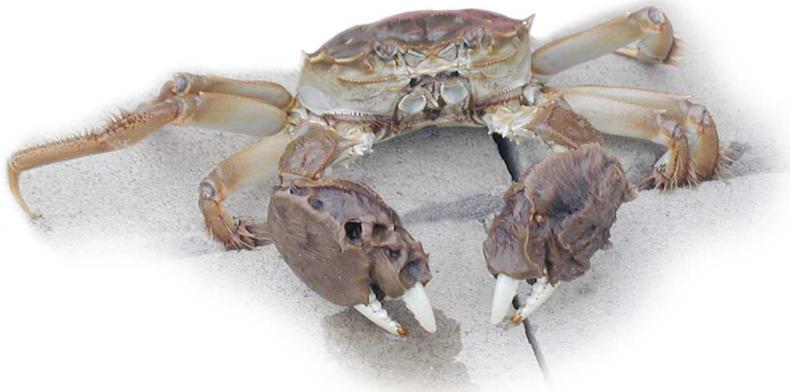


Pacific Region: Fisheries Program Strategic Plan

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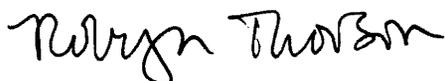
A MESSAGE FROM THE REGIONAL DIRECTOR

In 2002, the U.S. Fish and Wildlife Service (Service) and the Sport Fishing and Boating Partnership Council's Fisheries Steering Committee worked together to develop a plan for the Fisheries Program titled, *Conserving America's Fisheries, U.S. Fish and Wildlife Service Fisheries Program Vision for the Future (Fisheries Vision)*. The *Fisheries Vision* provided national level goals, objectives, and action items and identified the need for the geographic regions of the Service to develop regional step-down plans. This effort culminated in the development of a Strategic Plan for the Pacific Region Fisheries Program in 2004. For the past year, the Fisheries Program has dedicated its staff to reviewing and updating that plan to guide its program for the next five years.

I want to share my appreciation to all who contributed to the development of our Regional Plan for 2009 through 2013. It contains a vast array of objectives, all of which are critical to the Service's effectiveness in helping fish populations to achieve and maintain self-sustainable levels and contribute to public enjoyment. We will constantly evaluate our progress to document our success in meeting the challenges of protecting and conserving fisheries resources in the Pacific Region.

Our Regional Plan was built in partnership with employees, individuals, and organizations, across the Pacific Region. Continued communication, cooperation, and collaborative partnerships will be critical to the successful implementation of our Regional Plan, and fulfillment of the Fisheries Program resource responsibilities and obligations.

I look forward to the Fisheries Program building on the partnerships that are inherent in our Regional Plan. The Service does not have the funds and staffing to solely meet the challenges we face with the declining abundance of fish populations and quality of habitats on which they depend. Through more and stronger partnerships, the Service can be more successful in meeting these challenges.



Robyn Thorson

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Executive Summary

In 2002, the Service and the Sport Fishing and Boating Partnership Council's Fisheries Steering Committee worked together to develop a plan for the Fisheries Program titled, *Conserving America's Fisheries, U.S. Fish and Wildlife Service Fisheries Program Vision for the Future (Fisheries Vision)*. The *Fisheries Vision* provided national level goals, objectives, and action items and identified the need for the geographic regions of the Service to develop regional step-down plans. This effort culminated in the development of a Strategic Plan for the Pacific Region Fisheries Program for 2004 through 2008.

This Strategic Plan for 2009 through 2013 builds on our last plan but differs in two ways. First, the new Plan does not identify specific tasks for each Regional Objective, as was done in the earlier plan. Details on task level of activities can be obtained by contacting the Regional Office or a field station in your area (Appendix A). Second, for each of the Focus Areas we have added a narrative that describes the challenges and opportunities we have identified for achieving our Regional Objectives, which directly support goals articulated in the national Fisheries Strategic Plan. Regional Objectives have also been renumbered to reflect their sequence of occurrence in this Plan. Those Focus Areas and Regional Objectives are summarized as follows:

Partnership and Accountability

- Develop working relationships with additional stakeholders.
- Enhance relationships with our working partners in the Pacific Region.
- Implement a means of providing feedback to support the long-term success of partnerships.

Aquatic Habitat Conservation and Management

- Work with Tribes, States, partners, and other stakeholders to facilitate management of aquatic habitats on national and regional scales.
- Develop and expand our expertise to help avoid, minimize, or mitigate impacts of habitat alteration on aquatic species and monitor implemented projects.
- Work with other Service programs in the Pacific Region and adjacent Service regions to expand opportunities to increase the quantity and improve the quality of aquatic and riparian habitats.
- Expand opportunities to connect people with nature and engage citizen scientists and volunteers, and employ America's youth within aquatic habitat conservation programs.

Aquatic Species Conservation and Management

- Collaborate with the Service's Division of Ecological Services, NOAA Fisheries and others to recover fish and other aquatic resource populations protected under the Endangered Species Act (ESA).
- Collaborate with others to maintain healthy, diverse, self-sustaining populations of fish and other aquatic resources.
- Use Service facilities such as National Fish Hatcheries to support the research and aquaculture needed to prevent listing or recover and minimize impacts to native species listed or proposed for listing under the ESA.

- Coordinate with other Service programs, other Federal agencies, States, Tribes, and other partners to reduce the risk of aquatic invasive species (AIS) introductions, measure and track the existing range and impacts of AIS, and develop programs designed to control and manage existing populations.

Public Use

- Work jointly with States, Tribes, and NOAA Fisheries to assist in the management of inter-jurisdictional fisheries and conduct scientifically based hatchery programs to meet mutually agreed-upon fishery management objectives.
- Guide our mitigation programs by and maintain compliance with approved Fishery Mitigation Plans, Fishery Management Plans, and associated Biological Opinions.
- Work with others to identify appropriate mitigation hatchery production goals and Federal agency funding responsibilities, and meet our own responsibilities for mitigating fisheries affected by federally funded water development projects.
- Work with others to enhance recreational fishing opportunities for priority fish species, promote the value of recreational fishing, use our facilities to connect people with nature, and identify and implement shared or complementary aquatic education objectives.

Cooperation with Native American Tribes

- Provide technical assistance to Tribes as requested and to the extent possible, in tribal natural resource management activities.
- Provide fish from the Service's National Fish Hatcheries, where appropriate, to support tribal fish culture programs, subsistence programs, ceremonies, and resource management activities.
- Recognize and promote the Service's responsibilities toward Tribes.

Leadership in Science and Technology

- Develop and share state-of-the-art, scientifically sound, and legally defensible tools with other Service programs and in conjunction with our partners.
- Use state-of-the-art, scientifically sound, and legally defensible tools in formulating and executing fishery related plans and policies.

Workforce Management

- Identify the critical staff and functions needed to support various types and sizes of Pacific Region's Fisheries Program offices.
- Train and develop employees for the most effective use of their skills and positions.
- Ensure our employees are equipped with the technology, tools, and equipment to effectively, efficiently, and safely conduct their jobs.

Many objectives identified in this plan can be addressed with existing resources and authority; others cannot. The individual Fisheries Program offices will continue to assess their expertise, priorities, and resources to determine which of the objectives and tasks they can accomplish and implement. Each office will emphasize the overall direction and spirit of the Fisheries Program while seeking additional resources and cooperation with partners to expand their capabilities.

Compliance with Strategic Plan objectives will be evaluated in cooperation with Tribes, States, partners, and other stakeholders by maintaining an ongoing dialog to identify any necessary revisions to the Strategic Plan.

This *Strategic Plan* is consistent with the Department of Interior's (DOI) Strategic Plan. Appendix B contains the DOI performance output measures and the Fisheries Program's projected accomplishment targets.

Introduction

The Fisheries Program of the U.S. Fish and Wildlife Service (Service) has played a vital role in conserving and managing fish and other aquatic resources since 1871, when Congress established the position of Commissioner of Fish and Fisheries in response to concern regarding the decline in natural food fish supplies. The Service has a proud history of leading Federal fishery conservation efforts along the West Coast since the first Federal salmon hatcheries were established more than 100 years ago. Throughout this century-plus, the Service has taken a holistic approach to fishery conservation, focusing on a broad array of scientific fishery management and conservation efforts. Today, the Fisheries Program is an important partner with States, Native American Tribes (Tribes), other governments, other Service programs, private organizations, public institutions, and stakeholders in a larger effort to conserve these important resources. In 2002, the Service, working with its many partners in aquatic conservation through the Sport Fishing and Boating Partnership Council's Fisheries Steering Committee, completed its document: "Conserving America's Fisheries, Service Fisheries Program Vision for the Future" (*Fisheries Vision*). The *Fisheries Vision* included goals, objectives, and action items on a national programmatic scale.

The *Fisheries Vision* identified the need for the Service to develop five-year step-down plans with specific activities that will contribute to the *Fisheries Vision*. The Pacific Region developed its first five-year *Fisheries Program Strategic Plan (Strategic Plan)* to cover the period between 2004 through 2008. This document provides the Pacific Region's step-down plan for the period 2009 through 2013 and describes how we will implement the goals identified in the *Fisheries Vision*.

The Fisheries Program recognizes that many responsibilities for managing and conserving fish and other aquatic resources are shared, and success is often contingent upon the combined knowledge, resources, and commitment of each party. As a result, the Pacific Region views this *Strategic Plan* as an understanding between the Fisheries Program and its partners and stakeholders.

Vision

The Fisheries Program vision is to protect, restore, and enhance fish and other aquatic resources to self-sustaining levels and to support Federal mitigation programs in cooperation with States, Tribes, and other partners for the continuing benefit of the American public. To achieve that vision, the Fisheries Program is committed to working with our partners to:

- Protect the health of aquatic habitats.
- Recover and restore fish and other aquatic resources.
- Provide opportunities to enjoy the many benefits of healthy aquatic resources.

Challenges and Opportunities Summary

Hatchery Reform:

To assist in the recovery of ESA-listed fish and to compensate for lost fishery resources from Federal water resource development, the Fisheries Program will be working with our partners to reform and improve all National Fish Hatchery programs in the Pacific Region.

Implementation of “hatchery reform” may include clarifying specific biological goals and objectives, improving our ability to adaptively manage our facilities through improved science, improving rearing and release protocols, changing broodstock, and adjusting production levels where appropriate. We will work closely with our partners to prioritize and coordinate implementation activities to ensure our fish hatchery programs help recover ESA-listed species while also meeting our Federal mitigation and treaty trust obligations.

