NOAA FISHERIES

SCIENCE in ACTION

Supporting the Conservation and Management of our Living Marine Resources

2024–34 STRATEGIC VISION Southwest Fisheries Science Center

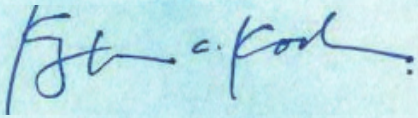
STRATEGIC VISION

I am pleased to introduce the NOAA Fisheries Southwest Fisheries Science Center's Strategic Vision (2024–2034). The Center is one of six regional science centers in NOAA Fisheries that provide scientific advice in support of managing our nation's fisheries and protected species. Together with our science, management, and regulatory partners, we serve the NOAA Fisheries mission on the West Coast and internationally.

Our short-term management requirements guide our focus in the near term. This vision document intentionally lays a longer path that signals to our employees, partners, and interested parties what we see as essential to continue to deliver high-quality science advice over the next 10 years.

Our 10-year vision begins with the NOAA Fisheries framework of adaptively managing fisheries, safeguarding protected species, diversifying our workforce, increasing equity, and improving organizational excellence. We will review and update this vision periodically and will track progress towards achieving our goals through our Annual Priorities Memos and Annual Operating Plans.

I thank the many who provided input, and I invite you to see in these pages the directions the Center plans to take in the coming decade.



Kristen Koch
Director

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Coastal pelagic species—such as sardine, anchovy, and mackerels—are key components of the California Current Ecosystem. SWFSC scientists conduct research on the ecology, ecosystems, and fisheries of these species in support of domestic and international fisheries management. *(Credit: National Ocean Service, NOAA)*

Introduction

The Southwest Fisheries Science Center (SWFSC) provides foundational and breakthrough science to support the management of living marine resources in our region and beyond.

Today, our oceans are facing changes unprecedented in human history. Our Center is driven not just to better understand these changes, but to provide the scientific advice needed for effective decision-making in a dynamic world.

The scope of SWFSC's research is diverse and challenging. Our science is rooted in our historical strengths as leaders in conducting observations, assessments, and integrative studies, as well as in developing the tools, platforms, and data systems that enable our research.

We work with numerous partners, inside NOAA and externally, to provide sound science for regional, national, and international decision-making.

NOAA Ship *Reuben Lasker*. One of the most technologically advanced fisheries vessels in the world, the ship's primary objective is to support ecosystem-based fish and marine mammal surveys off the U.S. West Coast and in the eastern tropical Pacific Ocean. *(Credit: NOAA OMAO / Megan O'Neill)*

MISSION: What we do

SWFSC generates and communicates the scientific information necessary for the conservation and management of the region's living marine resources.

VISION: What we hope to achieve

The potential of our ocean ecosystems is realized through innovation and understanding of a changing world for the benefit of the nation.

VALUES: How we operate

SWFSC Core Values reflect the attitudes, behaviors, and principles that we live by each day as we engage and execute our mission.

INSPIRATION

We are energized by our environment to provide the best available science to those we serve in the region, nation, and the world.

EXCELLENCE

We are solution-oriented professionals providing innovative science and high-quality results that inform decision-making and advance our mission.

COMMITMENT

We are dedicated to public service, to diverse and inclusive approaches, and to environmental stewardship.

COMMUNITY

We believe in the strength of the team and the power of the group working together to achieve shared goals.

RESPECT

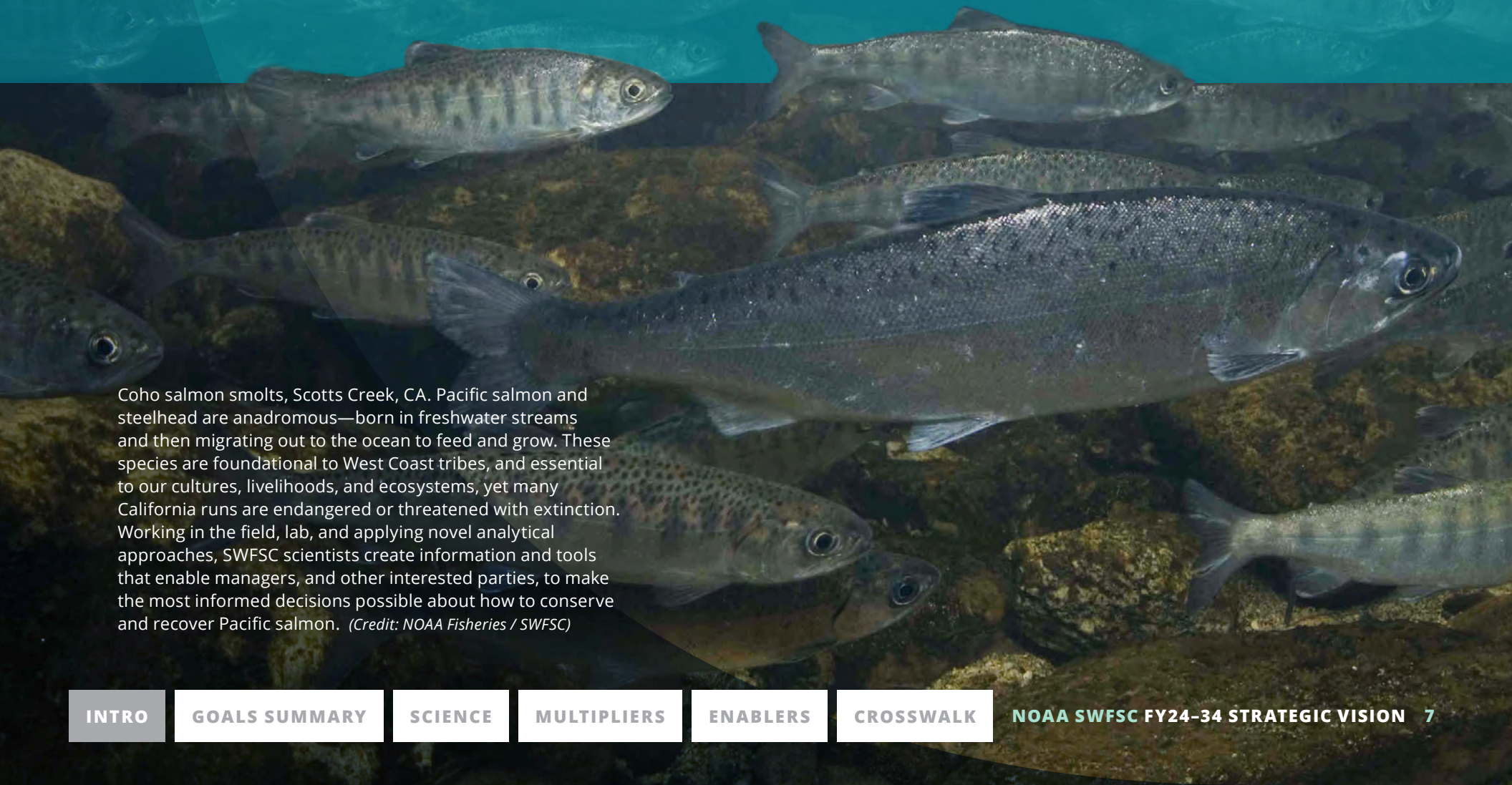
We respect and value each other as individuals and believe in the power of working collaboratively with integrity, professionalism, trust, and transparency.

