- Executive Summary One-pager style overview of the R&D plan
- Introduction
  - Purpose The importance of strategic planning for NOAA's R&D enterprise
  - Mission and vision The role the scientific enterprise plays in furthering NOAA's mission and vision
  - Scope Definitions of research and development and descriptions of NOAA's intramural and extramural R&D activities
  - Enabling elements for R&D Scientific integrity, partnerships, an educated workforce, a robust infrastructure, and operational support are essential for effective R&D
  - o Motivation Describes the driving documents behind the creation of the plan
  - Structure The plan is focused on 3 vision areas, each with key questions that contain objectives and selected topics of research
- Vision areas, key questions, and objectives
  - Vision area 1: Reducing societal impacts from severe weather and other environmental phenomena
    - How can forecasts and warnings for severe weather and other environmental phenomena be improved?
      - Community-based modeling moving to a Unified Forecast System (UFS) approach, with coupling infrastructure jointly developed with NCAR
      - Sub-seasonal and seasonal forecasts
      - Cone of uncertainty
      - Tsunami forecasting
      - In-house and external observations
      - Minute-to-month water resource information
    - What is the state of global climate and how is it affecting local weather, posing increased environmental hazards, and affecting water availability?
      - Natural and radiative forcing
      - Regional and seasonal temperature and precipitation differences
      - Impacts of changing climate
      - Changes in the Arctic
      - Water quality for prediction and decision support
      - Additional long-term risks
    - How can space weather products and services be improved?
      - Streamline research to operations
      - Develop space weather products
      - Transition coupled modeling system to operations
      - Risk communication
  - Vision area 2: Sustainable use of ocean and coastal resources

- How can the growth of sustainable aquaculture in the United States be accelerated?
  - Marine aquaculture feeds
  - Applied genomics
  - Disease and disease transfers
  - Space-use conflicts
- How can healthy and diverse ecosystems be sustained while meeting the needs of indigenous, recreational, and commercial fishermen?
  - Next-generation species stock assessments
  - Illegal, unreported, and unregulated fishing
  - Bycatch
  - Indicators for coastal development and recreational fishing
- How can knowledge, tools, and technologies be leveraged to better understand, protect, and restore ecosystems?
  - Emerging technologies for augmenting capacity
  - Biomass and mortality measurement uncertainty
  - Metagenomics and machine learning technologies
  - Combined effects of environmental changes on species and ecosystems
  - Scale-up restoration techniques
- How can efficiencies be maximized and safety improved under increasing maritime traffic and larger vessel sizes?
  - Improved models for major U.S. ports
  - Arctic positioning and navigation
  - Oil spill response technologies
  - Ocean and ice observation and forecasting capabilities
  - Evaluate economic tradeoffs
- What exists in the unexplored areas of the ocean?
  - Surveying and mapping technologies
  - High resolution mapping of deep ocean
  - Undersea exploration
- How can the conservation of coastal and marine resources, habitats, and amenities be balanced with growth in tourism and recreation?
  - Model, monitor, and forecast events that degrade coastal habitats
  - Environmental sensors and monitoring platforms
  - Restoration and adaptation methods and manuals
  - Evaluate impacts and economic tradeoffs of ocean acidification, sea level rise, and harmful algal blooms
- Vision area 3: A robust and effective research, development, and transition enterprise

- How can modeling be integrated and improved with respect to skill, efficiency, and adaptability for service to stakeholders?
  - Coupled atmosphere, ocean, land, and ice models
  - Operational model and forecasts uncertainty
  - Downscaling modeling techniques
  - Hydrodynamic, biogeochemical, and ecosystem models
- How can earth observations and their associated platforms be optimized to meet NOAA's needs?
  - Data evaluations
  - Innovative sensors, platforms, and data processing
  - Integrating ocean observations into forecasts
  - Real-time data sharing
- How can Big Data and information technology be utilized to form new lines of business and economic growth?
  - Cloud computing platforms
  - Interoperability of large datasets
  - Data access, archiving technology, and dissemination
  - Data mining and analyzing large datasets
  - Machine learning and artificial intelligence
- How can it be ensured that decisions about NOAA's investments are informed by credible social science research?
  - Effectiveness of public responses to NOAA products and services
  - Confidence, specificity, and impacts of products
  - Methodology for reaching targeted audiences
  - Integrated climate and ecosystem data with economic and human dimensions data
- How can the transition of research to operations and other uses (R2X) and operations to research (O2R) be optimized?
  - Transition plans
  - Performance metrics
  - Annual operating plans
- Evaluation Importance of evaluation for determining program success and existing mechanisms NOAA will leverage to track the progress of R&D plan objectives. In addition to accessing progress to plan, evaluation provides comprehension of the scope and character of the NOAA R&D Enterprise.
- o Appendices
  - List of plans and mandates to inform the R&D Plan