

Objective: Establish a National Ocean and Coastal Mapping, Monitoring, and Science Framework: Baseline information, understanding, and tools to ensure effective decision-making may be lacking. Collaboration across all bureaus will provide a common information framework that improves adaptive management strategies for resource use, protection, and sustainability. There is a need to understand uncertainty and risk in decision-making. Indicators of system health and resilience to change need to be identified and measured. Information, technology, and modeling should be provided to support multi-use, risk-based design, crisis response, and adaptive management strategies.

Goal 3: Collaborate on Marine-Managed Areas

DOI interest in this topic is defined as strengthening and enhancing place-based conservation of marine-managed areas. Priority areas of mutual interest for cross-bureau cooperation will be identified. Within these mutual interests, resources that could be leveraged or activities that lend themselves to partnerships across bureaus to enable resource managers to accomplish science-based cooperative conservation of marine resources should be identified.



Photo by USGS

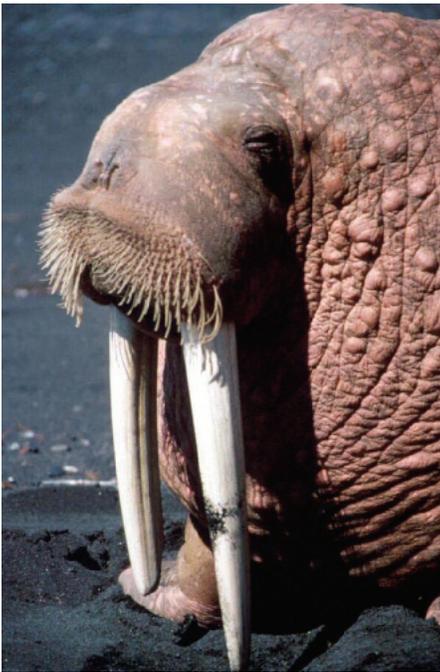


Photo by Donna Dewhurst

Partnership efforts should be continued or enhanced such as the Seamless Network of Parks, Refuges, Sanctuaries, and Reserves as well as other collaborations by NPS, FWS, and USGS. Relevant public or private entities external to DOI should be included where they overlap with cross-bureau priority areas of interest and collaboration. The following activities were identified to support these objectives:

Objective a. Clarify Marine-Managed Areas Jurisdictions and Authorities: Understanding jurisdictions is critical to protecting resources. This objective addresses numerous concerns including confusion and disagreement over jurisdictions, authorities, and responsibilities. Boundaries may be tied to shifting water levels or may otherwise be unclear.

Objective b. Collaborate on Science for Marine-Managed Areas to Promote Ocean Stewardship: DOI marine-managed area management through science-based decision-making would be improved. Collaboration will ensure that natural and cultural resources are conserved and protected, and that resources inside marine-managed areas are conserved for ecological

and social benefits inside and outside of them. Marine-managed areas also provide an opportunity for place-based and experimental learning to engage teachers, students, and the public in ocean stewardship.

Objective c. Identify and Respond to Climate Change Impacts: Climate change will alter ecosystems and all marine-managed area managers need to know what will occur in their location. The need for this information is not specific to individual bureaus, and the science will require expertise from multiple bureaus.

Goal 4: Support Regional Alliances

Regional alliances are increasingly being used as a mechanism to address common concerns among our many State, local, Tribal, and Federal partners. DOI should strengthen and enhance regional initiatives between the bureaus to better leverage and more effectively manage our resources. A secondary emphasis is for DOI and its bureaus to more effectively participate in the alliances and other regional partnerships that are forming. Priority alliances of mutual interest for cross-bureau cooperation should be identified along with activities that could be leveraged and lend themselves to partnerships across

bureaus. The goal is to enable resource managers to accomplish and coordinate DOI's multiple uses and science, regulatory, and conservation roles and responsibilities within our bureaus by working more effectively with other jurisdictions and stakeholders. The following activities were identified to support these objectives:

Objective a. Institutionalize a Framework for Successful Coordination with Regional Alliances: This will facilitate improved coordination and communication and identify opportunities to participate more effectively. Engagement and commitment must cascade from senior leaders to the field.

Objective b. Increase DOI's Coastal and Ocean Profile through Marketing and Outreach: This will foster a better understanding and appreciation of our role by Congress, other agencies, non-governmental organizations, the public, and others.