CORE VALUES

How we operate

NOAA is an agency that enriches life through science. We at NOAA Fisheries are charged with managing healthy ecosystems, maintaining environmental stewardship, and promoting economic vitality. We do this through investing in a foundation of sound science to support decision-making in a changing world.

Sourced from NOAA website and NMFS Strategic Plan



Coho salmon smolts, Scotts Creek, CA. Pacific salmon and steelhead are anadromous—born in freshwater streams and then migrating out to the ocean to feed and grow. These species are foundational to West Coast tribes, and essential to our cultures, livelihoods, and ecosystems, yet many California runs are endangered or threatened with extinction. Working in the field, lab, and applying novel analytical approaches, SWFSC scientists create information and tools that enable managers, and other interested parties, to make the most informed decisions possible about how to conserve and recover Pacific salmon. *(Credit: NOAA Fisheries / SWFSC)*

Foundational Science

SWFSC provides scientific information to support fisheries management and protected species conservation in the California Current, throughout the North Pacific Ocean, and around Antarctica. Our scientists conduct biological, oceanographic and socio-economic research, observations, and monitoring of living marine resources and their surrounding habitats.

Our trust resource responsibilities for the West Coast span: the federal fisheries for Pacific salmon, groundfish, and pelagic fishes; and the protected species of Pacific salmon, cetaceans, marine turtles, and abalone. Off the Antarctic Peninsula, our responsibilities cover Antarctic krill, seabirds, fish, and pinnipeds.

We seek to understand the impacts of both anthropogenic forces as well as profound environmental variability on these trust resources, the marine ecosystems that support them, and the human communities that depend on them now and in the future.

The Challenge Ahead

Scientific and technological advancement and providing scientific advice to decision makers is more important than ever.

As the rate of change in our oceans and important coastal habitats accelerates, our scientific orientation, prioritization of our limited resources, and who we involve as partners will determine our ability to respond to the most pressing needs over the next decade.

Our historical mandates under laws such as the Magnuson-Stevens Fishery Conservation and Management Act, Endangered Species Act, and Marine Mammal Protection Act remain unchanged. SWFSC has a long history of conducting applied research in the productive California Current in support of each of these mandates. However, physical and environmental changes in our oceans will have a far greater role in our work in coming years. Ambitious plans for offshore wind energy to build a clean energy economy will profoundly affect our trust resources and we must prepare for our role in advising management partners.

Integrating the concepts of equity and environmental justice into our science will 'broaden our aperture' in ways that make our scientific advice more relevant to a greater number of people.

Committing ourselves and adapting our science to these changes, while still meeting needs for species-specific management advice within level-funded budgets is our grand challenge for the decade.

Strategic Goals: An Integrated Strategy

The SWFSC Strategic Vision aligns with and directly supports the three strategic goals of NOAA Fisheries and our Geographic Strategic Plan: adaptively manage fisheries for sustainability and economic competitiveness; safeguard protected species and propel their recovery; and diversify our workforce, promote equity and environmental justice, and improve our mission performance through organizational excellence. Our vision represents an intentionally forward-looking and integrated strategy for achieving these goals over the next 10 years.

We are committed to implementing this vision collaboratively with our staff, agency, and external partners, which is essential to effectively addressing tomorrow's complex scientific and regional challenges.

Pacific bluefin tuna are highly migratory species, ranging across the North Pacific from East Asia to the U.S. West Coast. Stock assessments for these species require ongoing data exchange and collaboration. To accomplish this, our assessment scientists work within the structures of various domestic and international regional fishery management and science organizations. *(Credit: Blue Planet Archive / Nobuo Kitagawa)*

01

FOUNDATIONAL AND BREAKTHROUGH SCIENCE

Conduct foundational and breakthrough science to advance the long-term viability and sustainability of our ocean and coastal ecosystems, species, and habitats.

