Coordinating Council - Executive Committee Meeting
Tuesday, October 28, 2014
10:15 AM – 12:15 PM

Mystic Hilton
20 Coogan Boulevard
Mystic, Connecticut 06355

DRAFT AGENDA

1. Welcome/Introductions – Coordinating Council Chair C. Patterson

2. Public Comment* – C. Patterson

3. Committee Consent – C. Patterson
   a) Approval of Agenda (Attachment 1) - **ACTION**
   b) Approval of Proceedings from August 2014 (Attachment 2) - **ACTION**

4. Review Action Items from previous meeting
   a) Chair Patterson will work with the three Atlantic Fishery Management Councils to replace Bob Mahood as an Executive Committee representative member.
   b) ACCSP Executive Subcommittee work updates for next meeting:
      i. Governance Workgroup – Robert Boyles
      ii. Funding Subcommittee – Bob Beal
      iii. IPR Workgroup – Mike Cahall

5. Review progress of the Independent Program Review (IPR) recommendations (Attachment 3)
   a) ACCSP Governance Ad-Hoc Committee Update – R. Boyles
   b) Funding Subcommittee Update – B. Beal
   c) Standard Operating Procedures (SOP) Subcommittee Update – M. Cahall

6. ACCSP/ASMFC MRIP-APAIS Transition Plan Update – M. Cahall

7. Closed Executive Session

8. Other Business/Adjourn

*See Public Comment Guidelines:
http://www.accsp.org/documents/ACCSP_PublicCommentPolicyOct2013.pdf

Our vision is to produce dependable and timely marine fishery statistics for Atlantic coast fisheries that are collected, processed, and disseminated according to common standards agreed upon by all program partners.

Atlantic Coastal Cooperative Statistics Program

1050 N. Highland Street, Suite 200A-N | Arlington, VA 22201
703.842.0780 | 703.842.0779 (fax) | www.accsp.org

Atlantic Coastal Cooperative Statistics Program Executive Committee
Meeting
August 6th, 2014 │ 3:45 pm
Crown Plaza Hotel Old Town Alexandria, Virginia
http://mahi.accsp.org:8888/pls/accsp/f?p=550:15:3960216965899236::NO:15:P15_CAL_ID_1:1482

DRAFT MEETING MINUTES

COMMITTEE MEMBERS IN ATTENDANCE

Name	Partner	Phone	Email
Mark Alexander	CT DEEP	(860) 434-6043	mark.alexander@ct.gov
Robert Beal	ASMFC	(703) 842-0740	rbeal@asmfc.org
Robert Boyles Jr. (Vice – Chair)	SC DNR	(843) 953-9304	boylesr@dnr.sc.gov
Gordon Colvin (proxy for Edward Cyr)	NOAA	(240) 357-4524	gordon.colvin@noaa.gov
Paul Diodati	MA DMF	(617) 626-1530	paul.diodati@state.ma.us
Tom Hoopes	MA DMF	(978) 282-0308	thomas.hoopes@state.ma.us
Wilson Laney (proxy for Bill Archambault)	U.S. FWS	(919) 515-5019	wilson_laney@fws.gov
Laura Leach	ASMFC	(703) 842-0740	lleach@asmfc.org
Cheri Patterson (Chair)	NH FGD	(603) 868-1095	cheri.patterson@wildlife.nh.gov

Committee Members Not in Attendance: R. Mahood (SAFMC)

Others in Attendance: Steve Meyers (NOAA)

Staff Members in Attendance: Mike Cahall (Program Director), Ann McElhatton (Program Assistant), Elizabeth Wyatt (Program Assistant)

Welcome/Introductions (C. Patterson)
C. Patterson welcomed the committee. E. Wyatt was introduced to the Committee. Attendance was taken.

Public Comment (C. Patterson)
There was no public comment.

Committee Consent (C. Patterson
- Approval of Agenda (Attachment 1)
    o Two additions were made:
        ▪ Discuss a replacement for R. Mahood, the Executive Committee's representation for the three Atlantic Fishery's Management Councils under Other Business.
        ▪ The minutes from June 5th need to be approved
            ❖ There were no comments about the June 5th minutes. The minutes were approved.

*Our vision is to be the principal source of fisheries-dependent information
on the Atlantic coast through the cooperation of all program partners.*

- o The agenda was approved.

ACCSP Program Updates (M. Cahall)
FY2015 project proposals (Attachment 2):
This year there has been more proposals requested then ACCSP will be able to fund. Currently, there is approximately $600,000 more being requested than can be funded. This is a change from last year where all proposals got funded. The committee was pleased with the amount of requests this year because this will allow for a competitive funding process.

T. Hoopes provided the group with an approximate breakdown of the shortfall using the 75/25 split between maintenance and new projects.
- The current proposals are approximately $80,000 over the allotted maintenance funds.
- The current proposals are approximately $200,000 over the allotted new funds.

Review Revised Outreach Strategic Plan (Attachment 3)
R. Boyles had some very minor wording edits; no edits that would change the content of the document. The Executive Committee had no additional comments.

Status of Independent Program Review Recommendation Implementation
- ACCSP Governance Ad-hoc Committee Update – R. Boyles
  - o This Committee met before the last May Executive Committee meeting. A survey was sent out after the May meeting to all committee members; the Executive Committee, Coordinating Council, Operations, Advisory, and all technical committees.
  - o There were 70 responses to the survey. R. Boyles was very pleased with the amount of responses.
    - Half of the responses were from technical committees.
  - o The results showed no red flags about changing the governance.
  - o All of the results will be sent out next month to everyone.
  - o At the Executive Committee meeting in October there will be a discussion about the complete results.
  - o It was asked how many of the Coordinating Council members responded. 20% of the total responses were from the Coordinating Council, 14 out of 25 members.
- Funding Subcommittee Update – R. Beal
  - o This subcommittee met at the beginning of July and discussed the current 75/25 breakdown. There were a few suggestions from the subcommittee about alternative methods of breaking up the funding.
  - o Currently, R. Beal, M. Cahall and A. McElhatton are working on a decision document to include all the options for funding breakdowns. The document will also include a thorough history of the funding.
    - This document will be complete by the end of August. The subcommittee will meet again after the document is complete. It will then go to the Operations Committee for approval in the beginning of October. It will get final approval at the Coordinating Council meeting at the annual meeting at the end of October.
- Update from Operations Committee and Subcommittee Work – T. Hoopes
  - o The Operations Committee will meet in early October to discuss the FY2015 proposals to decide funding. There will also be a meeting in mid-September to review all FY2013 proposals.
  - o Subcommittees:

- Standard Operating Procedure (SOP): A progress report will be ready for the October Operations Committee meeting.
- Change Management: This subcommittee is currently meeting regularly and all products from the subcommittee will be implemented into SOP.

List of Action Items from Last Executive Committee Meeting and Status
- FY2014 Funded Projects: **M. Cahall will notify Principal Investigator's (PI's) once the funding is available. (COMPLETED)**
- Status of Independent Program Review Recommendations (IPR) Implementation: **The SOP Workgroup will meet again and begin to build a directory and cross-reference with pieces of the SOP to address the IPR recommendations**
- ACCSP Governance Ad-hoc Committee Update: **The completed survey will be sent out to all committees. An end date to the survey needs to be determined and R. Boyles will draft up an email to send out. (IN PROGRESS)**
- Funding Subcommittee Update: **R. Beal, M. Cahall and A. McElhatton will be working together to develop a decision document that will develop pros and cons of different strategies. Once the decision document is drafted, the subcommittee will meet again and see if there is a preferred option.**
- **E. Wyatt will send out quarterly budgets/expenditures from the Greater Atlantic Regional Fisheries Office (GARFO) and Southeast Regional Office (SERO) to PI's and Operations Committee around July 1st. (COMPLETE)**
- **E. Wyatt, new ACCSP Program Assistant, will be introduced at next Executive Committee meeting in August (COMPLETE).**
- Marine Recreational Information Program (MRIP)-Access Point Angler Intercept Survey (APAIS) transition status: **G. White will set up a conference call to review state budgets and ensure consistency among states.**
  - G. Calvin asked if there is going to be any issues between the states on how the funding will occur. M. Cahall responded that to the best of his knowledge the states are all pleased with what is occurring with funding.

Closed Executive Session
Closed Executive Committee session resumed.
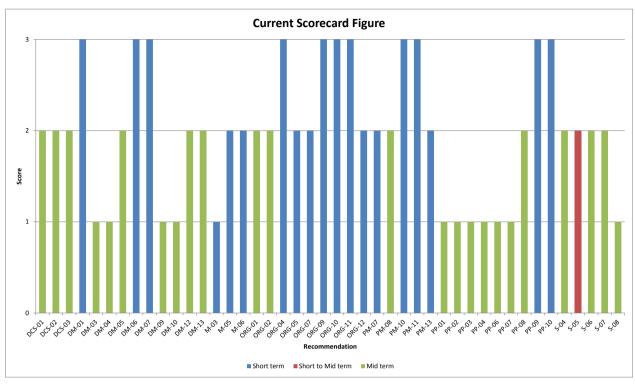
Other Business/Adjourn
G. Calvin commented that the ACCSP staff is doing a great job working with North Carolina on implementing their electronic reporting. He also commented that the Standard Atlantic Fisheries Information Service (SAFIS) eTRIP mobile application is gaining popularity even before it has been released and there is already talk of other states interested in using the application.
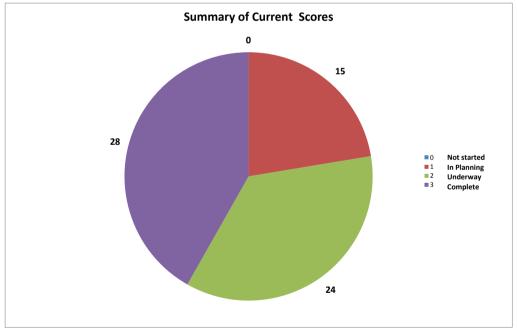
R. Mahood would like to step down from the Executive Committee and Coordinating Council. Gregg Waugh was suggested for the Coordinating Council. There was no objection. However, the Executive Committee indicated the three Fishery Management Councils (Northeast, Mid-Atlantic and South Atlantic) will need to agree who should be the representative on the Executive Committee. If they would not, the Executive Committee agreed that Gregg Waugh would be a good addition. Chair Patterson will contact the three Fishery Management Councils for a recommended person to represent them on the Executive Committee.
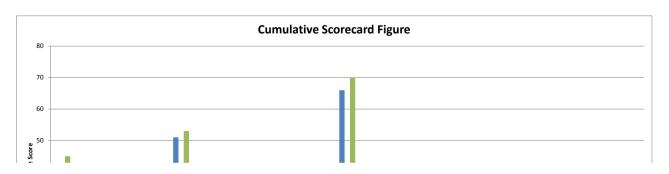
Our vision is to be the principal source of fisheries-dependent information
on the Atlantic coast through the cooperation of all program partners.
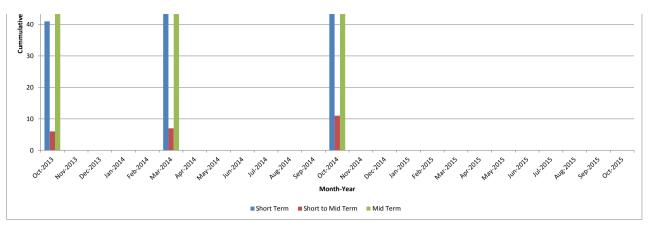
Action Items

