

# IOOS REGIONAL ASSOCIATION GOVERNANCE STRUCTURES, BUSINESS PLANS, AND CONCEPTUAL DESIGNS

NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION (NOAA)

COASTAL SERVICES CENTER

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## **IOOS Regional Association Governance Structures, Business Plans, and Conceptual Designs**

IOOS is the Integrated Ocean Observing System, which is the U.S. contribution to the Global Ocean Observing System (GOOS) Initiative and the Global Earth Observation System of Systems (GEOSS). GEOSS is an “international effort designed to monitor Earth and transmit observations globally” (Ocean.US). IOOS is a “coordinated network of people and technology that work together to generate and disseminate continuous data on our coastal waters, Great Lakes, and oceans” (Ocean.US).

Priorities for detecting and predicting changes in marine and coastal ecosystems vary among regions in the U.S., and to address these variations, Regional Associations were initiated. Regional Associations include partnerships among a variety of stakeholders with interests in information from coastal and ocean observations. These associations were established to address regional and local priorities and issues that could not be addressed by the federal government alone. Regional Associations are responsible for identifying users and user needs, and developing products for these users within their regions through the development and operation of Regional Coastal Ocean Observing Systems (RCOOSs) (Ocean.US).

Developing partnerships at the regional level benefits the nation’s coastal areas by providing opportunities to take full advantage of industry, academia, and nongovernmental entities, along with federal, state, and local government expertise, infrastructure, and resources (U.S. Commission on Ocean Policy, 2004). The s coordinate data sharing and development of products to meet user needs by using data collected by partners. Sharing data and information with one another is important to decrease replication and increase the efficient use of resources. Constituent groups are then able to make informed decisions affecting the coastal environment and the pubic (Ocean.US).

The Regional Associations were established through a funding solicitation by the National Oceanic and Atmospheric Administration (NOAA) that called for the planning and organization of these associations, including engagement of stakeholders and development of an organizational structure. Regions submitted seven grant proposals in the 2003 fiscal year, beginning the establishment of seven Regional Associations. Eight grant proposals followed in the next fiscal year, 2004, and then 11 proposals from the 2005 through 2007 fiscal years. There are currently 11 IOOS Regional Associations (Appendix A) emanating from NOAA’s funding effort that have been building their organizations over the past several years. At this time, all associations are at different levels of development, and the appendixes provide the status of each regarding their governance structures, business plans, and conceptual designs.

Governance structures are being established for all Regional Associations, with many close to completion. The purpose of governance structures is to provide an organizational picture, whatever the associations may choose. The governance structures outline the structures, membership criteria, decision-making processes, committees, dues, fiscal agents, and bylaws. Appendix B contains a summary of the governance structures for all 11 Regional Associations. Business plans and conceptual designs are also underway by many of the associations. The purpose of these documents is to guide their operations to address regional priorities. Appendix C provides a table of each Regional Association's status on business plan and conceptual design development.

The status of the listed governance structures, business plans, and conceptual designs has not been specifically reviewed by the associations for this compilation and may contain some inaccuracies. However, the governance structures were updated in August 2006 by the Regional Associations underlined in the table, and other components of the table were updated in June 2007. The status of the business plans and conceptual designs are confirmed as of December 2007. These documents should be continually reviewed and updated.

**Appendix A:  
IOOS Regional Associations, Boundary Descriptions, and Websites**



<b>IOOS Regional Associations</b>	
<b>Regional Association</b>	<b>Geographical Boundary and Website</b>
<b>GLOS</b> Great Lakes Observing System	GLOS was formed as a Regional Association for a binational Great Lakes–St. Lawrence System. It encompasses the states that border the Great Lakes, including Illinois, Indiana, Michigan, Minnesota, New York, Ohio, Pennsylvania, and Wisconsin, along with Ontario and Québec in Canada. <i><a href="http://glos.us">http://glos.us</a></i>
<b>NERACOOS</b> Northeast Regional Association Coastal Ocean Observing System	“NERACOOS includes the marine waters of the Gulf of Maine Area, extending to and including the Bay of Fundy, Georges Bank, the Northeast Channel, and the Great South Channel, and the coastal waters south of Cape Cod and Rhode Island, including the area from Buzzard’s Bay to Block Island Sound. This area is adjacent to and connects with the northern portion of the mid-Atlantic region.” <i><a href="http://www.neracoos.org">www.neracoos.org</a></i>

