

Vision, Mission, Roles, and Outcomes

The **agency's vision** is vibrant, enduring natural systems and communities.

Our **Beyond 2020 Vision** includes the following:

- A resilient ecosystem, one that can adapt to the impacts of climate change and the pressures of a growing human population.
- A thriving economy, sustainable farms and forests, and human communities with high quality of life and the businesses that support them.
- A broad community of engaged citizens who commit to save Puget Sound.

Our **mission** is to accelerate and advance the collective effort to recover Puget Sound.

As a backbone organization, our three **roles** are to:

- Chart the course;
- Enable strategic learning; and
- Support our partners.

We strive to be a high performance agency.

Through our work planning process, the agency has committed to achieving the following **outcomes**:

- Decisions about recovery at all levels are improved and trusted.
- The best path forward is charted and effectively adaptively managed.
- Legal obligations are met and our funding is effectively managed.
- The Management Conference is effective.
- Partners are effectively engaged in implementing and communicating about recovery and the partner base is expanded.
- Funding base is increased, expanded, and diversified.

Each of the programs in the External Programs Division has developed one or more results chains that illustrate how the program will contribute to achieving the agency outcomes.



Goals for 2022

Fundamentally, we continue to deliver science-driven, ethical, courageous, hard work in the service of recovery.

Improving effectiveness and accountability – Enable Strategic Learning

1. Our adaptive systems and accountability program focuses and expands/diversifies investments in Puget Sound recovery, identifies solutions to persistent problems, and is supported by the Governor and the state family. It's clear to us and our partners that our focus is continuous improvement.
2. We have built a system of progress measures, and are developing targets (not necessarily numerical) for ecological and human well-being, particularly for vulnerable populations. Our scenarios work helps us articulate desired future conditions.
3. Our programs work together to generate science and monitoring findings, provide them to decision-makers for incorporation into planning decisions, and hold ourselves and our partners accountable for results. We continue to improve our ability to prioritize – for example, using alternative future scenarios – and ask partners to make meaningful commitments to those priorities.
4. We maintain and continue to expand the Puget Sound Info platform to provide high quality data in real time to the public and decision-makers about Puget Sound and salmon recovery.
5. We understand partner perspectives on updating our statute, and have decided how to proceed.



Strengthening the system of recovery – Chart the Course

1. Leadership Council adopts an Action Agenda that focuses the recovery community's attention on high priority actions that will move the needle on an improved set of Vital Signs, and clarifies how we will address climate change and population growth.
2. We have better integrated salmon recovery priorities into ecosystem recovery priorities. The agency and our partners can articulate how local recovery plans, the Action Agenda, Implementation Strategies, Salmon Recovery Plans, the Science Work Plan, capital budget habitat investments, the Orca Task Force recommendations, and the State of the Sound interact.
3. We continue to lead and support orca recovery work, including leading vessels work, providing scientific expertise, and engaging the Puget Sound recovery community in adaptive management.
4. The recovery community is knit together, and the right players are playing the right roles. We will focus on the following areas in the coming years:
 - a. We have increased LIO capacity so they can play a more meaningful role in Puget Sound recovery.
 - b. We are working to engage a more diverse recovery community.
 - c. We engage the Boards strategically in achieving our goals, and support them appropriately.
 - d. We have a corporate partnership strategy.
5. We continue to identify promising funding strategies, and are fostering market-based solutions to recovery, such as the conservation marketplace, transfer of development rights, nutrient trading, etc.
6. We have an updated Salmon Recovery Plan regional chapter that includes the Bold Actions and three additional watershed chapter updates. We have secured funding for additional chapter updates, and have continuously improved the PSAR program. We are working with partners to foster implementation of the Bold Actions.

