

**21st Century Salmon and Steelhead Project
WDFW Framework / January 31, 2009**

Purpose: WDFW shall manage salmon and steelhead to recovery & sustainability in a way that is science-based, well-documented, transparent, well-communicated, and accountable.

KEY RESULT AREA I: Wild¹ Fish Populations

Outcome Statement: All fish populations contribute to the conservation of Washington's salmon and steelhead resource and functioning ecosystems and core populations are healthy, stable, and self-sustaining.

TIME FRAME FOR BENCHMARKS

WHERE ARE WE NOW?		2007-2009	2009-2011	2011-2013	2013-2015	2020	2030	2040	2050	END RESULTS / MEASURABLE OUTCOMES	
CONTRIBUTING POPULATIONS² - ECOSYSTEM FUNCTION	Population characteristics consistent with providing "ecosystem function" have not been defined.	Ecosystem function level defined.	Ecosystem function goals identified for <u>listed and coastal populations</u> .	Legislature supports full funding of the Department's hatchery reform package, selective fishery/mass marking package, enforcement package, habitat package, and measures to achieve our science and monitoring outcomes.	50% of populations provide ecosystem function. Strategies and actions identified and captured in web tool for <u>all populations</u> .	100% of populations provide ecosystem function.				<p>All populations contribute to a functioning ecosystem:</p> <ul style="list-style-type: none"> - the quantity and temporal availability of marine derived nutrients meets salmon and steelhead population requirements - the links necessary to sustain ecosystem function are maintained e.g. fish available for terrestrial uses 	CONTRIBUTING POPULATIONS - ECOSYSTEM FUNCTION
PRIMARY POPULATIONS - VSP³	<p>Six salmon recovery plans have been developed (two approved by NOAA)</p> <p>Primary populations⁴ have not been established for every listed ESU or DPS.</p> <p>No primary populations (~66) in listed ESUs or DPS⁵ have abundance, productivity, spatial structure, and diversity that meet or exceed proposed ESA delisting criteria.</p> <p>Primary populations and the equivalent of the ESA-delisting criteria have not been established for the 312 non-listed salmon and steelhead populations in Washington.</p> <p>SaSI⁶ status is unknown for 32% of the 312 non-listed populations.</p>	<p>Primary populations established for <u>listed ESUs</u>.</p> <p>VSP goals for <u>listed primary populations</u>.</p> <p>Strategies and actions compiled in web tool for <u>listed primary populations</u>.</p>	<p>Primary populations for <u>non-listed coastal ESUs</u> identified.</p> <p>VSP goals for <u>coastal primary populations - non-listed</u>.</p>	<p>Primary populations established for <u>non-listed ESUs</u>.</p> <p>Current VSP parameters estimated for <u>all primary populations</u>.</p> <p>VSP goals for Puget Sound, Mid-Columbia, Upper Columbia <u>primary populations - non-listed</u>.</p> <p>Strategies and actions compiled in web tool for <u>coastal primary populations</u>.</p>	<p>Strategies and actions compiled in web tool for <u>all primary populations</u>.</p>	<p>25% of primary populations have at least 95% probability of persistence</p> <p>< 20% High Risk⁷</p>	<p>40% of primary populations have at least 95% probability of persistence</p> <p>< 10% High Risk</p>	<p>60% of primary populations have at least 95% probability of persistence</p> <p>0% High Risk</p>	<p>100% of primary populations have at least 95% probability of persistence.</p>	<p>All of the populations that have been established as primary are exhibiting abundance, productivity, spatial structure, and diversity consistent with at least 95% probability of persistence.</p>	PRIMARY POPULATIONS - VSP
CORE POPULATIONS - HEALTHY & HARVESTABLE	<p>Healthy and harvestable⁸ criteria defined for populations in only 6 ESUs (Puget Sound Chinook, Hood Canal Summer Chum, Lower Columbia ESA-listed ESUs and DPS).</p> <p>In ESA-listed ESUs or DPSs, no populations have abundance, productivity, spatial structure, and diversity that meet or exceed healthy and harvestable levels.</p> <p>In non-listed ESUs, the status of populations relative to the healthy and harvestable definition has not been determined.</p>	<p>Healthy and harvestable level identified for <u>every primary population</u> in ESA-listed ESUs or DPSs.</p>	<p>Populations to be healthy and harvestable identified.</p> <p>Healthy and harvestable goals identified for subsets of <u>coastal and all listed populations</u>.</p>	<p>Healthy and harvestable goals identified for <u>subset</u> of Puget Sound, Mid-Columbia, Upper Columbia <u>primary populations - non-listed</u>.</p> <p>Strategies and actions compiled in web tool for <u>listed and coastal populations</u>.</p>	<p>Strategies and actions compiled in web tool for <u>all populations</u>.</p>	<p>25% of target achieved.</p>	<p>50% of target achieved.</p>	<p>75% of target achieved.</p>	<p>100% of target achieved.</p>	<p>At least 25% of the primary populations in each ESU are healthy and harvestable.</p> <p>Healthy & Harvestable: A population with sufficient abundance, productivity, diversity and spatial structure to be resilient through environmental fluctuations, to perform natural ecological functions in freshwater and marine systems, provide related cultural values to society, and sustain directed fisheries.</p>	CORE POPULATIONS - HEALTHY & HARVESTABLE

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WHERE ARE WE NOW?		2007-2009	2009-2011	2011-2013	2013-2015	2020	2030	2040	2050	END RESULTS / MEASURABLE OUTCOMES
ADAPTIVE MANAGEMENT GOALS - ACTIONS - TRACKING	<p>Long-term goals have been described for most listed populations; for non-listed populations, we have an implicit goal of maintaining VSP¹ characteristics.</p> <p>Among recovery plans, there is substantial variation in the specificity of actions and the application of an integrated all-H⁹ framework¹⁰.</p> <p>There is no defined agency process to 1) identify implementation responsibilities, 2) prioritize actions, 3) track actions, 4) evaluate effectiveness, 5) update plans.</p>	<p>Web accessible documentation tool developed to communicate goals, strategies, actions, implementation responsibilities, and progress for fishery, hatchery, and habitat management.</p> <p>Goals, strategies, and actions identified in recovery plans for <u>all listed populations</u> are compiled in web tool.</p> <p>Hatchery reform recommendations and current harvest management regimes for <u>all populations</u> are compiled in web tool.</p> <p>Internal annual review implemented to evaluate and update <u>hatchery and harvest actions</u>.</p>	<p>Goals, strategies, and actions presented in integrated all-H framework for <u>listed populations</u>.</p> <p>100% of biennial hatchery, harvest, and habitat actions implemented.</p> <p>Internal annual review implemented to evaluate and update <u>hatchery, harvest, and habitat</u> actions.</p>	<p>Goals, strategies, and actions presented in all-H framework for <u>coastal populations</u>.</p> <p>100% of biennial hatchery, harvest, and habitat actions implemented.</p> <p>Internal annual review implemented to evaluate and update hatchery, harvest, and habitat actions.</p>	<p>Goals, strategies, and actions for <u>all populations</u> are defined in an integrated all-H framework that is documented and accessible to both managers and the public (MFS).</p> <p>100% of biennial hatchery, harvest, and habitat actions implemented.</p> <p>Internal annual review implemented to evaluate and update hatchery, harvest, and habitat actions.</p>	<p>100% of biennial hatchery, harvest, and habitat actions implemented.</p> <p>Internal annual review implemented to evaluate and update hatchery, harvest, and habitat actions.</p>	<p>100% of biennial hatchery, harvest, and habitat actions implemented.</p> <p>Internal annual review implemented to evaluate and update hatchery, harvest, and habitat actions.</p>	<p>100% of biennial hatchery, harvest, and habitat actions implemented.</p> <p>Internal annual review implemented to evaluate and update hatchery, harvest, and habitat actions.</p>	<p>WDFW long-term goals and actions for each population are defined in an integrated all-H framework, including measurable benchmarks for modifications to fishery, hatchery, and habitat management.</p> <p>There is a documented and transparent Agency process to 1) identify implementation responsibilities, 2) prioritize actions, 3) track actions, 4) evaluate effectiveness, 5) update plans.</p>	ADAPTIVE MANAGEMENT GOALS - ACTIONS - TRACKING

Definitions:

¹Wild:

A naturally produced fish from a locally adapted population regardless of parentage.

²Contributing Population:

Populations for which some restoration will be needed to achieve a stratum-wide average of medium viability. Contributing populations might include those of low to medium significance and viability where improvements can be expected to contribute to recovery.

³VSP:

From Shared Strategy's *Puget Sound Salmon Recovery Plan: Volume 1* (2007, pg. 47):

A "**Viable Salmon Population**" (VSP) has been defined by NMFS as "an independent population of any Pacific salmonid that has a negligible risk of extinction due to threats from demographic variation, local environmental variation, and genetic diversity changes over a 100-year time frame" (McElhany et al., 2000).

Four parameters have been identified to assess the viability of salmon populations: **abundance, productivity, spatial structure and diversity**. These parameters are reasonable predictors of extinction risk, they reflect general processes that are important to all populations of all species, and they are measurable. VSP parameters can be applied at the population and ESU level.