- Chair Patterson will work with the three Atlantic Fishery Management Councils to replace Bob Mahood as an Executive Committee representative member.
- ACCSP Executive Subcommittee work updates for next meeting:
  - Governance Workgroup – Robert Boyles
  - Funding Subcommittee – Bob Beal
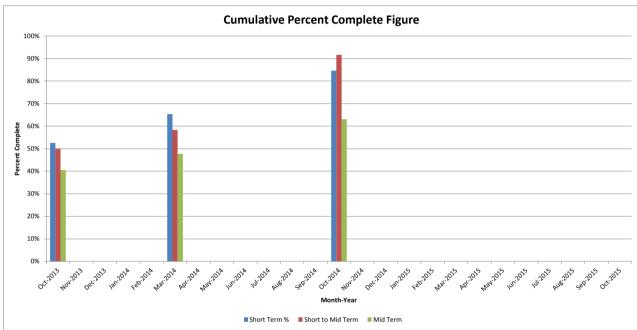 - IPR Workgroup – Mike Cahall

Figures

(scroll down to see all four figures)

Current Scorecard Figure

Legend: Short term · Short to Mid term · Mid term

Y-axis: Score (0–3)
X-axis: Recommendation (DCS-01, DCS-02, DCS-03, DM-01, DM-03, DM-04, DM-05, DM-06, DM-07, DM-09, DM-10, DM-12, DM-13, M-03, M-05, M-06, ORG-01, ORG-02, ORG-04, ORG-05, ORG-07, ORG-09, ORG-10, ORG-11, ORG-12, PM-07, PM-08, PM-10, PM-11, PM-13, PP-01, PP-02, PP-03, PP-04, PP-06, PP-07, PP-08, PP-09, PP-10, S-04, S-05, S-06, S-07, S-08)

Summary of Current Scores

0
15
28
24

Legend:
- 0 Not started
- 1 In Planning
- 2 Underway
- 3 Complete

Cumulative Scorecard Figure

Y-axis: Score (50, 60, 70, 80)

Cumulative Percent Complete Figure

Recommendation Details

Recommendation ID: DCS-01   *Click box and choose a recommendation from the list and all attributes will auto-populate.*
Recommendation: Periodically review the data standards to ensure they are still pertinent and address the needs of program partners and move the program towards full implementation (TOR 5).

Responding Group: Operations Committee
Timetable: Mid term
Vehicle: SOP
Action(s):   The ACCSP data collection standards were just reviewed/updated/approved in 2012. However, the frequency of review needs to be defined. Additionally, those standards that are less well defined (e.g., socio-economic) need to be reviewed more frequently.

Expected Outcome: Documentation of the process and periodicity by which standards are reviewed (to be incorporated as a part of the Standard Operating Procedure).

Current Score Card

Recommendation ID	Current Score	Responding Group	Notes	Product
DCS-01	Mid term	Operations Committee	Develop thresholds for standards revisions - develop Timeframe 1 yr for first version	SOP
DCS-02	Mid term	Operations Committee	Discussions Ongoing - part of basic ACCSP process	SOP
DCS-03	Mid term	Operations Committee	SOP Framwork created, discussions with ASMFC ongoing	SOP
DM-01	Short term	Staff	Discussions Ongoing with Regions and HQ, Funding authorized for new query interface	SOP
DM-02	Mid term	Staff	Communications and Outreach plan completed, Funding authorized for new query interface. Stakeholder groups formed and requirements being solicited.	OP
DM-03	Mid term	Staff	Warehouse Outreach Group formed, Funding authorized for new query interface	SOP
DM-04	Mid term	Staff	interface - IS Committee will work on requirements	SOP
DM-05	Mid term	Staff	Data status provided through web site	SOP
DM-06	Short term	Staff	Public access now available	SOP
DM-07	Short term	Staff	Included in the approved SOP	SOP
DM-08	Mid term	Executive Committee	Routine discussions initialed and ongoing	OP
DM-09	Mid term	Staff	Discussions with Regions, Science Centers and HQ initiated	SOP
DM-10	Mid term	Operations Committee	Discussions with Regions, Science Centers and HQ initiated	SOP
DM-11	Mid term	Staff	Cost Prohibitive Closed by Staff, approved by Council	
DM-12	Mid term	Staff	Discussions with Regions, Science Centers and HQ initiated. Waiting for output from GARFO.	SOP
DM-13	Mid term	Staff	See DM-05, data are available, process formalized	SOP
M-01	Mid term	Operations Committee	Outreach Strategic Plan Completed and Approved	OP
M-02	Short term	Staff	Graphic created and on web page, routinely included in presenations	OP
M-03	Short term	Staff	Requirements in development by staff will be reviewed by IS Committee	SOP
M-04	Short term	Staff	Strategic Plan completed, adopted and approved	SP
M-05	Short term	Executive Committee	Provided for in funding decision process, working on white paper	SOP
M-06	Short term	Executive Committee	Staff Performed in accordance with ASMFC policy, Director in progress	SOP
M-07	Mid term	Operations Committee (jointly w/ Staff)	Continue with current outreach, needs communications and outreach strategic plans, achievements documented in Annual Reports, Newletters, Press Releases and Workshops. Outreach plan approved	OP
ORG-01	Mid term	Staff	Staff working on SOP format and contents. SOP have been approved by Ops	SOP
ORG-02	Mid term	Staff	Funding made avalable, training req in performance plans	SOP
ORG-03	Short term	Staff	Planning/Rewards in accordance with ASMFC Policy	
ORG-04	Short term	Executive Committee	Continued Coordination with ASMFC required	SOP
ORG-05	Short term	Executive Committee	Exec Comm meeting bi-monthly	SOP
ORG-06	Short term	Executive Committee	Membership reviewed and agreed upon	
ORG-07	Short term	Executive Committee	Chair and V Chair have monthly briefings decisions jointly made	SOP
ORG-08	Short term	Executive Committee	Terms of Reference Completed, Workgroup creation in progress	GR
ORG-09	Short term	Operations Committee	Face to face meetings dramatically reduced, parameters under development	SOP
ORG-10	Short term	Operations Committee	Likely to be completed through alternate, less expensive means - Addressed in SOP	SOP
ORG-11	Short term	Staff	Chair and V Chair have monthly briefings decisions jointly made	SOP
ORG-12	Short term	Executive Committee	Exec Comm meeting bi-monthly	SOP
PM-01	Short to Mid term	Staff	Specific outreach teams have met, first council site visits completed, communications plan in development	OP
PM-02	Mid term	Executive Committee	First Regional Workshop Completed (SAFMC)	SP
PM-03	Mid term	Executive Committee	work group in progress chaired by B. Beal	SP
PM-04	Mid term	Executive Committee	work group in progress chaired by B. Beal	OP
PM-05	Mid term	Executive Committee	First Regional Workshop Completed (SAFMC)	SP
PM-06	Short term	Executive Committee	ASMFC provided testimony, also dependent on PM-03	SP
PM-07	Short term	Executive Committee	Funding Decision Document amended	SOP
PM-08	Mid term	Operations Committee	Admin Grant review occurred during regular PI review	SOP
PM-09	Mid term	Operations Committee	Communications and Outreach plan in progress, related to Science Center and Regional Coordination	OP
PM-10	Short term	Operations Committee (jointly w/ Staff)	List developed	SOP
PM-11	Short term	Operations Committee (jointly w/ Staff)	Strategic Plan Completed and Approved	SOP
PM-12	Mid term	Staff	Communications and Outreach plan in progress	OP
PM-13	Short term	Executive Committee	Workshops in planning, coordination routine	SOP
PP-01	Mid term	Operations Committee	Funding Sub-committee formed; B. Beal chair; work in progress	SOP
PP-02	Mid term	Operations Committee	Funding Sub-committee formed; B. Beal chair; work in progress	SOP
PP-03	Mid term	Operations Committee	Funding Sub-committee formed; B. Beal chair; work in progress	SOP

Total	0
Total Possible	335
% complete	0.00%

0 – no progress

1 – in planning

2 – implemented but not finalized (not in an SOP or Plan etc)

3 – closed (either completed or not adopted)

ID	Term	Responsible	Status	Type
PP-04	Mid term	Operations Committee	Funding Sub-committee formed; B. Beal chair; work in progress	SOP
PP-05	Short term	Executive Committee	Council Rejected - item closed	
PP-06	Mid term	Operations Committee	Funding Sub-committee formed; B. Beal chair; work in progress	SOP
PP-07	Mid term	Operations Committee	Task assigned to IS Committee	SOP
PP-08	Mid term	Operations Committee	ACCSP grant document to be modified annually	SOP
PP-09	Short term	Staff	Working on tracking system - IS Committee will establish requirements; List created	SOP
PP-10	Short term	Operations Committee (jointly w/ Staff)	HMS agreed to fund work, funding received - funding threshold to be established by Ops	SOP
S-01	Short to Mid term	Staff	SAFIS Outreach group created	OP
S-02	Mid term	Operations Committee	Communications and Outreach plans approved	OP
S-03	Mid term	Staff	Communications and Outreach plans approved	OP
S-04	Mid term	Staff	New software released to Trips, Dealer Reporting mods completed. Change management process will influence as well	SOP
S-05	Short to Mid term	Staff	New software released to Trips, Dealer Reporting mods completed. Change management process will influence as well	SOP
S-06	Mid term	Staff	Need to integrated into SOP and Communications and Outreach Plan	SOP
S-07	Mid term	Staff	PC based tools exist and are in use. New tools in development	SOP
S-08	Mid term	Staff	New software released to Trips, Dealer Reporting mods ongoing, committee formed	SOP
S-09	Short to Mid term	Operations Committee (jointly w/ Staff)	SAFIS Outreach group created	OP

0 – no progress
1 – in planning
2 – implemented but not finalized (not in an SOP or Plan etc)
3 – closed (either completed or not adopted)

Scores in this table reflect the most recent score, found in the Scorecard All sheet. All cells autopopulate with changes in DATA ENTRY - Running Scorecard sheet.