02

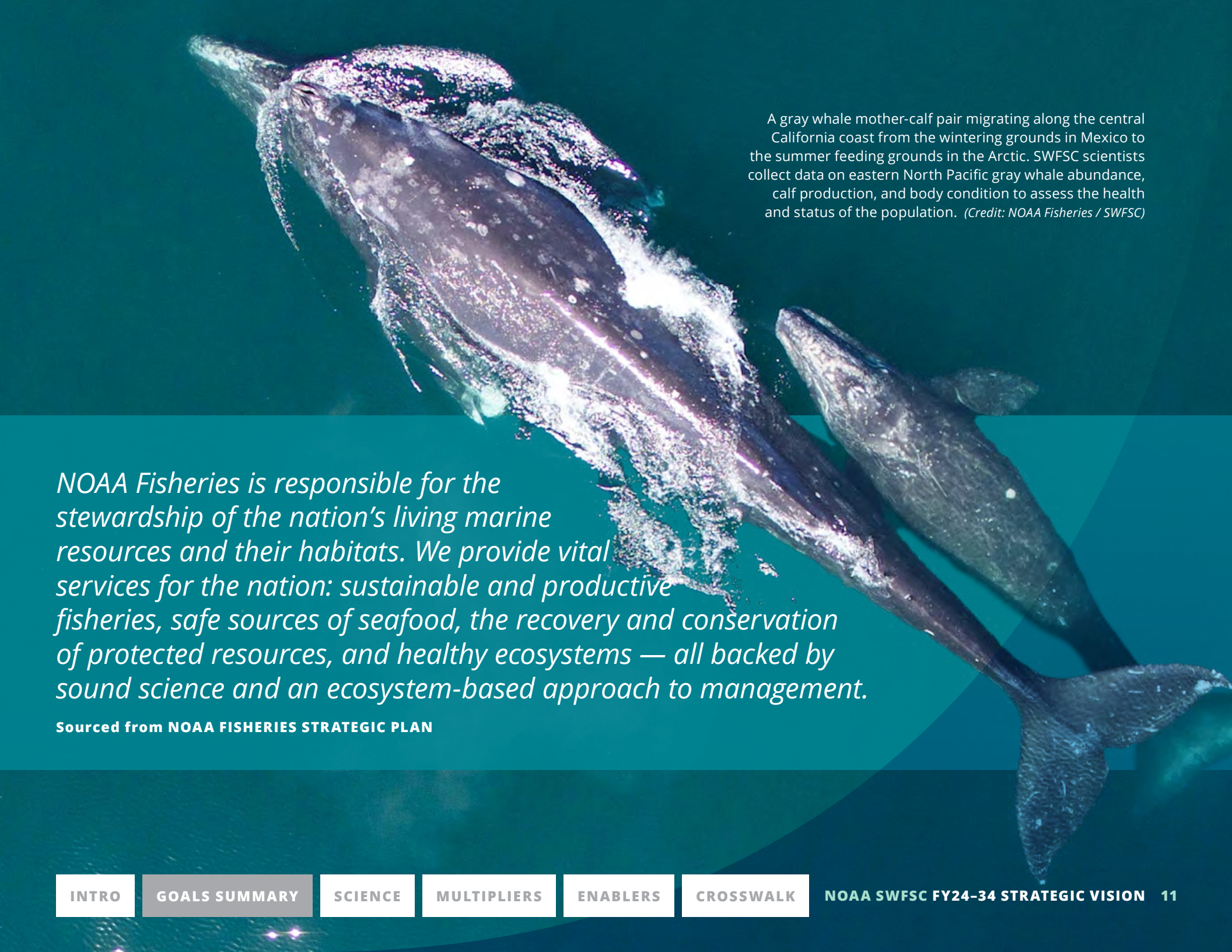
SCIENCE FORCE MULTIPLIERS

Couple the power of collaboration, partnerships, innovative technologies, and big data to propel scientific breakthroughs and mission impacts.

03

MISSION ENABLERS

Sustain a high-performing workforce and organization that thrives in the face of a changing world and complex scientific challenges.



A gray whale mother-calf pair migrating along the central California coast from the wintering grounds in Mexico to the summer feeding grounds in the Arctic. SWFSC scientists collect data on eastern North Pacific gray whale abundance, calf production, and body condition to assess the health and status of the population. *(Credit: NOAA Fisheries / SWFSC)*

NOAA Fisheries is responsible for the stewardship of the nation's living marine resources and their habitats. We provide vital services for the nation: sustainable and productive fisheries, safe sources of seafood, the recovery and conservation of protected resources, and healthy ecosystems — all backed by sound science and an ecosystem-based approach to management.

Sourced from NOAA FISHERIES STRATEGIC PLAN

01

OVERVIEW: STRATEGIC GOAL 01

Foundational and Breakthrough Science

Conduct foundational and breakthrough science to advance the long-term viability and sustainability of our ocean and coastal ecosystems, species, and habitats.

Our science goal is the driver behind the Center's core role of providing vital scientific advice for the region and nation. It builds on our strengths and challenges us to move in new directions as we prepare our fisheries to be climate-ready. This includes further integrating climate change considerations into an ecosystem approach to fisheries and protected species management through observing, modeling and forecasting the effects of changing ocean conditions and habitats on our trust resources.

Our targeted strategies to advance the science that supports sustainable use of ocean resources while protecting and conserving species and their habitats are framed under three activity headings: Fisheries and Protected Resources, Ecosystems and Climate Change, and Surveys and Data Acquisition. Our 10-year vision presents new avenues for advancing foundational science, as well as achieving breakthroughs to better inform management decisions.

This vision document guides efforts at SWFSC to focus on the science that will add measurable value to the agency's sustainability and conservation goals and metrics.

01

STRATEGIC OBJECTIVE:

Fisheries and Protected Resources Science

As the geographic ranges of trust species and stocks expand, contract, or shift, and the productivity of fish and other living marine resources changes or becomes less predictable, our analytical products will more fully integrate varied factors including climate, ecosystem, multi-species, and socioeconomic dynamics. We must continue to work across international boundaries to assess stocks. Applying expanded approaches will better inform trade-off decisions for species by resource managers and others.

This set of strategies serves to guide, improve, and evaluate management actions as we support adaptation to changing oceans and altered habitats over the coming decade.

STRATEGIES INCLUDE:

01.01 EVOLVE and **INTEGRATE** models for fisheries and protected species assessments to include climate, ecosystem, multi-species, and/or socioeconomic dynamics to inform tradeoff decisions.

> ***Tradeoff decisions*** *represent a balance achieved between two or more desirable but incompatible features; a compromise.*

01.02 DISCOVER new solutions to promote the long-term viability and sustainability of priority species and conservation units.

> ***Conservation units*** *refer to distinct populations or groups of individuals within a species that are considered essential for the overall conservation of that species. They are based on genetic, ecological, or geographic criteria and are targeted for specific conservation efforts to ensure the species' long-term survival.*

01.03 IDENTIFY critical habitats, ecosystem functioning, and candidate habitats for restoration or protection to prioritize and evaluate the efficacy of management actions.

01

STRATEGIC OBJECTIVE:

Ecosystems and Climate Change Science

Systematic approaches to fisheries and protected species management that contribute to the resilience and sustainability of the ecosystem must recognize the many components and interactions of the system and seek to optimize benefits among diverse societal goals. Our science to underpin these approaches will become more important as climate changes and the effects of offshore wind, aquaculture, and other ocean uses proliferate.

Over the next decade, we commit to making assessments and tools more usable and accessible for both strategic and tactical decision-making to build climate resilience in coastal communities and ensure sustainable fisheries and protected species conservation. The actions here seek to integrate our understanding of the complexity of marine ecosystems into evidence-based decisions and to inform multi-species/multi-objective resource management strategies.

STRATEGIES INCLUDE:

01.04 TRANSFORM integrated ecosystem assessments for use in strategic and tactical decision-making for the management of living marine resources.

01.05 EXPAND baseline data, mine long-term time series, and **IMPROVE** our portfolio of models to assess impacts of climate change, offshore wind energy development, and other ocean uses to inform resource management and investment decisions.

01.06 ADVANCE research on cross-ecosystem processes and species interactions to improve understanding and accuracy of forecasts.

01.07 STRENGTHEN capacity to incorporate human dimensions into research approaches and management advice.

01.08 ANTICIPATE, IDENTIFY, and **SCENARIO TEST** ecosystem responses to climate variability to inform climate-resilient strategies.