⁴Primary Population:

Provided by Jim Scott based on language developed by the Willamette and Lower Columbia, Interior Columbia Basin, and Puget Sound Technical Recovery Teams:

"A population that must have the abundance, productivity, spatial structure, and diversity necessary to provide at least a 95% probability of persistence over a 100-year time frame."

⁵DPS (Distinct Population Segment):

A group of organisms that may be listed under the Endangered Species Act. The group must be "markedly separated from other populations of the same taxon as a consequence of physical, physiological, ecological, and behavioral factors", and must be significant to its taxon. This listing unit is typically used for species under the jurisdiction or partial jurisdiction of the USFWS (including steelhead), while an Evolutionarily Significant Unit is used for species under the jurisdiction of NOAA Fisheries.

⁶SaSI (Salmonid Stock Inventory):

A standardized, uniform approach to identifying and monitoring the status of Washington's salmonid fish stocks. The inventory is a compilation of data on all wild stocks and a scientific determination of each stock's status as: healthy, depressed, critical, unknown, or extinct. SaSI is a cooperative product of the Washington Department of Fish and Wildlife and the tribal co-managers.

⁷High Risk:

Less than an 80% probability of persistence over 20 years

⁸Healthy & Harvestable:

Definition taken from the draft steelhead policy paper:

"A population with sufficient abundance, productivity, diversity and spatial structure to be resilient through environmental fluctuations, to perform natural ecological functions in freshwater and marine systems, provide related cultural values to society, and sustain directed fisheries."

⁹H-Integration:

"H-integration is defined as a coordinated combination of actions among all H-sectors – harvest, hatchery, and habitat (inclusive of hydro) – that together work to achieve the goal of recovering self-sustaining, harvestable salmon runs." (Puget Sound H-Integration process)

¹⁰All-H Framework:

System where each of the H-sectors describes what it will do to recover salmon populations.

Additional Notes:

1. ESA recovery and conservation goals are not always the same.

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KEY RESULT AREA II: Habitat

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TIME FRAME FOR BENCHMARKS

WHERE ARE WE NOW?		2007-2009	2009-2011	2011-2013	2013-2015	2020	2030	2040	2050	END RESULTS / MEASURABLE OUTCOMES	
Non-WDFW Land		Non-WDFW Land									
PHYSICAL AND BIOLOGICAL METRICS	<p>Some rivers, streams, and nearshore habitats lack the quality and quantity of habitat necessary to support healthy populations of salmon and steelhead.</p>	<p>WDFW fish passage inventories are completed on 80% of state owned road crossings.</p>	<p>In-stream flows rules are adopted for 50% of WRIAs with salmon and steelhead.</p> <p>In conjunction with maintaining watershed integrity, in-stream flow needs for salmon and steelhead are identified and prioritized.</p> <p>100% of instream diversions are inventoried for screens.</p> <p>USFS has secured funding to repair roads that impair salmon and steelhead habitat.</p> <p>Effectiveness and compliance monitoring is initiated in support of state regulatory programs that protect or recover salmon and steelhead habitat.</p> <p>WDFW fish passage inventories are completed on 100% of state owned road crossings.</p>	<p>100% of all <u>contributing** populations</u> have sufficient habitat complexity.</p> <p>Habitat complexity and water quality actions are identified and prioritized for <u>primary, and healthy and harvestable populations.</u></p> <p>50% of barriers provide fish passage on non-DOT state-owned lands and private industrial forest lands in support of salmon and steelhead goals.</p>	<p>(((100% of private and local government-owned stream crossings are inventoried for fish passage in salmon and steelhead streams.)))?</p> <p>100% of barriers provide fish passage on non-DOT state-owned lands and private industrial forest lands in support of salmon and steelhead goals.</p> <p>In-stream flows rules are adopted for 100% of WRIAs with salmon and steelhead.</p> <p>25% of Nearshore ecosystem processes and habitats are functional in supporting salmon and steelhead populations.</p>	<p>Water quality is sufficient to support 100% of <u>contributing populations.</u></p> <p>100% of salmon and steelhead streams have instream flows that support <u>contributing populations.</u></p> <p>100% of instream diversions are screened.</p> <p>50% of USFS roads are repaired or abandoned in support of salmon and steelhead goals.</p> <p>Puget Sound is healthy per the parameters of the Puget Sound Partnership.</p>	<p>Habitat complexity is sufficient to support 100% of <u>primary populations</u></p> <p>Water quality is sufficient to support 100% of <u>primary populations</u></p> <p>50% of Nearshore ecosystem processes and habitats are functional in supporting salmon and steelhead populations.</p>	<p>Habitat complexity is sufficient to support 100% of <u>healthy and harvestable populations.</u></p> <p>Water quality is sufficient to support 100% of <u>healthy and harvestable populations.</u></p> <p>100% of salmon and steelhead streams have instream flows that support <u>healthy and harvestable populations.</u></p> <p>100% of salmon and steelhead streams have instream flows that support <u>primary populations.</u></p> <p>100% of barriers provide fish passage within salmon and steelhead streams on federally owned lands.</p>	<p>100% of salmon and steelhead streams have instream flows that support <u>healthy and harvestable populations.</u></p> <p>100% of Nearshore ecosystem processes and habitats are functional in supporting salmon and steelhead populations.</p> <p>100% of barriers provide fish passage within all salmon and steelhead streams in support of salmon and steelhead goals.</p> <p>100% of USFS roads are repaired or abandoned in support of salmon and steelhead goals.</p>	<p>Habitat exists in sufficient quantity and quality to achieve fish conservation, recovery, and harvest goals.</p> <ul style="list-style-type: none"> - Habitat complexity* - Juvenile and adult passage - Water quality and stream flow - Marine nearshore habitat <p>* "Habitat complexity" refers to the full array of habitat characteristics essential to sustainable salmonid reproduction and rearing. This array includes: adequate large wood debris, deep and frequent pools, numerous stream channels, spawning gravels, and healthy riparian/floodplain vegetation to support salmon and steelhead populations. These characteristics may vary among watersheds.</p> <p>**All population goals are defined on page 2.</p>	PHYSICAL AND BIOLOGICAL METRICS
	SCIENCE-BASED PLANNING AND MONITORING	<p>All regional recovery plans have not been completed or fully evaluated for salmon and steelhead restoration.</p> <p>WDFW provides limited technical assistance, due to a lack of staff and science-based tools.</p> <p>An all-H approach has not been integrated in protection and restoration planning.</p> <p>Habitat status and trend monitoring is in the planning stages and has not yet been formally adopted or implemented.</p> <p>S&S are adversely affected by hydropower operations (juvenile survival, adult survival, water quality and flow regulation, and habitat loss).</p> <p>- 1% of FERC hydropower projects provide adequate (98%) juvenile and adult passage.</p> <p>- Where passage is provided at FERC hydropower projects, X% are monitored for passage and survival.</p> <p>WDFW has created a climate change team to look at the impacts of climate change on fish and wildlife habitats.</p>	<p>WDFW staffing levels and tools are evaluated in light of technical assistance requests and Regional Recovery planning needs.</p> <p>Habitat Work Schedule is developed, understood, and universally used in restoration planning and monitoring.</p> <p>A process exists to ensure that intra- and interagency salmon recovery planning is fully coordinated at the local and regional level.</p> <p>Status and trend monitoring strategy is completed to detect trends in habitat loss and recovery, and funding is obtained.</p> <p>Intensively Monitored Watershed studies are established to characterize the success of restoration projects in IMW basins (cause and effect)</p> <p>Research needs on climate change are identified.</p> <p>Habitat conservation Plan (HCP) development is 50% complete.</p> <p>HPA program administration is effective and efficient (e.g. staffing, general permits, HPMS).</p> <p>HPA effectiveness monitoring is conducted in Puget Sound.</p> <p>100% of high-priority (P1) HPAs are monitored for compliance.</p>	<p>WDFW's technical assistance is provided and used so that adaptive management, monitoring, and watershed planning occurs in an all-H integration framework.</p> <p>Implement status and trend monitoring in 25% of salmon and steelhead watersheds and the Puget Sound nearshore to detect trends in habitat loss and recovery.</p> <p>Scientific modeling tools are developed to correlate in-stream flows with fish abundance.</p> <p>Hydraulic Project Approval HCP is 75% completed.</p> <p>HPA effectiveness monitoring is conducted in 2 WDFW regions.</p> <p>Fish passage compliance and effectiveness monitoring plan is developed for stream crossings statewide.</p> <p>50% compliance for medium-priority (P2) HPA provisions.</p>	<p>100% of regional S&S recovery implementation plans clearly articulate the specific habitat conditions that need to be protected or restored on individual streams and stream segments.</p> <p>Technical assistance is provided on 100% of restoration projects. (e.g., engineering, science team, biologists, etc.)</p> <p>Implement status and trend monitoring in 50% of salmon and steelhead watersheds and the Puget Sound nearshore habitats.</p> <p>Small hydropower projects are assessed for impacts to salmon and steelhead.</p> <p>Intensively Monitored Watershed studies are reviewed for adequate coverage in salmon recovery regions.</p> <p>100% compliance for P2 HPA provisions.</p> <p>Fish passage compliance and effectiveness monitoring plan is initiated for stream crossings.</p> <p>Hydraulic Project Approval HCP is completed, submitted, approved, and implemented.</p> <p>HPA effectiveness monitoring is conducted in 100% of WDFW regions.</p> <p>Water quality and flow regulation criteria are developed for all dams affecting salmon and steelhead.</p>	<p>Designs for small hydropower projects are developed to support salmon and steelhead.</p> <p>100% of HPA-regulated activities individually and cumulatively protect the habitat needs of salmon and steelhead.</p> <p>100% compliance for a random sample of 10% of low-priority (P3) HPA provisions.</p> <p>Water quality and flow regulation criteria are monitored and adaptive management applied to 50% of FERC and Federal dams affecting salmon and steelhead.</p>	<p>Adaptively manage salmon and steelhead habitat protection and restoration activities based on S&T monitoring results.</p> <p>100% of FERC hydro facilities are licensed to provide project-specific passage standards to protect juvenile and adult salmon and steelhead.</p> <p>All FERC and Federal dams in the historic range of salmon and steelhead have water quality and flow regulation criteria in their operation plans and are adaptively managed and monitored.</p>	<p>100% of FERC licensed facilities have installed adult and juvenile fish passage devices.</p> <p>100% of FERC licensed facilities are monitored for adult and juvenile fish passage.</p>	<p>Project-specific water quality standards are met at 100% of FERC and Federal hydro facilities.</p> <p>Project-specific juvenile and adult survival standards are met at 100% of FERC and Federal hydro facilities.</p>	<p>Effective, efficient, and science-based planning, monitoring and regulatory programs achieve protection and restoration of rivers, streams, and marine nearshore habitats.</p>	