Adaptive Management and Strategic Habitat Conservation Framework:

The Service has developed an adaptive management framework for all our conservation activities. We call this framework “Strategic Habitat Conservation”. We have been developing Strategic Habitat Conservation as a guide for setting and achieving fish and wildlife conservation at multiple scales (landscape to site-specific). Over the next several years, we will be emphasizing cooperative conservation at the landscape scale. This will involve developing spatially explicit biological objectives, designing effective conservation programs that achieve our biological objectives, implementing on-the-ground conservation actions, and monitoring our activities to shape future planning and project development. Each of these steps will be done in cooperation with our partners.

Global Climate Change:

The Service recognizes the significant challenges that fish and wildlife resources are facing as a result of global climate change. We are actively developing a strategic plan and a 5-year action plan to help us begin to address the effects of climate change on fish, wildlife, plants, and their habitats. We are already working with partners and available resources to address climate change effects on fish and wildlife across our country. Accelerating climate change will amplify many of the conservation challenges we are dealing with today.

However, we cannot meet these challenges alone. Over the next 5 years, we will seek to acquire additional resources and build our agency’s capacity to address the impacts of climate change on ecosystems and fish and wildlife resources. We will also be forming new partnerships and developing new scientific information that will help us predict and respond to the effects of future climate change.

Connecting People with Nature:

With the increasing movement of people to urban areas and towards indoor recreational pursuits, many of America’s youth are losing their connection to the outdoors and are experiencing a gap in their knowledge of fish, wildlife, and their habitats, and the need for natural resource conservation. In addition, demographic changes will also necessitate greater emphasis on engaging non-traditional groups and under-represented groups (urban populations, minorities, and women) to experience nature.

Fortunately, research also shows that it is never too late to develop a connection with nature that will lead to caring and positive behaviors toward fish, wildlife, and their habitats. Recognizing this opportunity, the Service has adopted a program to “Connect People with Nature” to help ensure the future of conservation. Our Connecting People with Nature program is one of our highest priorities. While our other priorities emphasize our scientific and natural resource management work, we recognize that if we do not find ways to connect the American people with nature, thereby creating tomorrow’s conservationists, much of our work could be in vain. We believe this program can result in all individuals and communities gaining a greater connection with nature, sense of place, respect for their environment, and a lifelong interest in and participation in the conservation, protection, and enhancement of fish, wildlife, plants, and their habitats.

Status of the Pacific Region’s Fisheries Resources

The West Coast of the United States possesses rich and diverse natural resources. Unique among these are Pacific salmon and steelhead. Salmon and steelhead are more than an icon of the Pacific Region; they are a national treasure and are seriously depleted. Western rivers were once among the most productive in the world. The Columbia River had runs of five species of Pacific salmon, steelhead, and other anadromous fish totaling as many as 10 to 16 million fish that supported both tribal and commercial fisheries. The Pacific Region has reached a point where many other migratory fish species (e.g., sturgeon, coastal cutthroat, bull trout, and Pacific lamprey) and resident fish stocks (e.g., bull trout, westslope cutthroat, white sturgeon, river lamprey, burbot, chub, and those of the Pacific Islands) are either listed or being considered for listing under the ESA.

In short, genetic diversity and geographic distribution of these fish are shrinking markedly. The causes of these declines not only reflect the health of the Pacific Ocean, inland waters, and watersheds, but the immense human demand for water, energy, and land. Many demands are national and international in scope and complex, with legal implications to Federal responsibilities under both international and tribal treaties.

The Pacific Region Fisheries Program

The Fisheries Program is a network of 25 Field Stations and a Regional Office under the direction of the Assistant Regional Director (ARD) Fisheries in Portland. Field stations are located in the states of Washington, Oregon, Idaho, and Hawaii (Figure 1).

National Fish Hatcheries: Fifteen National Fish Hatcheries (NFH) produce more than 60 million fish annually in the Pacific Region. These NFHs, along with other Fishery Program offices, are important components of an integrated approach to the management and restoration of aquatic species and their environments. Most NFHs are operated to mitigate for adverse impacts from Federal water development projects and have an important role in supporting recreational, commercial, and international fisheries, and meeting tribal trust responsibilities. However, with the decline of many native species, Pacific Region NFHs

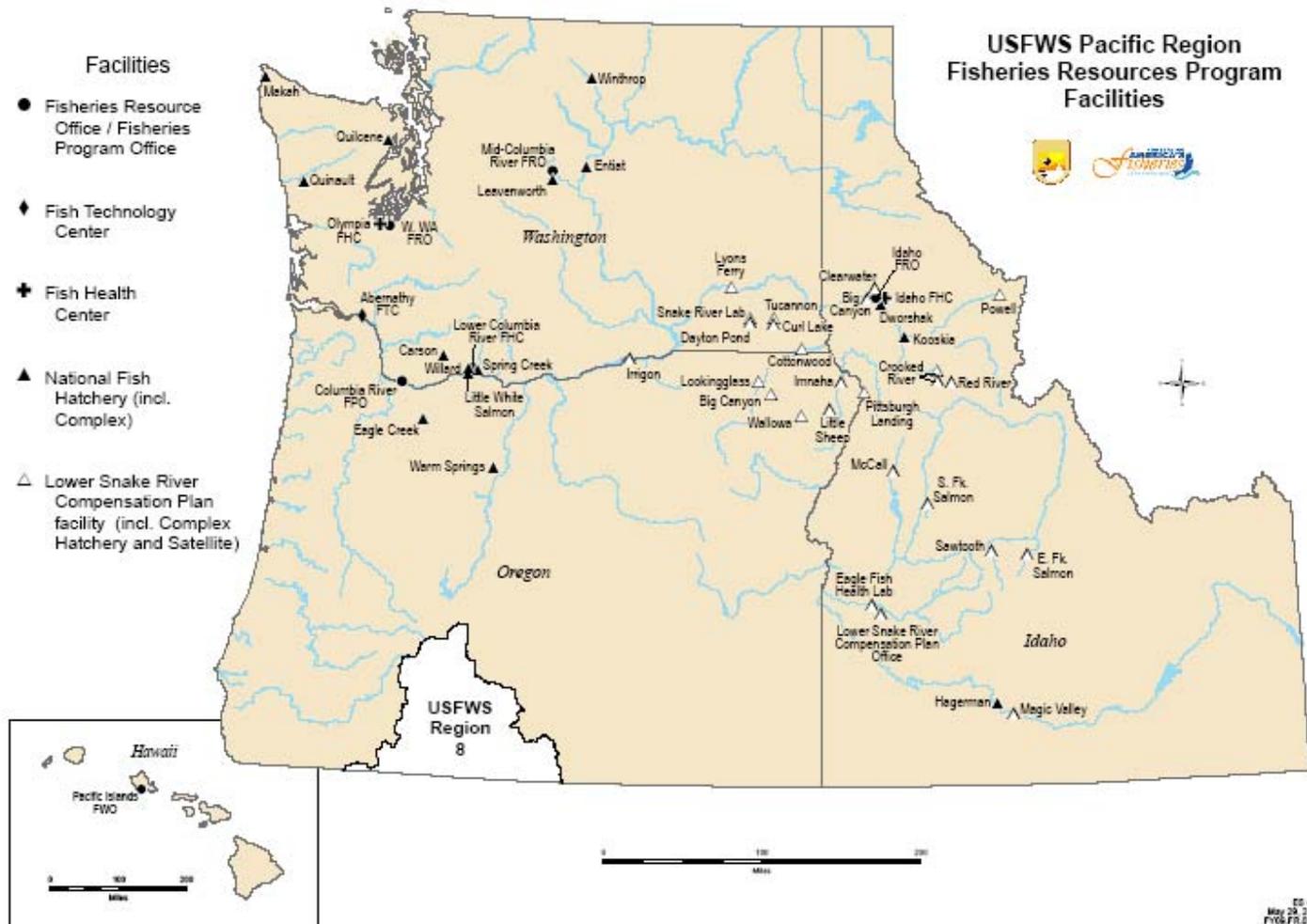


Figure 1.—Map of U. S. Fish and Wildlife Service, Pacific Region Fisheries Program, field offices and facilities.

now play an increasing role in supporting the recovery of species listed under the ESA. Salmon and steelhead remain the focus of most NFH efforts in the Pacific Region, though we also work with other anadromous and resident species as well. Comprehensive hatchery management planning will, with the help of Tribes, States, partners, and other stakeholders, ensure our NFHs and the fish they produce will help, not harm, our native species and the environments they depend upon and thus continue a legacy of fish and fishing for all to enjoy.

Lower Snake River Compensation Plan Office: The Lower Snake River Fish and Wildlife Compensation Plan (LSRCP) is a nationally unique program that compensates for lost fish and wildlife resources in Oregon, Washington, and Idaho caused by the construction and operation of four lower Snake River dams. The LSRCP Office is located in Boise, Idaho, and administers the LSRCP's hatchery program with the goal of rearing and releasing sufficient salmon, steelhead, and resident trout to compensate for reduced adult fish returns to the Snake River basin and lost fishing opportunities. The LSRCP provides funding to three States, three Tribes, and three Service offices to operate 26 fish hatchery facilities, fish health facilities and research labs in Oregon, Washington, and Idaho and to carry out programs to evaluate the success of the program.

Fish Health Centers: Three Fish Health Centers (FHC) provide long-term pathogen surveys and monitoring of fish at NFHs and selected wild fish populations as well as disease diagnostics and investigational studies. The FHCs are the lead offices in fish pathogen containment, emergency disease diagnostic control, and epidemiological assistance to fishery managers. They provide training, policy, and biological guidance for fish disease and fish health management. They assist a wide range of cooperators including Tribes, States, partners, and other stakeholders with fish health technical and training services. Their expertise includes aquatic animal health, veterinary medicine, physiology, pathology, and microbiology.

Fishery Resource Offices: Three Fishery Resource Offices (FRO) assist in the collection, evaluation, coordination, and dissemination of fisheries information to help restore declining fish species, recover species listed under the ESA, reduce the need for future listings of new species, and provide science-based management of aquatic resources. They provide long-term monitoring, evaluation, and technical support to assess the status of wild fish and aquatic species populations. Evaluation of stocks released from the Service's NFHs is a major function of the FROs. They provide technical assistance to agencies with the authority to set fish management regulations. They also provide technical assistance to many landowners (e.g., Federal, State, tribal, and private) to prevent the loss of fish habitat and implement best management practices for the long-term benefit of fish and their habitats. FROs further promote interagency coordination by serving on technical and policy workgroups (committees, councils, commissions, etc.) in the areas of hydropower operations, harvest, hatchery, and habitat management.