01

STRATEGIC OBJECTIVE:

Surveys and Data Acquisition

Foundational to SWFSC's work is scientific data collection to monitor species abundance, distribution, life history, and habitat preferences as well as ecosystem variables. In an environment of expanding complexities associated with our mission, and yet faced with contracting resources for data collection, SWFSC will strive to increase the diversity of platforms we use for surveys and bring innovation and efficiency into all aspects of our work. Our field and laboratory work will continue to be conducted to maximize productivity and quality. We will leverage technology (e.g. uncrewed systems, 'omics, and acoustics) and work with partners to increase spatial and temporal resolution and coverage of our data, and to use it in novel ways to answer critical scientific questions.

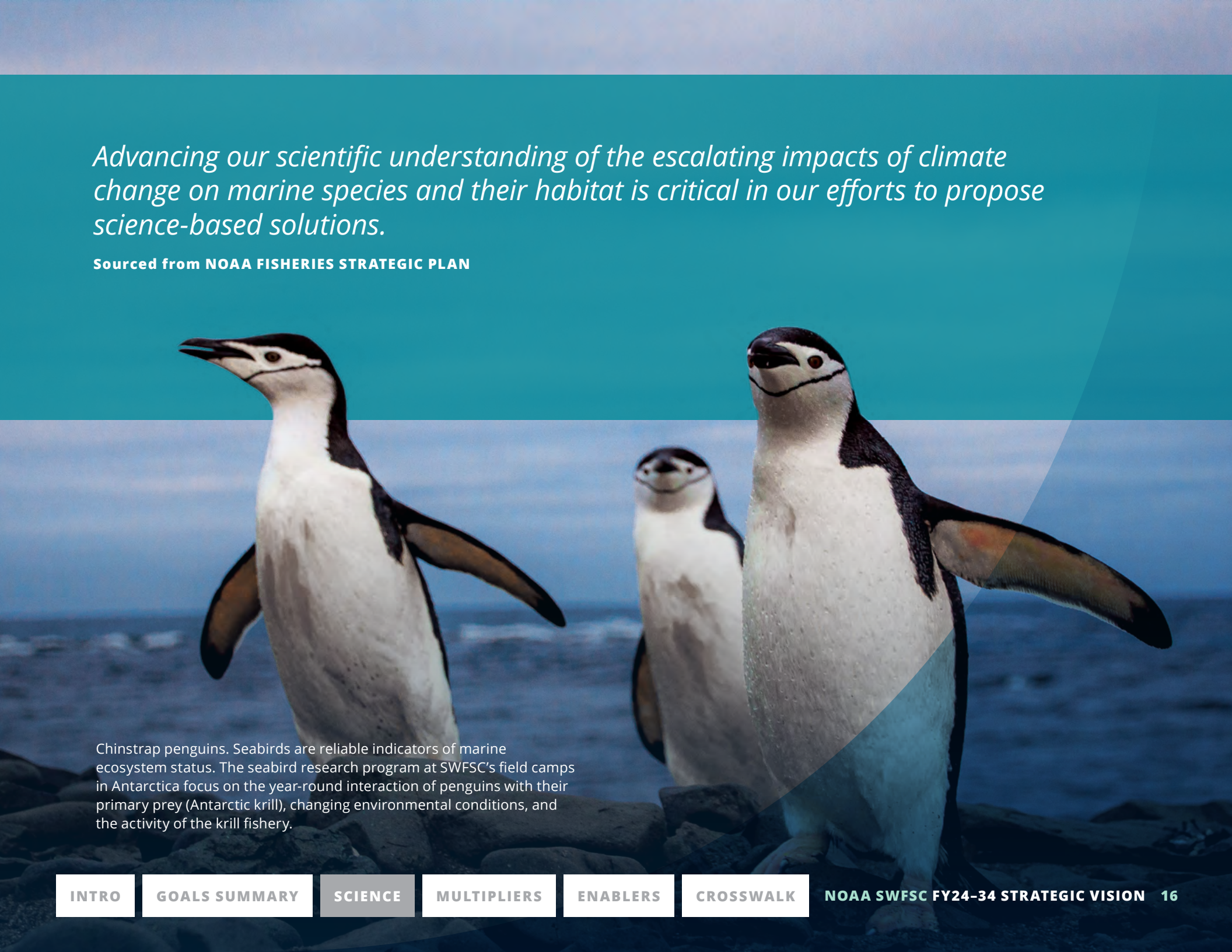
STRATEGIES INCLUDE:

01.09 ADAPT and **OPTIMIZE** data collection, including surveys and field operations, for maximum efficiency.

01.10 HARNESS new and evolving technologies and capabilities to fill scientific gaps, increase precision, and increase efficiency.

Advancing our scientific understanding of the escalating impacts of climate change on marine species and their habitat is critical in our efforts to propose science-based solutions.

Sourced from NOAA FISHERIES STRATEGIC PLAN



Chinstrap penguins. Seabirds are reliable indicators of marine ecosystem status. The seabird research program at SWFSC's field camps in Antarctica focus on the year-round interaction of penguins with their primary prey (Antarctic krill), changing environmental conditions, and the activity of the krill fishery.

02

OVERVIEW: STRATEGIC GOAL 02

Science Force Multipliers

Couple the power of collaboration, partnerships, innovative technologies, and big data to propel scientific breakthroughs and mission impacts.

Interdisciplinary science conducted in a resource-constrained environment to solve complex problems requires that we employ available assets inside the Center and beyond in creative and novel ways. SWFSC will capitalize on the force multipliers of collaboration and partner capabilities, innovative technologies, and large data holdings to increase the power of our scientific enterprise, results, and influence. We will pursue strategic partnerships, enhance our data infrastructure, and employ transformational data management strategies to drive scientific advancements and mission impacts for NOAA Fisheries.

02

STRATEGIC OBJECTIVE:

Collaboration and Partnerships

SWFSC recognizes the essential nature of our scientific collaborations and the need to build new relationships to address both current and emerging complex mission challenges. We must focus on building trust with partners and other interested parties by promoting inclusion, equity, and environmental justice, and by increasing interactions, in particular, with tribal nations and groups. Our cooperative research investments and partnerships involving academia, industry, and others are a path toward building a more resilient scientific enterprise. Focusing on international collaboration for the purpose of expanding geographic coverage and greater advancement of scientific objectives is needed for the next 10 years.

STRATEGIES INCLUDE:

02.01 ACCELERATE transdisciplinary collaboration to solve multi-dimensional scientific and management challenges.

02.02 PURSUE inclusion, equity, and environmental justice, coproduction, and traditional ecological knowledge to build trust, increase innovation, and enhance our abilities to solve complex problems.