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WHERE ARE WE NOW?		2007-2009	2009-2011	2011-2013	2013-2015	2020	2030	2040	2050	END RESULTS / MEASURABLE OUTCOMES		
Non-WDFW Land (cont.)		Non-WDFW Land (cont.)										
LOCAL AND REGIONAL LAND USE	<p>Local jurisdictions are inconsistently and inadequately adopting and implementing resource protection standards to address human population growth and habitat degradation.</p> <p>WDFW support of local and regional requests for technical assistance is sparse due to low staffing levels.</p> <p>Limited incentives exist to protect habitat and reduce forest and agricultural conversions.</p> <p>A clear linkage between local planning and S&S protection/recovery is lacking in the understanding of local planners and in the organization of local planning departments.</p>	<p>GMA, PHS and WST staffing to support local and regional requests for technical assistance is sufficient in 20% of WDFW regions.</p> <p>50% of updated local government CAOs and SMP programs are evaluated for their level of protection of salmon and steelhead.</p> <p>A pilot project is initiated to synchronize hydrography among regions and state agencies in 2-3 WRAs.</p> <p>Science-based guidance for the protection of salmon and steelhead is developed or updated for use in GMA and SMA planning processes.</p> <p>Local Habitat Assessment (LHA) pilots and other tools for prioritization are completed to identify habitat protection opportunities.</p> <p>Model policies and development regulations are written and distributed for use by local governments to protect salmon and steelhead.</p>	<p>GMA, PHS and WST staffing is sufficient in 100% WDFW of regions.</p> <p>Local government planners are trained and understand the integration of recovery goals and protection standards (e.g. workshop).</p> <p>Priority Habitat and Species recommendations are incorporated in 50% of local government protection standards.</p> <p>Monitoring and adaptive management are funded and incorporated into 10% of local GMA and SMA planning regulations.</p> <p>More incentives are developed for working lands and sustainable ag and forestry practices that benefit salmon and steelhead.</p> <p>The hydrography project is funded to synchronize hydrography within Washington .</p> <p>LHAs are completed and implemented.</p> <p>25% of local governments use model</p>	<p>100% of GMA and WST biologists are trained so that local and regional requests for technical assistance can be met.</p> <p>100% of updated local government CAOs and SMP programs are evaluated for their level of protection of salmon and steelhead.</p> <p>25% of local governments have integrated regional recovery tools into their GMA and SMA protection standards.</p> <p>Monitoring and adaptive management are incorporated into 25% of local GMA and SMA planning regulations.</p> <p>More incentives are funded for working lands and sustainable ag and forestry practices that benefit salmon and steelhead.</p> <p>The statewide hydrography project is 50% complete.</p> <p>50% of local governments use model policies and development regulations.</p>	<p>Monitoring and adaptive management are incorporated into 50% of local GMA and SMA planning regulations.</p> <p>50% of local governments have integrated regional recovery tools into their GMA and SMA protection standards.</p> <p>Priority Habitat and Species recommendations are incorporated in 100% of local government protection standards.</p> <p>Incentives for working lands and sustainable ag and forestry practices benefit salmon and steelhead.</p> <p>The hydrography project to synchronize statewide hydrography is 100% complete.</p> <p>100% of local governments use model policies and</p>	<p>All local protection standards (e.g., CAOs, GMA, SMP) and land use decisions reflect the needs of salmon and steelhead, and are being implemented effectively by local governments.</p> <p>Monitoring and adaptive management are incorporated into 100% of local GMA and SMA planning regulations.</p> <p>100% of local governments have integrated regional recovery tools into their GMA and SMA protection standards.</p>					<p>All local protection standards (e.g., CAOs, GMA, SMP) and land use decisions reflect the needs of salmon and steelhead, and are being implemented effectively by local governments.</p> <p>e.g. Local salmon recovery efforts are integrated with local comprehensive plans, critical areas ordinances, shoreline master programs, and other land use planning and decision-making.</p>	LOCAL AND REGIONAL LAND USE

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WDFW Lands ¹									WDFW Lands
An assessment of WDFW Wildlife Area land and water management reflecting the needs of salmon and steelhead has not been completed. Best management practices to protect salmon and steelhead habitat at WDFW Wildlife Areas, access sites, and facilities (including hatcheries) has not been developed.	Wildlife Areas HCP is 50% developed. Plans for WDFW access sites and facilities are developed that incorporate opportunities to restore habitat for salmon and steelhead. Best Management Practices (BMPs) are developed to improve habitat for salmon and steelhead on WDFW-owned lands (including Wildlife Areas, access sites, and hatcheries)	Wildlife Area HCP is 75% developed. Wildlife Area plans are implemented. Wildlife Areas, access sites, and facilities are assessed and Best Management Practices are implemented. Wildlife Area plans are completed and incorporate the needs of salmon and steelhead (including riparian, LWD, water quantity and quality, and public education opportunities).	HCP is implemented	HCP is reviewed and adapted as necessary	HCP is reviewed and adapted as necessary				Management of WDFW Wildlife Areas incorporates habitat needs of S&S.
Hatchery management plans have identified barriers, but they are not yet prioritized for fish passage. Fish passage inventories are complete on WDFW forest roads and have been prioritized for correction. WDFW barriers on non forestlands have been partially identified, will address the barriers to be fixed, but are not yet prioritized for replacement.	25% of road crossings on WDFW forestland provide fish passage.	Capital budget is increased to replace fish passage barriers. 40% of road crossings on WDFW forestland provide fish passage. All WDFW barriers are identified on Wildlife Areas, access sites, and facilities are prioritized for passage. All barriers and diversions are inventoried and prioritized to facilitate fish passage at WDFW hatcheries and associated lands.	70% of road crossings on WDFW forestland provide fish passage. 25% of WDFW-owned structures on non-forestland provide fish passage.	100% of road crossings on WDFW forestland provide fish passage. 50% of WDFW-owned structures on non-forest land provide fish passage.	75% of WDFW-owned structures provide adequate fish passage in non-forestlands.	WDFW structures provide adequate fish passage, consistent with the inventory.			Fish passage is provided at WDFW structures.
WDFW forest roads have been assessed and prioritized for the correction of fine sediment delivery sources. Roads and parking areas have not been assessed for fine sediment delivery to salmon and steelhead streams on WDFW-owned, non-forestlands.	A process is developed to identify fine sediment source delivery to salmon and steelhead streams, and surveys are initiated on Wildlife Areas, access sites, facilities, and hatcheries. 10% of fine sediment sources are addressed to prevent delivery to salmon and steelhead habitat on WDFW-owned forest roads.	40% of fine sediment sources are addressed to prevent delivery to salmon and steelhead habitat on WDFW-owned forest roads. An inventory identifying sources of fine sediment delivery to streams will be 50% complete on Wildlife Areas, access sites, and facilities on non-forest lands.	70% of fine sediment sources are addressed to prevent delivery to salmon and steelhead habitat on WDFW-owned forest roads. An inventory identifying sources of fine sediment delivery to streams will be complete on Wildlife Areas, access sites, and facilities. 10% of identified fine sediment sources are corrected to prevent delivery to salmon and steelhead streams from non-forest road sources.	100% of fine sediment sources are addressed to prevent delivery to salmon and steelhead habitat on WDFW-owned forest roads.				Identified sediment sources are addressed to prevent delivery to salmon and steelhead habitat.	Fine sediment originating from WDFW-owned roads and parking areas meet Clean Water Act standards.
WDFW uses materials, construction techniques, and designs that may be harmful to salmon and steelhead.	A review process is developed and implemented assessing WDFW's current construction practices for materials, designs and techniques.	Toxic materials are identified in common construction applications, and plans for their replacement are identified and prioritized. Boat launch designs do not impede natural sediment transport regimes	Toxic materials are replaced in 10% of high priority structures. Materials, designs, and construction techniques are no longer used in new construction projects.	Toxic materials are replaced in 30% of high priority structures.	Toxic materials are replaced in 50% of high priority structures.	Toxic materials are replaced in 70% of high priority structures.			Capital projects incorporate designs and materials that support salmon and steelhead.
Acquisition of new WDFW lands for salmon and steelhead follows Lands 20/20.	The acquisition of critical salmon and steelhead habitat is integrated into annual plans and projects.								Critical habitats are acquired for salmon and steelhead.
WDFW water rights are sometimes unknown, unused, and in jeopardy of becoming less beneficial to salmon and steelhead.	A process is developed to assess WDFW water rights.	An inventory of WDFW water rights is completed.	WDFW water rights are analyzed for the protection and benefit of salmon and steelhead.	Water rights are planned and managed effectively by WDFW for the benefit of salmon and steelhead.					Water rights are strategically used, and managed effectively by WDFW for salmon and steelhead.