Fish and Wildlife Offices: Two Fish and Wildlife Offices (FWO) include Fisheries Program operations (Western Washington and Pacific Islands). These offices are distinct in that they include both Fisheries and Habitat Conservation and Ecological Services functions of the Service. The fisheries functions include the same responsibilities as those carried out by FROs.

Fish Technology Center: The Abernathy Fish Technology Center (Center) provides leadership in the scientifically based management of national fishery resources through development of new concepts and techniques to solve specific problems in aquatic restoration and recovery activities. The Center is the Pacific Region Fisheries Program's applied research facility and one of only eight such USFWS facilities nationwide. Staff research activities are concentrated in Washington, Oregon, and Idaho working on Pacific salmon, steelhead/rainbow trout, cutthroat trout, bull trout, Pacific lamprey, white sturgeon, Arctic grayling, and other species native to North America. The Center maintains Applied Research Programs in the fields of Nutrition, Conservation Genetics, Ecological Physiology, and Hatchery Reform. Applied research activities and information are shared with other Service offices (National Fish Hatcheries, Fish Health Centers, Fishery Resource Offices, Fish and Wildlife Offices, Ecological Services Field Offices, National Wildlife Refuges), Federal, State, and Tribal agencies, industry, and recreational groups. The information provided is critical to the restoration and recovery of declining, threatened, and endangered fish populations.

Focus Areas:

Partnerships and Accountability

Forming and maintaining strong partnerships with Federal agencies, States, Tribes, non-government organizations and individuals who are interested in the conservation and management of fisheries resources is essential to achieving mutual goals of healthy and abundant fish populations that have access to quality habitat and provide significant opportunities for harvest in the Pacific Region.

Accountability is a critical element of ensuring the successful implementation of this Strategic Plan. This is accomplished by implementing principles of sound science in accordance with Service policies and guidelines that stand up to peer review; making data and reports easily accessible; using financial and staff resources efficiently and wisely; reporting activities and accomplishments in a timely and accurate manner; involving partners; and fulfilling commitments.

National Goal: Open, interactive communication between the Fisheries Program and its partners.

Regional Objective 1.1. Develop and maintain relationships with partners throughout the Pacific Region.

Regional Objective 1.2. Implement a means of providing feedback to ensure the long-term success of partnerships.

Regional Objective 1.3. Improve data collection and management and internal and external reporting to reduce redundancy and improve access and usefulness for ourselves and our partners.

Challenges and Opportunities:

Partnerships

The partners the Pacific Region Fisheries Program works with have a broad array of interests, differing levels of resources, and varying tactics for addressing the wide scope of Service mandates and aquatic resource conservation issues we address. To effectively communicate information of interest to such a diverse constituency of partners, the Fisheries Program will:

- Engage our working partners to learn which Service activities or programs are most important to them or their constituents, and focus communications and information exchange on those topics.
- Keep personnel informed as to current operations and issues that may impact partners.
- Implement the Department of the Interior's 21st Century Youth Conservation Corps initiative and the Service's Connecting People with Nature.
- Network with partners to leverage limited resources.
- Use emerging technology to improve and diversify outreach efforts.

Measuring Success

There are many ways to measure success when working with partners, but most important is clarifying mutual obligations and expectations. To better address accountability, the Fisheries Program will:

- Maintain and develop Memorandums of Understanding and Memorandums of Agreement to better define expectations and enhance accountability.
- Improve opportunities for our partners to meet with regional and field staff to provide direct feedback on our progress in meeting plan objectives.
- Improve data management and reporting.

Focus Area:

Aquatic Habitat Conservation and Management

Because fish and wildlife resources inhabit landscapes that cross geographic boundaries, our efforts to conserve and restore aquatic habitat are done in cooperation with other Federal agencies, States, Tribes, nongovernmental organizations (NGOs), and private parties. Many of our aquatic habitat conservation and management efforts to date have been opportunistic, or based on actions called for within species-specific management or recovery plans. A growing consensus for habitat conservation at a landscape level has been building in the face of resource challenges such as global climate change. This has led to the beginning of a national collaborative framework to identify and conserve key watersheds and aquatic "strongholds," and address the root causes of declines in aquatic habitat quality and quantity.

While the needs for aquatic habitat protection and restoration are many, there is a major void in the monitoring and evaluation of completed habitat improvement projects. To take a landscape approach to ecosystem restoration, research and monitoring are needed to determine the

effectiveness of habitat restoration efforts. The Fisheries Program is positioned to fill this void since our employees have extensive experience with monitoring and evaluating hatchery programs, fish populations, and their habitats.

National Goal: America's streams, lakes, estuaries, and wetlands are functional ecosystems that support self-sustaining communities of fish and other aquatic resources.

Regional Objective 2.1. Facilitate management of aquatic habitats on national and regional scales by working with Tribes, States, partners, and other stakeholders.

Regional Objective 2.2. Develop and expand the use of its expertise to help avoid, minimize or mitigate impacts of habitat alteration on aquatic species and monitor and evaluate completed projects.

Regional Objective 2.3. Coordinate with Service NWRs and NFHs to identify and implement opportunities for increasing the quantity and improving the quality of aquatic and riparian habitat.

Regional Objective 2.4. Expand opportunities to connect people with nature, engage citizen scientists and volunteers, and temporarily employ youth in the aquatic habitat conservation and monitoring programs and activities we lead or support.

Challenges and Opportunities:

Strategic Habitat Conservation Framework

Strategic Habitat Conservation (SHC) allows for prioritizing the delivery of conservation actions. When using a strategic approach the Fisheries Program will:

- Use biological planning, conservation design, conservation delivery, and outcome-based monitoring to ensure that habitat requirements for aquatic trust species are included for projects undertaken with partners.
- Work with the Service's Divisions of Ecological Services and Refuges to align policies, goals, and objectives to conserve and restore aquatic habitats identified in Regional Focal Areas.
- Collaboratively develop the best scientific data and analysis for decision makers.
- Provide expertise to our partners, when possible, to assess, model, and develop opportunities to improve mainstem river habitat, fish passage, and emigration survival for aquatic trust species.
- Prioritize Service analysis and modeling capabilities toward measuring responses of wide-ranging Service trust species (e.g., bull trout, cutthroat trout, Pacific lamprey) to climatological effects on habitat, such as changes to temperature regimes.

National Fish Habitat Action Plan (NFHAP)

The National Fish Habitat Action Plan has increased the influence of its national network of partners to implement science-based, non-regulatory restoration, enhancement, and protection of fish habitat in key watersheds. Expectations and opportunities for the Service to further develop the NFHAP will further increase over the next 5 years. To address the challenges and opportunities the Fisheries Program will:

- Participate, support, and help develop NFHAP Partnerships.
- Work with our partners to ensure that habitat requirements and data needs for Service trust aquatic species are addressed in the Science and Data Management framework adopted by the National Fish Habitat Action Plan Board.
- Work with NFHAP Partnerships to develop funding proposals in the Fisheries Operating Needs System to support trust species.

Climate Change

Global climate change is expected to alter the quantity, seasonal availability, and quality (e.g., temperature regime) of water needed to support aquatic organisms in ways that are not fully understood or predictable. This unpredictability leads to debate and uncertainty regarding priorities for the best use of limited resources to study and implement broad scale management of aquatic habitats. However, the recent national and international attention that climate change is receiving provides the Service with the opportunity to focus our technical expertise in a collaborative environment to seek solutions. To address the challenge of global climate change, the Pacific Region Fisheries Program will support the Service's new strategic plan for addressing climate change "Rising to the Challenge," by focusing on our Program strength in population analysis, habitat conservation, and monitoring and evaluation.

- Partner with the USGS and others to conduct the basic research needed to predict impacts of changing water quality, quantity, and seasonal availability on the viability of trust species.
- Apply our expertise where needed in Region 1 Landscape Conservation Cooperatives (LCC)¹.
- Develop educational materials for Service staff to foster a better understanding of the technical and policy issues we face.

Effective Partnering

Aquatic resource conservation issues that involve multiple partners and their interests are challenging to resolve. To more effectively address resource challenges, the Pacific Region Fisheries Program will:

¹ Landscape Conservation Cooperatives (LCC) are a Service concept for building a core scientific capacity under cooperative partner oversight that assists resource managers direct science toward conservation priorities areas defined landscape units. LCC's are part of Secretary Salazar's September 14, 2009, Secretarial Order No. 3289 "Addressing the Impact of Climate Change on America's Water, Land, and other Natural and Cultural Resources."

- Support and participate in collaborative workshops (utilizing cross-program expertise) to inform partners and discuss the merits of the scientific approaches, tools, and results that address complex aquatic resource management issues.
- Train staff in conflict resolution, partnership building, decision making, etc.
- Increase internal communications by holding cross-program meetings.

Focus Areas:

Aquatic Species Conservation and Management

Native Species

In the Pacific Region, the primary focus of the Fisheries Program is addressing the problems affecting native aquatic species listed under the ESA and other aquatic species of concern. Activities conducted by the Fisheries Program to promote native species conservation include assessing populations and habitats; developing conservation, management and recovery plans; providing technical assistance to Tribes, States, partners, and other stakeholders; planning, monitoring and evaluating habitat restoration projects; and implementing various aspects of recovery plans. We will continue to work with our partners to collaboratively identify, prioritize and address the complex issues facing native aquatic species.

National Goal: *Self-sustaining populations of native fish and other aquatic resources that maintain species diversity, provide recreational opportunities for the American public, and meet the needs of tribal communities.*

Regional Objective 3.1. *Collaborate with Ecological Services (ES) Program, National Oceanographic and Atmospheric Administration Fisheries (NOAA Fisheries) and others, to recover fish and other aquatic resource populations protected under the ESA.*

Regional Objective 3.2. *Maintain healthy, diverse, self-sustaining populations of fish and other aquatic resources.*

Regional Objective 3.3. *Support the research and fish culture needed to prevent listing or to recover native species listed or proposed for listing under ESA.*

Challenges and Opportunities:

Climate Change

To address the uncertain impacts of climate change on aquatic resources and their habitats in a strategic way, the Fisheries program will:

- Work with partners to learn from each other on projected global climate impacts.
- Collaborate to identify potentially resilient watersheds with a goal of preserving and restoring habitat connectivity to assist species ability to adapt to future climate conditions.
- Consider the use of artificial propagation to help offset impacts of climate change.

- Investigate opportunities to create research programs and assessment tools for “sentinel species” (e.g., bull trout, Oregon chub) that highlight the effects of climate change.