Objective c. Improve Interaction with Other Coastal and Ocean Agencies: DOI will benefit from taking the lead in engaging in a constructive relationship with sister agencies, building greater interagency trust and transparency, and minimizing or eliminating conflicts between agency programs.

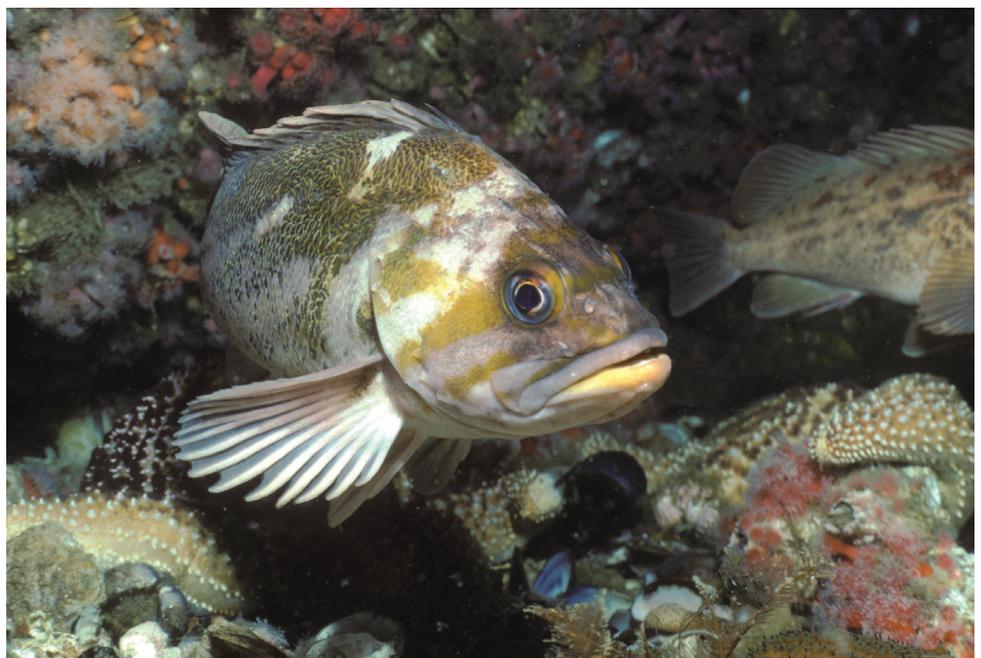


Photo by Bob Wohlers

Goal 5: Collaborative Conservation of Coastal Species and Habitat

Habitat conservation is vitally important to the Nation's fish and wildlife species and the coastal communities that rely on them. Coastal habitats support forty-five percent of Federally-listed threatened and endangered species, over thirty percent of North American wintering waterfowl, and significant populations of diadromous Federal trust fish species. Conservation of coastal areas and their habitats requires strong partnerships to address the complex multi-jurisdictional challenges on private, Federal, and State lands and waterways as well as a diverse set of technical expertise to support decision makers.

Objective a. Build strong partnerships to support the conservation of coastal species and their habitats.

Collaborative internal and external partnerships with groups such as State, municipal and private landowners and land managers will ensure more effective species and habitat conservation.

Objective b. Provide technical support for species and habitat conservation efforts.

All DOI bureaus have staff that can provide technical expertise at the local level. This technical expertise assists with strategic identification, implementation, and monitoring of preservation and restoration projects that support more effective species and habitat conservation efforts. Furthermore, DOI technical expertise is vital to empowering State and local managers with the reliable scientific data needed when making complex coastal habitat resource policy decisions.



