The background of the entire page is a photograph of a majestic mountain range with significant snow cover. The mountains are reflected in a calm body of water in the foreground. The sky is a clear, light blue. The overall scene is serene and natural.

# BUILDING A CLIMATE READY NATION

NOAA FY22-26 **STRATEGIC PLAN**

**EXECUTIVE SUMMARY**

*Each day, Americans are touched by some aspect of NOAA's mission, whether it's checking the daily weather forecast, purchasing healthy, sustainable seafood — guided by NOAA's world-class fisheries management — or enjoying pristine waters and lands protected for the benefit of current and future generations.*

*At the same time, faced with a looming climate crisis, NOAA is meeting the moment in getting vital weather, water and climate information and data in the hands of community and business decision makers to reduce the impacts of climate change.*



*Front cover: A placid view in Tutka Bay, Alaska*

*This page: A paddle boarder navigates a calm mountain lake*

# TO HELP THE COUNTRY PROSPER, NOAA IS PURSUING THREE OVERARCHING PRIORITIES DETAILED IN THE NOAA STRATEGIC PLAN 2022-2026:

1. Building a Climate Ready Nation by establishing NOAA as the primary federal authoritative provider of climate information and services in the whole-of-government response to tackling the climate crisis
2. Integrating equity into core operations
3. Promoting economic development while maintaining environmental stewardship with a focus on advancing the New Blue Economy

While NOAA's Strategic Plan is focused on the three goals described below, it is also aligned with the U.S. Department of Commerce's 2022-2026 Strategic Plan published in March 2022, especially its focus on ensuring NOAA's world-class science, observations and forecasts help the U.S. lead the world toward a clean-energy future that will create millions of good-paying jobs.

NOAA's goals are achievable due to the agency's deep commitment to organizational and operational excellence, including developing and successfully implementing robust plans for its facilities, information resources management, next-generation observational infrastructure and service delivery. To achieve excellence, NOAA will make significant operational improvements and invest more in its people, processes and technology to build a Climate Ready Nation, integrate equity into its mission and grow the New Blue Economy.

## NOAA FY22-26 STRATEGIC GOALS



**BUILD A CLIMATE  
READY NATION**

**MAKE EQUITY CENTRAL  
TO NOAA'S MISSION**

**ACCELERATE GROWTH IN  
AN INFORMATION-BASED  
BLUE ECONOMY**

## NOAA STRATEGIC GOAL 01

# BUILD A CLIMATE READY NATION

In building a Climate Ready Nation by 2030, NOAA will help create a thriving nation whose prosperity, health, security and continued growth benefit from and depend upon a shared understanding of, and collective action to reduce, the impacts of climate change. NOAA will make significant strides in tackling the climate crisis by pursuing five key objectives, organized according to NOAA's unique value chain. This end-to-end value chain for authoritative climate and weather data and services starts with investing in observational infrastructure and culminates in delivering comprehensive services to meet a diverse set of missions. NOAA's partners — including businesses, federal agencies, emergency managers and underserved and vulnerable communities — can gain insights and take decisive action based on NOAA's data, tools and services.

## CLIMATE VALUE CHAIN

### Building a Framework for a Climate Ready Nation

NOAA's climate value chain, around which Goal 1 objectives are organized, illustrates the five key activities necessary to successfully deliver critical services to the agency's customers and partners.

#### SERVICE DELIVERY & DECISION SUPPORT TOOLS

Comprehensive service delivery and decision support tools are necessary to build a Climate Ready Nation to meet the needs of businesses, federal partners and communities most vulnerable to climate and weather hazards.

#### MODELING, PREDICTION & PROJECTION

With state-of-the-science modeling, prediction and projection capabilities, NOAA leverages high-performance computing and the use of artificial intelligence.