Score	Count
0	0
1	15
2	24
3	28

Recommendation ID	Responding Group	Recommendation	Notes	Product	Timeline	Score	Short term	Short to M	Mid term
DCS-01	Operations Committee	Periodically review the data standards to ensure they are still pertinent and address the needs of program partners and move the program towards full implementation (TOR 5).	Develop thresholds for standards revisions - develop Timeframe 1 yr for first version	SOP	Mid term	2			2
DCS-02	Operations Committee	Continue to facilitate discussion through the Program's committee process to assess, capture, and adjust to the frequently evolving requirements of fisheries data collection coast-wide implementation (TOR 5).	Discussions Ongoing - part of basic ACCSP process	SOP	Mid term	2			2
DCS-03	Operations Committee	Examine the costs, benefits, opportunities, and threats inherent in establishing the data standards as compliance requirements in fishery management plans (TOR 5).	SOP Framwork created, discussions with ASMFC ongoing	SOP	Mid term	2			2
DM-01	Staff	Consider utilizing the data warehouse as an online portal to other pre-existing and alternatively hosted datasets (TOR 4, 5).	Discussions Ongoing with Regions and HQ, Funding authorized for new query interface	SOP	Short term	3	3		
DM-03	Staff	Focus resources on improving the user interface of the data warehouse through user feedback and user-centered design. (TOR 4, 5)	Warehouse Outreach Group formed, Funding authorized for new query interface	SOP	Mid term	1			1
DM-04	Staff	Enhance the query capabilities of the data warehouse to be more accessible to non-technical users. (TOR 4, 5)	Warehouse Outreach Group formed, Funding authorized for new query interface - IS Committee will work on requirements	SOP	Mid term	1			1
DM-05	Staff	Provide clear guidance on when and how all datasets are updated with new data in the data warehouse (TOR 4, 5)	Data status provided through web site	SOP	Mid term	2			2
DM-06	Staff	Consider relaxing the log-on credentialing requirement for those requesting access to non-confidential data. (TOR 4, 5)	Public access now available	SOP	Short term	3	3		
DM-07	Staff	Develop a more timely process for granting access (e.g. institute maximum time period of one week) to information for confidential data users. (TOR 4, 5)	Included in the approved SOP	SOP	Short term	3	3		
DM-09	Staff	Define clear data management roles between ACCSP and the NOAA Fisheries Science Centers and communicate those roles to program partners and customers. (TOR 4, 5)	Discussions with Regions, Science Centers and HQ initiated	SOP	Mid term	1			1
DM-10	Operations Committee	Develop a clear 'future-state' vision for the data warehouse system architecture in relation to other East Coast fishery data repositories to avoid redundancy and ensure that resources among organizations are allocated wisely (TOR 1).	Discussions with Regions, Science Centers and HQ initiated	SOP	Mid term	1			1
DM-12	Staff	Develop process for synchronization of data between ACCSP and the Northeast and Southeast Regions. An emphasis needs to be placed in the Southeast Region since more work needs to be accomplished in that region (TOR 5).	Discussions with Regions, Science Centers and HQ initiated. Waiting for output from GARFO.	SOP	Mid term	2			2
DM-13	Staff	Provide clear guidance on when and how all datasets are updated with new data in the data warehouse (TOR 4, 5)	See DM-05, data are available, process formalized	SOP	Mid term	2			2
M-03	Staff	Adopt an improved "trouble" ticket and enhancement request management system, specifically including response from staff on expected timeline until completion. This should not be a list available on only one staff member's computer, but a more transparent living document. (TOR 4)	Requirements in development by staff will be reviewed by IS Committee	SOP	Short term	1	1		
M-05	Executive Committee	Develop a well-defined and strategic process to address budget shortfalls, both anticipated (congressional budgets) and unanticipated (within fiscal year rescissions). (TOR 2, 4)	Provided for in funding decision process, working on white paper	SOP	Short term	2	2		
M-06	Executive Committee	Develop and maintain a transparent and comprehensive system of annual performance plans and evaluations for the Executive Director and staff, with methods to acknowledge and reward success and achievements. (TOR 2)	Staff Performed in accordance with ASMFC policy, Director in progress	SOP	Short term	2	2		
ORG-01	Staff	The Program should employ methods and best practices to ensure continuity of institutional knowledge in the case of staff turnover. (TOR 2, 8)	Staff working on SOP format and contents. SOP have been approved by Ops	SOP	Mid term	2			2
ORG-02	Staff	The Program should continue to build project and database management expertise among ACCSP staff. (TOR 2, 4, 8, 9)	Funding made avalable, training req in performance plans	SOP	Mid term	2			2
ORG-04	Executive Committee	Revisit the timing and frequency of ACCSP Coordinating Council meetings to improve attendance and focus. (TOR 5c) (Avoid scheduling the meeting on the final day of ASMFC meetings, Conduct annual in-person meetings with quarterly webinars)	Continued Coordination with ASMFC required	SOP	Short term	3	3		
ORG-05	Executive Committee	The Coordinating Council should be strengthened through re-energized Executive and Legislative Committees. The partner Memorandum of Agreement should be reviewed to clarify the composition of the Executive Committee. (TOR 5c)	Exec Comm meeting bi-monthly	SOP	Short term	2	2		

ID	Committee	Recommendation	Status	SOP	Term			
ORG-07	Executive Committee	Strategies to improve continuity of program oversight should be implemented, including a review of the leadership term on the Coordinating Council. (TOR 5c)	Chair and V Chair have monthly briefings decisions jointly made	SOP	Short term	2	2	
ORG-09	Operations Committee	Given the potential for resource shortages and increased workload in the future, streamline the number of technical committees and leverage virtual meetings to reduce the burden on partner staff members, while at the same time optimizing partners' engagement. (TOR 2, 4)	Face to face meetings dramatically reduced, parameters under development	SOP	Short term	3	3	
ORG-10	Operations Committee	Consider an ACCSP hosted annual or bi-annual conference where key issues are discussed, keynote speakers are invited, and all those interested in fisheries data can network and share ideas. (TOR 4, 5b, 5c, 5f)	Likely to be completed through alternate, less expensive means - Addressed in SOP	SOP	Short term	3	3	
ORG-11	Staff	Regular communication should be enhanced between ACCSP staff and the Coordinating Council and its leadership. (TOR 2)	Chair and V Chair have monthly briefings decisions jointly made	SOP	Short term	3	3	
ORG-12	Executive Committee	The Coordinating Council should consider utilizing the executive committee or forming an administrative oversight committee (a subset of the Coordinating Council) to more frequently track the performance of ACCSP and its staff. (TOR 2, 5c)	Exec Comm meeting bi-monthly	SOP	Short term	2	2	
PM-07	Executive Committee	ACCSP should develop a well-defined and strategic process to address budget shortfalls, both anticipated (congressional budgets) and unanticipated (within fiscal year rescissions). (TOR 2)	Funding Decsion Document amended	SOP	Short term	2	2	
PM-08	Operations Committee	An annual review of ACCSP's budget, objectives, and milestones should be conducted to evaluate planned vs. actual accomplishments in relation to costs (earned value management). (TOR 2, 7)	Admin Grant review occurred during regular PI review	SOP	Mid term	2		2
PM-10	Operations Committee (jointly w/ Staff)	ACCSP should focus resources on critical business functions and priorities that demonstrate return on investment. (TOR 7)	List developed	SOP	Short term	3	3	
PM-11	Operations Committee (jointly w/ Staff)	As part of an ongoing strategic planning process, the original ACCSP objectives and priorities should be examined to determine if they are equally valid now and address the most pressing needs of fishery managers, scientists, and fishermen today. (TOR 5, 6)	Strategic Plan Completed and Approved	SOP	Short term	3	3	
PM-13	Executive Committee	ACCSP should strengthen its relationship with the ASMFC to leverage their fisheries specific subject matter expertise co-housed with ACCSP. (TOR 5b, 6)	Workshops in planning, coordination routine	SOP	Short term	2	2	
PP-01	Operations Committee	ACCSP partners should come to agreement on a new and more rigorous threshold for allocating maintenance funding in order to better balance innovation and maintenance. (TOR 2, 7)	Funding Sub-committee formed; B. Beal chair; work in progress	SOP	Mid term	1		1
PP-02	Operations Committee	The partner project process should be reviewed in light of anticipated budget climate and a strategic process developed to respond to potential shortfalls, including reviewing funding formula and ability to fund base-level programs to help prevent degradation of time series data (i.e., backsliding). (TOR 2)	Funding Sub-committee formed; B. Beal chair; work in progress	SOP	Mid term	1		1
PP-03	Operations Committee	Consider methods to incentivize and leverage additional state or private funding for partner projects (e.g., matching grant program). (TOR 2)	Funding Sub-committee formed; B. Beal chair; work in progress	SOP	Mid term	1		1
PP-04	Operations Committee	Subject states who return for maintenance funding year after year to a higher degree of review to ensure that the project provides an adequate return on investment. (TOR 2)	Funding Sub-committee formed; B. Beal chair; work in progress	SOP	Mid term	1		1
PP-06	Operations Committee	If a data collection need is driven by federal fishery management regulations, states should seek funding directly from NOAA Fisheries to meet those needs. (TOR 2)	Funding Sub-committee formed; B. Beal chair; work in progress	SOP	Mid term	1		1
PP-07	Operations Committee	Ensure that ACCSP data management practices and funding processes adhere to NOAA Fisheries procedural directives and Information Quality Act requirements to provide metadata and data management plans. (TOR 8)	Task assigned to IS Committee	SOP	Mid term	1		1
PP-08	Operations Committee	Develop Service Level Agreements (SLAs) between ACCSP and each partner with set expectations, minimum requirements, and process for how to address when unmet expectations, and maintain annual reviews. (TOR 3, 7)	ACCSP grant document to be modified annually	SOP	Mid term	2		2
PP-09	Staff	ACCSP should account for the true costs of partner specific projects, e.g. FUS, FIS/FOSS, HMS, MRIP and lobster database, that ACCSP has taken responsibility for outside of the partner project funding process. This will further define those tasks that ACCSP does accomplish on behalf of specific partners using internal funding from the Administrative Budget. (TOR 2)	Working on tracking system - IS Committee will establish requirements; List created	SOP	Short term	3	3	
PP-10	Operations Committee (jointly w/ Staff)	Partner projects that are directly supported by ACCSP staff, should provide initial and maintenance resources to support those projects. (TOR 2)	HMS agreed to fund work, funding received - funding threshold to be established by Ops	SOP	Short term	3	3	