Footnotes:

¹ Timelines on WDFW lands may be shorter and more direct than on non-WDFW lands because the Department has more direct control over its own lands. Wildlife areas are managed for multiple species and public values.

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KEY RESULT AREA III: Fisheries/Harvest

Outcome Statement: Fisheries are managed to meet or exceed ESA, recovery, and conservation goals; and harvest management measures protect and promote the long-term well-being of the commercial and recreational fisheries.

TIME FRAME FOR BENCHMARKS

WHERE ARE WE NOW?		2007-2009	2009-2011	2011-2013	2013-2015	2020	2030	2040	2050	END RESULTS / MEASURABLE OUTCOMES		
FISHERY EVALUATION AND MONITORING	<p>Fishing seasons and management strategies are meeting either current conservation objectives or current recovery exploitation rates¹ as defined by NOAA Fisheries, PFMC, and applicable Federal Court Orders.</p> <p>Lower Columbia River fisheries are managed in-season to meet or exceed ESA recovery requirements.</p> <p>The 2007 North of Falcon² process resulted in a management plan that met or exceeded ESA standards but failed to meet all of the recovery exploitation rates (Skagit Chinook).</p>	<p>100% of fisheries managed consistent with ESA permit requirements.</p> <p>NOF management plan meets or exceeds ESA requirements and recovery goals completed in 2008</p> <p>Renegotiation of Pacific Salmon Treaty completed with provisions consistent with ESA or conservation objectives.</p> <p>Recovery exploitation rates or spawner objectives identified for Puget Sound Chinook, Puget Sound Steelhead, Lower Columbia Chinook, and Lower Columbia Coho.</p> <p>NOAA approves Puget Sound Chinook Harvest Management Plan (RERs)</p> <p>Exploitation rates, thresholds, and spawner objectives updated based on re-examination of spawner-recruit parameters using most recent data (escapement, juvenile production, habitat productivity, marine survival, and recruitment).</p> <p>Spawning escapement for all management units will be compared to preseason projections, with detail on individual populations reported as possible. Escapements will be compared to escapement goals and critical escapement thresholds.</p>	<p>Fisheries managed to meet exploitation rates and spawner objectives for listed populations.</p> <p>Harvest goals, strategies, and actions completed for:</p> <ul style="list-style-type: none"> - listed populations in PS; -listed populations in Columbia Basin; -25% of populations on Washington Coast. <p>Update exploitation rates or spawner objectives for Puget Sound Chinook</p> <p>Exploitation rates or spawner objectives identified for all listed populations</p> <p>Spawning escapement for all management units will be compared to preseason projections, with detail on individual populations reported as possible. Escapements will be compared to escapement goals and critical escapement thresholds.</p> <p>Post-season estimates confirm pre-season fishery-related stock-specific management criteria (exploitation rates).</p> <p>Develop and implement plans to address deficiencies in the sampling, monitoring and enforcement.</p>	<p>Harvest goals, strategies, and actions completed for 25% of non-listed populations.</p> <p>Updated exploitation rates and/or spawner objectives identified for coastal populations.</p> <p>Exploitation rates, thresholds, and spawner objectives updated based on re-examination of spawner-recruit parameters using most recent data (escapement, juvenile production, habitat productivity, marine survival, and recruitment).</p>	<p>Fisheries managed to meet updated exploitation rates and/or spawner objectives for all populations.</p> <p>Harvest goals, strategies, and actions completed for 100% of populations.</p> <p>Exploitation rates and/or spawner objectives identified for all populations.</p> <p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p> <p>Complete development of a new Chinook fishery simulation model for use in the PFMC, PSC, and North of Falcon forums.</p>	<p>Exploitation rates, thresholds, and spawner objectives updated based on re-examination of spawner-recruit parameters using most recent data (escapement, juvenile production, habitat productivity, marine survival, and recruitment). - Repeat every five years</p> <p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p>	<p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p>	<p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p>	<p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p>	<p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p>	<p>Fishing opportunity is provided in a manner that meets or exceeds ESA, recovery, or conservation goals.</p>	FISHERY EVALUATION AND MONITORING
	<p>Currently WDFW uses FRAM, a coded wire tag based fishery simulation model, to evaluate impacts in Coho and Chinook fisheries.</p> <p>Columbia River Management Plan includes commitment by parties to develop an abundance based Fall Chinook harvest framework to achieve ESA, recovery, and conservation goals. Abundance-based harvest regimes have been implemented for spring Chinook, summer Chinook, and steelhead. A comprehensive coho harvest regime has been developed, implemented, but not formally adopted by NOAA.</p>	<p>Pilot studies completed that use genetic analysis to enhance stock identification for potential future use.</p> <p>New Columbia River Management Plan will include commitment by parties to develop an abundance based Fall Chinook harvest framework to achieve ESA, recovery, and conservation goals.</p> <p>Internal technical review of conservation objectives in Puget Sound Chinook Management Plan Appendix C completed in consultation with affected tribes.</p>	<p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p>	<p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p>	<p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p>	<p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p>	<p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p>	<p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p>	<p>Post-season run reconstruction confirms pre-season fishery-related stock-specific impacts.</p>			

**21st Century Salmon and Steelhead Project
WDFW Framework / January 31, 2009**

Purpose: WDFW shall manage salmon and steelhead to recovery & sustainability in a way that is science-based, well-documented, transparent, well-communicated, and accountable.

KEY RESULT AREA III: Fisheries/Harvest

Outcome Statement: Fisheries are managed to meet or exceed ESA, recovery, and conservation goals; and harvest management measures protect and promote the long-term well-being of the commercial and recreational fisheries.

TIME FRAME FOR BENCHMARKS

WHERE ARE WE NOW?		2007-2009	2009-2011	2011-2013	2013-2015	2020	2030	2040	2050	END RESULTS / MEASURABLE OUTCOMES	
FISHERY MANAGEMENT OBJECTIVES	<p>The Fish and Wildlife Commission has a policy that is updated biannually that contains regional commercial and recreational harvest sharing guidelines.</p> <p>The Department is in the process of developing recreational and commercial fishery management plans/objectives³ in Grays Harbor and Willapa Bay. The Department is undertaking an initiative to develop a recreational fishing plan, the first step of which was to develop a Puget Sound selective fishery plan.</p> <p>Ocean fishery management objectives are identified by PFMC in its salmon management plan.</p> <p>The Lower Columbia River fishery management objectives are developed on an annual basis.</p> <p>Fishery management objectives are identified in the Upper Columbia River Fishery Management Plan for salmon and steelhead recreational fisheries.</p> <p>The clarity and specificity of fishery management objectives varies widely.</p>	<p>Regional fishery management plans completed in consultation with stakeholders in the following regions: - Coastal (Willapa Bay and Grays Harbor) - Lower Columbia River and tributaries</p> <p>Regional fishery management objectives for commercial and recreational fisheries consistent with angler trip and ex-vessel value measurement tools.</p> <p>FWC review of regional fishery management plans</p> <p>Selective fishery objectives developed in consultation with stakeholders and incorporated into fishery management plans: - Lower Columbia River commercial fishery advisory group. - Recreational fishery advisory cabinet established: o Puget Sound sub-group o Coastal sub-group o Lower Columbia River recreational advisory group</p>	<p>Fishery management objectives established for: - Fraser sockeye and pink commercial fisheries - Puget Sound chum commercial fishery - Puget Sound recreational fisheries</p> <p>Regional fishery management plan completed in consultation with stakeholders in Mid-Columbia and tributaries.</p> <p>Fishery management objectives identified for steelhead fisheries.</p> <p>Ocean selective fishery objectives incorporated into PFMC's Ocean Salmon Management Plan.</p>	<p>Regional management plans reviewed and updated as needed.</p>						<p>All fisheries have clearly identified recreational and commercial fishery management objectives developed in consultation with stakeholders.</p>	FISHERY MANAGEMENT OBJECTIVES
HATCHERY PROGRAM ALIGNMENT	<p>The Department does not have a process in place that aligns, prioritizes, and coordinates hatchery production strategies with harvest management and conservation objectives. In addition, harvest management objectives are poorly defined, documented, and communicated to the Hatchery management staff.</p> <p>Estimated capital cost for hatchery improvements to address broodstock management and environmental compliance in Puget Sound and Coastal Washington approximately: \$150M.</p> <p>HSRG review and recommendations completed for all hatchery programs in Puget Sound and Coastal Washington.</p>	<p>Process defined to align, prioritize, and coordinate hatchery production strategies with fishery and conservation goals.</p> <p>Fishery and conservation goals, strategies, and actions identified in a plan for 100% of hatchery programs in Puget Sound, Coastal Washington, and Lower Columbia.</p> <p>Agency's capital budget request includes biennial hatchery reform implementation actions.</p> <p>Routine inspection and maintenance schedule for hatcheries developed and implemented.</p>	<p>Fishery and conservation goals, strategies, and actions identified for 100% of hatchery programs in Washington State.</p>		<p>25% of Washington hatchery programs are operated, managed, and evaluated to achieve fishery and population conservation objectives.</p>	<p>50% of Washington hatchery programs are operated, managed, and evaluated to achieve fishery and population conservation objectives.</p>	<p>100% of Washington hatchery programs are operated, managed, and evaluated to achieve fishery and population conservation objectives.</p>			<p>Hatchery programs are aligned to achieve our fishery and population conservation objectives</p> <ul style="list-style-type: none"> - Hatchery production is fully utilized in fisheries - Hatchery production is consistent with watershed-based population conservation objectives - Hatchery programs and facilities are managed consistent with the principles of hatchery reform. - Facilities are maintained, functional, efficient, compliant with legal obligations, and managed to the highest standard using the newest technology and most functional equipment. 	HATCHERY PROGRAM ALIGNMENT