<p><b>MACOORA</b> Mid-Atlantic Coastal Ocean Observing Regional Association</p>	<p>MACOORA extends from Cape Cod to Cape Hatteras, covering five sub-regions: Massachusetts and Rhode Island Bays, Long Island Sound, New York Bight, Delaware Bay, and Chesapeake Bay. <a href="http://www.macoora.org">www.macoora.org</a></p>
<p><b>SECOORA</b> Southeast Coastal Ocean Observing Regional Association</p>	<p>SECOORA includes the U.S. “coastal zone and Exclusive Economic Zone (EEZ) in the region from Cape Hatteras in the north to the Florida - Alabama coastal border. The region between the Straits of Florida and the Florida–Alabama border in the Gulf of Mexico is part of SECOORA and GCOOS. The joint designation reflects the absence of well-defined boundaries between regions. The coastal zone extends inland to the limit of direct tidal processes in estuaries.” <a href="http://www.secoora.org">www.secoora.org</a></p>
<p><b>GCOOS</b> Gulf of Mexico Coastal Ocean Observing System</p>	<p>GCOOS includes the “U.S. coastal zone and the Exclusive Economic Zone (EEZ) in the Gulf of Mexico” and associated rivers and estuaries. <a href="http://ocean.tamu.edu/GCOOS/gcoos.htm">http://ocean.tamu.edu/GCOOS/gcoos.htm</a></p>
<p><b>CaRA</b> Caribbean Regional Association</p>	<p>“The Caribbean region encompasses the waters of the U.S. Exclusive Economic Zones of Puerto Rico, the U.S. Virgin Islands and Navassa.” <a href="http://cara.uprm.edu">http://cara.uprm.edu</a></p>
<p><b>PacIOOS</b> Pacific Islands Integrated Ocean Observing System</p>	<p>“The PacIOOS region is defined as the Commonwealth and Territories of the United States in the Pacific and the Freely Associated States in the Pacific.” PacIOOS encompasses the islands of the Pacific, including American Samoa, the Commonwealth of the Northern Mariana Islands, the Federated States of Micronesia, Guam, Hawaii, the Republic of the Marshall Islands, and the Republic of Palau, and extends seaward to the U.S. Exclusive Economic Zone. <a href="http://research.eastwestcenter.org/PacIOOS/">http://research.eastwestcenter.org/PacIOOS/</a></p>
<p><b>SCCOOS</b> Southern California Coastal Ocean Observing System</p>	<p>SCCOOS extends from northern Baja California in Mexico to Morro Bay at the southern end of central California and out to the U.S. Exclusive Economic Zone. <a href="http://www.sccoos.org">www.sccoos.org</a></p>
<p><b>CeNCOOS</b> Central and Northern California Coastal Ocean Observing System</p>	<p>CeNCOOS extends from Point Conception north to the California–Oregon border and to the seaward extent of the U.S. Exclusive Economic Zone, including bays and estuaries. CeNCOOS overlaps with the regional associations to the north (NANOOS) and south (SCCOOS), which enables specific issues and functions to be addressed statewide instead of just regionally. <a href="http://www.cencoos.org">www.cencoos.org</a></p>
<p><b>NANOOS</b> Northwest Association of Networked Ocean Observing Systems</p>	<p>NANOOS is the Regional Association for the Pacific Northwest and “encompasses the waters from the U.S.–Canadian border in Washington to northern California and from the saltwater intrusion extent within bays and estuaries to the seaward extent of the U.S. Exclusive Economic Zone.” <a href="http://www.nanoos.org">www.nanoos.org</a></p>
<p><b>AOOS</b> Alaska Ocean Observing System</p>	<p>AOOS was formed for the entire coastline and marine waters of Alaska. To monitor this large geographical area, regional observing systems had to be formed for the three large marine ecosystems of Alaska. These include the Gulf of Alaska, Bering Sea, the Aleutian Islands, and Arctic. <a href="http://www.aos.org">www.aos.org</a></p>