Hatchery Reform:

The Service has conducted or participated in various hatchery reform processes in the region including our own Hatchery Review Team (HRT) and NOAA Fisheries’ Hatchery and Scientific Review Group (HSRG). These reviews provide scientific recommendations to Federal, Tribal, and State co-managers regarding how hatchery operations can be enhanced and modified to better protect wild and native species and meet defined fish production and harvest management objectives. In general, hatchery reform seeks to minimize harmful genetic, biological, or demographic effects on native and wild fish stocks and support recovery of ESA listed species, while pursuing pre-defined fishery management objectives. Important fishery management objectives include support of treaty trust and mitigation obligations. It is likely that hatchery reform recommendations will play a significant role in any modifications to existing fish production programs. In some cases, these changes could affect ongoing production and harvest activities of State and Tribal cooperators. Therefore, hatchery reform recommendations and associated changes will require collaborative co-manager input, review, and decision-making. As the Region 1 Fisheries Program pursues hatchery reform objectives, the Region 1 Fisheries Program will seek to:

- Recommend modifications of hatchery operations utilizing the best available scientific information from regional hatchery reform reviews such as the HRT and HSRG processes, scientific information available from the literature, and other Tribal, State, and Federal hatchery evaluation studies.
- Coordinate any proposed changes in fish production programs through appropriate policy review and decision processes, such as U.S. v. Oregon and ESA consultations.
- Prioritize hatchery implementation and funding of hatchery reform projects to meet mutual State, Tribal, and Federal fishery management objectives and ESA recovery priorities.
- Secure funding from appropriate sources to make the necessary hatchery facility modifications.

Aquatic Invasive Species

Introductions of aquatic invasive species (AIS) have caused significant economic and ecological problems throughout North America. After habitat loss, invasive species are considered the second most significant threat to native species. The National Invasive Species Act of 1996 established the following initiatives: 1) prevention, monitoring, and control of AIS; 2) research, technical assistance, and education on the AIS issue; 3) ballast water regulation; 4) the establishment of the Aquatic Nuisance Species (ANS) Task Force to act as a national coordinating body; 5) the establishment of regional coordinating bodies that support the ANS Task Force; 6) the funding of state or interstate invasive species management plans; 7) the establishment of a brown tree snake control program.

Although AIS populations have been surveyed in some locations, data are generally incomplete regarding distribution and impacts in the Pacific Region. There are many examples of existing problems, ranging from infestations of New Zealand mudsnails in Idaho hatcheries and native trout streams to nonnative marine algae overgrowing coral reefs in Hawaii. In addition, damaging invaders like quagga and zebra mussels continue to pose a high risk of invading the Pacific Region, bringing with them a history of environmental and economic impacts. AIS efforts by the Fisheries Program will emphasize prevention, early detection, and rapid elimination of new introductions and support efforts to control existing plant and animal AIS in freshwater and marine habitats.

National Goal: Risks of aquatic invasive species invasions are substantially reduced, and their economic, ecological, and human health impacts are minimized.

Regional Objective 4.1. Coordinate work with other programs within the Service, other Federal agencies, States, Tribes, Interstate Commissions, and other partners to reduce the risk of AIS introductions, including early detection and rapid response.

Regional Objective 4.2. Coordinate work with other programs within the Service, other Federal agencies, States, Tribes, Interstate Commissions, and other partners to measure and track the existing range and impacts of AIS.

Regional Objective 4.3. Coordinate work with other programs within the Service, other Federal agencies, States, Tribes, Interstate Commissions, and other partners to develop programs designed to control and manage existing populations.

Challenges and Opportunities:

Limiting Introductions of AIS

The Pacific Region faces several challenges to limit introductions of AIS including the growing potential for an invasion by zebra and quagga mussels, insufficient early detection capabilities, and major gaps in a regional rapid response infrastructure. To address these challenges, the Fisheries Program will:

- Continue collaborating with 100th Meridian Initiative program partners to enhance prevention, early detection, and rapid response preparedness for zebra and quagga mussels and other AIS.
- Expand our use of the Hazard Analysis and Critical Control Point (HACCP) planning.
- Continue to support implementation of State AIS management plans.
- Coordinate with State, regional, and national AIS organizations, including the ANS Task Force and its Western Regional Panel.
- Collaborate to better understand the pathways for spreading AIS.

Incomplete Information Regarding Current Distribution and Abundance

We have insufficient understanding of the current distribution and abundance of AIS, limited integration of AIS monitoring into other aquatic ecosystem monitoring and research programs, and fragmented management of AIS data. To address these challenges, the Fisheries Program will:

- Continue to work with USGS, the Pacific Northwest Aquatic Monitoring Partnership, States, Tribes, universities and other partners to enhance the monitoring of AIS populations and better manage the data.
- Support ongoing surveys of biological communities in aquatic systems in the region to enhance understanding of the biological characteristics and ecological conditions so that AIS invasions can be prevented or managed.

Controlling and Managing Existing AIS Populations

There are insufficient decision-support and population-control tools available to ensure effective long-term mitigation of AIS impacts, and inconsistent management strategies at the regional and national scale. To address these challenges, the Fisheries Program will:

- Continue implementing national AIS control plans (e.g., New Zealand mudsnails) and assist in developing new plans for species like nutria.
- Work with USGS and other partners to develop and enhance management decision tools.

Climate Change and Population Growth

Global climate change and further habitat degradation associated with population growth will likely change the potential range of AIS and risk of new introductions. To address these challenges, the Fisheries Program will:

- Support collaborative research, monitoring, and evaluation to better understand the factors contributing to the establishment and expansion of AIS related to climate change, and ensure that AIS concerns are adequately reflected in regional climate change initiatives.
- Promote other aquatic habitat conservation tactics within this plan, and ensure that AIS prevention, control, monitoring, and education are incorporated into Service activities under Strategic Habitat Conservation, the National Fish Habitat Action Plan, and other related efforts.

Better Integration of AIS into Service Programs

There is a need to better integrate AIS into all Service programs, including related efforts targeted at terrestrial invasive species. To address this challenge the Fisheries Program will:

- Explore creation of a Region 1 cross-program invasive species team to identify collaboration opportunities, mutual policy issues, and other areas of overlap.
- Expand integration of AIS activities into relevant Service field offices, including local implementation of outreach programs, on-site capacity for HACCP technical assistance, early detection monitoring, and development of local partnerships.
- Coordinate with other partners, including executive level discussions, to develop integrated proposals to expand funding for AIS management at the regional level, including special focus on the Pacific Islands, and to prioritize AIS concerns and activities relative to currently available resources.

Awareness and Understanding

There is a need to educate the Service and external audiences about scope, severity, and relevance of the AIS problem. To address this challenge the Fisheries Program will:

- Implement outreach and education programs, such as use of national campaigns like Stop Aquatic Hitchhikers and 100th Meridian Initiative.
- Integrate AIS into the Connecting People with Nature program.

Interjurisdictional Fisheries

Interjurisdictional fisheries management is a collaborative process involving two or more states, nations, or tribal governments with direct management authority. Responsibility for managing interjurisdictional fisheries is determined by many laws, treaties, and court orders and as such, follows no single implementation model. Many Pacific Region fisheries are interjurisdictional in nature. Management of interjurisdictional fisheries in the Pacific Region has become greatly influenced by the requirement for adequate protection and recovery of species listed under the ESA. To meet the Service's Federal tribal trust, resource protection, hatchery mitigation, and public benefit responsibilities, the Fisheries Program plays an integral role in the development of fishery management plans, development of new fishery management strategies and evaluation tools, conduct of applied research, and monitoring of harvest allocation and fishery impact limitation compliance.

While the challenges and opportunities for engagement in interjurisdictional fisheries management are broad-based, the Fisheries Program in the Pacific Region has a long history of providing hatchery fish production for harvest, monitoring and evaluation of hatchery production programs, and technical assistance to our State, Tribal, and Federal co-manager partners in stock assessment and fishery impact analysis. The Fisheries Program is well positioned to continue these efforts.

National Goal: Interjurisdictional fish populations are managed at self-sustaining levels.

Regional Objective 5.1. When directed by statute, court order, or other legal or interagency agreement, the Fisheries Program will work jointly with States, Tribes, and NOAA Fisheries to assist in the management of interjurisdictional fisheries.

Regional Objective 5.2. The Fisheries Program will conduct scientifically-based hatchery programs to meet mutually agreed upon interjurisdictional fishery management objectives for harvest, native stock conservation, ESA compliance, and Tribal trust, with full assessment of the benefits and risks of production.

Challenges and Opportunities:

Maintaining Commitments

To maintain the Service's commitment to interjurisdictional fisheries management, the Fisheries Program will:

- Provide leadership in scientific analysis and ensure that the best scientific data is available for decision makers.
- Represent the Service on the Pacific Salmon Commission, Pacific Fisheries Management Council, and *U.S. vs. Oregon* fisheries forums, assisting them with implementation of scientifically based fish marking, stock assessment, and coast-wide harvest management programs.
- Work with our partners and co-managers to revise Hatchery Genetic Management Plans (HGMPs) for Service funded or operated programs.

Developing Consensuses on Hatchery Programs

Implementation of Hatchery Scientific Review Group (HSRG) and Hatchery Review Team (HRT) recommendations for Fisheries programs to assist in management of interjurisdictional fisheries will be complicated due to the multiple perspectives of stakeholders and co-managers. To address this challenge the Fisheries Program will:

- Continue to provide policy and technical support and guidance to co-managers and other stakeholders to seek consensus resolution of conflicting objectives and priorities while addressing recommendations of the HRT.

Climate Change

Anticipated changes in freshwater and ocean conditions may lead to shifts in anadromous salmon life-history timing, survival, and oceanic distribution. Such changes may require Pacific Salmon Treaty parties to renegotiate conservation and harvest sharing agreements. To address this challenge the Fisheries Program will:

- Work collaboratively with our partners to document and evaluate changes if they occur to provide the data needed to develop sustainable fisheries objectives.

Focus Areas:

Public Use

Mitigation Fisheries

When Federal water development projects (e.g., locks and dams) were constructed, Congress and the Federal government committed to mitigating for impacts on recreational, commercial, and tribal fisheries. Fisheries mitigation programs in the Pacific Region have generally involved stocking Pacific salmon, steelhead, and trout. Approximately half of the Pacific Region's hatchery programs are funded by the Corps of Engineers, Bureau of Reclamation, NOAA Fisheries, and the Bonneville Power Administration.

National Goal: The Federal government meets its responsibilities to mitigate for the impacts of Federal water projects, including restoring habitat and/or providing fish and associated technical support to compensate for lost fishing opportunities.

Regional Objective 6.1. Work with Federal agencies, Tribes, State agencies, and others to identify the appropriate adult production hatchery mitigation goals for water development projects and funding responsibilities of the respective Federal agencies.