02.03 EXPAND cooperative research investments and other mutually beneficial partnerships to strengthen trust and build a more resilient scientific enterprise.

02.04 TARGET international collaboration to expand geographic coverage and facilitate mutually beneficial scientific objectives.

02

STRATEGIC OBJECTIVE:
Infrastructure

Scientific advancement can be amplified and multiplied by leveraging advanced technologies, facilities, and observing systems available today and emerging tomorrow. Identifying an efficient mix of in-house and external infrastructure to accomplish our goals will be key. We commit to both develop and use state-of-the-art scientific infrastructure to increase the resilience of our observing systems and facilities for the benefit of the nation.

STRATEGIES INCLUDE:

02.05 UNLOCK the transformative power of advanced technologies and facilities to accelerate discovery and observe ecosystems with increased spatial and temporal resolution and coverage.

02.06 CODIFY and **SHARE** best practices in the utilization of uncrewed systems to build observational resilience across the NOAA enterprise.

Implementing advanced observation systems

Multi-disciplinary observing systems that integrate physical, biological, and biogeochemical measurements to address complex scientific challenges and gain efficiency will be increasingly important as we seek to sustain long-term data time series as well as expand coverage. The SWFSC Ocean Technology Development Tank will allow for experimentation and testing of systems onsite. Optimizing our facilities with use of external assets and services in areas such as bioinformatics, artificial intelligence, and robotics will efficiently advance our science.

02

STRATEGIC OBJECTIVE:

Data Management and Optimization

An essential component of our force multiplier goal is building a data culture at SWFSC around the NMFS goal of data modernization. We must build on our strengths in developing data serving tools to develop and use new systems and tools, such as artificial intelligence, that allow us to expand data collections while increasing data analysis, stewardship, interoperability, and access, as well as resilience to loss of key personnel. SWFSC is committed to achieving open science and greater data access for building public trust, solving complex problems, and optimizing scientific and societal outcomes.

STRATEGIES INCLUDE:

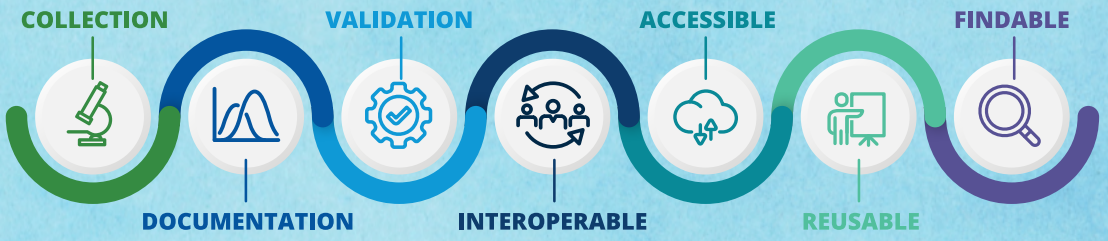
02.07 ADOPT data management best practices and transform workforce culture to maximize the quality, accessibility, and throughput of data.

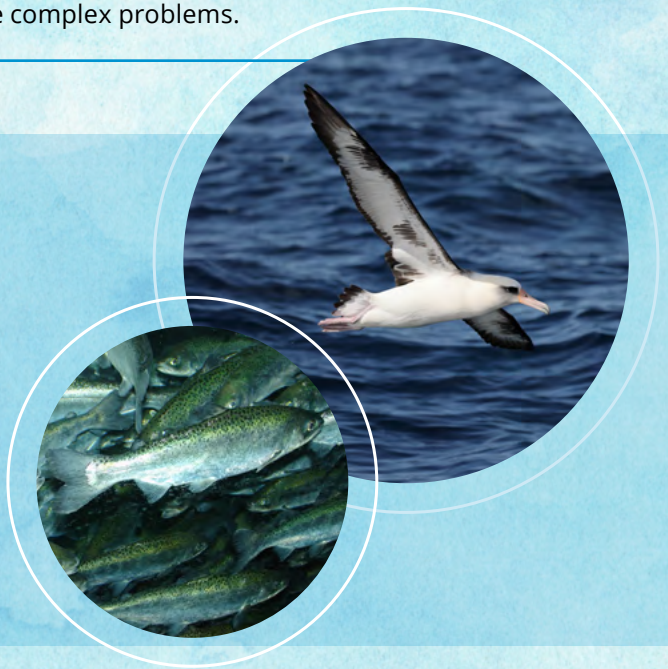
02.08 ACHIEVE open science and data access to build public trust and facilitate collaborative science, innovation, and equitable outcomes.

02.09 EXPLOIT data science, analytics, tools, and supporting infrastructure to automate processes, maximize data integration and utility, and solve complex problems.