**Appendix B:  
Governance Structures of Regional Associations**

**Note: Underlined associations were updated in August 2006 and other components were updated December 2007.**

<b>RA and Main Contact</b>	<b>Structure</b>	<b>Membership</b>	<b>Decision-Making Structure</b>	<b>Committees</b>	<b>Dues</b>	<b>Fiscal Agency</b>	<b>Bylaws Established</b>
<b><u>GLOS</u></b> <a href="#">Roger Gauthier</a>	<ul style="list-style-type: none"> <li>• Non-profit corp. in MI</li> <li>• 501(c)(3) designation pending</li> </ul>	Member classes: <ul style="list-style-type: none"> <li>• Fed government</li> <li>• state/local government</li> <li>• academic</li> <li>• commercial/industry</li> <li>• Native American</li> <li>• NGO</li> <li>• GL interest group</li> <li>• Canadian</li> </ul>	<ul style="list-style-type: none"> <li>• 12 person Board of Directors, appointed by steering committee, in place through 2007</li> <li>• Rotation approach under discussion</li> </ul>	Executive committee standing committees: <ul style="list-style-type: none"> <li>• Research and Binational Coordination</li> <li>• Personnel/Elections</li> <li>• Membership</li> <li>• Education/Outreach</li> <li>• Data Management and Communications</li> <li>• Advocacy</li> <li>• Finance/Audit</li> </ul>	Not at present; considering options and a draft structure is under discussion	Yes, the Great Lakes Commission (GLC) is the recipient of grant funds from NOAA	Yes – 2/1/06 <a href="#">GLOS Bylaws</a>

<p><b><u>NERACOOS</u></b>  <a href="#">Evan Richert</a></p>	<ul style="list-style-type: none"> <li>• No formal structure yet; possibility of being a nonprofit, incorp. org.</li> <li>• Advisory committee with broad regional and sector rep. helping to guide the process</li> </ul>	<ul style="list-style-type: none"> <li>• Variety of constituencies possible from these categories: academic research institutions, member (end-user)-based ocean observing systems, and government and industry providers.</li> </ul>	<ul style="list-style-type: none"> <li>• There is no formal decision-making structure currently in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory Committee to help guide the Regional Association formation process.</li> <li>• Executive Committee – acts as the decision-making body until a formal board of directors is in place.</li> </ul>	<p>Undetermined</p>	<p>Not yet</p>	<p>Not yet</p>
<p><b><u>MACOORA</u></b>  <a href="#">Carolyn Thoroughgood</a></p>	<ul style="list-style-type: none"> <li>• Charter members</li> <li>• Incorp. as nonprofit 12/20/05</li> </ul> <p>Granted tax-free status in January 2007.</p>	<ul style="list-style-type: none"> <li>• 5 regions: Chesapeake Bay, Delaware Bay, Long Island Sound, New York Bight, Massachusetts and Rhode Island Bays</li> <li>• Members are entities, not individuals</li> </ul>	<ul style="list-style-type: none"> <li>• 12-15 member board with at least 1 from each of 5 sub-regions, 3 seats for non-members representative of broader IOOS interests, and user/stakeholder reps</li> <li>• Voting members elect board</li> </ul>	<ul style="list-style-type: none"> <li>• Product Development</li> <li>• User</li> <li>• Education/Outreach/Marketing</li> <li>• Data Sharing and Archiving</li> </ul>	<ul style="list-style-type: none"> <li>• \$500</li> <li>• Additional member grades being considered by Board but not yet established</li> </ul>	<p>Yes</p>	<p>Yes – 5/18/05  <a href="#">MACOORA Bylaws</a></p>