Building the case for recovery and rallying support – Support Partners

1. The recovery community implements and elevates the stature of the Action Agenda.
 - a. The Action Agenda guides, and the state family buys into, the Puget Sound Budget for the 2023-2025 biennium.
 - b. We understand the resource needs of the recovery effort, and are figuring out how to meet them.
2. Environmental justice and social science have a higher profile in recovery planning, priorities, and actions.
3. We continue to build the coalition for Puget Sound recovery:
 - a. We advocate at the federal level for increased resources and policy support.
 - b. We support our tribal partners and uphold tribal treaty rights.
 - c. We increase the state legislature's understanding of and commitment to Puget Sound recovery needs.
 - d. We support local partners' efforts to implement Puget Sound recovery actions.
4. We are implementing the External Communications Strategy.
 - a. The Communications Team is telling Puget Sound recovery success stories and amplifying them through their External Communications Strategy.
 - b. The strategy helps establish the agency's identity and explains why our role is essential, eventually helping us generate funds directly and for our partners.



Enhancing our internal performance

1. We have developed and are implementing an internal performance management system that increases employee satisfaction, guides our work, and assists supervisors.
 - a. We have a clear and predictable procedure for work planning that our employees have internalized.
 - b. We have developed and are implementing an internal program evaluation process. We bring these to MPOD, and use them to adjust our work plan, the strategic plan and our budgeting processes.
2. We have identified the agency's baseline funding requirements to achieve our mission.
3. We are making meaningful progress along our Diversity Equity and Inclusion (DEI) action plan. We have completed the DEI assessment and training.
4. We have sufficient staff to support the requirements of statute, federal, state, tribal and local collaboration, and partner expectations. We also have staff to support the agency's work -- IT, fiscal, administration, etc. Staff have the necessary support and training to perform effectively (including DEI).

Our Goals for 2025

We deliver science-driven, ethical, courageous, hard work in the service of enhanced resilience.

Improving effectiveness and accountability – Enable Strategic Learning

1. We have the tools and capacity and access to the high-quality data needed to make better decisions at all levels based on trade-off analysis, effectiveness determinations, and ROI, etc. By using these tools, we exemplify structured decision-making¹. The information is easily accessible, so the agency and our partners understand impact and what we can expect from alternate decisions, and we integrate and simplify these tools in a seamless framework that partners find easy to use and access.
2. Partners view us as a place to solve difficult problems related to Puget Sound recovery.
3. We have identified the long-term research projects that need to happen, and are starting to generate resources for them.
4. We have worked with our federal partners to develop a science enterprise.

Strengthening the recovery system – Chart the Course

1. We are implementing an efficient plan to develop the 2026-2030 Action Agenda that builds upon the publication of the 2023 State of the Sound and 2024 Science Work Plan, and balances local and regional priorities².
2. We lead adaptive management and foster implementation of Implementation Strategies.
3. We lead, foster, and spur implementation of the Puget Sound Salmon Recovery Plan, including the Bold Actions.

Building the case for recovery and rallying support – Support Partners

1. The Leadership Council has created a Puget Sound Recovery Fund. We continue to build partnerships to enhance and diversify funding sources for Puget Sound recovery.
2. We are implementing market-based solutions to recovery, such as the conservation marketplace, transfer of development rights, nutrient trading, etc., either by doing them ourselves or by working with partners.

Enhancing our internal performance

1. We have implemented and are maintaining a performance management system.
2. We are demonstrably more diverse, inclusive and equitable as a result of implementing our DEI Action Plan.
3. We have a staff sufficient to support the requirements of statute, federal, state, tribal and local collaboration, and partner expectations. We also have staff to support the agency's work -- IT, fiscal, administration, etc. Staff have the necessary support and training to perform effectively (including DEI).

¹We intend to develop a toolkit, rather than focus on one particular tool such as DASEES.

²We assume that salmon recovery priorities will be well integrated into the Action Agenda system – including Implementation Strategies other than Chinook – prior to this date. In addition, we intend that Implementation Strategies, LIO plans, tribal priorities, etc. form the foundation of the Action Agenda.