Data lifecycle using FAIR principles

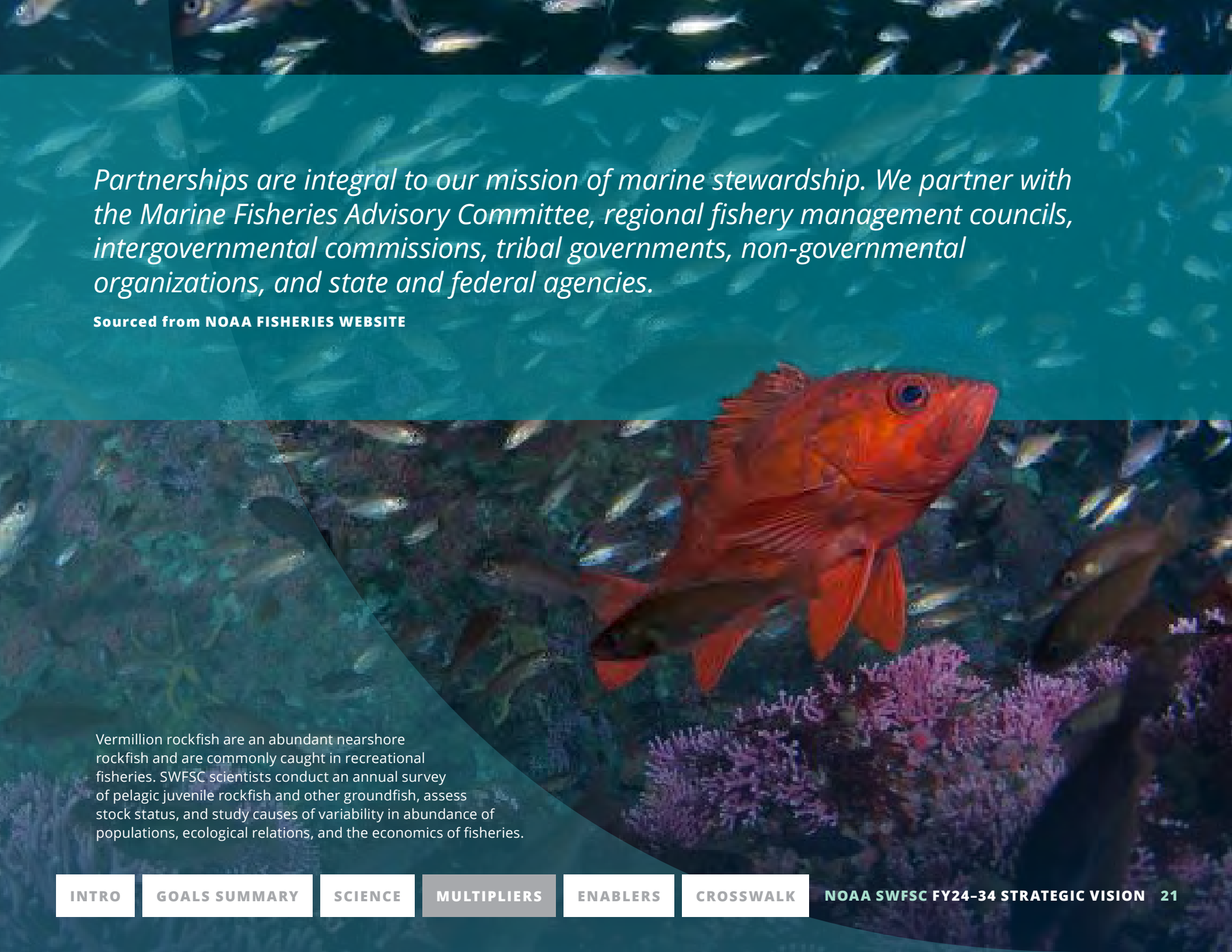
NOAA Fisheries is committed to creating a culture that embraces a people-first approach to data service and delivery to ensure mission success and public trust through scientific integrity. By adhering to FAIR data principles, the SWFSC elevates the status of data on par with scientific publications to ensure fisheries data and information are **F**indable, **A**ccessible, **I**nteroperable, and **R**eusable.





Partnerships are integral to our mission of marine stewardship. We partner with the Marine Fisheries Advisory Committee, regional fishery management councils, intergovernmental commissions, tribal governments, non-governmental organizations, and state and federal agencies.

Sourced from NOAA FISHERIES WEBSITE



Vermillion rockfish are an abundant nearshore rockfish and are commonly caught in recreational fisheries. SWFSC scientists conduct an annual survey of pelagic juvenile rockfish and other groundfish, assess stock status, and study causes of variability in abundance of populations, ecological relations, and the economics of fisheries.

03

OVERVIEW: STRATEGIC GOAL 03

Mission Enablers

Sustain a high-performing workforce and organization that thrives in the face of a changing world and complex scientific challenges.

SWFSC organizational health underlies all of our successes. Therefore, this goal focuses on enhancing the conditions and culture in which we work and communicate. Our people are passionate about our mission, experts in their fields, and committed to our long-term vision. We recognize that we need high-performing teams and a supporting organization to achieve our vision and mission. This goal focuses on ensuring that the SWFSC workforce is positioned today and tomorrow to succeed, particularly in the face of an ever-changing environment and associated complex scientific mission challenges.

Goal 3 of this 10-year vision has components for People, Culture and Work Environment; Organizational Performance and Efficiency; and Engagement and Outreach. These components are necessary to ensure the competitiveness of our science and our scientific leadership over the next decade.

03

STRATEGIC OBJECTIVE:

People, Culture, and Work Environment

Employees are critical to mission success. We are committed to building a future workforce that mirrors the diversity of the population we serve and is inclusive of team members bringing different backgrounds, perspectives and experiences to enrich our capacity to solve complex scientific challenges. Nurturing our culture and environment of continuous improvement, adaptation to change, and innovation will require a concerted effort and commitment to employee empowerment as an organization and leadership team. We want to benefit from our unique facilities, technologies, and workplace policies for promoting engagement, collaboration, and agility. Finally, we commit to encouraging employee wellness by providing for participation in health and wellness activities as part of our culture.

STRATEGIES INCLUDE:

03.01 BUILD a diverse, inclusive, and highly skilled workforce to solve the increasingly complex scientific challenges of the future.

03.02 GROW internships for historically excluded populations to provide opportunities to participate in science and expand diversity in the workforce pipeline.

03.03 CREATE a culture of continuous learning, improvement, and adaptation to change with training and development opportunities to promote professional growth, retention, and mission success.

03.04 EMPOWER breakthrough thinking and innovation to transform our mission capabilities.

03.05 CAPITALIZE on our unique facilities, technologies, and workplace policies to strengthen relationships and promote a culture of engagement, collaboration, and agility.

03.06 ESTABLISH pathways for employee participation in health and wellness activities to promote overall well-being and satisfaction.

03

STRATEGIC OBJECTIVE:

Organizational Performance and Efficiency

To better position the Center to both cope with change and take advantage of opportunities ahead, as well as to increase efficiency, we will begin the next decade by restructuring the organization to reduce barriers to collaboration across the Center and with others. To increase organizational performance, we commit to streamlining administrative requirements and processes that are within our control to increase available time and energy for mission activities.

STRATEGIES INCLUDE:

03.07 STRUCTURE the Center to promote an integrated ecosystem approach to decision-making and increased efficiency.

03.08 REDUCE and **STREAMLINE** administrative processes and requirements to maximize time and energy focused on mission activities.

***Administrative processes** are integral to executing our work and to assuring the public that taxpayer dollars are being spent appropriately. We commit to ensuring SWFSC administrative processes meet essential Department of Commerce, NOAA, and NOAA Fisheries requirements and that they are as efficient as possible, by conducting incremental internal business process reviews and providing feedback loop opportunities for constant improvement.*

03

STRATEGIC OBJECTIVE:

Engagement and Outreach

Cross-organizational engagement and teamwork must thread through all Center activities and we recognize that focusing on the most beneficial of these and eliminating barriers to partnering in non-traditional ways must be part of our strategic approach. We also are committed to expanding the Center's visibility by promoting awareness and use of our science locally, regionally, and nationally.