S-04	Staff	Focus resources on improving the user interface of all SAFIS products through user feedback and user-centered design, incorporating new or technology improvements, as needed. (TOR 3, 4)	New software released to Trips, Dealer Reporting mods completed. Change management process will influence as well	SOP	Mid term	2		2
S-05	Staff	Improve the response time of the SAFIS web applications. (TOR 4)	New software released to Trips, Dealer Reporting mods completed. Change management process will influence as well	SOP	Short to Mid term	2	2	
S-06	Staff	Provide advisory services and best-practices to state and other customers on custom scripting for exporting SAFIS data in near real time. (TOR 4)	Need to integrated into SOP and Communications and Outreach Plan	SOP	Mid term	2		2
S-07	Staff	Consider building a local SAFIS software client for customer workstations to complement the existing web applications. (TOR 4)	PC based tools exist and are in use. New tools in development	SOP	Mid term	2		2
S-08	Staff	SAFIS be made more user friendly, both from a data entry and data query perspective as implied by these recommendations from the Interview/Survey Report. (TOR 4, 5)	New software released to Trips, Dealer Reporting mods ongoing, committee formed	SOP	Mid term	1		1

0 – no progress
1 – in planning
2 – implemented but not finalized (not in an SOP or Plan etc)
3 – closed (either completed or not adopted)

			Short Term	Short to Mid	Mid Term		Short Term %	Short to Mid	Mid Term
		Oct-2013	41	6	45		52.56%	50.00%	40.54%
		Mar-2014	51	7	53		65.38%	58.33%	47.75%
		Oct-2014	66	11	70		84.62%	91.67%	63.06%
		Mar-2015	0	0	0		0.00%	0.00%	0.00%
		Oct-2015	0	0	0		0.00%	0.00%	0.00%

Recommendation ID	Notes	Product	Timeline	Oct-2013	Mar-2014	Oct-2014	Comment	Mar-2015	Oct-2015
DCS-01	Develop thresholds for standards revisions - develop Timeframe 1 yr for first version	SOP	Mid term	2	2	2			
DCS-02	Discussions Ongoing - part of basic ACCSP process	SOP	Mid term	1	2	2			
DCS-03	SOP Framwork created, discussions with ASMFC ongoing	SOP	Mid term	1	1	2			
DM-01	Discussions Ongoing with Regions and HQ, Funding authorized for new query interface	SOP	Short term	0	1	3	Discussions ongoing, implimentation being considered.		
DM-02	Communications and Outreach plan completed, Funding authorized for new query interface. Stakeholder groups formed and requirements being solicited.	OP	Mid term	1	2	3	Outreach Plan approved August, 2014.		
DM-03	Warehouse Outreach Group formed, Funding authorized for new query interface	SOP	Mid term	1	1	1			
DM-04	Warehouse Outreach Group formed, Funding authorized for new query interface - IS Committee will work on requirements	SOP	Mid term	1	1	1			
DM-05	Data status provided through web site	SOP	Mid term	2	2	2			
DM-06	Public access now available	SOP	Short term	2	3	3			
DM-07	Included in the approved SOP	SOP	Short term	1	1	3	Original action completed, additional automation to provide further improvements is ongoing.		
DM-08	Routine discussions initiated and ongoing	OP	Mid term	1	1	3	Expect this to be a continuing process		
DM-09	Discussions with Regions, Science Centers and HQ initiated	SOP	Mid term	1	1	1			
DM-10	Discussions with Regions, Science Centers and HQ initiated	SOP	Mid term	1	1	1			
DM-11	Cost Prohibitive Closed by Staff, approved by Council		Mid term	3	3	3			
DM-12	Discussions with Regions, Science Centers and HQ initiated. Waiting for output from GARFO.	SOP	Mid term	1	1	2			
DM-13	See DM-05, data are available, process formalized	SOP	Mid term	2	2	2			
M-01	Outreach Strategic Plan Completed and Approved	OP	Mid term	1	2	3			
M-02	Graphic created and on web page, routinely included in presenations	OP	Short term	2	2	3			
M-03	Requirements in development by staff will be reviewed by IS Committee	SOP	Short term	0	1	1			
M-04	Strategic Plan completed, adopted and approved	SP	Short term	1	2	3			
M-05	Provided for in funding decision process, working on white paper	SOP	Short term	2	2	2			
M-06	Staff Performed in accordance with ASMFC policy, Director in progress		Short term	2	2	2			
M-07	Continue with current outreach, needs communications and outreach strategic plans, achievements documented in Annual Reports, Newletters, Press Releases and Workshops. Outreach plan approved	OP	Mid term	2	2	3	Efforts will be ongoing.		
ORG-01	Staff working on SOP format and contents. SOP have been approved by Ops	SOP	Mid term	1	1	2	Review and update processes need to be developed through change management.		
ORG-02	Funding made avalable, training req in performance plans		Mid term	2	2	2			
ORG-03	Planning/Rewards in accordance with ASMFC Policy		Short term	3	3	3			
ORG-04	Continued Coordination with ASMFC required	SOP	Short term	2	3	3			
ORG-05	Exec Comm meeting bi-monthly	SOP	Short term	2	2	2			
ORG-06	Membership reviewed and agreed upon	MOU	Short term	3	3	3			
ORG-07	Chair and V Chair have monthly briefings decisions jointly made	SOP	Short term	2	2	2			
ORG-08	Terms of Reference Completed, Workgroup creation in progress	GR	Short term	1	1	1			
ORG-09	Face to face meetings dramatically reduced, parameters under development	SOP	Short term	1	2	3			
ORG-10	Likely to be completed through alternate, less expensive means - Addressed in SOP	SOP	Short term	2	2	3			
ORG-11	Chair and V Chair have monthly briefings decisions jointly made	SOP	Short term	2	2	3			
ORG-12	Exec Comm meeting bi-monthly	SOP	Short term	2	2	2			
PM-01	Specific outreach teams have met, first council site visits completed, communications plan in development	OP	Short to Mid te	1	2	3	Ongoing process under the approved Outreach Plan		
PM-02	First Regional Workshop Completed (SAFMC)	SP	Mid term	1	2	2			
PM-03	work group in progress chaired by B. Beal	SP	Mid term	0	0	1			
PM-04	work group in progress chaired by B. Beal	SP	Mid term	0	0	1			
PM-05	First Regional Workshop Completed (SAFMC)	SP	Mid term	1	2	2			
PM-06	ASMFC provided testimony, also dependent on PM-03	SP	Short term	2	2	2			
PM-07	Funding Decsion Document amended	SOP	Short term	2	2	2			
PM-08	Admin Grant review occurred during regular PI review	SOP	Mid term	2	2	2			
PM-09	Communications and Outreach plan in progress, related to Science Center and Regional Coordination	OP	Mid term	1	2	3			
PM-10	List developed	SOP	Short term	0	0	3			
PM-11	Strategic Plan Completed and Approved	SOP	Short term	0	3	3			
PM-12	Communications and Outreach plan in progress	OP	Mid term	1	2	3	Ongoing process under the approved Outreach Plan		
PM-13	Workshops in planning, coordination routine	SOP	Short term	1	2	2			
PP-01	Funding Sub-committee formed; B. Beal chair; work in progress	SOP	Mid term	1	1	1			
PP-02	Funding Sub-committee formed; B. Beal chair; work in progress	SOP	Mid term	1	1	1			
PP-03	Funding Sub-committee formed; B. Beal chair; work in progress	SOP	Mid term	1	1	1			
PP-04	Funding Sub-committee formed; B. Beal chair; work in progress	SOP	Mid term	1	1	1			
PP-05	Council Rejected - item closed		Short term	3	3	3			
PP-06	Funding Sub-committee formed; B. Beal chair; work in progress	SOP	Mid term	1	1	1			
PP-07	Task assigned to IS Committee	SOP	Mid term	1	1	1			
PP-08	ACCSP grant document to be modified annually	SOP	Mid term	1	2	2			
PP-09	Working on tracking system - IS Committee will establish requirements; List created	SOP	Short term	1	1	3			
PP-10	HMS agreed to fund work, funding received - funding threshold to be established by Ops	SOP	Short term	2	2	3			
S-01	SAFIS Outreach group created	OP	Short to Mid te	2	2	3			
S-02	Communications and Outreach plans approved	OP	Mid term	1	1	3			
S-03	Communications and Outreach plans approved	OP	Mid term	1	1	3			
S-04	New software released to Trips, Dealer Reporting mods completed. Change management process will influence as well	SOP	Mid term	1	1	2			
S-05	New software released to Trips, Dealer Reporting mods completed. Change management process will influence as well	SOP	Short to Mid te	1	1	2			
S-06	Need to integrated into SOP and Communications and Outreach Plan	SOP	Mid term	2	2	2			
S-07	PC based tools exist and are in use. New tools in development	SOP	Mid term	2	2	2			
S-08	New software released to Trips, Dealer Reporting mods ongoing, committee formed	SOP	Mid term	1	1	1			
S-09	SAFIS Outreach group created	OP	Short to Mid te	2	2	3			