Photo by Tom Nebel

FY '09-'11 DOI Ocean and Coastal Program Implementation Plan - Work Plan Matrix

REC ID		Objectives (in bold) for Implementing Goals		Party responsible for Implementation by DOI O/C Teams									
				ALL	Snr Policy	O/C Coordinators	Technical	Comm.	Education	Science	Congr.	Partnership	
		GOAL 1 – COLLABORATION ON THE USES OF OCEAN AND COASTAL AREAS											
1.a		Build Capacity for Collaboration in DOI Workforce			X								
1.a.1.		Issue Secretarial Order to make early collaboration within DOI an SOP for ocean and coastal issues				X							
1.a.2.		Create a DOI Ocean Award				X							
1.a.3.		Support interagency details/exchange assignments			X	X							
1.a.3.1.		Improve administrative support for collaboration (MOUs, details, funding, IPA (intergovernmental personnel act agreements), DOI Congressional fellows)				X							
1.a.3.2.		Direct Human Resource chiefs and staff promote exchange and training programs.			X								
1.a.4.		Implement DOI “Craig’s List” for exchange opportunities				X							
1.a.5.		Highlight collaborative success stories						X					
1.a.6.		Develop the DOI Ocean and Coastal Partnership Development Program				X							
1.a.7.		Promote use of workforce competencies and performance standards to advance collaboration			X								
1.a.8.		Grow relationships with external partners (e.g., coastal states, Feds (COE, USGG, NOAA, EPA, FAA) Tribes, NGO's)											X
1.a.9.		Capitalize on opportunities to recruit early-mid career professional across agency lines (e.g., Sea Grant Knauss Fellowship, PMF Program, AAAS Fellowships, NOAA LCDP Details)		X									
1.a.10.		Maximize efficiencies and resources across bureaus by sharing skill sets and capabilities, create incentive for employees, training needs to be addressed on how to partner and leverage opportunities				X							
1.a.11.		Expand Awareness and Use of Collaborative Tools			X								
1.a.12.		Foster Internal Relationships			X								
1.b		Augment External Partners Opportunities											X
1.b.1.		Early recognition of Tribal interests and participation		X									
1.b.2.		Review authorities for providing grants and other assistance to bring local groups to the table											X
1.b.3.		Identify needed authorities to increase non-Federal participation											X
1.b.4.		Prepare legislative proposals as needed									X		

REC ID	Objectives (in bold) for Implementing Goals	Party responsible for Implementation by DOI O/C Teams								
		ALL	Snr Policy	O/C Coordinat	Technical	Comm.	Education	Science	Congr.	Partnership
		3.a.2.	Provide consistent approach for determining jurisdictional authority	X						
3.b	Collaborate on Science for MMAs to Promote Ocean Stewardship					X	X			
3.b.1.	Develop and deliver communication strategy on breadth and diversity of DOI's ocean mission and bureaus. Identify media and audiences. Model existing programs (such as NPS Renaissance) to develop evaluation criteria.					X				
3.b.2.	Develop formal and informal education and outreach materials					X	X			
3.b.3.	Institute web portal (and other methods) linking visitors to all DOI's bureau education tools					X	X			
3.b.4..	Establish strategic science plan and working group for research and management of marine-managed areas (social/economic values, research, adaptive management, and monitoring) NOTE: May include this in the Mapping, monitoring and Science breakout group's							X		
3.b.5.	Utilize natural and social/economic sciences to support adaptive management, research, and monitoring	X								
3.b.6.	Identify shared resources, common monitoring protocols							X		
3.b.7.	Identify priority needs and synthesize existing information							X		
3.b.8.	Assess current protections' effectiveness in meeting objectives.							X		
3.b.9.	Inform management decisions at appropriate scale							X		
3.b.10.	Leverage existing partnerships to focus efforts on coastal and ocean science (e.g., CESU Network, Seamless Network)							X	X	
3.b.11.	Hire a joint venture coordinator for each eco-region, enter into interagency agreements with other Federal agencies		X							
3.c	Project Climate Change Impacts							X		
3.c.1.	Develop appropriately scaled projections and models of anticipated resource changes in MMAs due to climate change							X		
3.c.2.	Incorporate climate change impacts into MMA management strategies	X								
	GOAL 4 – SUPPORT REGIONAL ALLIANCES									
4.a	Institutionalize a Framework for Successful Coordination with Regional Alliances									X
4.a.1.	Develop a list of alliances/partnerships with DOI participation									X
4.a.2.	For each bureau, develop a list of point of contacts and work through internal coordination mechanisms (such as, cross-programmatic teams, regional alliances) to gather data. Data then forwarded to DOI technical team for compilation									X
4.a.3	Articulate Characteristics of Successful Alliance/Partnership									X
4.a.4.	Establish clear lines of communication, protocols, and accountability between field and senior leadership			X						

DOI OCEAN AND COASTAL ORGANIZATIONAL TEAM STRUCTURE