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TIME FRAME FOR BENCHMARKS

WHERE ARE WE NOW?		2007-2009	2009-2011	2011-2013	2013-2015	2020	2030	2040	2050	END RESULTS / MEASURABLE OUTCOMES	
HEALTHY RECREATIONAL OPPORTUNITY	<p>The Fish and Wildlife Commission has a policy that is updated biannually that contains principles for sharing recreational salmon harvest between Catch Record Card areas in Puget Sound.</p> <p>Existing Fish and Wildlife Commission biannual policy does not provide permanent and specific definition of equitable.</p> <p>For ocean fisheries, the Pacific Fishery Management Council's Salmon Management Plan specifies recreational coho allocations between catch record card areas.</p> <p>Angler trip data is currently maintained by the Department for each marine Catch Record Card Area and individual fresh water and estuary fisheries.</p> <p>Preseason planning focuses primarily on season length and expected catch or catch quotas. The Department does not estimate angler trips as part of the preseason planning process and does not use it as a measurement of success of annual management plans.</p>	<p>Database completed to evaluate recreational angler trips for each specific recreational salmon fishery by geographical area. The data base shall include a five-year retrospective comparison of the annual total angler trips using the May - April timeframe.</p> <p>Pilot use of angler trip management objectives for summer and fall recreational fishing seasons.</p> <p>Summer and winter fishing seasons proposed during the 2007-2008 North of Falcon planning process include an estimate of angler trips expected.</p>	<p>North of Falcon process preseason plan designed in a manner that is consistent with fishery management objectives.</p>	<p>Continue as in previous biennium.</p>						<p>Recreational fishing opportunity is maintained or increased and distributed in an equitable manner consistent with regional fishery management objectives.</p> <p>- as measured by angler trips (number and distribution)</p> <p>When managing recreational fisheries in Puget Sound, ocean fisheries, estuary fisheries, or fresh water fisheries, the department will distribute recreational harvest opportunities equitably between these regions, including consideration of individual Catch Record Card Areas.</p> <p>When evaluating the equitable distribution standard, the Department will consider such factors as: uniqueness of each area and type of fishing opportunity (for example: destination versus metropolitan area, marine versus fresh water), biological impacts on limiting stocks, angler trip projections measured against a base period.</p>	HEALTHY RECREATIONAL OPPORTUNITY
STABILITY IN COMMERCIAL FISHERIES	<p>State directed commercial fisheries are limited to Puget Sound sockeye, chum, and pink salmon, Grays Harbor Chinook, coho, and chum salmon, Willapa Bay Chinook, coho, and chum salmon, Columbia River Chinook and coho salmon, and an ocean troll fishery for Chinook and coho salmon. The Department has not tracked annual ex-vessel values for individual commercial salmon fisheries listed above. The Pacific Fishery Management Council makes annual estimates of the income expected to be derived from a given season or quota.</p> <p>Nearly all successful commercial fishers participate in multiple fisheries, some participate in fisheries for other species such as sardines, spot prawns or crab. The economic success of an individual fishing operation seldom relies on a single fishery.</p>	<p>Database established for each specific commercial salmon fishery by species and geographical area. The database shall include a five-year retrospective comparison of annual total ex-vessel value and average price per pound.</p> <p>Draft specifications for economic stability are defined for each fishery.</p> <p>Viability and potential benefits of certification by the Marine Stewardship Council of specific commercial salmon fisheries are assessed.</p>	<p>Consistent with the MSC assessment analysis, funding is obtained to start those initiatives.</p> <p>25% specific commercial fisheries economically stable</p>	<p>Fisheries receive MSC certification.</p> <p>50% specific commercial fisheries economically stable</p>	<p>Washington's commercial salmon products are recognized as superior and come from fish stocks that are managed to achieve sustainability.</p> <p>75% specific commercial fisheries economically stable.</p>	<p>100% specific commercial fisheries economically stable</p>				<p>The economic stability and profitability is maintained or increased in the following commercial fisheries:</p> <p>Fraser pink and sockeye Puget Sound chum Bellingham Bay Grays Harbor Willapa Bay Lower Columbia River Ocean troll</p> <p>- maintain or increase fishery-specific average ex-vessel values (ex-vessel value is price per pound paid by commercial fish buyer).</p>	STABILITY IN COMMERCIAL FISHERIES

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TIME FRAME FOR BENCHMARKS

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REGULATORY COMPLIANCE	<p>Compliance rates are currently tracked for many of our marine water recreational fisheries. Compliance rates for the remainder of our commercial and recreational fisheries are not calculated although much of the data needed to make such estimates are available.</p> <p>- In recreational fisheries, of those that are monitored compliance is 60%-90%</p>	<p>Completed a review of current enforcement program identifying gaps in enforcement capability by fishery and documented desired outcomes of enforcement program, includes reporting mechanisms.</p> <p>Prioritize and stage budget requests across multiple bienniums if necessary.</p>	<p>60% of enforcement and public education staff hired and trained</p>	<p>100% of enforcement and public education staff hired and trained</p>	<p>Sufficient enforcement to ensure compliance</p>					<p>Compliance with commercial and recreational fishery regulations will consistently be over 90%</p>	REGULATORY COMPLIANCE
ACCOUNTABILITY	<p>Many efforts are being made to fully account for all fishery related mortalities. However, we recognize that some fishery related mortalities are not accounted for or accurately predicted. Hook & release mortality rates for sub-legal salmon, net drop out mortalities, and hook and release mortality rates for steelhead in a hook and release fishery regimes are examples of the need for more complete accounting. Also, current technical methods (e.g., CWT, scale analysis, etc) are insufficient to detect fishing effects on all natural, as well as hatchery stocks.</p>	<p>Catalogue by fishery where we are accounting for mortality in each of the following categories: landed catch, by-catch, catch and release, and net drop out.</p>	<p>Develop budget package for addressing gaps</p> <p>Develop budget package for stock-specific fisheries sampling</p>	<p>Total mortality accounted for in all fisheries</p> <p>Legislature approves funding for mortality studies</p> <p>Legislature approves funding for stock-specific fisheries sampling</p>	<p>New programs for stock-specific fisheries sampling implemented</p> <p>Legislature approves funding for mortality studies</p>	<p>No more than moderate level of uncertainty in total mortality estimates</p> <p>Necessary studies complete</p> <p>Rates agreed to by co-managers</p>				<p>Pre-season and post-season estimates of fishery-related mortalities are accurate and complete for all stocks in all fisheries, accounting for:</p> <ul style="list-style-type: none"> - landed catch - by-catch (discard mortality) - catch and release - net drop out - selective fisheries 	ACCOUNTABILITY

Definitions:

¹**Exploitation Rate:**

An exploitation rate is the proportion of the total abundance of a stock divided by the number of fishery related mortalities.

Harvest Rate:

A harvest rate is the proportion of the stock available to a specific fishery divided by the total number of fishery related mortalities.

²**North of Falcon:**

The annual state-tribal season setting process for the purpose of managing state and tribal fisheries in a manner that meets a set of common conservation objectives for Puget Sound, Coastal, and Columbia River Chinook, coho, chum and pink salmon. The process includes tribal, federal and state fish management agencies in consultation with members of the public including conservation, recreational and commercial representatives.

Fishery and Hatchery Watershed Plan:

Fishery and hatchery watershed plans (FHWP) are multi-year plans at the watershed level that include population goals, limiting factors, stock status, conservation needs, and fishery and hatchery actions. These plans will be developed as joint state-tribal documents in areas that are under the continuing jurisdiction of U.S. v. Washington and U.S. v. Oregon.

³**Fishery Management Plan:**

Fishery management plans are plans that are updated annually and constructed in a manner that is consistent with FHWFP's. These plans include conservation goals for each stock, specific annual fishery management objectives, total fishery related mortalities and the regulatory actions necessary to achieve these outcomes. These plans will be developed as joint state-tribal documents in areas that are under the continuing jurisdiction of U.S. v. Washington and U.S. v. Oregon.