Regional Objective 6.2. Ensure the Pacific Region's mitigation programs are guided by and in compliance with approved Fishery Mitigation Plans, Fishery Management Plans and associated Biological Opinions.

Regional Objective 6.3. Meet the Service's responsibilities to implement mitigation programs for Federal action agencies responsible for mitigating fisheries affected by federally funded water development projects.

Regional Objective 6.4. Pursue recovery of all direct and indirect costs for mitigation activities associated with hatchery production and stocking, marking and tagging, and monitoring and evaluation from the Federal agency on whose behalf the mitigation program is conducted.

Challenges and Opportunities:

Obtaining Full Cost Reimbursement

Securing full funding for hatchery operations, maintenance, evaluation, and environmental compliance is an ongoing challenge for some of the mitigation programs operated by the Fisheries Program. To address this challenge the Fisheries Program will:

- Work collaboratively with the States, Tribes, and Federal partners to craft appropriate budgets to ensure full cost of the program, including hatchery operations and maintenance, capital improvement, marking and monitoring, evaluation, and environmental compliance.

Quantifying Mitigation Goals

Some hatchery mitigation programs in the Columbia Basin do not have defined adult production goals. Lack of clear goals makes evaluation of program success difficult. To address this challenge the Fisheries Program will:

- Work with our State, Tribal, and Federal partners to define appropriate mitigation goals for hatchery programs that do not have adult production goals or whose goals are under review (e.g., Mitchell Act, Grand Coulee, and John Day mitigation goals).

Implementation of Scientifically Sound Hatchery Evaluation and Adaptive Management Practices

Sound hatchery programs require scientific evaluation of the cost and benefits of those activities and feedback loops into management decision-making. Hatchery Review Team (HRT) recommendations identify infrastructure, operational, and management alternatives to improve hatchery operations. To address this challenge, the Fisheries Program will:

- Work with our staff and partners to fill as many gaps in program adequacy as can be done within existing budgets.
- Work with NOAA Fisheries and our partners to identify Best Management Practices (BMPs) for hatchery evaluation and to include the BMPs in new Hatchery and Genetic Management Plans (HGMPs) and seek funding to fill identified needs.

Facility Management and Technology

Aging facilities and evolving propagation programs require new infrastructure and technology to protect hatchery fish while on-station and to conserve native fish and habitat in the local watershed. Improved effluent treatment facilities are also needed to meet more stringent environmental compliance. To address these facility needs, the Fisheries Program will:

- Conduct annual assessments of the condition of all Service-owned hatchery facilities and develop a prioritized list of needed infrastructure repairs and improvements.
- Work with our funding partners to explain our methods for assessing needs and our priorities and the importance of those priorities.
- Prioritize facility improvements to meet Clean Water Act compliance through infrastructure improvement and fish culture operational changes.
- Provide recurring water quality and regulatory training for employees.
- Improve fish culture practices, water quality, station security, and energy efficiency through use of new or improved technologies and facilities.
- Work with NOAA Fisheries and within the Service as part of the section 7 consultation process under the ESA to identify and prioritize infrastructure needs necessary for protection and recovery of listed species.

Mitigation and ESA Recovery

The Fisheries program is committed to carrying out its mitigation programs in a way that supports ESA recovery criteria and actions. Meeting ESA compliance may require program adjustments such as choice of broodstock, production levels, release strategies, or other changes to achieve fishery mitigation goals and objectives. To address this challenge the Fisheries Program will:

- Work with our partners and co-managers to develop revised Hatchery and Genetic Management Plans (HGMPs) for Service operated mitigation programs.
- Provide technical assistance and guidance to regional hatchery planning activities to implement HRT and HSRG recommendations at Service funded hatcheries.

Healthy Fish

To maximize the survival of propagated fish and to minimize the impact of hatchery fish as a disease vector affecting native fish populations, the Fisheries Program will:

- Provide fish health advice and technical assistance to Service facilities and to our partners and customers on a reimbursable basis.

Recreational Fishing

The Fisheries Program has a long history of providing funding, hatchery fish, and scientific information in support of recreational fisheries on Service lands, tribal lands, military lands, and other waters where there is a Service nexus. In the Pacific Region, recreational harvest occurs on fish produced at Service hatcheries mitigating for impacts and loss of habitat due to the development of Federal water projects. The Fisheries Program also supports recreational fishing by connecting people with nature at fishing events held at our facilities.

National Goal: Provide quality opportunities/or responsible fishing and other related recreational enjoyment of aquatic resources on Service lands, on tribal and military lands, and on other waters where the Service has a role.

Regional Objective 7.1. Work cooperatively to enhance recreational fishing opportunities for priority fish species and promote the value of recreational fishing as one of their priority responsibilities while implementing all national and regional activities.

Regional Objective 7.2. Identify and meet shared or complementary aquatic education or other outreach objectives at local and regional levels.

Challenges and Opportunities:

Providing Opportunities to Fish

Our challenge will be to continue providing quality recreational fishing opportunities for current and future generations. To address these challenges the Fisheries Program will:

- Work with Partners to monitor and evaluate the implementation of recreational fishing and help document successful recreational opportunities through websites and other media.
- Implement mass marking programs at federally funded facilities to facilitate selective recreational fisheries while minimizing impacts to wild populations, and maintaining consistency of the programs with tribal treaty rights.
- Continue to provide technical and policy support for the implementation of fish mitigation responsibilities and associated programs.
- Continue to meet our obligations for mitigating for the impacts of water development projects in the region.
- Develop sound data for assessing the economic value of recreational fishing in order to guide policy decisions on resource allocation.

Reconnecting People with Fishing

Urbanization of the Pacific Region has lessened opportunities for many of the region's residents to experience the region's rich natural heritage. To address this issue the Fisheries Program will:

- Help develop and sponsor events promoting recreational fishing with special focus on youth, the disabled, and urban fishing opportunities.

- Increase the number and quality of outreach and environmental education programs with an emphasis on our Connecting People with Nature Program.
- Maintain and provide opportunities for people to view fish in the wild.

Focus Area:

Cooperation with Native American Tribes

The Fisheries Program has a long history of cooperation with Tribes and support of tribal natural resource management. We understand that we play an important role in protecting the fish and wildlife resources that form the subsistence and cultural base of many Tribes of the Pacific Region. The trust relationship of the Federal government has evolved from treaties, statutes, court decisions, and the United States Constitution. The Service recognizes tribal treaty and other rights, interacts with Tribes on a government to government basis, and strives to conduct its programs and actions in a manner that protects tribal trust resources, including fish and wildlife resources and their associated habitat.

National Goal: Assistance is provided to Tribes that results in the management, protection, and conservation of their treaty-reserved or statutorily defined trust natural resources, which help Tribes develop their own capabilities.

Regional Objective 8.1. Recognize and promote the Service’s distinct obligations toward Tribes.

Regional Objective 8.2. Provide technical assistance to Tribes in tribal natural resource management activities as requested and as funding is available.

Regional Objective 8.3. Ensure Service fish production and harvest management activities are consistent with legally mandated (e.g., U.S. v. OR) or other cooperatively developed fish management plans.

Challenges and Opportunities:

Recognizing Tribal Co-Manager Authorities and Responsibilities

Over the last decade many tribal resource management agencies have developed new capabilities and capacity to participate in collaborative management. Tribes throughout the Pacific Northwest are active and legally recognized co-managers of many lands, waters, and aquatic resources within their ceded areas and marine environments. In recognition of tribal natural resource management authorities and capabilities, the Fisheries Program will:

- Formally consult with Tribes on Service programs affecting tribal interests.
- Work cooperatively to leverage resources towards programs of shared resource management concern.
- Coordinate Fishery Program activities within and between Tribes in concert with our trust responsibilities.

Managing Surplus Fish and Eggs from National Fish Hatcheries

In many years, adult salmon and steelhead return to Service-funded or operated hatcheries that are surplus to broodstock needs. Likewise, in some years more eggs are taken than can be reared in facilities because survival is higher than expected. Determining what is best to do with excess fish can be controversial because of logistical issues, differences in scientific views, or cultural beliefs. To address this issue the Fisheries Program will:

- As a matter of policy, and consistent with best fishery management practices, give high priority for the use of surplus fish and eggs from National Fish Hatcheries to tribal fish culture, subsistence, ceremonial, and resource management programs.
- Ensure timely communication coordination with tribal natural resources staffs to avoid creating “crisis management” decision environments for our respective policy makers.
- Engage with the Tribes to better understand tribal culture, history, and governmental structure.
- Actively communicate with tribal organizations and membership to explain and discuss fish production abilities and limitations.
- Develop MOUs and MOAs to enhance tribal relationships and accountability.
- Communicate with Tribes through the tools they prefer.
- Make available and promote emerging technologies as requested and to the extent possible to improve communication.

Implementing Federal Trust Responsibilities

To effectively carry out trust responsibilities, staff throughout the Fisheries program need to understand the special relationship we have with Tribes and our responsibilities for conserving trust resources. To address this opportunity the Fisheries Program will:

- Continue to implement the Secretary of the Interior and Service policies regarding trust responsibilities to Tribes (e.g., The Native American Policy of the Service, June 28, 1994; Secretarial Order # 3206, American Indian Tribal Rights, Federal-Tribal Trust Responsibilities, and the ESA, June 5, 1997).
- Provide Treaty Trust Responsibility training for staff.
- Engage Regional Tribal Liaison to advise staff when complex issues arise.

Rangewide Conservation of Pacific Lamprey

The Region 1 Fisheries Program is working with Columbia Basin and other Northwest Tribes on the conservation of Pacific Lamprey. This effort is in recognition of the cultural significance of this species to Tribes and its biological importance to the aquatic ecosystems of the Northwest. We commit to continue this effort with the mutual goal of restoring healthy populations of Pacific lamprey to the regions aquatic ecosystems. We commit to work with Tribes in bringing the attention to and coordinating efforts of other Federal, State, and private organizations in this effort.

Focus Area:

Leadership in Science and Technology

Science and Technology form the foundation of successful fish and aquatic resource conservation and management and is a strength of the R1 Fisheries program. To that end, the Fisheries Program is committed to:

- Working with our partners to improve the connections between science and fishery conservation and management.
- Using sound science to evaluate effectiveness of our programs so they can be adaptively managed.
- Ensuring our policies and protocols result in science products that meet the highest standards of excellence for our partners and stakeholders.

National Goal: Science developed and used by Service employees for aquatic resource restoration and management is state-of-the-art, scientifically sound and legally defensible, and technological advances in fisheries science developed by Service employees are available to partners.

Regional Objective 9.1. Develop and share state-of-the-art, scientifically sound, legally defensible scientific and technological tools, including databases, with other Service programs and in conjunction with our partners.