#### RESEARCH & DEVELOPMENT

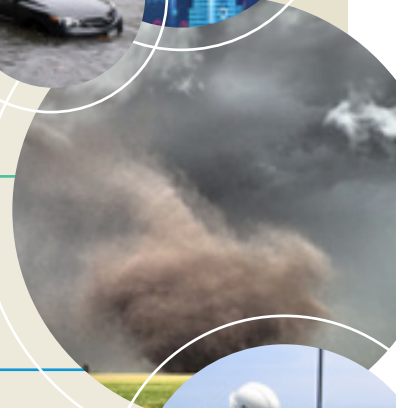
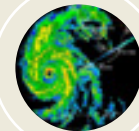
6,000 NOAA scientists and engineers develop cutting-edge applied research and applications to address pressing climate and weather challenges.

#### DATA & INFORMATION STEWARDSHIP

NOAA's world-class data and information stewardship is leveraging cloud infrastructure and working to store and to provide to the public more user friendly and authoritative data sets.

#### OBSERVATIONAL INFRASTRUCTURE

From the ocean floor to on orbit, NOAA's robust next-generation observational infrastructure and data dissemination observes and collects data 24/7.



### **1.1 ENHANCE SERVICE DELIVERY TO PARTNERS.**

NOAA will increase the accessibility and relevance of existing and new decision support products through more robust partnerships and stakeholder engagement. Getting improved weather, water and climate data and information in the hands of decision makers will mean that NOAA's services are better adapted to the unique and changing needs of partners, more effective and easier to use.

### **1.2 IMPROVE ENVIRONMENTAL PREDICTIONS AND PROJECTIONS.**

To help communities and businesses prepare for compounding risks from extreme, high-impact weather, water and climate events, NOAA will improve and make more accessible its weather forecasts and climate projections and provide more scalable and tailored information to reduce the impacts of the most costly hazards, including hurricanes, flooding, drought, air pollution, extreme heat and cold, fire weather, tornadoes, winter storms and marine heat waves.

### **1.3 ADVANCE INTEGRATED BREAKTHROUGH CLIMATE RESEARCH.**

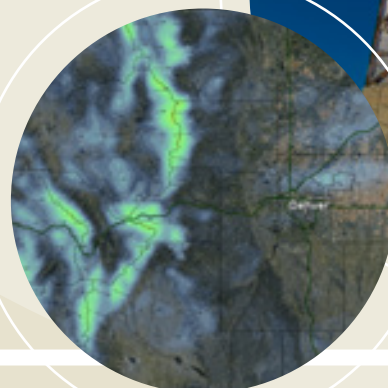
NOAA will strengthen interdisciplinary and integrated research that looks across Earth systems and social sciences to understand the complex, cascading and compounding impacts of climate change. Research to enhance climate adaptation will integrate information on extreme weather and climate across sectors and timescales with localized socioeconomic and behavioral data to assess impact and resilience scenarios, potential solutions and implementation strategies. NOAA will accelerate and facilitate the transition of research and development to operations, applications, commercialization and other uses.

### **1.4 BOLSTER AUTHORITATIVE DATA AND INFORMATION STEWARDSHIP.**

NOAA will maximize accessibility, transparency, reliability, usability and public trust in accordance with data community standards and by leveraging cloud infrastructure. NOAA's data will be reproducible, easily discoverable and will work with other products or systems. NOAA will embrace quality-controlled and analysis-ready artificial intelligence and machine learning data processes and decision-ready information to meet growing customer demand.

### **1.5 ENHANCE COMPREHENSIVE OBSERVATIONS AND MONITORING SYSTEMS.**

NOAA will sustain and improve its observing and data dissemination system infrastructure with new technologies while leveraging more observations through innovative public and private partnerships. The agency will develop a comprehensive observation portfolio and deploy next-generation satellite programs and data processing systems — as well as other remote sensing and in-situ observation platforms, such as advanced aircraft, ships and uncrewed systems.