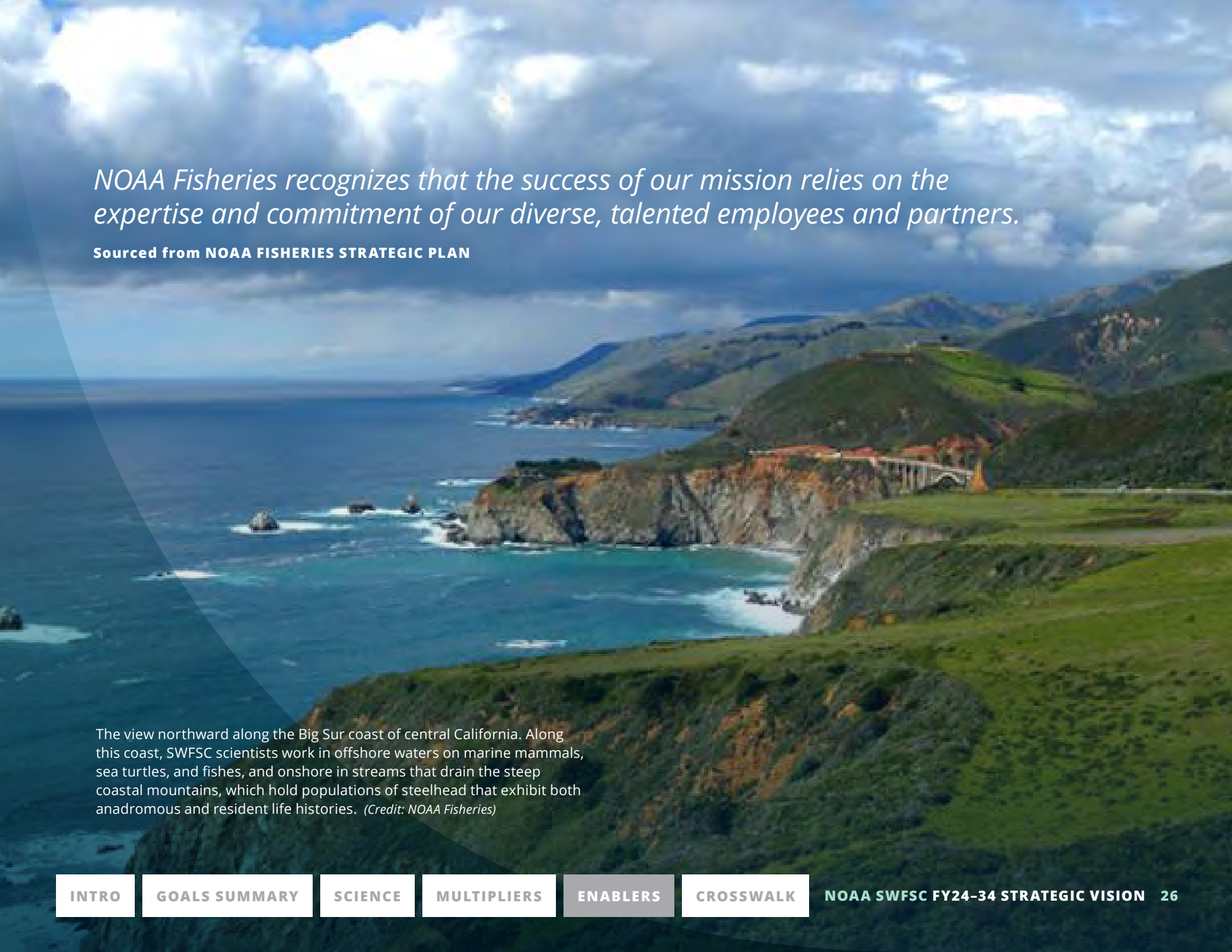
STRATEGIES INCLUDE:

03.09 **REALIGN**, **REINFORCE**, and/or **FORGE** new cross-organizational teams where needed, internally and externally, to realize the Center's 10-year strategic vision and plan.

03.10 **EXPAND** communication and outreach to elevate visibility and use of the Center's science and contributions to the region and nation.

NOAA Fisheries recognizes that the success of our mission relies on the expertise and commitment of our diverse, talented employees and partners.

Sourced from NOAA FISHERIES STRATEGIC PLAN



The view northward along the Big Sur coast of central California. Along this coast, SWFSC scientists work in offshore waters on marine mammals, sea turtles, and fishes, and onshore in streams that drain the steep coastal mountains, which hold populations of steelhead that exhibit both anadromous and resident life histories. *(Credit: NOAA Fisheries)*