Regional Objective 9.2. Use state-of-the-art, scientifically sound, legally defensible scientific and technological tools in formulating and executing fishery-related plans and policies.

Challenges and Opportunities:

Science Support in Recovery of Listed Aquatic Species

There remain many challenges to protecting and recovering aquatic species listed under the ESA. Many stocks of anadromous fish, resident salmonids, and other species remain far below recovery objectives. We must focus our science and technical resources across a broad array of species and landscapes for optimum effect in supporting recovery efforts. We must work to strengthen our science and technical capabilities in order to support Service and regional efforts in conservation planning and delivery. In defining our priorities we will ask ourselves:

- Are we appropriately coordinated with governmental and external partners?
- Are we targeting species and issues of highest priority to the Service mission?
- Are we addressing the needs and priorities of our partners and customers?

As a result of asking these questions over the term of our last strategic plan, we made significant shifts in science support efforts of the Fisheries Program into the areas listed below. The Fisheries Program will continue to strengthen these efforts:

- Technical support to Service ESA listing and recovery processes.
- Conservation efforts directed at non-salmon species such as lamprey and Oregon chub, native Hawaiian fish, and white sturgeon.
- Leading hatchery reform efforts in the Columbia Basin.
- Expansion of Abernathy Fish Technology Center functions that support aquatic species conservation including genetic analysis, ecological physiology, fish nutrition, and hatchery reform.

Recovery of anadromous fish remains a high priority. New regional recovery plans and processes are in place for partners to collaboratively work together (e.g., Regional Implementation Oversight Group (RIOG), the Tribal Fish Accords, Puget Sound Federal Caucus). Science, whether it is applied research or monitoring and evaluation of efforts in hydropower, habitat, hatchery, or harvest, will continue to support informed policy decisions. To address the continuing efforts at anadromous fish recovery, the Fisheries Program will:

- Support NOAA Fisheries and State, Federal, and Tribal agencies in anadromous fish recovery efforts.
- Annually, develop a cooperative work plan with USGS Biological Research Division for anadromous fish research and monitoring and evaluation based on strategic goals and priorities that defines lead offices, funding sources, and cooperative research efforts.
- Support regional efforts to coordinate, share, and develop common data systems such as the Pacific Northwest Aquatic Monitoring Partnership (PNAMP) and Collaborative System-wide Monitoring and Evaluation Project (CSMEP) in the Columbia Basin.
- Work within existing and newly defined processes to bring the scientific expertise of the Service to bear on critically important anadromous fish issues to avoid duplication of effort and coordinate related science support and research efforts.

Emerging Issues and Priorities

Complex issues often emerge more rapidly than programs can be developed to provide management options. This is made especially challenging by new sets of issues such as Climate Change and new invasive species. To better focus our efforts on emerging issues and address the imbalance between what we would like to do and what we can accomplish, the Fisheries Program will:

- Provide training on how to interpret information generated by modeling tools and incorporate the uncertainty that comes with the model predictions when making management decisions.
- Seek to develop new technology, expertise, and partnerships through participation in landscape level conservation initiatives.
- Promote the establishment of a regional cross programmatic scientific meeting about climate change in the Pacific Region that would be held regularly to promote collaborative research and information sharing.
- Seek to develop research projects with an adaptive management framework that use staff expertise to better address how the combined effect of changes to hatchery practices and habitat restoration is helping to conserve and restore aquatic resources in Pacific Region.
- Promote new research regarding climate change using an adaptive management framework.

Scientific Outreach

The Service's Fisheries Program is one of many natural resource management agencies in the region. We have significant scientific expertise that can help address the region's conservation and management problems. To increase the level and quality of communication with partners in regards to the technical expertise we can provide, the Fisheries Program will:

- Increase staff involvement in professional scientific organizations by encouraging activities such as presenting scientific results at professional conferences and sponsoring a Service booth at scientific conferences leading to outreach opportunities.
- Ensure staff is afforded time to write and review articles for professional publications.
- Provide training opportunities for staff and partners to facilitate understanding of how to use newly developed scientific and technological tools.
- Coordinate a regional cross-programmatic scientific meeting to be held regularly with the intention of promoting collaborative research between Service programs.
- Work with agencies, state, tribal, outside researchers, and partners to develop new research opportunities.
- Participate in cooperative landscape conservation to facilitate sharing of expertise.

Hatchery Data Management

The Fisheries Program has not yet developed modern databases for sharing hatchery information with our partners and the public. To address this shortcoming the Fisheries Program will:

- Develop and implement systems and methodology to demonstrate how hatchery improvement technology is minimizing impacts on wild fish and ESA-listed species.
- Develop and implement processes to develop timely reports on hatchery effectiveness that includes annual updates on hatchery fish production, adult return rates, harvest rates, brood year survival, and ecological effects of hatchery operations.
- Develop and implement systems to track implementation of hatchery reform recommendations including related fiscal expenditures, schedules, and accomplishments.

Focus Area:

Workforce Management

The Fisheries Program relies on a broad range of professionals to accomplish its mission: managers, administrators, scientists, program assistants, fish culturists, maintenance workers, and administrative and clerical staff. Without their skills and dedication, the Fisheries Program cannot succeed. Employees must be trained and equipped to perform their jobs safely, often under demanding environmental conditions, and must keep abreast of the constantly expanding science of fish and aquatic resource management and conservation. Also needed is the recruitment of new expertise to address hatchery reform actions, climate change, and habitat based activities.

National Goal: Maintain and support an adequately-sized, strategically positioned workforce with state-of-the-art training, equipment, and technologies in their career fields.

Regional Objective 10.1. Identify the critical staff and functions needed to support various types and sizes of Pacific Region's Fisheries Program offices and to be able to fill critical vacancies and gaps in the current workforce with well-qualified individuals.

Regional Objective 10.2. Train and develop employees for the most effective utilization of their skills and positions.

Regional Objective 10.3. Ensure Fisheries Program employees are equipped with the technology, tools, and equipment to effectively and efficiently conduct their jobs.

Challenges and Opportunities:

Our initial challenge is to carefully and fully identify the complete skill sets needed by our future employees. For current employees, we will need to both update position descriptions and ensure staff is provided the training they need to meet the new challenges. To address these challenges the Fisheries Program will:

- Consider new skill sets needed to address emerging priorities.
- Identify additional base and/or targeted funding sources to address new staffing needs.
- Seek opportunities to develop new positions that possess skills related to habitat and native species restoration. To do this field offices will review their organizational structure and station priorities to strategize how they will further develop this expertise.
- Take full advantage of the National Conservation Training Center to ensure employees maintain professional currency.
- Encourage active participation in professional organizations to ensure employees maintain technical proficiency.
- When applicable, use existing youth employment projects such as Youth Conservation Corps, AmeriCorps, Student Conservation Association, and the Service's SCEP and STEP programs to temporarily employ the next generation of conservation professionals, seeking where possible to recruit from underserved communities and/or convert recruits into term or permanent positions.
- Work with the Region's Connecting People with Nature Team and Division of Diversity and Civil Rights to identify new or existing programs or facilities positioned to initiate or expand hiring of youth for temporary positions and conservation projects.

Implementation

This Strategic Plan will be implemented through step-down plans developed by each field station in consultation with the Regional Office. Programmatic and station-specific activities will be prioritized using the following criteria:

- Strength of Federal authority and responsibility or existing legal and administrative directives.
- Measurable and meaningful resource results.

- Economic or social benefits.
- Partner support.
- Funds available to fully accomplish the task.
- Relation to other fisheries and aquatic resource conservation efforts.

Evaluation, Reporting and Revision

This *Strategic Plan* will guide the Fisheries Program through the 2013 fiscal year. Determining the success of implementing the *Strategic Plan* and the need for revision will be based on annually monitoring and evaluating accomplishments. The evaluation feedback will supply information needed to “fine tune” regional Fisheries Program priorities, station specific step-down plans, and budgets.

Equally important is communicating successes and failures to Tribes, States, partners, stakeholders, Congress, and the Administration. The Fisheries Program will report on its progress towards achieving strategic plan objectives through meetings with the Tribes, States, partners, stakeholders and through accomplishment reporting.

Regional Contact Information

This *Strategic Plan* was prepared through the efforts and contributions of a vast number of individuals within the Pacific Region, as well as Tribes, States, partners and other stakeholders. Our thanks go out to all who contributed their valuable time and shared their insightful perspectives to aide the Fisheries Program in developing this document. For more information concerning the development, refinements, and/or implementation of the information presented in this document, please feel free to contact:

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Appendix A.—Station contact information.

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APPENDIX B: Summary Table, Program Performance and Strategic Plan Links