## NOAA STRATEGIC GOAL 02

# MAKE EQUITY CENTRAL TO NOAA'S MISSION

*As NOAA tackles the climate crisis by building a Climate Ready Nation, it will strive to ensure the needs of the nation's underserved and vulnerable communities are met. To meet this challenge, NOAA is making equity central to every facet of its mission delivery services and is working internally to create a model agency that draws from the full diversity of the nation, where everyone is treated with dignity and respect.*

### 2.1 BUILD A MODEL WORKPLACE.

NOAA is firmly committed to increasing the diversity of its workforce and creating a more inclusive work environment where everyone feels valued, is treated fairly and experiences a true sense of belonging. A key outcome of this plan is to fully integrate diversity, equity, inclusion and accessibility (DEIA) into NOAA's business practices and organizational culture and thereby strengthening NOAA's ability to recruit, hire, develop, promote and retain diverse talent and remove barriers to equal opportunities.

### 2.2 SUPPORT UNDERSERVED AND VULNERABLE COMMUNITIES.

Underserved communities — those that have been systematically denied a full opportunity to participate in aspects of economic, social and civic life — are often disproportionately impacted by increasing extreme weather, water, ocean and climate events. NOAA will expand equity-focused products and tools to address these impacts by leveraging its deep experience in service delivery and regional collaboration and partnerships with underserved communities.