<p><b>SeCOORA</b> <a href="#">Rick DeVoe</a></p>	<ul style="list-style-type: none"> <li>• Terms of Reference adopted</li> <li>• Currently in process of incorporating as a 501(c)(3) nonprofit entity. As of September 4, the agency is incorporated in South Carolina and has a Federal Identification Number</li> </ul>	<ul style="list-style-type: none"> <li>• Members are organizations, institutions, or entities</li> <li>• May be affiliates if can't be full-members</li> <li>• 4 classes with different privileges for voting and cost for access to products and services: sustaining organization</li> <li>• Institutional organization or individual</li> <li>• Individual</li> <li>• Affiliate</li> </ul>	<ul style="list-style-type: none"> <li>• 15-25 members</li> <li>• Up to 4 sustaining member board seats</li> <li>• Minimum 9 institutional member board seats: <ul style="list-style-type: none"> <li>-3 Industry/Private</li> <li>-3 Academic/Research/Education</li> <li>-3 Public Agencies/Nonprofit/Others</li> </ul> </li> <li>• Up to 6 at-large seats (NC-1, SC-1, GA-1, FL-3)</li> <li>• Up to 6 public seats</li> </ul>	<ul style="list-style-type: none"> <li>• Steering Committee serves as interim board</li> <li>• Geographical representation, mix of fed and state, academic, private, nongovernmental organizations (NGOs)</li> <li>• Board: 5 private, 5 academic, 5 regular or affiliate from fed, 5 state, local, or NGO</li> <li>• Minimum 2 from each states of FL, SC, NC, GA</li> </ul>	<ul style="list-style-type: none"> <li>• Sustaining org: \$10k</li> <li>• Institution org: \$1k</li> <li>• Individual: \$500</li> <li>• Affiliate: \$0 (all dues will be tax-deductible after nonprofit status goes through)</li> </ul>	<p>Yes</p>	<p>Yes – Updated 6/12/2007 <a href="#">SeCOORA Bylaws</a></p>
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<p><b>GCOOS</b> <a href="#">Worth Nowlin</a></p>	<p>Memorandum of Understanding (MOA) – effective 1/25/05</p>	<ul style="list-style-type: none"> <li>• Signatories to MOA</li> <li>• Class 1: voting (U.S. orgs using or providing data in region or individuals providing \$2,000 or in-kind)</li> <li>• Class 2: non-voting (mainly individuals)</li> <li>• Class 3: associate (foreign orgs or individuals)</li> </ul>	<ul style="list-style-type: none"> <li>• Voting parties annual meeting; decisions</li> <li>• Up to 15 member board with 2 meetings/year and teleconferences</li> <li>• Federal board members don't participate in budget or personnel decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Board Executive committee</li> <li>• Membership committee</li> <li>• Stakeholder Council</li> <li>• Education and Outreach Council</li> <li>• DMAC Committee</li> <li>• Observing Systems Committee</li> <li>• Products and Services Committee</li> </ul>	<p>None, but see member classes for voting rights</p>	<p>Yes</p>	<p>No. GCOOS- has an MOA structure that does not require bylaws; MOA provides governing rules</p>
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<p><b>CaRA</b> <a href="#">Julio Morell</a></p>	<ul style="list-style-type: none"> <li>• MOA established December 2007</li> <li>• Possible future tax exempt, nonprofit</li> </ul>	<ul style="list-style-type: none"> <li>• Signatories include both entities and individuals</li> </ul> <p>44 institutions and 12 private individuals signed the CaRA MOA</p>	<ul style="list-style-type: none"> <li>• Governance Council includes members of the Steering Committee</li> <li>• Each member organization may appoint 1 member to the Governance Council who can serve indefinitely</li> <li>• Officers are elected that have served at least 6 months on the Governance Council: president, president-elect, secretary, and treasurer (terms of office are 2 years).</li> <li>• User's Advisory Group</li> </ul>	<ul style="list-style-type: none"> <li>• Standing Committees include: General, Executive, Operations, DMAC, Modeling and Analysis Product, Science and Research, Education and Outreach, and Nominating</li> <li>• Additional committees, such as Finance, may be formed by the Governance Council</li> </ul>	<ul style="list-style-type: none"> <li>• None, but donations are accepted.</li> <li>• When nonprofit is established, members will be expected to contribute funds or in-kind resources for organizational and administrative needs</li> </ul>	<ul style="list-style-type: none"> <li>• Will receive funds through fiscal agents</li> <li>• Fiscal agents will be signatories of the MOA and will award funding through grants</li> </ul>	<p>Yes, a draft document <a href="#">CaRA Bylaws</a></p>
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<p><b>PacIOOS</b>  <a href="#">Brian Taylor</a></p>	<p>Draft MOA to be vetted within key partners in fall 2006</p>	<ul style="list-style-type: none"> <li>• Signatories to MOA expected to include universities and other academic institutions, private sector firms and associations, state and territorial agencies, federal agencies, NGOs, regional organizations and designated representatives of jurisdictions addressed by PacIOOS</li> </ul>	<ul style="list-style-type: none"> <li>• TBD once MOA goes into effect</li> <li>• Initial structure likely to reflect MOA signatories during development phase. Initial decision making body expected to be a “Governance Council” comprising signatories to the MOA with support from Technical Implementation Committees and a PacIOOS director and office</li> </ul>	<ul style="list-style-type: none"> <li>• TBD but current plans anticipate “Implementation Committees” for large sub-regional systems (e.g., Hawaii) as well as Education/Outreach and DMAC at a minimum</li> </ul>	<p>None</p>	<p>Currently, the East-West Center (EWC) (a 501(c)(3) registered in Hawaii) serves as fiscal agent for emerging PacIOOS. The EWC and University of Hawaii School of Ocean and Earth Sciences and Technology (UH/SOEST) completed the reprogramming of the PacIOOS development grant to transition the final year from EWC to UH/SOEST leadership</p>	<p>TBD following MOA entering into effect</p>
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<p><b>SCCOOS</b> <a href="#">Eric Terrill</a></p>	<ul style="list-style-type: none"> <li>• MOU consortium of 11 signatories</li> <li>• MOU signed with CeNCOOS to form the California Regional Observing Systems</li> </ul>	<ul style="list-style-type: none"> <li>• No classes</li> <li>• Integrated programs are not “members”</li> <li>• SCCOOS integrated programs are administered by other organizations, having at least one objective in common with SCCOOS mission, and working collaboratively with the consortium</li> </ul>	<ul style="list-style-type: none"> <li>• 11 signatories comprise Board of Governors, along with 1 Chairman – makes administrative decisions with advice of Board Executive Council (BEC) and Executive Steering Committee</li> <li>• BEC is made up of 4 members</li> <li>• Chief Operating Officer is made up of 1 person</li> <li>• Joint Institute for Marine Observations handles all business activities for SCCOOS</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Steering Committee is made up of 5 members of the Board of Governors</li> <li>• Senior Advisory Committee is currently composed of 18 state and federal agencies</li> <li>• No industry reps at this time</li> </ul>	<p>TBD</p>	<p>No. Grants and contracts are administered by Scripps Institute of Oceanography</p>	<p>Yes – 2/06 <a href="#">SCCOOS Bylaws</a></p>
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<p><b>CeNCOOS</b>  <a href="#">Francisco Chavez</a></p>	<ul style="list-style-type: none"> <li>• MOA signed 3/22/05</li> <li>• Possible future nonprofit</li> <li>• MOU signed with SCCOOS to form the California Regional Observing Systems.</li> </ul>	<ul style="list-style-type: none"> <li>• No classes – signatories to MOA</li> <li>• Entities, not individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Signatories elected Governance Council: 13 members, 5 member Executive Committee from within council</li> <li>• Target representation: 4 academic, 3 industry /private sector, 3 fed, 3 state, 3 local/tribal, 3 NGO</li> <li>• 2 ex-officio: NANOOS and SCCOOS</li> <li>• Government reps may choose to serve in ex officio, according to own guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Exec committee plus 3 working groups: marine populations and interannual variability, marine operations, water quality and public health</li> <li>• Future committees include end user, elections, research, DMAC, modeling, observations</li> </ul> <p>An election committee was recently established with the purpose of overseeing and running a fair election</p>	<p>Signatories have a \$250 fee that has not yet been enforced.</p>	<ul style="list-style-type: none"> <li>• Monterey Bay Aquarium Research Institute is the current fiscal agent</li> <li>• In the process of acquiring information regarding acceptance/ dispersal of federal funds and other fiscal agents</li> </ul>	<p>No. In progress</p>
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<p><b>NANOOS</b>  <a href="#">David Martin</a></p>	<ul style="list-style-type: none"> <li>• First established by charter in 2003, then by MOA in 2005</li> <li>• May become nonprofit corporation</li> </ul>	<ul style="list-style-type: none"> <li>• Signatories to MOA are legal organizations or entities, not individuals</li> <li>• No membership classes</li> <li>• Members may include, but are not limited to: federal science and management organizations/ agencies, state and local agencies, Native American organizations, tribal govts., private industries, research organizations, academic institutions, NGOs, and nonprofit organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Governing Council (GC) is made up of MOA signatories and members of original Steering Committee</li> <li>• GC elects officers and votes regarding decisions</li> <li>• Elected officers and standing committee chairs comprise the Exec. Committee of the GC and provide strategic direction to GC and NANOOS executive director</li> <li>• Non-voting board members allowed, e.g., from adjacent ocean observing systems, and Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Users' Advisory Group</li> <li>• Standing Committees (General, Executive, DMAC, Modeling and Analysis, Science and Research, Education and Outreach, nominating)</li> </ul> <p>All of the above are filled and active. Nominating Committee established only when terms expire (in two years)</p>	<ul style="list-style-type: none"> <li>• Not collected, but voluntary donations are accepted.</li> <li>• When NANOOS becomes a nonprofit, members will contribute in kind resources for administrative/organizational needs</li> </ul>	<p>No. Grants and Contracts are administered by the University of Washington, as a fiscal agent for NANOOS, with contracts to other NANOOS members</p>	<p>Bylaws content covered by <a href="#">NANOOS MOA</a>, established 24 Mar 2005</p>
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<p><b><u>AOOS</u></b>  <a href="#">Molly McCammon</a></p>	<p>Loose MOA with fiscal agent at Alaska SeaLife Center, pending transition to more formal MOA and eventual nonprofit corporation</p>	<ul style="list-style-type: none"> <li>• No classes – signatories to MOA</li> <li>• Not open to individuals</li> </ul>	<ul style="list-style-type: none"> <li>• 9-25 directors, broadly representative of AOOS constituents</li> <li>• All signatories until reach 25, then nominating committee nominates slate of candidates representative of AOOS constituents</li> <li>• Decisions are made by majority vote of board members present</li> </ul>	<ul style="list-style-type: none"> <li>• Governance</li> <li>• DMAC</li> <li>• Education and Outreach</li> <li>• User Groups committee</li> <li>• Implementation Groups committee</li> </ul>	<p>None</p>	<p>No. AK SeaLife Center is fiscal agent</p>	<p>None</p>
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**Appendix C:  
Regional Association Progress on Business Plans and  
Conceptual Designs**