PARTNERSHIPS AND ACCOUNTABILITY FOCUS AREA							
DOI STRATEGIC GOAL		MANAGEMENT EXCELLENCE					
DOI Mission Goal:		Manage the Department to be highly-skilled, accountable, modern, functionally-integrated, citizen-centered, and result-oriented					
DOI End Outcome Goal:		DOI 52 Advance Modernization/Integration -					
<i>Fisheries Strategic Plan Goal: Partnerships</i>		Open, interactive communication between the Fisheries Program and its partners.					
<i>Fisheries Strategic Plan Goal: Accountability</i>		Effective measuring and reporting of the Fisheries Program's progress toward meeting short-term and long-term fish and other aquatic resource conservation goals and objectives.					
<i>Fisheries Program Long-Term Performance Goals:</i>		By September 30, 2013, X # of conservation projects that actively involve the use of knowledge and skills of people in the area, and local resources in priority setting, planning, and implementation processes – FWCO By September 30, 2013, X # of conservation projects that actively involve the use of knowledge and skills of people in the area, and local resources in priority setting, planning, and implementation processes – NFHS By September 30, 2013, X # of conservation projects that actively involve the use of knowledge and skills of people in the area, and local resources in priority setting, planning, and implementation processes – AIS By September 30, 2013, achieve 19,400 (annual) volunteer participation hours supporting Fisheries objectives for Hatcheries By September 30, 2013, achieve 440 (annual) volunteer participation hours supporting Fisheries objectives for FWCO.					
Performance Measures:			2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned
52.1.2 # of volunteer participation hours aresupporting Fisheries objectives for Hatcheries (GPRA)			400	410	420	430	440
52.1.3 # of volunteer participation hours aresupporting Fisheries objectives for FWMA (GPRA)			19,020	19,100	19,200	19,300	19,400
52.1.7 Percent of NFHS with Friends Groups			53.3% (8/15)	53.3% (8/15)	60% (9/15)	60% (9/15)	60% (9/15)
AQUATIC HABITAT CONSERVATION AND MANAGEMENT FOCUS AREA							
DOI STRATEGIC GOAL		RESOURCE PROTECTION					
DOI Mission Goal:		Protect the Nation's natural, cultural, and heritage resources					
DOI End Outcome Goal:		1. Improve the health of watersheds, landscapes, and marine natural resources that are DOI-managed or influenced in a manner consistent with obligations regarding the allocation and use of water. Sustain biological communities on DOI-managed or influence					
<i>Fisheries Strategic Plan Goal: Habitat Conservation</i>		America's streams, lakes, estuaries, and wetlands are functional ecosystems that support self-sustaining communities of fish and other aquatic resources.					
<i>Fisheries Long-Term Performance Goals:</i>		By September 30, 2013, 205 (additional) of acres will be reopened to fish passage By September 30, 2013, 616 (additional) miles reopened to fish passage					
Performance Measures:			2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned
5.1.12 Number of miles re-opened to fish passage			115.5	120	125	125	130
5.1.13 Number of acres re-opened to fish passage			35	35	40	45	50
Supporting Workload Measures:			2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned
5.1.3 Number of habitat assessments completed (not acres)			130	130	130	130	130
5.1.4 Total number of miles of in-stream/shoreline habitat assessed			161	150	150	150	150
5.1.10 Total number of in-stream/shoreline miles restored			6.7	7	7	7	7
5.1.11 Total number of fish passage barriers removed or bypassed			38	40	45	45	50
AQUATIC SPECIES CONSERVATION AND MANAGEMENT: NATIVE SPECIES FOCUS AREA							
DOI STRATEGIC GOAL		RESOURCE PROTECTION					
DOI Mission Goal:		Protect the Nation's natural, cultural, and heritage resources					
DOI End Outcome Goal:		2 Sustain Biological Communities on DOI-Managed and Influenced Lands and Waters Consistent with Obligations and State Law Regarding the Allocation and Use of Water					
<i>DOI End Outcome Performance Measure:</i>		32	2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Performance Measure 5.1.1 Percent of fish species of management concern that are managed to self-sustaining levels, in cooperation with affected States and others, as defined in approved management documents (GPRA)			6.2% (1/16)	6.2% (1/16)	6.2% (1/16)	6.2% (1/16)	6.2% (1/16)
<i>Fisheries Strategic Plan Goal: Native Species</i>		Self-sustaining populations of native fish and other aquatic resources that maintain species diversity, provide recreational opportunities for the American public, and meet the needs of tribal communities					
<i>Fisheries Long-Term Performance Goals:</i>		By September 30, 2013, 19 % of populations of native aquatic non-T&E species that are self-sustaining in the wild, as prescribed in management plans - Fisheries (PART) By September 30, 2013, 51% of populations of native aquatic non-T&E species managed or influenced by the Fisheries Program for which current status (e.g., quantity and quality) and trend is known - Fisheries (PART) By September 30, 2013, 71% of populations of native aquatic non-T&E species with approved management plans - Fisheries (PART) By September 30, 2013 manage 45% of tasks implemented, as prescribed in management plans - Fisheries (PART)					
Performance Measures:			2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned
5.1.2 Percent of populations of native aquatic non T&E species that are self-sustaining in the wild, as prescribed in management plans - Fisheries (PART)			18% (14/78)	18% (14/78)	18% (14/78)	18% (14/78)	19% (15/78)
P-5.2.1 Percentage of populations of native aquatic non-T&E species for which current status and trend is known (PART)			49% (38/78)	49% (38/78)	50% (39/78)	50% (39/78)	51% (40/78)
P-5.2.2.3 Percentage of populations of native aquatic non-T&E species with approved management plans (PART)			68% (53/78)	68% (53/78)	68% (54/78)	68% (54/78)	71% (55/78)
Supporting Workload Measures:							
5.2.4 Total number of population assessments completed			787	780	780	780	780
5.2.7 Total number of management plans completed or revised during the fiscal year for non-T&E populations			7	5	5	5	5
Performance Measures:							
P-5.3.1 % of all tasks implemented, as prescribed in Fishery Management Plans			43% (451/1,044)	43% (451/1,044)	44% (459/1,044)	44% (459/1,044)	45% (470/1,044)

APPENDIX B: Summary Table, Program Performance and Strategic Plan Links

DOI End Outcome Performance Measure:		33	Percent of threatened or endangered species that are stabilized or improved			
Fisheries Long-Term Performance Goals:		By September 30, 2013, X % of populations of aquatic threatened and endangered species (T&E) that are self-sustaining in the wild - Fisheries (PART). By September 30, 2013, X % of populations of aquatic threatened and endangered species (T&E) with known biological status that are self-sustaining in the wild - Fisheries (PART). By September 30, 2013, 47% of aquatic T&E populations managed or influenced by the Fisheries Program for which current status (e.g., quantity and quality) and trend is known - Fisheries (PART). By September 30, 2013, 72% of aquatic T&E populations managed or influenced by the Fisheries Program with approved Recovery plans - Fisheries (PART). By September 30, 2013, 50% of tasks implemented as prescribed in Recovery Plans - Fisheries (PART).				
Performance Measures:		2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned
P-7.12.1	Percentage of aquatic T and E populations, as prescribed in Recovery Plans, that are self-sustaining, in the wild (PART)	0% (0/235)	0% (0/235)	0% (0/235)	0% (0/235)	0% (0/235)
P-7.12.2	Percentage of aquatic T and E populations, with known biological status, that are self-sustaining in the wild (PART)	0% (0/235)	0% (0/235)	0% (0/235)	0% (0/235)	0% (0/235)
P-7.12.3	Percentage of aquatic T and E populations for which current condition status and trend is known (PART)	45% (106/235)	45% (106/235)	46% (108/235)	46% (108/235)	47% (110/235)
P-7.12.4	Percentage of aquatic T and E populations with approved Recovery Plans (PART)	72% (169/235)	72% (169/235)	72% (169/235)	72% (169/235)	72% (171/235)
P-7.12.5	% of all tasks implemented, as prescribed in Recovery Plans - Fisheries (PART)	46% (243/525)	46% (243/525)	46% (243/525)	46% (243/525)	50% (263/525)
AQUATIC SPECIES CONSERVATION AND MANAGEMENT: AQUATIC INVASIVE SPECIES FOCUS AREA						
DOI STRATEGIC GOAL:		RESOURCE PROTECTION				
DOI Mission Goal:		Protect the Nation's natural, cultural, and heritage resources				
DOI End Outcome Goal:		2 Sustain Biological Communities on DOI-Managed and Influenced Lands and Waters Consistent with Obligations and State Law Regarding the Allocation and Use of Water				
Fisheries Strategic Plan Goal: Aquatic Invasive Species (AIS)		Risks of aquatic nuisance species invasions are substantially reduced, and their economic, ecological, and human health impacts are minimized.				
Fisheries Long-Term Performance GoalS:		By September 30, 2013, four state/interstate management plans supported to prevent and control aquatic invasive species (annually). By September 30, 2013, X 60 surveys conducted for early detection and rapid response for aquatic invasive species (over the past 5 years) By September 30, 2013, 116 activities conducted to support the management/control of aquatic invasive species - Fisheries (PART)				
Performance Measures:		2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned
12.2.3	Number of aquatic invasive species populations controlled/managed	reported nationally	reported nationally	reported nationally	reported nationally	reported nationally
P-12.2.4	Number of activities conducted to support the management and control of aquatic invasive species (PART)	22	22	23	24	25
12.2.7	Number of public awareness campaigns conducted and supported	reported nationally	reported nationally	reported nationally	reported nationally	reported nationally
12.2.9	Number of risk assessments conducted	2	1	1	1	1
12.2.11	Number of surveys conducted for aquatic invasive species baseline/trend information	8	8	8	8	8
12.2.12	Number of surveys conducted for early detection and rapid response	10	11	12	13	14
12.2.13	Number of state/interstate ANS plans supported	4	4	4	4	4
12.2.14	Number of AIS partnerships	26	27	28	29	30
AQUATIC SPECIES CONSERVATION AND MANAGEMENT: INTERJURISDICTIONAL FISHERIES FOCUS AREA						
DOI STRATEGIC GOAL:		RESOURCE PROTECTION				
DOI Mission Goal:		Protect the Nation's natural, cultural, and heritage resources				
DOI End Outcome Goal:		2 Sustain Biological Communities on DOI-Managed and Influenced Lands and Waters Consistent with Obligations and State Law Regarding the Allocation and Use of Water				
Fisheries Strategic Plan Goal: Interjurisdictional Fisheries		Interjurisdictional fish populations are managed at self-sustaining levels.				
Fisheries Long-Term Performance GoalS:		By September 30, 2013, 780 assessments completed By September 30, 2013, 27 (additional) management plans completed or revised during the fiscal year September 30, 2013, 19% of fish species of management concern that are managed to self-sustaining levels, in cooperation with affected States and others, as defined in approved management documents (GPRA).				
THE FOLLOWING PERFORMANCE VALUES ARE ALSO REPORTED UNDER THE NATIVE SPECIES FOCUS AREA						
Performance Measures:		2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned
5.1.2	Percent of populations of native aquatic non T&E species that are self-sustaining in the wild, as prescribed in management plans - Fisheries (PART)	18% (14/78)	18% (14/78)	18% (14/78)	18% (14/78)	19% (15/78)
P-5.2.1	Percentage of populations of native aquatic non-T&E species for which current status and trend is known (PART)	49% (38/78)	49% (38/78)	50% (39/78)	50% (39/78)	51% (40/78)
P-5.2.2.3	Percentage of populations of native aquatic non-T&E species with approved management plans (PART)	68% (53/78)	68% (53/78)	68% (54/78)	68% (54/78)	71% (55/78)
Supporting Workload Measures:		787	780	780	780	780
5.2.4	Total number of population assessments completed	787	780	780	780	780
5.2.7	Total number of management plans completed or revised during the fiscal year for non-T&E populations	7	5	5	5	5