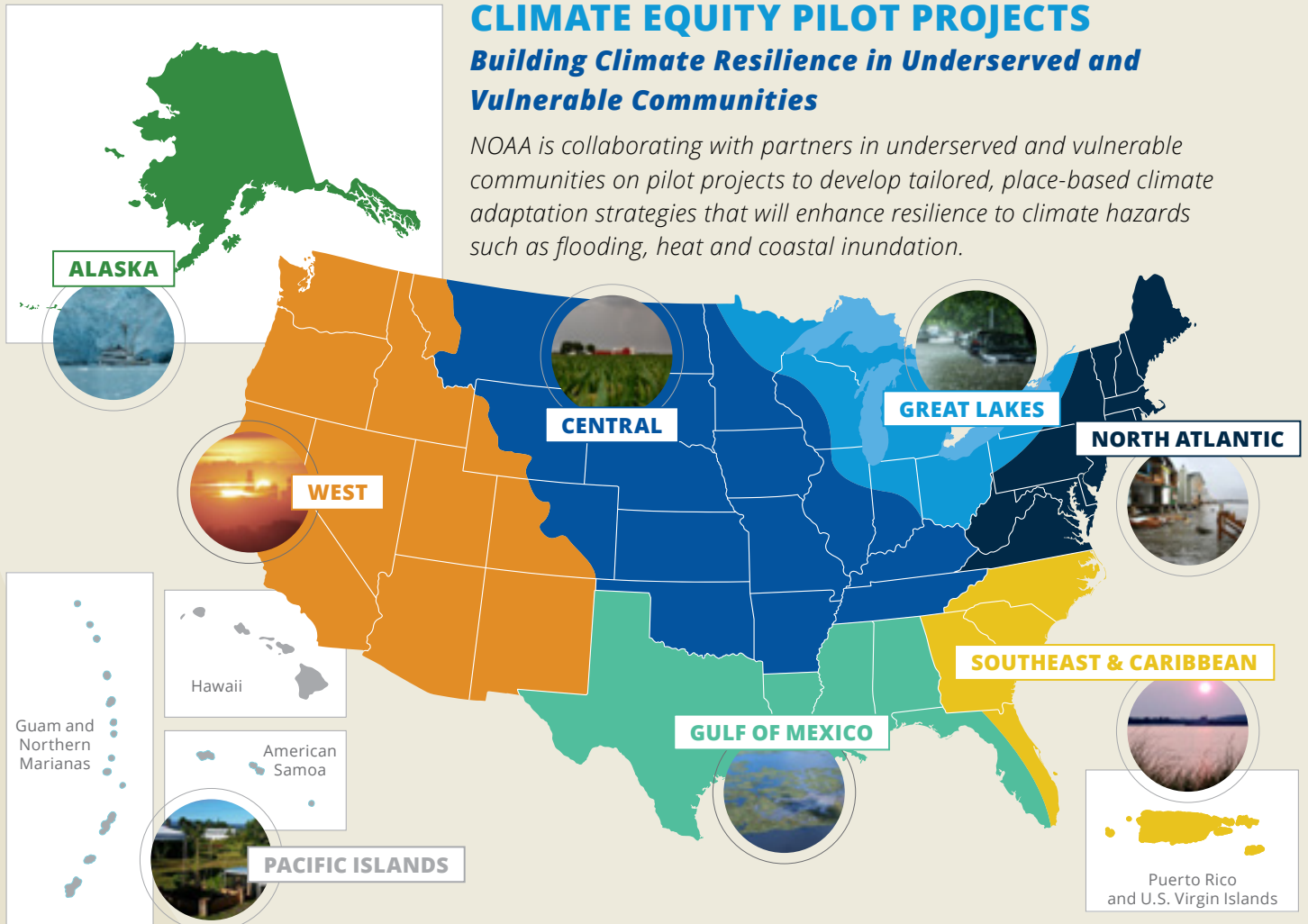
## SIGNATURE EQUITY INITIATIVE

NOAA will complete regional pilots to enhance resilience to flooding, heat and coastal inundation, leveraging recommendations from its Climate and Equity Roundtables conducted around the nation. NOAA will work more closely with community partners on these pilots to increase participation from underserved and vulnerable populations for planning and training sessions and to tailor services to place- and community-based needs.

## CLIMATE EQUITY PILOT PROJECTS

### *Building Climate Resilience in Underserved and Vulnerable Communities*

*NOAA is collaborating with partners in underserved and vulnerable communities on pilot projects to develop tailored, place-based climate adaptation strategies that will enhance resilience to climate hazards such as flooding, heat and coastal inundation.*



### ALASKA

*Expanding and connecting tribal-led climate change capacity to serve indigenous community needs in Alaska*

### CENTRAL

*Increase flood and drought resilience within the Upper Mississippi River Basin Plan*

### GREAT LAKES

*Address urban flooding with Climate Action Plan*

### GULF OF MEXICO

*Develop tribal community resilience tools for coastal impacts*

### NORTH ATLANTIC

*Enhance community engagement in climate risk communication*

### PACIFIC ISLANDS

*Utilize agroforestry dashboard blending western and traditional knowledge*

### SOUTHEAST & CARIBBEAN

*Address heat-health risks in vulnerable populations*

### WEST

*Address heat-health risks in vulnerable populations*

## NOAA STRATEGIC GOAL 03

# ACCELERATE GROWTH IN AN INFORMATION-BASED BLUE ECONOMY

*The U.S. will develop a robust blue economy, the sustainable use of ocean resources for economic growth, improved livelihoods and job creation to realize the untapped potential of America's ocean and coastal environments and contribute to equitable climate change adaptation strategies. NOAA will enable investment and help unleash innovation in The New Blue Economy — a knowledge-based enterprise that builds on traditional ocean and coastal uses while promoting the gathering and use of new and enhanced ocean and coastal information to address societal challenges — by ensuring stakeholders can access and use NOAA data to expand economic development.*

### 3.1 IMPROVE OCEAN-RELATED DATA AND DATA ACCESS.

NOAA will support the development of the New Blue Economy by building out a system of more comprehensive, core ocean and coastal observations, data delivery and services from which the private sector can develop value-added products and services to meet societal needs. The New Blue Economy, founded on capabilities for acquiring data and developing information, will enable the nation to spur responsible, long-term economic growth while protecting ocean health and ensuring social equity. NOAA will take steps to facilitate the use of its data and services by governmental, tribal, indigenous, academic, commercial and other partners to foster new economic opportunities and resilience.