Recommendation_ID	Recommendation	Responding Group	Timetable	Vehicle	Action(s)	Expected Outcome	Theme	Initial Status 08/07/2013	Current Status (DATE)	Current Status (DATE)
DCS-01	Periodically review the data standards to ensure they are still pertinent and address the needs of program partners and move the program towards full implementation (TOR 5).	Operations Committee	Mid term	SOP	The ACCSP data collection standards were just reviewed/updated/approved in 2012. However, the frequency of review needs to be defined. Additionally, those standards that are less well defined (e.g., socio-economic) need to be reviewed more frequently.	Documentation of the pr	Program Management	Recommended/In progress		
DCS-02	Continue to facilitate discussion through the Program's committee process to assess, capture, and adjust to the frequently evolving requirements of fisheries data collection coast-wide implementation (TOR 5).	Operations Committee	Mid term	SOP	Initiate a review of those partners that are not already meeting the standards of the program. Regional management committees/councils (e.g., ASMFC, NEFMC, MAFMC, SAFMC) can review FMPs and provide information as to where information is lacking or which partners are falling short.	Continue to utilize the AC	Program Management	Recommended		
DCS-03	Examine the costs, benefits, opportunities, and threats inherent in establishing the data standards as compliance requirements in fishery management plans (TOR 5).	Operations Committee	Mid term	SOP	Initiate a review of those partners that are not already meeting the standards of the program. Regional management committees/councils (e.g., ASMFC, NEFMC, MAFMC, SAFMC) can review FMPs and provide information as to where information is lacking or which partners are falling short.	Produce a report develop	Program Management	Recommended		
DM-01	Consider utilizing the data warehouse as an online portal to other pre-existing and alternatively hosted datasets (TOR 4, 5).	Staff	Short term	SOP	Opportunities exist for ACCSP to integrate results from various sources to show a combined response (such as recreational and commercial results, summarizing various trip reporting results, or biological data compilations). Upon this recommendation, this task will undergo several levels of implementation requiring different resources to develop and maintain. a) Within one year, the Data Team will be able to improve the links and descriptions on the ACCSP website to other data sets available through partner websites and data access programs. b) Longer term strategic planning could determine if new technologies (oracle portal) should be implemented to present other data sets within the umbrella of ACCSP website queries or redirect requests to partner systems (To be discussed with data managers under item DM-9). As links or portals to other data sets are created, ACCSP will make clear that these data systems may have different results/information than presented by ACCSP due to policies on confidential data and/or presentation needs.	Links to appropriate exter	Data Warehouse & SAFIS	Recommended		
DM-02	Determine the core data stakeholders based on the Program's mission and prioritize the focus on them by addressing their data needs. This will allow for a more focused approach to ensure success of the program. (TOR 4, 5)	Staff	Mid term	Outreach plan	Through expanded outreach efforts, staff will continue to identify and work with core stakeholders. Part of this process will include ongoing discussion of data needs or products. Where necessary, products maybe developed or customized to better meet customer needs.	Core data stakeholders ar	Outreach & Communicatic	Recommended/In progress		

ID	Recommendation	Responsible	Term	Category	Status/Description	Outcome	System	Status
DM-03	Focus resources on improving the user interface of the data warehouse through user feedback and user-centered design. (TOR 4, 5)	Staff	Mid term	SOP/Outreach plan	The ACCSP practice is to conduct data request surveys annually to gauge customer satisfaction. Users also have the opportunity to share feedback with an exit survey linked to the Data Warehouse. Staff also has presented several Data Warehouse webinars which solicited feedback from participants. ACCSP and ASMFC Technical Committees will also have the opportunity to review the discoverer interface and where possible, suggestions have been implemented. Staff has recently upgraded the Oracle data access tools to improve security and functionality with current web browsers and has deployed an online custom data request form to guide users in clarifying their needs. Staff recognizes the need for more routine maintenance and revisions to the discoverer queries including workbook names and improved guidance to end users on what data is available in each workbook. Unfortunately, detailed feedback has been difficult to obtain. Mid- to long-term improvements should be guided by focus groups. ACCSP will conduct a focus group with the Data Warehouse Outreach Group to gather feedback on how to improve the interface of the Data Warehouse.	An improved user interfa...	Data Warehouse & SAFIS	Recommended/In progress
DM-04	Enhance the query capabilities of the data warehouse to be more accessible to non-technical users. (TOR 4, 5)	Staff	Mid term	SOP	Staff recognizes that Data Warehouse queries and recommended usage with regards to non-technical users are in need of functionality updates, graphics, and explanations. With guidance from the Data Warehouse Outreach Group, Commercial Technical Committee, Information Systems Committee, and the Recreational Technical Committees, staff will develop a simpler query interface in a different tool similar to SAFIS online reports (i.e., Apex) for non-technical users.	An improved user interfa...	Data Warehouse & SAFIS	Recommended
DM-05	Provide clear guidance on when and how all datasets are updated with new data in the data warehouse. (TOR 4, 5)	Staff	Mid term	SOP/Outreach plan	Staff is in the process of providing tools to show the status of available data. This includes recent data loads or updates and includes tables showing both overview and detailed information. In the longer term, staff will develop the data pedigree and partner validation for information in the Data Warehouse. Staff has developed and deployed updated graphics and text to explain the data consolidation process of the commercial catch and effort data load. This was included in the 2012 annual report and the website. In addition, near real time data status will be provided through the website.	Easily accessible informat...	Data Warehouse & SAFIS	Recommended/In progress
DM-06	Consider relaxing the log-on credentialing requirement for those requesting access to non-confidential data. (TOR 4, 5)	Staff	Short term	SOP	New software has been deployed that allows for non-confidential access to the data query tool without a user identification or password. It should be noted that named user logins were first implemented to as a way to track metrics, however alternative measures are available such as total number of queries run by the public access account. There will be a loss of contact information for non-confidential accounts, reducing the ability of staff to contact/survey users on their satisfaction with the Data Warehouse tools and ACCSP information products. Metrics on number of queries by types of individuals (agency staff, academics, public) will need to be adjusted.	Open access to the data ...	Data Warehouse & SAFIS	Recommended/Completed

DM-07	Develop a more timely process for granting access (e.g. institute maximum time period of one week) to information for confidential data users. (TOR 4, 5)	Staff	Short term	SOP	In 2011, an automated web-based system was deployed that meets program partner legal requirements. The system currently sends emails to the security contacts of program partners within one hour of request submission. ACCSP staff is copied on the email but user access depends on partner security review to be returned to ACCSP. Upon receipt of partner response user accounts are typically updated within one business day and the user is automatically emailed of the status change. While most user requests are handled quickly (within 2 weeks), some have a more significant user wait time. The longest delays exist at the partner review stage. Staff will create weekly automated email reminders to security contacts and is will work through the Commercial Technical Committee and/or Operations Committee on ways to improve the process.	Improved speed and tran	*Program Management*	Recommended/In progress
DM-08	Increase collaboration among the ACCSP, NOAA Fisheries Science Centers, and other federal partners, especially at the leadership level (TOR 5).	Executive Committee	Mid term	SOP/Outreach plan	Coordinate State and Federal partners to schedule a annual meeting between appropriate ACCSP and Partner staff. This would primarily focus on NOAA Fisheries personnel (e.g., Science Center or Regional Directors and NOAA Fisheries Headquarters Directors) with a goal of creating a better understanding of the role of each partner in the data collection and dissemination process. These meetings would be specific to the region and to the leadership level with a formulated agenda planned in conjunction with federal partner staff. For instance, if staff is new more time would be taken to bring leadership up-to-speed on ACCSP. The objectives of these meetings would be to have NOAA Fisheries staff, as well as ACCSP staff, leave with an understanding of 1) how ACCSP designs, collects, and disseminates marine fisheries statistics, 2) how the Science Centers specifically utilize ACCSP data, 3) if they currently do not, why the Science Centers do not incorporate ACCSP data, and 4) a discussion of how ACCSP might better collaborate with the NOAA Fisheries entity involved. Then establish a routine coordination/collaboration mechanism that keeps leadership informed and involved in making decisions to improve collaboration and reduce redundancies.	Improved collaboration b	*Program Management/O*	Recommended
DM-09	Define clear data management roles between ACCSP and the NOAA Fisheries Science Centers and communicate those roles to program partners and customers. (TOR 4, 5)	Staff	Mid term	SOP	Staff will work with partner data managers to document currently understood data collection, consolidation, and dissemination roles and responsibilities. This will include a discussion of data access and usage. Roles such as end user support, revisions to supporting data codes, software maintenance, data quality and revisions, and infrastructure support shall be clearly defined. Once drafted, the document will be available to partners and customers.	Clear documentation of tl	*Data Warehouse & SAFIS*	Recommended
DM-10	Develop a clear 'future-state' vision for the data warehouse system architecture in relation to other East Coast fishery data repositories to avoid redundancy and ensure that resources among organizations are allocated wisely (TOR 1).	Operations Committee	Mid term	SOP	Need to start by addressing the recommendation in DM-09 to define clear data management roles between ACCSP and NOAA Fisheries Science Center and communicate those roles to program partners and customers. Once this is addressed, then DM-10 can follow.	Clear documentation of tl	*Data Warehouse & SAFIS*	Recommended
DM-11	Examine potential cost efficiencies in cloud hosting and virtualization of the data (TOR 4).	Staff	Mid term		Cloud hosting is prohibitively expensive and many solutions have inherent security and confidentiality risks which preclude deploying confidential fisheries data.	Status quo	*Program Management*	Recommended
DM-12	Develop process for synchronization of data between ACCSP and the Northeast and Southeast Regions. An emphasis needs to be placed in the Southeast Region since more work needs to be accomplished in that region (TOR 5).	Staff	Mid term	SOP	A full analysis of policies, data availability, and alignment of data compilation/presentation rules amongst the Program and Regions is required to ensure that datasets are synchronized in space and time in the distributed, regional, systems. In addition, staff recognizes that data gaps exist in all regions (eel and shad in the northeast and golden crab, logbooks, and ITQ data in the southeast). Coordinated partner evaluation of data flow and sharing of datasets will be accomplished in order to move forward (see DM-9).	A commonly understood	*Data Warehouse & SAFIS*	Recommended

At top (cut off text):

Staff is in the process of providing tools to show the status of available data. This includes recent data loads or updates and includes tables showing both overview and detailed information.

In the longer term, staff will develop the data pedigree and partner validation for information in the Data Warehouse.

Staff has developed and deployed updated graphics and text to explain the data consolidation process of the commercial catch and effort data load. This was included in the 2012 annual report and the website. In addition, near real time data status will be provided through the web site.