<b>Regional Association</b>	<b>Business Plan</b>	<b>Conceptual Design</b>
AOOS	Components of the AOOS business/operations plan continue to be developed and are in various draft stages. The Data Management and Communications (DMAC) plan was finalized by the AOOS data manager and DMAC Committee and approved by the AOOS board at its March 2007 meeting. The education plan is complete.	<p>The draft conceptual designs for the statewide AOOS functions and the three AOOS Large Marine Ecosystem regions, which are a major component of the AOOS business/operations plan, were finalized in October 2007.</p> <p>The conceptual design was submitted to the NOAA IOOS Program Office in December 2007.</p>
NANOOS	The draft Business Plan was prepared and has been reviewed by the NANOOS exec. director and president. The draft NANOOS Business Plan will be given to the Governing Council this year (2007) for its review and input.	The conceptual design was submitted to the NOAA IOOS Program Office in December 2007.
CeNCOOS	Still being developed and will incorporate the two California RAs: CeNCOOS and SCCOOS.	The conceptual design was submitted to the NOAA IOOS Program Office in December 2007.
SCCOOS	<p>Still being developed and will incorporate the two California RAs: CeNCOOS and SCCOOS.</p> <p>The two RAs are funding the development together and the plan should be complete sometime in 2007 (waiting on certification criteria to incorporate into the plan).</p>	The conceptual design was submitted to the NOAA IOOS Program Office in December 2007.