APPENDIX B: Summary Table, Program Performance and Strategic Plan Links

PUBLIC USE: MITIGATION FISHERIES FOCUS AREA							
DOI STRATEGIC GOAL	RECREATION						
DOI Mission Goal:	Improving recreation opportunities for America						
DOI End Outcome Goal:	1. Improve the Quality and Diversity of Recreation Experiences and Visitor Enjoyment on DOI Lands.						
<i>Fisheries Strategic Plan Goal: Interjurisdictional Fisheries</i>	The Federal government meets its responsibilities to mitigate for the impacts of Federal water projects, including restoring habitat and/or providing fish and associated technical support to compensate for lost fishing opportunities.						
<i>Fisheries Long-Term Performance Goal:</i>	By September 30, 2013, 100% of mitigation tasks implemented as prescribed in approved management plans - Fisheries (PART)						
		2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned	
Performance Measures:	15.4.1	% of mitigation tasks implemented as prescribed in approved management plans - Fisheries (PART)	77%	92%	100%	100%	100%
PUBLIC USE: RECREATIONAL FISHERIES FOCUS AREA							
DOI STRATEGIC GOAL	RECREATION						
DOI Mission Goal:	Improving recreation opportunities for America						
DOI End Outcome Goal:	1. Improve the Quality and Diversity of Recreation Experiences and Visitor Enjoyment on DOI Lands.						
DOI End Outcome Goal:	2. Expand Seamless Recreation Opportunities With Partners						
<i>Fisheries Strategic Plan Goal: Recreational Fishing</i>	Quality opportunities for responsible fishing and other related recreational enjoyment of aquatic resources on Service lands, on Tribal and military lands, and on other waters where the Service has a role.						
	By September 30, 2013, 40 fish populations representing recreational fish species for which the Fisheries Program has a defined statutory or programmatic responsibility, that potentially provides recreational fishing opportunities						
<i>Fisheries Long-Term Performance Goals:</i>	By September 30, 2013, 61% of fish populations at levels sufficient to provide quality recreational fishing opportunities - Fisheries (PART).						
	By September 30, 2013, X # of waters where recreational fishing opportunities are provided – Fisheries (PART) (GPRA)						
	By September 30, 2013, achieve X index of productivity of pounds per dollar (lbs/\$) for healthy rainbow trout produced for recreation – Fisheries (PART).						
		2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned	
Performance Measures:	15.4.6	% of fish populations at levels sufficient to provide quality recreational fishing opportunities - Fisheries/FWMA (PART)	58%	58%	59%	59%	61%
	15.4.6.1	# of fish populations for which the Fisheries Program has a defined statutory or programmatic responsibility, that currently provide recreational fishing opportunities - Fisheries/FWMA (PART)	38	38	39	39	40
	15.4.6.2	Total # fish populations, representing recreational fish species for which the Fisheries Program has a defined statutory or programmatic responsibility, that potentially provide recreational fishing opportunities - Fisheries/FWMA (PART)	66	66	66	66	66
	15.4.8	# of aquatic outreach and education activities and/or events - NFHS	622	625	625	630	630
	15.4.9	# of aquatic outreach and education activities and/or events - FWMA	141	145	145	150	150
	15.4.10	Pounds per dollar (lbs./\$) of healthy rainbow trout produced for recreation -FisheriesNFHS (PART)	reported nationally				
	15.4.12	Total # of visitors to NFHS facilities	261,500	262,000	262,225	262,500	262,500
	15.5.4	NFHS Recreation-related Facilities Improvement: Overall condition of NFHS buildings and structures (as measured by the FCI) that are mission critical and mission dependent (as measured by the API) with emphasis on improving the condition of assets	0.155	0.155	0.14	0.12	0.1
	15.5.4.1	Value (\$) of deferred maintenance backlog for NFHS public use assets (GPRA)	867,576	841,549	816,302	791,813	768,059
	15.5.4.2	Replacement value (\$) of NFHS public use assets (GPRA)	5,580,056	5,803,258	6,035,389	6,276,804	6,527,876
	15.8.10	# of waters where recreational fishing opportunities are provided - NFHS (GPRA)(PART)	reported nationally				

APPENDIX B: Summary Table, Program Performance and Strategic Plan Links

COOPERATION WITH NATIVE AMERICAN TRIBES FOCUS AREA							
DOI STRATEGIC GOAL	SERVING COMMUNITIES						
DOI Mission Goal:	Improve protection of lives, property and assets, advance the use of scientific knowledge, and improve the quality of life for communities we serve						
DOI End Outcome Goal:	3. Fulfill Indian Fiduciary Trust Responsibilities; Indian Natural Resource Trust Assets						
<i>Fisheries Strategic Plan Goal: Leadership in Science and Technology</i>	Assistance is provided to Tribes that results in the management, protection, and conservation of their treaty-reserved or statutorily defined trust natural resources which helps Tribes develop their own capabilities.						
<i>Fisheries Strategic Plan Objectives: Native Americans</i>	4.1 Provide technical assistance to Tribes.						
	4.2 Identify sources of funds to enhance Tribal resource management.						
	4.3 Provide fish for Tribal resource management.						
	4.4 Recognize and promote the Service's distinct obligations toward Tribes within the Fisheries Program.						
<i>Fisheries Long-Term Performance Goals:</i>	By September 30, 2013, 88% of planned tasks implemented for Tribal fish and wildlife conservation as prescribed by Tribal plans or agreements						
	By September 30, 2013, 4 new or modified cooperative agreements with Tribes or IPA Agreements that support Tribal fish and wildlife conservation						
Performance Measures :		2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned	
	18.1.2	% of planned tasks for Tribal fish and wildlife conservation as prescribed by Tribal plans or agreements (Fisheries)	84% (86/102)	85% (87/102)	86% (88/102)	86% (88/102)	88% (90/102)
	18.1.2	% of planned tasks for Tribal fish and wildlife conservation as prescribed by Tribal plans or agreements (NFHS)	53% (54/102)	54% (55/102)	54% (54/102)	54% (54/102)	55% (56/102)
	18.1.3	% of planned tasks for Tribal fish and wildlife conservation as prescribed by Tribal plans or agreements (FWMA)	41% (42/102)	41% (42/102)	42% (43/102)	42% (43/102)	43% (44/102)
	18.1.6	Number of training session to support Tribal fish & wildlife conservation	13	14	14	15	15
	18.1.9	Number of new or modified cooperative agreements or IPA Agreements that support Tribal fish & wildlife conservation	4	4	5	4	4
	18.1.12	Number of consultations conducted to support Tribal fish & wildlife conservation	8	8	8	10	10
	LEADERSHIP IN SCIENCE AND TECHNOLOGY FOCUS AREA						
DOI STRATEGIC GOAL	RESOURCE PROTECTION						
DOI Mission Goal:	Protect the Nation's natural, cultural, and heritage resources						
DOI End Outcome Goal:	1. Improve the health of watersheds, landscapes, and marine natural resources that are DOI-managed or influenced in a manner consistent with obligations regarding the allocation and use of water. Sustain biological communities on DOI-managed or influence						
<i>Fisheries Strategic Plan Goal: Leadership in Science and Technology</i>	Science developed and used by Service employees for aquatic resource restoration and management is state-of-the-art, scientifically sound and legally defensible, and technological advances in fisheries science developed by Service employees are available						
<i>Fisheries Long-Term Performance Goal:</i>	a. By September 30, 2013, 408 (additional) applied aquatic science and technologic tools developed through publications.						
Supporting Workload Measure:	5.3.7	2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned	
	Number of applied aquatic scientific and technologic tools developed and shared with partners through publications	78	80	80	80	80	

APPENDIX B: Summary Table, Program Performance and Strategic Plan Links

WORKFORCE MANAGEMENT FOCUS AREA						
DOI STRATEGIC GOALS:		RESOURCE PROTECTION; MANAGEMENT EXCELLENCE				
DOI Mission Goal:		Protect the Nation's natural, cultural, and heritage resources				
DOI Mission Goal:		Manage the Department to be highly-skilled, accountable, modern, functionally-integrated, citizen-centered, and result-oriented				
DOI End Outcome Goal:		Protect Cultural and Natural Heritage Resources				
DOI End Outcome Goal:		DOI 52 Advance Modernization/Integration -				
Fisheries Strategic Plan Goal:		Maintain and support an adequately-sized, strategically-positioned workforce with state-of-the-art training, equipment, and technologies in their career fields.				
Fisheries Long-Term Performance Goal:		a. By September 30, 2013, the condition of NFHS mission critical water management assets, as measured by the DOI FCI, is .100				
Performance Measures :		2009 Planned	2010 Planned	2011 Planned	2012 Planned	2013 Planned
13.1.5	% of NFHS historic structures in FWS inventory that are in good condition (GPRA)	89% (29/36)	89% (29/36)	89% (29/36)	89% (29/36)	89% (29/36)
13.1.7	NFHS Cultural & Natural Heritage-related Facilities in Good Condition-FCI	4% (511,103/13,373,009)	4% (511,103/13,373,009)	4% (511,103/13,373,009)	4% (511,103/13,373,009)	4% (511,103/13,373,009)
13.2.3	% of cultural collections in FWS inventory in good condition (combined NWRS and NFHS) (GPRA)	30% (669/2,205)	30% (669/2,205)	30% (669/2,205)	30% (669/2,205)	30% (669/2,205)
52.1.2	# of volunteer participation hours are supporting Fisheries objectives for Hatcheries (GPRA)	19,020	19,020	19,500	19,500	19,500
52.1.3	# of volunteer participation hours are supporting Fisheries objectives for FWMA (GPRA)	400	410	420	425	430
52.1.17.9	# of conservation projects that actively involve the use of knowledge and skills of people in the area, and local resources in priority setting, planning, and implementation processes (NFHS/GPRA)	reported nationally	reported nationally	reported nationally	reported nationally	reported nationally
52.1.17.10	# of conservation projects (NFHS/GPRA)	reported nationally	reported nationally	reported nationally	reported nationally	reported nationally
52.1.17.11	# of conservation projects that actively involve the use of knowledge and skills of people in the area, and local resources in priority setting, planning, and implementation processes (FWMA/GPRA)	reported nationally	reported nationally	reported nationally	reported nationally	reported nationally
52.1.17.12	# of conservation projects (FWMA/GPRA)	reported nationally	reported nationally	reported nationally	reported nationally	reported nationally
5.5.1	5.5.1 The condition of NFHS mission critical water management assets, as measured by the DOI FCI, is x. (GPRA)	0.119 (129,476,777/1,087,233,873)	0.100 (129,476,777/1,087,233,873)	0.100 (129,476,777/1,087,233,873)	0.100 (129,476,777/1,087,233,873)	0.100 (129,476,777/1,087,233,873)
54.1.6	NFHS Administrative Facilities Improvement: Overall condition of NFHS buildings and structures (e.g. storage, administrative, employee housing) (as measured by the FCI) that are mission critical and mission dependent (as measured by the API) with emphasis	7%	7%	7%	7%	7%
54.1.6.1	value (\$) of deferred maintenance cost estimate for NFHS direct infrastructure support assets (GPRA)	867,576	841,549	816,302	791,813	768,059
54.1.6.2	total replacement value (\$) of NFHS direct infrastructure support assets (GPRA)	5,580,056	5,803,258	6,035,389	6,276,804	6,527,876