ID	Recommendation	Assigned	Timeframe	Type	Response	Outcome	Category	Status
DM-13	Provide clear guidance on when and how all datasets are updated with new data in the data warehouse. (TOR 4, 5)	Staff	Mid term	SOP		Easily accessible informat	Data Warehouse & SAFIS	Recommended/In progress
M-01	Develop overall communication plan that encompasses strategic viewpoints and priority needs of the program, defines stakeholders, and includes updated outreach plan.	Operations Committee	Mid term	Outreach plan	A new outreach plan will be developed for 2014-2018. However, an overall communication plan may differ, such that it is more holistic and incorporates more input from the Operations Committee in terms of Program priorities and targeted messages to, and input from, defined stakeholders. Need to identify the differences, what additional components are needed, and incorporate that into the new outreach plan.	A new Outreach Plan for	Outreach & Communication	
M-02	More clearly communicate data consolidation process to users. (TOR 4)	Staff	Short term	Outreach plan	Staff is in the process of providing tools to show the status of available data. This includes recent data loads or updates and includes tables showing both overview and detailed information. In the longer term, staff will develop the data pedigree and partner validation for information in the Data Warehouse. Staff has developed and deployed updated graphics and text to explain the data consolidation process of the commercial catch and effort data load. This was included in the 2012 annual report and the website. In addition, near real time data status will be provided through the website.	Easily accessible informat	Outreach & Communication	
M-03	Adopt an improved "trouble" ticket and enhancement request management system, specifically including response from staff on expected timeline until completion. This should not be a list available on only one staff member's computer, but a more transparent living document. (TOR 4)	Staff	Short term	SOP	This recommendation will be referred to the Information Systems Committee. That committee may be able to wade through the complex nature of implementing an automated trouble ticket/process management software solution, which can also be time consuming and expensive. The Information Systems Committee will provide a report after their evaluation of the complex nature of implementing trouble ticket/process management software solutions. The Program will then take action based on the recommendation.	A deployed automated tr	Data Warehouse & SAFIS	
M-04	Adopt an internal strategic planning and execution process, using quality program, project and business management best practices. This is not data quality assurance and quality control (QA/QC) which, of course, remains of critical importance, but is about getting more focused on your mission and business layer, not just the IT layer, including, for example, change management processes and data management plans inclusive of disaster planning. (TOR 4)	Staff	Short term	Strategic plan	The ACCSP practice has been to comply with current Strategic Plans. Part of the strategic planning process was to conduct this review. The ACCSP will develop a new and updated Strategic Plan for 2014-2018 using this review, best practices and other documents as a guide. The strategic plan will then serve as a guide for annual implementation plans. Note that change management is addressed in a previous recommendation (see M-3).	An adopted Strategic Plan	Program Management	

ID	Recommendation	Responsible	Term	Type	Description	Action	Category	Status
M-05	Develop a well-defined and strategic process to address budget shortfalls, both anticipated (congressional budgets) and unanticipated (within fiscal year rescissions). (TOR 2, 4)	Executive Committee	Short term	Long term funding strateg	In response to the 2013 sequestration, a process was developed to review severe budget shortfalls and make appropriate decisions in cases that go beyond the currently defined Funding Decision Process. Staff have completed a catalog of work tasks, assigned priorities and estimated hours per task. The Funding Decision Process should be amended to include specific guidance and incorporated into Bylaws or Standard Operating Procedure documents (see ORG-05).	Integrated into a Standar	*Funding*	
M-06	Develop and maintain a transparent and comprehensive system of annual performance plans and evaluations for the Executive Director and staff, with methods to acknowledge and reward success and achievements. (TOR 2)	Executive Committee	Short term	SOP	A standardized, objective mechanism for staff performance planning, appraisal, and reward is already in place, based on the processes established by the previous director. It utilizes an objective, point based system with specific goals and objectives similar to that currently used in NOAA. The process invites feedback from staff when revising yearly goals and has written feedback and evaluations from the Director. Staff then review feedback and sign for the coming year. The end result is both a review of the previous year and a new performance plan for the following year. Work is under way to implement the process for the Executive Director as outlined in the MOU. Most recent appraisal period ended June 31, 2013. Appraisals have been completed and Performance Plan revisions are under way. This process differs somewhat from the current ASMFC practice, but has been in use by ACCSP since the previous Director. ASMFC Executive Director Beal has been briefed on the process and is comfortable with the approach. Copies of the Plans and Reviews are kept on file in the ASMFC Human Resources office.	Status quo	*Program Management*	
M-07	Develop and monitor Program level performance measures and communicate to stakeholders. (TOR 2, 4, 5, 6, 7, 8, 9)	Operations Committee (jc	Mid term	Outreach plan	Some of this information is already available in the annual report, newsletters and on the website. However, it needs to be better defined, easily accessible, and differentiated by partner. In conjunction with staff, and in particular as part of developing the new Outreach Plan for 2014-2018, issues related to better communicating partner program level performance measures will be reviewed.	A new Outreach Plan for 2	*Outreach & Communication*	
ORG-01	The Program should employ methods and best practices to ensure continuity of institutional knowledge in the case of staff turnover. (TOR 2, 8)	Staff	Mid term	SOP	A documentation library that identifies software, hardware, and Program processes has been established and is in the process of being enhanced. This library will be used to provide continuity for the future, as well as day-to-day guidance.	A Standard Operating Pro	*Program Management*	In progress
ORG-02	The Program should continue to build project and database management expertise among ACCSP staff. (TOR 2, 4, 8, 9)	Staff	Mid term	SOP	Staff will be encouraged to take appropriate training classes within the limits of the training budget by incorporating training requirements into annual performance plans. Team leads and the Program Manager will be encouraged to take at least one project management class. Also, currently two staff are trained as database managers, with a third likely to begin training in 2013. Oracle database administration is a highly technical and very expensive skill to obtain. Training must remain within limited budgetary constraints.	Program management cla	*Program Management*	In progress
ORG-03	Program managers should develop methods to positively reward staff and recognize accomplishments, including staff behind the scenes as well as those who are the public face of the Program. (TOR 2)	Staff	Short term	SOP	The ACCSP practice is to use a merit based rewards system based on the review process used at NOAA Fisheries. In addition, staff are often rewarded with bonuses when unusual or extraordinary tasks are accomplished. The website now boasts more detailed information on staff responsibilities. This information was also included in the ASMFC Commissioner's manual. Newsletters will also highlight staff specifically, as opposed to highlighting "staff", "Data Team", or "Software Team".	Newsletters highlight indi	*Program Management*	Recommended/In progress

ORG-04	Revisit the timing and frequency of ACCSP Coordinating Council meetings to improve attendance and focus. (TOR 5c) (Avoid scheduling the meeting on the final day of ASMFC meetings, Conduct annual in-person meetings with quarterly webinars)	Executive Committee	Short term	SOP	In an effort to improve attendance and focus during Coordinating Council meetings, the ACCSP Director has maintained a dialogue with ASMFC during the meeting planning phase, which has resulted in changes in the scheduling during Council meetings, making them easier for members to attend. While not always possible, an ongoing attempt will be made to ensure that meetings are no longer held at the end of the Commission meeting weeks, but rather try to schedule them in the earlier part of the meeting week.	Improved attendance and	*Program Management*	Recommended/In progress
ORG-05	The Coordinating Council should be strengthened through re-energized Executive and Legislative Committees. The partner Memorandum of Agreement should be reviewed to clarify the composition of the Executive Committee. (TOR 5c)	Executive Committee	Short term	Long term funding strateg	The Executive Committee has been meeting regularly. The partner MOU may be amended to better codify the membership of the Executive Committee and create a Long Term Funding Strategies Committee (as noted in PM-4) if the need to do so is identified during strategic planning or a potential governance review. A less complicated approach might be to create Program Bylaws or Standard Operating Procedures that outline the composition and functions of committees and documents processes and procedures that are specific to the Program not directly specified in the MOU (see ORG-12).	Routine meetings of the E	*Program Management*	Recommended/In progress
ORG-06	Given its financial stake in the Program, NOAA Fisheries must be an active participant on the Coordinating Council's Executive Committee. (TOR 5)	Executive Committee	Short term	SOP	The Director of NOAA Fisheries' Office of Science and Technology is now a member of the Executive Committee. However, a review of the Council minutes shows that NOAA Fisheries was always intended to be a member of the Executive Committee. It appears that through a series of changes in leadership that a discontinuity in participation occurred. This points to a lack of continuity in processes and suggests that development of a set of Standard Operating Procedures or ByLaws that articulate specific processes and policies not directly outlined in the MOU as suggested in ORG-05.	NOAA Fisheries is a memb	*Program Management*	Recommended/Completed
ORG-07	Strategies to improve continuity of program oversight should be implemented, including a review of the leadership term on the Coordinating Council. (TOR 5c)	Executive Committee	Short term	SOP	The responsibilities of the Council Chair and Vice-chair will be clearly articulated and a transition process defined that is designed to ensure continuity. The Vice-chair will be directly involved in the decision and consultative processes which will help in preparation for the following Chair position. This process should be documented in some kind of Program Bylaws or Standard Operating Procedures that outline the composition and functions of committees and documents processes and procedures that are specific to the Program, but not directly specified in the MOU (see ORG-05).	Improved continuity of ov	*Program Management*	
ORG-08	The Program should undergo a governance review. The Panel realizes that the situation today is very different than 1995, when the ACCSP was created. ACCSP needs a better relationship and interface with ASMFC, and linkages established and strengthened. Consideration should be given to placing ACCSP as a program under ASMFC, which could possibly re-engage the state directors. There are issues of economy of scale and potential improvements to efficiency that could be gained, working relationships strengthened, resources leveraged, etc. (TOR 2, 4)	Executive Committee	Short term	Goverance review	This points to a lack of continuity in processes and suggests that development of a set of Standard Operating Procedures or ByLaws that articulate specific processes and policies not directly outlined in the MOU as suggested in ORG-05.	Recommendation(s) to m	*Program Management*	Recommended