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KEY RESULT AREA IV: Co-Management

Outcome Statement: WDFW and tribal representatives work in a collaborative and cooperative environment that results in shared conservation goals, respect for each others fisheries management objectives, agreed-upon hatchery programs, and mutual support for habitat restoration and protection.

TIME FRAME FOR BENCHMARKS

WHERE ARE WE NOW?		2007-2009	2009-2011	2011-2013	2013-2015	2020	2030	2040	2050	END RESULTS / MEASURABLE OUTCOMES			
MANAGEMENT PLAN STANDARDS	<p>Current state-tribal fishery management plans are inconsistent in providing specific information on conservation objectives, run size, hatchery production goals, escapement projections, and fishery management objectives.</p> <p>The tribes and the state have set their respective legal positions aside relative to strict adherence to 50-50 harvest sharing. Instead, tribal and state managers have focused on meeting each parties harvest needs in a balanced manner.</p> <p>The case law relative to the ESA and its applicability to tribal fisheries is unclear. Generally, fishery restrictions needed to address conservation concerns are shared by the state and tribes. However, case law under U.S. v. Washington and U.S. v Oregon generally places the primary burden of conservation on the state.</p>	<p>Annual state-tribal fishery management plans/agreements include the following elements:</p> <ul style="list-style-type: none"> - escapement/conservation goals - hatchery production goals - monitoring, sampling, and enforcement programs. <p>Co-managers annually review the performance of state-tribal fishery management plans/agreements.</p>	<p>New multi-year State-Tribal Fishery and Hatchery watershed plans that include population goals, limiting factors, stock status, conservation needs, and fishery and hatchery actions, are completed with stakeholders for:</p> <ul style="list-style-type: none"> - listed populations in PS; -listed populations in Columbia Basin; -25% of populations on Washington Coast. <p>Annual fishery management plans developed that are consistent with the conservation goals defined in the multi-year State-Tribal Fishery and Hatchery watershed plans.</p> <p>Deficiencies in the sampling, monitoring and enforcement programs identified and addressed.</p> <p>Annual review process implemented to evaluate and update hatchery, harvest and habitat actions.</p>	<p>Multi-year State-Tribal Fishery and Hatchery watershed plans completed for 25% of non-listed populations, all listed populations, and coastal populations.</p> <p>Develop annual fishery management plans consistent with the conservation goals defined in multi-year State-Tribal Fishery and Hatchery watershed plans.</p>	<p>Multi-year State-Tribal Fishery and Hatchery watershed plans completed for 100% of populations.</p> <p>Annual fishery management plans developed that are consistent with the conservation goals defined in the multi-year State-Tribal Fishery and Hatchery watershed plans.</p> <p>Development of a new Chinook fishery simulation model completed with co-managers.</p>						<p>Co-managers are working together in an All-H context to identify, document, and implement conservation, harvest, and production objectives and strategies to meet Fish Population goals at the watershed scale.</p> <p>State and tribal governments share recovery and conservation responsibilities, and share the benefit of fishing opportunities.</p>	MANAGEMENT PLAN STANDARDS	
	BUILDING STRONG RELATIONSHIPS	<p>Strong policy relationships exist among an insufficient number of departmental staff in policy positions and tribal policy representatives.</p>	<p>Staff, who should regularly work with tribal interests with respect to treaties, tribal culture, the centennial accord, case law, and existing state-tribal agreements that pertain to fish and wildlife, are identified and provided necessary training.</p> <p>Roles and expectations defined for WDFW policy staff interactions with tribal policy staff.</p>	<p>All new employees or staff that regularly with state-tribal issues are provided appropriate training.</p>	<p>Legislature supports full funding of the Department's hatchery reform package, selective fishery/mass marking package, enforcement package, habitat package, and measures to achieve our science and monitoring outcomes.</p>						<p>Key WDFW leadership positions including individuals from the Directors Office, IRM, Fish Program headquarters and regional leadership have strong policy relationships with individual tribal governments.</p>		BUILDING STRONG RELATIONSHIPS
		<p>Most of our headquarters and regional technical staff have solid working relationships with their tribal counterparts.</p> <p>Strong coordinated enforcement efforts between WDFW and with tribal enforcement entities currently exist for a relatively small number of tribes.</p>	<p>Strategy for Department technical staff to build working relationships with their tribal counterparts is developed.</p> <p>State and tribal enforcement staff routinely share respective enforcement priorities.</p> <p>State and tribal enforcement conduct joint patrols focused on compliance with enforcement priorities.</p>	<p>New employees or staff that regularly with state-tribal issues are provided appropriate training.</p> <p>Joint databases completed for catch and escapement.</p> <p>Annual cycle of forecasts and other data exchanged and completed on schedule</p> <p>Agreed-to equilibrium brood document is in place.</p>							<p>WDFW has strong technical and enforcement coordination and cooperation with each individual tribal government.</p>		
UNDERSTANDING TREATY RIGHTS	<p>The policy and technical staff that need to have strong relationships with their tribal counterparts also need to have a solid understanding of the legal foundation that our co-management relationship with the tribes is based. A significant portion of those individuals need to be provided additional information regarding this information.</p>	<p>Briefing paper on allocation and ESA case law developed with AGS office.</p> <p>100% of WDFW key staff and leadership understand treaty rights and the parameters within which we work with the tribes in our co-manager relationship.</p> <p>Department's historical decisions and reasoning are documented and communicated to key staff</p>								<p>WDFW key staff and leadership understand treaty rights and the parameters within which we work with the tribes in our co-management relationship.</p>	UNDERSTANDING TREATY RIGHTS		

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KEY RESULT AREA V: Internal WDFW Support

Outcome Statement: WDFW has the agency-wide support and cross-program integration to achieve 21CSS benchmarks and outcomes.

TIME FRAME FOR BENCHMARKS

WHERE ARE WE NOW?		2007-2009	2009-2011	2011-2013	2013-2015	2020	2030	2040	2050	END RESULTS/MEASURABLE OUTCOMES	
DECISION-MAKING	<p>Cross-program, interdisciplinary use of framework not fully institutionalized.</p> <p>Use of framework not fully institutionalized within programs to drive budget decisions.</p> <p>A process for institutionalizing use of the framework is under development.</p> <p>Successfully engaged multiple programs in the development of the 09-11 21CSS budget initiative.</p> <p>Planning Team has successfully developed framework and network for cross-program collaboration.</p> <p>21CSS initiative informed Fish Program critical function review and the creation of new Planning and Verification and Stock Assessment units.</p>	<p>Cross-program forum is in place that routinely identifies and addresses 21CSS priorities.</p> <p>Framework-based salmon and steelhead decision-making process established and implemented (including protocols for strategy identification, budget development and prioritization, staff PDP and workplan development, and Liaison-to-staff communication, legislative and external communications).</p> <p>Process to review, update, report on, and adaptively manage framework benchmarks and outcomes established and implemented.</p> <p>Legislative and budget priorities related to 21CSS benchmarks and outcomes are supported each biennium.</p>								<p>Relevant WDFW staff from across agency programs and hierarchy work collaboratively to use the framework to develop, evaluate, and prioritize in an all-H context salmon and steelhead management decisions and strategies relating to:</p> <ul style="list-style-type: none"> - Budgeting - Legislative Requests - Staffing - Fishery, hatchery program, conservation actions 	DECISION-MAKING
	<p>WDFW staff in general do not currently understand their roles and responsibilities in helping to achieve 21st Century Salmon and Steelhead outcomes.</p> <p>Initial efforts to describe 21CSS to key staff have been completed.</p> <p>Staff have substantial questions about 21CSS and ability to implement.</p> <p>A process has been initiated to develop strategies and assign responsibilities to meet the benchmarks, including incorporating outcomes, benchmarks, and strategies into PDPs or workplans.</p> <p>Planning Team secured early support and ongoing engagement from the EMT and FWC.</p>	<p>Performance evaluations or workplans are tied to specific framework-driven outcomes.</p> <p>EMT and FWC accept framework as driver for budget and resource management decisions.</p> <p>Process exists where staff develop strategies and products to achieve benchmarks.</p> <p>Benchmarks are completed and communicated.</p> <p>Regular opportunities for staff to discuss outcomes and modify strategies to achieve them.</p>	<p>Staff communicate a consistent message about the 21CSS initiative to others and their role in achieving the outcomes.</p>							<p>WDFW staff are recognized by themselves and others as leaders of salmon and steelhead recovery.</p> <ul style="list-style-type: none"> - EMT and FWC support implementation of the framework. - WDFW staff understand and fulfill their roles and responsibilities in helping to achieve 21st Century Salmon and Steelhead outcomes (productive). - WDFW staff understand and utilize the opportunities available to them to shape the achievement of 21st Century Salmon and Steelhead outcomes (engaged). 	STAFF ENGAGEMENT, LEADERSHIP, AND COMMUNICATION

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KEY RESULT AREA VI: External Support

Outcome Statement: WDFW has the support, understanding, and involvement of key audiences, partners, and allies to help set and accomplish agency priorities and responsibilities.