GLOS	Plan was drafted in 2004 and will be revisited in 2008 to reflect the interests of the GLOS Board, particularly with respect to lessons learned over the last four years regarding needed regional observing improvements and high-value integrated products. <a href="#">GLOS Business Plan</a>	The conceptual design was submitted to the NOAA IOOS Program Office in December 2007.
NERACOOS	Not yet developed, but plan to complete the business plan in 2007.	The conceptual design was submitted to the NOAA IOOS Program Office in December 2007.
MACOORA	Latest draft was approved with comment at MACOORA's annual meeting in October 2007. <a href="#">MACOORA Business Plan</a>	The conceptual design was submitted to the NOAA IOOS Program Office in December 2007.
SeCOORA	Completed and recently updated in June 2007. <a href="#">SeCOORA Business Plan</a>	The conceptual design was submitted to the NOAA IOOS Program Office in December 2007.
CaRA	A draft of the business plan has been developed and was presented at the April 2007 Steering Committee meeting. After comments are submitted, the plan will be submitted to the CaRA Stakeholders Council for revision and approval.	The conceptual design was submitted to the NOAA IOOS Program Office in December 2007.
GCOOS	Draft plan has been completed and a new plan is underway. <a href="#">GCOOS Business Plan</a>	The conceptual design was submitted to the NOAA IOOS Program Office in December 2007.
PacIOOS	Too early in the process of Regional Association development for a business plan.	The conceptual design was submitted to the NOAA IOOS Program Office in December 2007.

## References

Ocean.US (The National Office for Integrated and Sustained Ocean Observations). Website. Accessed December 2007 at [www.ocean.us](http://www.ocean.us).

U.S. Commission on Ocean Policy. 2004. *An Ocean Blueprint for the 21<sup>st</sup> Century*. Final Report. Washington, DC. Accessed December 2007 at [www.oceancommission.gov](http://www.oceancommission.gov).