ID	Recommendation	Responsible	Term	Type	Response	Outcome	Category	Status
ORG-09	Given the potential for resource shortages and increased workload in the future, streamline the number of technical committees and leverage virtual meetings to reduce the burden on partner staff members, while at the same time optimizing partners' engagement. (TOR 2, 4)	Operations Committee	Short term	SOP	Have already started doing this by significantly decreasing the number of in-person meetings and increasing the use of conference calls/webinars. However, there is a limit since some issues/committees still need in-person meetings. Webinars, while low cost and convenient, can create the reverse effect by creating less productive meetings (e.g., limited attendance, increased distractions in office environment). The alternative would be to partially adjust the budget back to in-person meetings for those issues/committees that request them in place of support to projects.	A balanced approach that	*Program Management*	Recommended/In progress
ORG-10	Consider an ACCSP hosted annual or bi-annual conference where key issues are discussed, keynote speakers are invited, and all those interested in fisheries data can network and share ideas. (TOR 4, 5b, 5c, 5f)	Operations Committee	Short term	SOP	Has already been considered and not done mainly due to lack of resources (cost). The following are additional alternatives that will be considered: combine with existing meetings (e.g., Operations Committee meetings); utilize existing outreach opportunities to network and share ideas; look for external funding (e.g., NFWF Fisheries Innovation Fund); or consider other less costly ways to do this.	A balanced approach that	*Outreach & Communication*	Recommended/In progress
ORG-11	Regular communication should be enhanced between ACCSP staff and the Coordinating Council and its leadership. (TOR 2)	Staff	Short term	SOP	Current ACCSP practice is to communicate when specific business is required. Monthly conference calls between the Coordinating Council Chair, Vice-chair and the Director will be made. The Executive Committee has been more active and is meeting via teleconference regularly and meeting prior to all Coordinating Council meetings.	Improved communication	*Program Management*	Recommended/In progress
ORG-12	The Coordinating Council should consider utilizing the executive committee or forming an administrative oversight committee (a subset of the Coordinating Council) to more frequently track the performance of ACCSP and its staff. (TOR 2, 5c)	Executive Committee	Short term	SOP	Since the beginning of 2012, the Executive Committee has been meeting routinely and been taking on this function. Executive Committee meetings or conference calls will be made at least bi-monthly, more often when needed as determined by the Council Chair. In addition, monthly conference calls between the Director, Coordinating Council Chair, and Vice-Chair have occurred and will continue. These briefings greatly improve oversight and allow for a routine flow of information and feedback to occur between the parties. This process should be documented in some kind of Program Bylaws or Standard Operating Procedures that outline the composition and functions of committees and documents processes and procedures that are specific to the Program, but not directly specified in the MOU (see ORG-05).	Improved monitoring of F	*Program Management*	Recommended/Completed
PM-01	ACCSP must clearly define its value and continue strategic outreach and communications that articulate that value. (TOR 4, 5e)	Staff	Short to Mid term	Outreach plan	The value of ACCSP lies in the cooperative nature of the program and the approach in which ACCSP staff and committees took in developing the standards. Outreach and communications must therefore be more strategic and use this same approach. Staff will encourage program partners to be more forthcoming in sharing that value via outreach and communication tools. For instance, there should be more specific outreach teams (SAFIS and Data Warehouse), program partners, and committee chairs could contribute more to newsletters, there could be an annual award to the partner that best embodies the ACCSP value/mission, also within 3 years staff should visit every partner for training and/or site visits.	ACCSP partners will have	*Outreach & Communication*	Recommended
PM-02	State partners should communicate ACCSP's value to their congressional delegations in order to effectively advocate for future funding. (TOR 5e)	Executive Committee	Mid term	Long term funding strateg	ACCSP staff (with cooperation from regional fishery management councils) will reengage with regional and state staff through regional workshops, in part designed to provide participants with specific information detailing the benefits of the Program within their state or region. Partners will be encouraged to share this information with congressional delegations. Currently, ASMFC is representing ACCSP interests in Congress. The ACCSP Director participated directly in the preparation of ASMFC testimony during the MSFCMA re-authorization process. This will continue in the future.	Accurate and complete in	*Funding*	Recommended
PM-03	The Coordinating Council should aggressively pursue funding, including non-appropriated funds and non-traditional funding sources. (TOR 2)	Executive Committee	Mid term	Long term funding strateg	A Long Term Funding Strategies Committee will be formed (a sub-committee of the Coordinating Council) to monitor and encourage activities. This new committee will be tasked with developing a strategy on how ACCSP can effectively enhance and make use of ASMFC and state partner congressional efforts. This Committee shall report activities to the Coordinating Council annually. Planning for the Long Term Funding Strategies Committee (or analogous process) will be included in the strategic planning. (see PM-04)	A funding strategy docum	*Funding*	Recommended

ID	Recommendation	Committee	Term	Type	Description	Outcome	Theme	Status
PM-04	The ACCSP Coordinating Council should revitalize and task a Legislative Committee with responsibility of seeking funding, including through non-traditional funding sources (e.g., NGO's). (TOR 2, 5e)	Executive Committee	Mid term	Long term funding strategy	A Long Term Funding Strategies Committee will be formed (a sub-committee of the Coordinating Council) to monitor and encourage activities. This new committee will be tasked with developing a strategy on how ACCSP can effectively enhance and make use of ASMFC and state partner congressional efforts. This Committee shall report activities to the Coordinating Council annually. Planning for the Long Term Funding Strategy Committee (or analogous process) will be included in the strategic planning. (See PM-03)	A funding strategy docum	Funding	Recommended
PM-05	State partners should communicate ACCSP's value to their Executive Branches and Legislatures in order to secure state funding for maintenance level data collection. (TOR 2, 5e)	Executive Committee	Mid term	Long term funding strategy	ACCSP staff (with cooperation from regional fishery management councils) will reengage with regional and state staff through regional workshops, in part designed to provide participants with specific information detailing the benefits of the Program within their state or region. Partners will be encouraged to share this information with state and congressional delegations and state Executives (commissioners, directors, senior leadership, etc).	State partners are less rel	Funding	Recommended
PM-06	Constituent partners who do not have federal lobbying prohibitions should participate in the next MSFCMA reauthorization and be supportive of ACCSP funding. (TOR 2, 5e)	Executive Committee	Short term	Long term funding strategy	Currently, ASMFC is representing ACCSP interests in Congress. The ACCSP Director participated directly in the preparation of ASMFC testimony during the MSFCMA re-authorization process. This will continue in the future.	Increased funding for the	Funding	Recommended/In progress
PM-07	ACCSP should develop a well-defined and strategic process to address budget shortfalls, both anticipated (congressional budgets) and unanticipated (within fiscal year rescissions). (TOR 2)	Executive Committee	Short term	SOP	In response to the 2013 sequestration, a process was developed to review severe budget shortfalls and make appropriate decisions in cases that go beyond the currently defined Funding Decision Process. Staff has completed a catalog of work tasks, assigned priorities and estimated hours per task. The Funding Decision Process should be amended to include specific guidance and incorporated into Bylaws or Standard Operating Procedure documents (see ORG-12).	The Funding Decision Doc	Funding	Recommended
PM-08	An annual review of ACCSP's budget, objectives, and milestones should be conducted to evaluate planned vs. actual accomplishments in relation to costs (earned value management). (TOR 2, 7)	Operations Committee	Mid term	SOP	Reinvigorate the Operations Committee's responsibility for oversight of the Administrative grant, possibly through an annual action plan of sorts. Review could be incorporated into the current process of presentations from the PIs on other maintenance and new grants.	A review of the planned v	Program Management	Recommended
PM-09	The Program should more clearly communicate ACCSP's mission and goals, and partner responsibilities, to better align each and to align with the Program's technical capabilities and resource capacity. (TOR 1, 5e, 6)	Operations Committee	Mid term	Outreach plan	This recommendation is perhaps related to the perception of overlap between the missions of the NOAA Fisheries Science Centers and ACCSP. ACCSP does not adequately articulate its value nor clearly distinguish its efforts from those of the Science Centers. Those redundancies need to be articulated, and discussed with reference to whether any changes are needed.	The Operation Committee	Outreach & Communication	Recommended
PM-10	ACCSP should focus resources on critical business functions and priorities that demonstrate return on investment. (TOR 7)	Operations Committee (jc	Short term	SOP	Develop two lists a) critical functions from the MOU and original Program Design that have shown returns, and b) non-critical initiatives. Set aside the non-critical and redirect resources to critical outstanding priorities. These two lists would provide more clear guidance to staff and committees as to whether new and existing tasks/partner requests are within the Program's core mission.	A prioritized list of critical	Program Management	Recommended
PM-11	As part of an ongoing strategic planning process, the original ACCSP objectives and priorities should be examined to determine if they are equally valid now and address the most pressing needs of fishery managers, scientists, and fishermen today. (TOR 5, 6)	Operations Committee (jc	Short term	SOP	Develop two lists a) critical functions from the MOU and original Program Design that have shown returns and b) non-critical initiatives. Set aside the non-critical and redirect resources to critical outstanding priorities. These two lists would provide clear guidance to staff and committees as to whether new and existing tasks/partner requests are within the Program's core mission.	A prioritized list of critical	Program Management	Recommended

ID	Recommendation	Responsible Party	Term	Type	Description	Outcome	Category	Status
PM-12	ACCSP should continue to collect and incorporate stakeholder input on what products and services are most valuable to ACCSP customers and how existing products and services can be improved. (TOR 1, 3, 5d, 5e)	Staff	Mid term	SOP/Outreach plan	Staff will work more closely together to share when upgrades are made to SAFIS and/or the Data Warehouse. For instance, a summary on how it affects the efficiency of the data systems and/or the user should be provided each time there is an upgrade. Also, staff can improve upon the collection of stakeholder data. As of right now the Data Warehouse confidential and non-confidential account holders, as well as those that seek custom data requests are surveyed annually. For users that use the Data Warehouse, surveying once a year is most likely enough. Reviewing the feedback and sharing that information more often with staff, the Operations Committee, and the Data Warehouse Outreach Group would be useful. However, in the past those that respond to the survey have always sent mostly positive remarks and those that are unfavorable are discussed and work continues based on that feedback (i.e., non-account holder access, Data Warehouse manual updates, etc). We also seek feedback from webinars and have received completely positive marks all around. SAFIS is monitored, however the feedback is not transparent and the follow-up is not shared.	The follow-up and feedba	*Data Warehouse & SAFIS*	Recommended
PM-13	ACCSP should strengthen its relationship with the ASMFC to leverage their fisheries specific subject matter expertise co-housed with ACCSP. (TOR 5b, 6)	Executive Committee	Short term	SOP	The most important aspect of an ASMFC and ACCSP collaboration is a promotion of understanding with relation to data. ACCSP staff must understand the data needs of the ASFMC and ASMFC staff must understand the capabilities of ACCSP and be active participants in the process to identify data needs and work with ACCSP to improve their capabilities to meet them. Co-location of staff has already resulted in much improved communications through informal discussions and direct interactions. Discussions are under way between the staffs with regards to data needs for the various fisheries management plans and ASMFC staff now routinely work with ACCSP on data related issues when needed. As a consequence many ASMFC FMPs now include references to ACCSP standards and use data obtained from ACCSP. ASMFC is a partner and actively participates in many of the technical and policy committees of the ACCSP providing a coast-wide perspective for their constituents. ACCSP will work with ASMFC in stock assessment planning and execution to optimize data products and better acquaint ASMFC with data that are available through the Data Warehouse. Planning is ongoing for a series of small, short briefings and workshops to be held at ASMFC. Presenters will alternate between ACCSP and ASMFC. ASMFC staff will provide updates on various management and data related activities conducted by it. ACCSP staff will explain and demonstrate the capabilities of the various systems in its portfolio and provide updates as the Program moves forward towards full implementation. This ongoing dialog should be implemented as part of the strategic plan and be integrated in the annual implementation plans.	Improved collaboration b	*Program Management*	Recommended/In progress
PP-01	ACCSP partners should come to agreement on a new and more rigorous threshold for allocating maintenance funding in order to better balance innovation and maintenance. (TOR 2, 7)	Operations Committee	Mid term	Long term funding strate	This issue has been discussed many times and a subcommittee between the Operations and Coordinating Council was formed, with the current funding process as the result. However, given the prominence of this issue by both partners and staff during the IPR surveys and resulting recommendation from the reviewers, this could again be referred to the sub-committee (as was done in 2009).	Determination by the Coc	*Funding*	Recommended
PP-02	The partner project process should be reviewed in light of anticipated budget climate and a strategic process developed to respond to potential shortfalls, including reviewing funding formula and ability to fund base-level programs to help prevent degradation of time series data (i.e., backsliding). (TOR 2)	Operations Committee	Mid term	Long term funding strate	This issue has been discussed many times and a subcommittee between the Operations and Coordinating Council was formed, with the current funding process as the result. However, given the prominence of this issue by both partners and staff during the IPR surveys and resulting recommendation from the reviewers, this could again be referred to the sub-committee (as was done in 2009).	Determination by the Coc	*Funding*	Recommended