SWFSC and NOAA Fisheries Strategic Goals Crosswalk

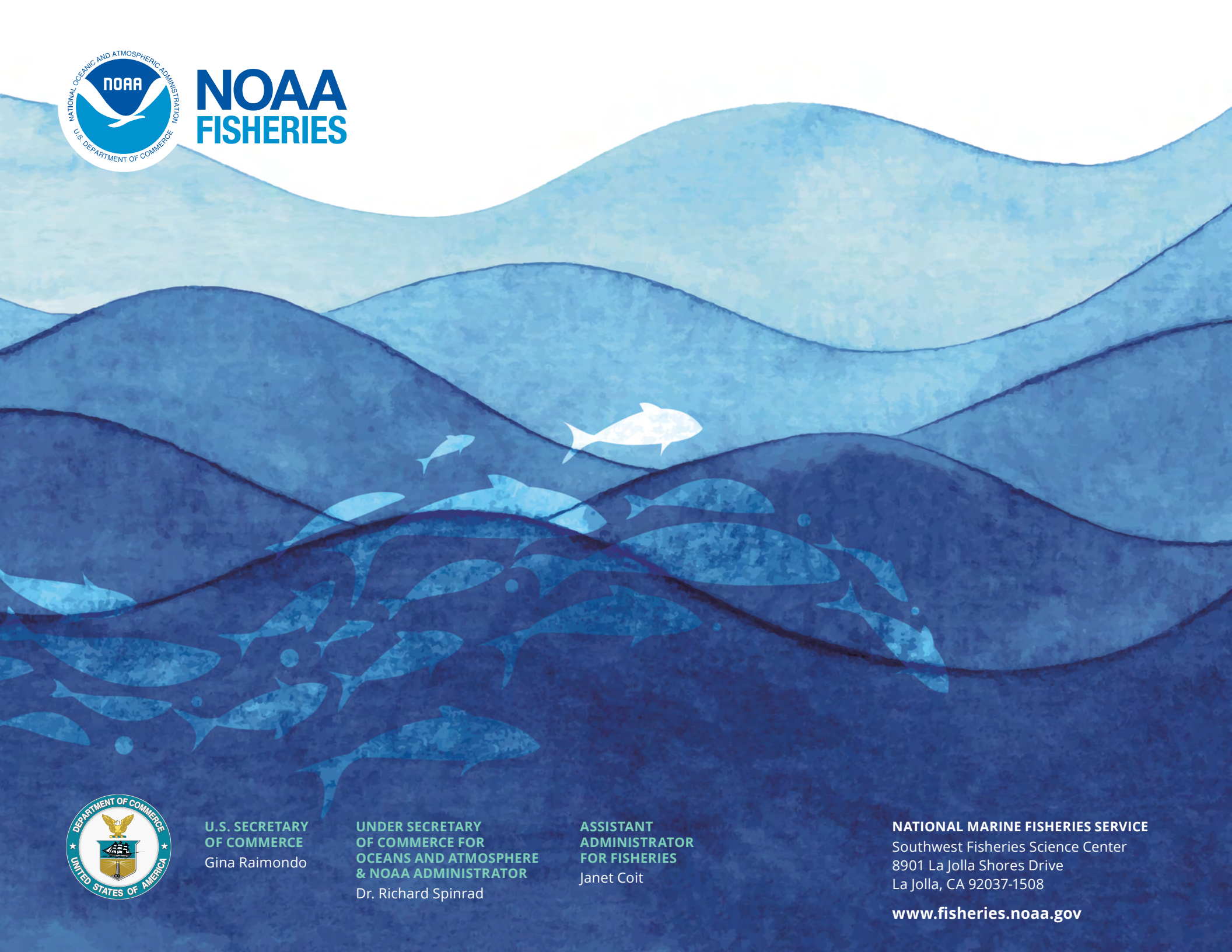
SWFSC Strategic Vision	NOAA Fisheries Strategic Plan		
GOAL 1: ***Foundational and Breakthrough Science***	**GOAL 1** *Adaptively manage fisheries for sustainability and economic competitiveness*	**GOAL 2** *Safeguard protected species and propel their recovery*	**GOAL 3** *Diversify our workforce, promote equity and environmental justice, and improve our mission performance*
01.01 – Evolve and integrate models for fisheries and protected species assessments to include climate, ecosystem, multi-species, and/or socioeconomic dynamics to inform tradeoff decisions.	•	•	
01.02 – Discover new solutions to promote the long-term viability and sustainability of priority species and conservation units.	•	•	•
01.03 – Identify critical habitats, ecosystem functioning, and candidate habitats for restoration or protection to prioritize and evaluate the efficacy of management actions.	•	•	
01.04 – Transform integrated ecosystem assessments for use in strategic and tactical decision-making for the management of living marine resources.	•	•	
01.05 – Expand baseline data, mine long-term time series, and improve our portfolio of models to assess impacts of climate change, offshore wind energy development, and other ocean uses to inform resource management and investment decisions.	•	•	
01.06 – Advance research on cross-ecosystem processes and species interactions to improve understanding and accuracy of forecasts.	•	•	
01.07 – Strengthen capacity to incorporate human dimensions into research approaches and management advice.	•	•	•
01.08 – Anticipate, identify, and scenario test ecosystem responses to climate variability to inform climate-resilient strategies.	•	•	
01.09 – Adapt and optimize data collection, including surveys and field operations, for maximum efficiency.	•	•	
01.10 – Harness new and evolving technologies and capabilities to fill scientific gaps, increase precision, and increase efficiency.	•	•	•

SWFSC and NOAA Fisheries Strategic Goals Crosswalk

SWFSC Strategic Vision	NOAA Fisheries Strategic Plan		
GOAL 2: ***Science Force Multipliers***	**GOAL 1** *Adaptively manage fisheries for sustainability and economic competitiveness*	**GOAL 2** *Safeguard protected species and propel their recovery*	**GOAL 3** *Diversify our workforce, promote equity and environmental justice, and improve our mission performance*
02.01 – Accelerate transdisciplinary collaboration to solve multi-dimensional scientific and management challenges.	•	•	•
02.02 – Pursue inclusion, equity, and environmental justice, coproduction, and traditional ecological knowledge to build trust, increase innovation, and enhance our abilities to solve complex problems.	•	•	•
02.03 – Expand cooperative research investments and other mutually beneficial partnerships to strengthen trust and build a more resilient scientific enterprise.	•	•	•
02.04 – Target international collaboration to expand geographic coverage and facilitate mutually beneficial scientific objectives.	•	•	•
02.05 – Unlock the transformative power of advanced technologies and facilities to accelerate discovery and observe ecosystems with increased spatial and temporal resolution and coverage.	•	•	•
02.06 – Codify and share best practices in the utilization of uncrewed systems to build observational resilience across the NOAA enterprise.	•	•	•
02.07 – Adopt data management best practices and transform workforce culture to maximize the quality, accessibility, and throughput of data.	•	•	•
02.08 – Achieve open science and data access to build public trust and facilitate collaborative science, innovation, and equitable outcomes.	•	•	•
02.09 – Exploit data science, analytics, tools, and supporting infrastructure to automate processes, maximize data integration and utility, and solve complex problems.	•	•	•
03.01 – Build a diverse, inclusive, and highly skilled workforce to solve the increasingly complex scientific challenges of the future.	•	•	•

SWFSC and NOAA Fisheries Strategic Goals Crosswalk

SWFSC Strategic Vision	NOAA Fisheries Strategic Plan		
GOAL 3: ***Mission Enablers***	**GOAL 1** *Adaptively manage fisheries for sustainability and economic competitiveness*	**GOAL 2** *Safeguard protected species and propel their recovery*	**GOAL 3** *Diversify our workforce, promote equity and environmental justice, and improve our mission performance*
03.02 – Grow internships for historically excluded populations to provide opportunities to participate in science and expand diversity in the workforce pipeline.			•
03.03 – Create a culture of continuous learning, improvement, and adaptation to change with training and development opportunities to promote professional growth, retention, and mission success.			•
03.04 – Empower breakthrough thinking and innovation to transform our mission capabilities.	•	•	•
03.05 – Capitalize on our unique facilities, technologies, and workplace policies to strengthen relationships and promote a culture of engagement, collaboration, and agility.	•	•	•
03.06 – Establish pathways for employee participation in health and wellness activities to promote overall well-being and satisfaction.			•
03.07 – Structure the Center to promote an integrated ecosystem approach to decision-making and increased efficiency.	•	•	•
03.08 – Reduce and streamline administrative processes and requirements to maximize time and energy focused on mission activities.			•
03.09 – Realign, reinforce, and/or forge new cross-organizational teams where needed, internally and externally, to realize the Center's 10-year strategic vision and plan.	•	•	•
03.10 – Expand communication and outreach to elevate visibility and use of the Center's science and contributions to the region and nation.	•	•	•



NOAA FISHERIES

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