TIME FRAME FOR BENCHMARKS

WHERE ARE WE NOW?	2007-2009	2009-2011	2011-2013	2013-2015	2020	2030	2040	2050	END RESULTS/MEASURABLE OUTCOMES
<p>Legislature</p> <p>Salmon and steelhead recovery and harvest are not a high priority for most legislators.</p> <p>Until 2006, the agency did not set the context or develop the argument for multiple program requests and explain how they work together to accomplish salmon recovery and sustainable fisheries.</p> <p>Until 2006, there was no designated team of WDFW staff to develop, sponsor, and support salmon and steelhead initiatives.</p> <p>Key policy staff do not consistently represent agency priorities in the legislative process.</p> <p>Until 2007, the executive management team had not been fully involved in the decision-making for key legislative policy.</p>	<p>The Department has a designated internal team to develop, sponsor, and support salmon and steelhead initiatives.</p> <p>WDFW actively seeks to understand legislators' priorities.</p> <p>Team has identified legislative champions and constituents to whom they are responsive.</p> <p>Budget and legislative requests are based on 21st Century Salmon and Steelhead framework and appropriate benchmarks.</p> <p>Key departmental and legislative staff consistently present agency priorities in the legislative process.</p> <p>EMT reviews and approves Department's budget package relative to salmon and steelhead initiatives.</p>	<p>Every key committee has at least two strong supporters for the Department's salmon and steelhead policy and budget initiatives.</p> <p>The Department sees 25% increase over 07-09 proviso funding for salmon and steelhead initiatives.</p> <p>Legislators are informed of the relevance of fish and wildlife values to the economic well-being and quality of life in Washington.</p> <p>Legislative support is based in part on the recognition of benefits to legislative districts.</p> <p>WDFW accurately identifies full cost of legislative proposals.</p>	<p>Legislature supports funding of the Department's request for: hatchery reform, selective fishery/mass marking, enforcement, habitat, and measures to achieve our science and monitoring outcomes.</p>						<p>Legislature</p> <p>WDFW legislative and budget requests related to salmon and steelhead are supported and fully funded.</p>
<p>Legislature does not always recognize and seek the Department's expertise and advice on issues relating to salmon and steelhead recovery, conservation, and harvest.</p>	<p>Department has good working relationships with legislators and legislative staff.</p> <p>Legislator and legislative staff confidence in information provided by Department are increased.</p>	<p>Key WDFW leadership positions including individuals from the Directors Office, IRM, Enforcement, Lands, Business Services, Habitat and Fish Program headquarters and regional leadership have a strong policy-level relationship with the Legislature.</p> <p>Legislators clearly understand the value of the hydraulic permit program to fish and their environment; it is a regulatory authority WDFW possesses with regard to habitat.</p>	<p>Legislators have confidence in the Department's salmon and steelhead harvest management.</p>						<p>Legislature first seeks the Department's expertise and advice on issues relating to salmon and steelhead recovery, conservation, and harvest.</p>
<p>Legislature has enacted new accountability standards for management and capital programs, generally.</p> <p>JLARC has reviewed current Department Wildlife Fund activities against their fund sources and reported to the legislature.</p> <p>Department is currently revising process for prioritizing and managing infrastructure and other capital improvements per Berk Report.</p>	<p>Legislator and legislative staff confidence in management decisions made by Department are increased.</p>	<p>Begin to implement JLARC study recommendations.</p> <p>Department has implemented 75% of Berk Report recommendations.</p>	<p>Legislature has granted stable funding and spending flexibility for salmon and steelhead initiatives.</p> <p>Department has fully implemented Berk Report recommendations.</p>						<p>Legislature recognizes WDFW as an example of a well-managed, effectively operated, science-based agency.</p>

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KEY RESULT AREA VI: External Support

Outcome Statement: WDFW has the support, understanding, and involvement of key audiences, partners, and allies to help set and accomplish agency priorities and responsibilities.

TIME FRAME FOR BENCHMARKS

WHERE ARE WE NOW?	2007-2009	2009-2011	2011-2013	2013-2015	2020	2030	2040	2050	END RESULTS/MEASURABLE OUTCOMES
Governor's Office									
There is limited Governor's office involvement in the agency's budget development, including capital, operating, and policy staff.	Agency budget lead has developed close working relationship with OFM budget staff and legislative committee staff. The Department has clearly identified budget lead; priorities are clearly articulated and understood by Department staff and OFM. The Salmon and Steelhead team works with OFM and Governor's policy staff in construction of salmon and steelhead legislative and budget requests. Salmon and Steelhead team establishes who at WDFW should be working with Governor's office to construct and accomplish salmon and steelhead priorities.	Salmon and Steelhead team works with the Governor's office to identify strategy for Governor's advocacy of package. Governor's budget reflects the Department's salmon and steelhead requests.							Governor's Office approves and advocates for salmon and steelhead budget and legislative packages.
Governor is a strong supporter of ecosystem-related actions that benefit salmon and steelhead.		WDFW salmon and steelhead priorities are included in Governor's initiatives. Department institutes biannual briefings for Governor's policy staff on salmon and steelhead priorities.							Salmon and steelhead recovery and management are a standing priority of the Governor
Congress									
The delegation routinely speaks to the importance of preserving, maintaining, and restoring the unique environmental attributes of Washington state. Delegation is well position to provide critical support to WDFW priorities.	WDFW identifies individuals responsible for developing relationship with the delegation for the purpose of communicating vision, needs, requests.	WDFW consistently articulates framework for salmon and steelhead recovery and sustainable fishing. WDFW identifies specific program funding needs to achieve long-term vision.	Informed delegation supports WDFW requests for salmon and steelhead.						The Congressional Delegation delivers federal funding and support for WDFW priorities. - Delegation seeks WDFW expertise and advice on issues - Key WDFW leadership positions have a strong policy-level relationship with Congressional members and staff
International, Federal, Tribal, State, and Local Governments									
The Director has identified collaboration and partnership as essential to achieve the Department's mission. Individual initiatives have been successful, but at present the Department lacks an overall strategic collaborative approach. Challenges in creating successful strategic partnerships remain. Key areas include: - While WDFW participates successfully in a number of multi party decision-making processes, e.g. PFMC, Columbia River Compact, TFW, Ecology water quality standards, others are compromised by lack of staff and capacity to follow through.	WDFW shares vision for salmon and steelhead recovery and sustainable fishing with key agency partners and related external processes critical to salmon recovery. WDFW engages key agencies in conversation about how to build successful partnerships to achieve objectives for salmon and steelhead. Data is openly shared between WDFW and State and Federal agencies.	Partnerships with key state and federal agencies developed to manage for recovery and sustainability.	Key agencies are fully participating in the implementation of hatchery, harvest, habitat, and enforcement actions identified by WDFW as critical to achieving recovery and sustainability objectives. Key agencies seek WDFW expertise and advice on science, fishery management and enforcement issues.						State and federal agencies, nations, and local government coordinate across authorities and programs with WDFW to achieve and enforce salmon and steelhead management and recovery objectives.

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Scientific Community WDFW Fish Program has limited recognition for scientific excellence. - WDFW's Fish Program has a generally poor reputation for completing quality, contracted research on schedule.	All contract reports completed on schedule. WDFW has at least two presentations at each of three major regional or national conferences each year. WDFW publishes 20 peer-reviewed publications each year. Web accessible documentation tool developed to communicate goals, strategies, actions, implementation responsibilities, and progress for fishery, hatchery, and habitat management. WDFW is recognized as an authority on hatchery reform. Internal annual review implemented to evaluate and update hatchery and harvest actions.	WDFW has more peer-reviewed publications than any other natural resource management agency in the country. 90% of WDFW proposals to the NPCC receive a positive science review. WDFW recognized as a pioneer in the development of science-based decision-making tools for all-H management. Internal annual review implemented to evaluate and update hatchery, harvest, and habitat actions.			Papers published by WDFW in the last 10 years are cited at least 500 times.				Scientific Community WDFW research is widely recognized for leadership in scientific rigor, innovation, and relevance.
WDFW has difficulty retaining and recruiting scientists, particularly those with quantitative expertise.			At least 10 highly qualified applicants for every Science position.	90% of Science staff stay at WDFW for at least 5-years.					WDFW recognized as a preferred employer by students and scientists at other organizations.
WDFW Fish Program has limited research partnerships with other local and federal agencies and NGOs.	Contacts established and interest in conducting collaborative research communicated to federal, local, and state organizations. Potential for partnership with universities to provide quantitative consulting to WDFW established or understood.		25% of research is conducted in collaboration with researchers from other organizations.		50% of research is conducted in collaboration with researchers from other organizations.				WDFW has active collaborative relationships and projects with researchers at other governmental agencies, universities, and NGOs.
WDFW is successful in securing funds from local sources for projects where we have proven tools and expertise, and when we devote sufficient staff time to proposal preparation. WDFW (Fish Program?) seldom attempts to secure funding for innovative research.	Key natural resource research questions and funding sources identified.	Funding secured for 10% of key natural resource research questions not currently addressed.	Funding secured for 15% of key natural resource research questions.	Funding secured for 20% of key natural resource research questions.	Funding secured for 50% of key natural resource research questions.	Funding secured for 60% of key natural resource research questions.	Funding secured for 80% of key natural resource research questions.	Funding secured for 100% of key natural resource research questions.	WDFW is successful in securing research funds from local, national, international sources for key natural resource questions.