ID	Recommendation	Committee	Term	Type	Response	Determination	Area	Status
PP-03	Consider methods to incentivize and leverage additional state or private funding for partner projects (e.g., matching grant program). (TOR 2)	Operations Committee	Mid term	Long term funding strategy	This issue has been discussed many times and a subcommittee between the Operations and Coordinating Council was formed, with the current funding process as the result. However, given the prominence of this issue by both partners and staff during the IPR surveys and resulting recommendation from the reviewers, this could again be referred to the sub-committee (as was done in 2009).	Determination by the Co	*Funding*	Recommended
PP-04	Subject states who return for maintenance funding year after year to a higher degree of review to ensure that the project provides an adequate return on investment. (TOR 2)	Operations Committee	Mid term	Long term funding strategy	This issue has been discussed many times and a subcommittee between the Operations and Coordinating Council was formed, with the current funding process as the result. However, given the prominence of this issue by both partners and staff during the IPR surveys and resulting recommendation from the reviewers, this could again be referred to the sub-committee (as was done in 2009).	Determination by the Co	*Funding*	Recommended
PP-05	Take steps to ensure that politics do not exert undue influence in funding decisions at the Coordinating Council. (TOR 2, 6)	Executive Committee	Short term		It is part of the responsibility of the Council to weigh "political" issues when making decisions. For this reason, it is the recommendation of the Executive Committee that this recommendation not be considered.	Status quo	*Funding*	Not recommended
PP-06	If a data collection need is driven by federal fishery management regulations, states should seek funding directly from NOAA Fisheries to meet those needs. (TOR 2)	Operations Committee	Mid term	Long term funding strategy	This issue has been discussed many times and a subcommittee between the Operations and Coordinating Council was formed, with the current funding process as the result. However, given the prominence of this issue by both partners and staff during the IPR surveys and resulting recommendation from the reviewers, this could again be referred to the sub-committee (as was done in 2009).	Determination by the Co	*Funding*	Recommended
PP-07	Ensure that ACCSP data management practices and funding processes adhere to NOAA Fisheries procedural directives and Information Quality Act requirements to provide metadata and data management plans. (TOR 8)	Operations Committee	Mid term	SOP	In consultation with NOAA staff and the IPR members, ACCSP staff will compile the applicable NOAA Fisheries procedural directives and Information Quality Act requirements. The compilation will identify those items that are requirements that ACCSP must comply with and those which are requirements for NOAA's data collection programs that may be potentially applicable to ACCSP, but are not compulsory for grantees. Those that relate to data collection and dissemination will be forwarded to the Information Systems Committee, which will prepare implementation plans for compulsory requirements and will also evaluate and recommend implementation of non-compulsory items that the Committee finds would be practical to implement and beneficial to ACCSP and its customers. Those that relate to funding process and financial management will be reviewed by the Executive Committee Funding Subcommittee as part of its review of potential alternative funding processes, and addressed in the Subcommittee's recommendations.	The newly developed Star	*Program Management*	Refer to appropriate committee
PP-08	Develop Service Level Agreements (SLAs) between ACCSP and each partner with set expectations, minimum requirements, and process for how to address when unmet expectations, and maintain annual reviews. (TOR 3, 7)	Operations Committee	Mid term	SOP	Developing SLAs for each partner may not be the most practical solution for ACCSP. We can determine the general components of an SLA, clarify what the reviewers felt needed to be added to the process, and adapt ACCSP's funding and grant review process accordingly.	Expectations, requiremen	*Program Management*	Recommended in part
PP-09	ACCSP should account for the true costs of partner specific projects, e.g. FUS, FIS/FOSS, HMS, MRIP and lobster database, that ACCSP has taken responsibility for outside of the partner project funding process. This will further define those tasks that ACCSP does accomplish on behalf of specific partners using internal funding from the Administrative Budget. (TOR 2)	Staff	Short term	SOP	In many cases, the Program has received funding to accomplish specific tasks (e.g., MRIP PSE project). For those that the Program has taken on without additional funding it will be necessary to better track the actual hours individual staff members spend on specific projects and work areas. In preparation for this increased accountability, staff now supplies the Director with weekly work summaries that identify which tasks were performed. In the longer term, the Program will deploy software that can track individual projects and tasks and the estimated hours dedicated to each. Once deployed, this system will allow the Director to better account for true project costs.	Detailed time tracking tha	*Program Management*	Recommended

ID	Recommendation	Responsible	Timeframe	Output	Progress/Status	Outcome	Category	Priority
PP-10	Partner projects that are directly supported by ACCSP staff, should provide initial and maintenance resources to support those projects. (TOR 2)	Operations Committee (jc	Short term	SOP	Guidelines for making the distinction between what might be considered routine Partner support vs. effort that requires additional resources will be drafted and included in the SOP. Partners who request this additional support will be expected to provide appropriate resources.	Partners who require add	Program Management	Recommended
S-01	SACCSP needs to better identify the services SAFIS provides to partners for collection [web form] and consolidation [database] of data. (TOR 4, 5)	Staff	Short to Mid term	Outreach plan	There will be a conference call in the summer of 2013 dedicated to SAFIS outreach. The goal of this call is to create a network of those that work with dealers and harvesters to share training strategies (e.g., video tutorials), as well as success stories which can be used to better promote the program. Individuals from all partners using SAFIS have been identified for the SAFIS Outreach Group. Planning for a call at the end of August is underway and an agenda has been made. This recommendation is part of the long term goals of the group.	Better information on the	Outreach & Communication	
S-02	That status of partners achievement of the full standards needs to be better identified and ACCSP needs to work with partners as a resource to foster their full achievement (TOR 4, 5).	Operations Committee	Mid term	Outreach plan	Raise awareness through improved outreach (e.g., don't just focus on the "hole" in the data, but also the successful cooperative relationships among ACCSP partners that are currently providing more comprehensive data). Improve communication specifically on the program website.	The Operations Committe	Outreach & Communication	
S-03	ACCSP needs to better promote their accomplishments and remaining work in SAFIS targeted to those that may influence funding decisions. (TOR 4, 5)	Staff	Mid term	Outreach plan	Staff will work with the Executive Committee and other executive level constituents to determine who these individuals are and a strategy that would best be used to influence funding decisions. Individuals from all partners using SAFIS have been identified for the SAFIS Outreach Group. Planning for a call at the end of August is underway and an agenda has been made. This recommendation is a part of the long term goals of the group. Also, ACCSP will work with the Executive Committee on what information they would like included in the 2014-2018 Outreach Strategic Plan.	Individuals identified to h	Outreach & Communication	
S-04	Focus resources on improving the user interface of all SAFIS products through user feedback and user-centered design, incorporating new or technology improvements, as needed. (TOR 3, 4)	Staff	Mid term	SOP/Outreach plan	The Software Team is in the process of upgrading SAFIS applications. One of the goals of this upgrade is to improve system performance. This will be achieved through improvements in the Apex tool and tuning software and database structures. Mid- to long-term improvements should be guided by focus groups. ACCSP will conduct a focus group with the SAFIS Outreach Group to gather feedback on how to improve the interface of SAFIS. Also, annual feedback will begin to be employed just as it is with the customer satisfaction surveys for the Data Warehouse.	An improved user interfa	Data Warehouse & SAFIS/Outreach & Communication	
S-05	Improve the response time of the SAFIS web applications. (TOR 4)	Staff	Short to Mid term	SOP	The Software Team is in the process of upgrading SAFIS applications. One of the goals of this upgrade is to improve system performance. This will be achieved through improvements in the Apex tool and tuning software and database structures.	Improved SAFIS response	Data Warehouse & SAFIS	
S-06	Provide advisory services and best-practices to state and other customers on custom scripting for exporting SAFIS data in near real-time. (TOR 4)	Staff	Mid term	SOP/Outreach plan	Staff will work to determine how/if data are being retrieved from SAFIS. Currently, all SAFIS interactive reports have the capability of downloading into CSV format. Staff will work with various partners to advise on the most appropriate mechanism for data retrieval and provide support for that process once implemented. After a review, ACCSP will develop a document applicable to all partners outlining how data are being retrieved into reports from SAFIS.	Partners have ready acces	Data Warehouse & SAFIS/Outreach & Communication	
S-07	Consider building a local SAFIS software client for customer workstations to complement the existing web applications. (TOR 4)	Staff	Mid term	SOP	Some PC based tools already exist developed by third party vendors and contractors. However they are not designed for bulk data entry, but are targeted at commercial dealers and fishermen. Resources will be either identified in house or contracted to develop a tool designed for bulk entry of commercial dealer and trip data.	A PC based data entry sys	Data Warehouse & SAFIS	

	Recommendation						
S-08	SAFIS be made more user friendly, both from a data entry and data query perspective as implied by these recommendations from the Interview/Survey Report. (TOR 4, 5)	Staff	Mid term	SOP/Outreach plan	The Software Team is in the midst of an upgrade intended to address many of these issues. The upgrade will utilize advances in software and should provide some ease for users. It is expected that program partners will provide feedback on new techniques and additional improvements.	Improved customer satisf	*Data Warehouse & SAFIS*
S-09	ACCSP should consider changing the partnership working mode to one that has a more direct role in assisting partners in the short term to realize the full SAFIS standards. (TOR 4, 5)	Operations Committee (jo	Short to Mid term	Outreach plan	Partial implementation of SAFIS as the reporting mechanism by partners is likely a combination of both funding limitations and concerns as outlined in the Panel Report. For the latter, staff's implementation of recommendations S4-S7 (e.g., improving the SAFIS user interface, improving the web application response time) would likely promote increased utilization by partners. In terms of changing the partnership working mode, including assessing the point in implementation each partner has attained, this recommendation will directly benefit from an initiative recently created through the Outreach Committee. They have formed an "issue specific" SAFIS outreach group in which a representative from each Partner relative to SAFIS will be identified. The goals include improving training materials, increasing communication between partners both familiar with and new to SAFIS, and providing a central clearinghouse for partner-specific SAFIS issues.	The Operations Committe	*Outreach & Communication*