### 3.2 STRENGTHEN ESTABLISHED SECTORS OF THE BLUE ECONOMY.

In 2019 the American marine economy supported 2.4 million jobs and contributed approximately \$397 billion to the nation's gross domestic product. NOAA will provide the science needed to further integrate changing ocean conditions into an ecosystem approach to fisheries management and to model and forecast those effects on fish stocks, their habitat and seafood productivity. NOAA will explore, develop and advance state-of-the-science technology to enhance its data and services that support existing missions to reduce risk, increase marine transportation safety and efficiency and manage and conserve marine resources. Working with industry partners, NOAA will help plan for climate-resilient infrastructure and encourage more sustainable operations — particularly with regard to conservation, nature-based solutions, aquaculture and renewable energy.





## OFFSHORE WIND

### Propelling the New Blue Economy Forward

Sustainable energy sources such as offshore wind are key drivers in developing the New Blue Economy. NOAA provides technical assistance to help identify compatible sites for offshore wind development while minimizing impacts to fisheries, fishing communities, protected marine species and their habitats.

THE OFFSHORE  
WIND PIPELINE  
HAS GROWN TO

**35,324**  
MEGAWATTS

NOW IN VARIOUS STAGES  
OF DEVELOPMENT.



THE NATIONAL  
**10-YR GOAL**  
IS TO DEPLOY  
**30**  
GIGAWATTS  
OF OFFSHORE  
WINDPOWER BY THE YEAR  
2030.

2020

2030

REDUCE CARBON  
EMISSIONS BY

**78 MILLION**  
METRIC TONS



GENERATE POWER FOR  
**10 MILLION**  
AMERICAN HOMES

SUPPORT  
**77,000 JOBS**  
INCLUDING 44,000  
EMPLOYED IN OFFSHORE WIND

### 3.3 IMPROVE RESILIENCE OF COASTAL COMMUNITIES AND ECONOMIES.

To ensure responsible development and growth of coastal communities and economies, home to about 40 percent of the U.S. population, NOAA will connect tools for resilience and climate science with coastal communities and will engage in co-development of those tools to support planning and management decision-making. NOAA will also expand its marine debris removal and prevention efforts by advancing innovative approaches in concert with a broadening network of partners to increase impact. NOAA's diverse coastal resilience programs and missions produce vital science and provide decision support services for planning, preparedness, response, recovery and restoration to address diverse coastal issues across the U.S.

### 3.4 PROTECT AND RESTORE MARINE LIFE AND OCEAN, COASTAL AND GREAT LAKES ECOSYSTEMS.

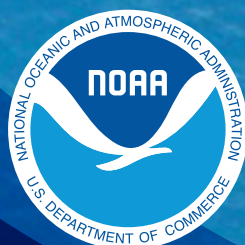
A healthy blue economy depends on responsible management of our ocean, coastal and Great Lakes resources. Through stewardship, NOAA creates jobs and other opportunities for sustainable economic growth and innovation. NOAA will continue to manage more than 620,000 square miles of ocean and Great Lakes waters as well as 430 domestic protected marine species. More broadly, NOAA will provide science and information to support conservation and stewardship of U.S. coastal areas, the Exclusive Economic Zone and Extended Continental Shelf.

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## CONCLUSION

Underpinning all of NOAA's achievements and day-to-day work is a commitment to scientific integrity by promoting a continuing culture of excellence and decision making based on sound, transparent and reliable scientific activities. Broadening the dialogue with existing and new partners is also critical to develop more effective and sustained approaches to meeting the growing demand for NOAA data, services and products from virtually every industry sector and government agency. Finally, to maintain and grow NOAA's status as a preeminent science agency and global leader, the agency will attract and retain a highly talented, innovative and diverse workforce dedicated to public service and the highest level of excellence and teamwork in achieving its mission. As an integral part of the U.S. Department of Commerce, NOAA will continue to play a pivotal role in promoting a sustainable, inclusive and growing economy and providing significant societal benefits that touch the lives of all Americans.

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*A right whale and its calf  
swim side by side in the open ocean*