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<p>Recreational Fishing Community & Commercial Fishing Industry</p> <p>Annual North of Falcon process is established, open to the public, well-communicated, and provides multiple forums to provide input, recommendations, and suggestions.</p> <p>Annual sport fish permanent regulation process is established with a long-standing public involvement component.</p> <p>Columbia River Compact is established and open to the public with strong ties to Columbia River Advisory Groups but limited participation from the general public.</p> <p>Commercial and recreational fishery advocates are pursuing outcomes outside the Department's established decision-making processes (e.g. Puget Sound net, Willapa net; there are some challenges to some allocation between sectors; conservation principles)</p> <p>Commercial and recreational fishing advocates provide only limited and occasional support for agency budget requests.</p> <p>Certain recreational fishing advocates want to be more involved in state-tribal fishing season-setting negotiations.</p> <p>The process used to develop and adopt the statewide steelhead management plan was successful and should be considered as a model for recreational fishing plan development. For example, successful stakeholder involvement, use of stakeholder language in the final plan, transparent decision-making process, well-communicated to the community and the public at large, agency staff was responsive and engaged.</p> <p>(Continued...)</p>	<p>WDFW establishes an information network to describe processes by which fisheries are established and how the general public can participate in those processes.</p> <p>Notice of forums, workshops, and other opportunities to engage in the decision-making process is available to all participants of the fishing community.</p> <p>Commercial and recreational fishing stakeholders do not object to the department's fishing regulations.</p> <p>Staffing and resources do not limit development of regulatory structures or prosecution of fisheries, e.g. meeting biological sampling objectives, reading coded wire tags, reading scale samples, accurate catch estimates, in-season analysis, stock composition.</p> <p>Recreational and commercial fishing community is well-informed on co-management.</p> <p>Current accurate fishing information is easily available to the general public via multiple venues and the public knows where to go to find it.</p>	<p>WDFW establishes periodic public workshops, organized by major commercial and recreational fishery, that describe forecast methods, fishery regulation assessment modeling, conservation objectives, and management policies.</p> <p>Key commercial and recreational fishery representatives are fully informed on WDFW budget priorities, have sufficient information, and advocate for the agency's budget proposal.</p> <p>Commercial and recreational fishery advocates pursue outcomes within established decision-making processes.</p> <p>Mechanisms exist for communicating and coordinating among regions and to engage and inform stakeholders.</p>							<p>Recreational Fishing Community & Commercial Fishing Industry</p> <p>The Commercial and Recreational fishing stakeholders respect the science, management policies, and decision-making processes.</p> <ul style="list-style-type: none"> - Department actively seeks input from and communicates management decisions to the broader fishing community. - An open and transparent process exists that allows the views of participants to be fully heard and respected. - Commercial and Recreational fishing stakeholders pursue outcomes through established decision-making processes, for example: Fish and Wildlife Commission, PFMC, North of Falcon, Columbia River Compact, etc. - Commercial and Recreational fishing stakeholders are advocates of budget requests in the legislature and elsewhere. - The agency has personnel knowledgeable and resources sufficient to manage commercial and recreational fisheries statewide. - Agency personnel work across regions and programs to develop consistent agency fisheries policies. - Clear and complete and current commercial and Recreational fishing information is readily accessible through multiple venues (STRATEGIES: interactive website, email listserv)

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<p>Recreational Fishing Community & Commercial Fishing Industry (cont.) (Continued from previous page...)</p> <p>The department has begun developing a statewide recreational fishing plan and has established an advisory group (cabinet) for public involvement.</p> <p>The department has inconsistent levels of coordination across regions and programs in the development of fisheries policies.</p> <p>The department lacks sufficient personnel to accomplish its objectives in pre-season and long-term planning.</p> <p>The department hasn't created a mechanism and/or forum that sufficiently engages the broad recreational community in discussion of emergent salmon/steelhead fisheries issues. As a result the views of some recreational fishing advocates are heard disproportionately.</p> <p>The department lacks sufficient personnel to engage and inform stakeholders, for example the recreational fishing community often complains that fishing information, including regulations, is complicated or not readily accessible.</p>									<p>Recreational Fishing Community & Commercial Fishing Industry (cont.)</p>
<p>Conservation, Environmental, Timber, Agriculture and Business Community.</p> <p>WDFW's priorities benefit by advocacy of ecosystem recovery and health in general, but there are very few organizations working on behalf of the Department that call out salmon and steelhead as a primary issue.</p> <p>While we work legislative issues, funding issues and general policy issues with some key groups on a regular basis, there is no existing strategy for identifying key potential partners for salmon and steelhead. There is an inconsistent level of interaction with some of the business, agricultural, timber, environmental and conservation groups. Most groups are unfamiliar with fisheries management generally and is suspicious of the Department's intent.</p>	<p>WDFW understands what issues and goals are important to business, agricultural, timber, environmental and conservation groups.</p> <p>WDFW will identify key contacts in external community, who would be potential advocates, to begin a dialog on important/shared issues and goals.</p> <p>Environmental community representatives are appointed to existing advisory groups for salmon and steelhead.</p>	<p>Environmental lobbyists understand shared goals and issues.</p> <p>External groups advocating Dept's budget and policy needs in legislature.</p> <p>Key WDFW leadership positions including individuals from the Directors Office, IRM, Habitat and Fish Program headquarters and regional leadership have strong policy-level relationships with NGO's, timber, Agriculture and business community.</p> <p>Partnerships will exist in key salmon and steelhead areas: Selective fisheries, hatchery reform, habitat restoration and protection strategies.</p>		<p>WDFW priorities align with one of top Environmental legislative priorities for 13-15.</p>					<p>Conservation, Environmental, Timber, Agriculture and Business Community.</p> <p>WDFW has active partnerships and collaborations with business, agricultural, timber, environmental and conservation groups to achieve management and recovery of salmon and steelhead.</p> <p>There are effective advocates for political and community-based support of WDFW priorities and actions.</p>

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<p>General Public</p> <p>PUBLIC UNDERSTANDING</p> <p>The ramifications of implementing salmon and steelhead recovery are many and their complexity is difficult to communicate in a general way to a general audience.</p> <p>The public does not understand how we can harvest an endangered species.</p> <p>There is very little understanding of the economic benefits of salmon and steelhead.</p> <p>The public is generally supportive of the concept of wild salmon recovery and understand that value in terms of overall quality of life.</p> <p>Environmental issues generally do not poll at the top.</p> <p>The public doesn't understand how their actions affect salmon and steelhead recovery.</p>	<p>The number of youth participating in fishing events and/or fishing related educational activities is 23,000 in FY 2009.</p> <p>98,000 hours logged for WDFW volunteer activities in FY 2009.</p> <p>Total participation days for sport fishing per year is 8,500,000 in FY 2009.</p>	<p>WDFW can identify and articulate communications and outreach strategies it will pursue to help meet public support outcomes.</p> <p>10% increase in general interest articles about the economic, ecological, and quality of life benefits of healthy salmon.</p> <p>Department outreach is coordinated and strategically supports salmon and steelhead recovery and sustainability.</p>	<p>Public participation in watershed-based recovery efforts increased by 10% over 07-09.</p> <p>Sustainability measures such as water and energy use, recycling rates, etc. indicate 10% improvement over 07-09.</p>	<p>Public participation in watershed-based recovery efforts increased by 25% over 07-09.</p> <p>Sustainability measures such as water and energy use, recycling rates, etc. indicate 25% improvement over 07-09.</p>	<p>Voting and polling results indicate salmon and steelhead populations are valued as part of a healthy ecosystem.</p>				<p>General Public</p> <p>The public values healthy & harvestable salmon and steelhead populations.</p> <ul style="list-style-type: none"> - The public understands the relevance of salmon and steelhead to the economic well-being and quality of life in Washington. - The public understands the role of salmon as an indicator of the health of the ecosystem and the importance of functional habitat. - The public understands how their actions in their own watersheds affect salmon. - Public participates in salmon and steelhead-related recreation and conservation activities.
<p>PUBLIC SUPPORT</p> <p>The agency has not developed or communicated a comprehensive, easily understandable, long-term plan for salmon and steelhead recovery.</p> <p>The general public views WDFW in a limited way, as responsible solely for fishing and hunting management.</p> <p>The Department's website contains a lot of information but it is poorly organized and does not present the Department's role in salmon and steelhead management and recovery to best effect.</p>	<p>Department website redesign completed.</p>	<p>WDFW salmon harvest, habitat, and hatchery management actions and information is current, user-friendly, accurate, and web-accessible.</p> <p>25% increase in total number of hits, unique visitors, repeat visitors, on WDFW website.</p> <p>Site visits to salmon conservation-specific web content increased by 10% over 07-09.</p>		<p>Demonstrated increase in public confidence level.</p>					<p>PUBLIC SUPPORT</p> <p>Public has confidence in WDFW's management of salmon and steelhead.</p> <ul style="list-style-type: none"> - The public considers WDFW as a source of credible scientific information about salmon and steelhead. - The public has confidence in the agency's regulatory and enforcement actions. - The public turns to WDFW for information for fishing and viewing opportunities, as well as information on the health of the resource and how to participate in recovery.