



Managing for Success: Salmon Recovery and Sustainable Fisheries	
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Welcome

Norm Winn

Fisheries Chair, Mountaineers Conservation Division

“There has been enormous progress in the last five or six years and that’s what this conference is about and that’s what you are going to hear about today.”

– Norm Winn

The Mountaineers is very pleased to be hosting this conference on *Hatchery Reform: Managing for Success*. As the oldest and one of the largest environmental and recreation organizations in the state of Washington, we have been involved in fisheries and salmon issues for many, many years – largely through our interest in protecting habitat.

On many natural resource issues, we have worked closely with Congressman Norm Dicks from the Tacoma area. We were hoping that he would be our keynote speaker today, but unfortunately he was tied up in Washington, D.C. He has a day job that occasionally requires him to take some votes in the House of Representatives so he was unable to get away today.

Congressman Dicks has been a very good friend of the environment on many, many issues. He’s an avid fisherman himself. He has provided much of the funding for the Hatchery Reform Project. In addition, his substantive knowledge of salmon and fisheries issues and many other natural resource issues, makes him highly respected on both sides of the aisle in Congress. Congressman Dicks has been a very good friend and we’re sorry he can’t be here today.

I can tell you that ten years ago, the Mountaineers were not interested in hatcheries. I was not interested in hatcheries. Many people in the environmental community were not interested in hatcheries. At that time, hatcheries, in my judgment, were largely fish factories whose primary goal was pumping out a lot of salmon. That has changed dramatically. There has been enormous progress in the last five or six years and that’s what this conference is about and what you are going to hear about today.

After meeting with Barbara Cairns and Michael Kern of Long Live the Kings, the Mountaineers decided to join the Hatchery Reform Coalition.

I believe the Mountaineers is now the largest environmental organization, or at least the largest active environmental organization, in that Coalition. The Coalition is doing tremendous work and it represents a broad spectrum of interests including environmental groups, sports fishermen, commercial fishermen, and others. I think that diversity of interests adds to the Coalition's strength and effectiveness.

Long Live the Kings is the independent facilitator and communicator selected by Congress to manage the Hatchery Reform Project. They have done a terrific job of bringing together and facilitating interaction among the various agencies and interested parties. I think that Long Live the Kings deserves a lot of credit along with the state and the tribes and the other parties for the progress we have made to date. It's my pleasure to introduce Barbara Cairns, Executive Director of Long Live the Kings.



Agenda Overview

Barbara Cairns, Executive Director, Long Live the Kings

“Hatchery reform means managing a science-based system of hatchery programs working in concert with habitat recovery and harvest management that results in more healthy, fit adult fish returning to support both wild salmon recovery and sustainable fisheries.”

— Barbara Cairns

Thank you, Norm, and thank you to the Mountaineers for hosting this event today. As Norm Winn said, the Mountaineers are members of the Hatchery Reform Coalition, which has 13 membership organizations representing over 200,000 people. This Coalition was formed to support the state and tribal co-managers as they implement the scientific recommendations of the Hatchery Scientific Review Group (see Sidebar).

Today’s conference is titled *Hatchery Reform: Managing for Success*. It marks the transition from a five-year independent scientific examination of Puget Sound and coastal Washington hatcheries, with recommendations and new tools to facilitate reform to co-manager implementation and change. Traditional hatchery practices have been identified as one of the contributors to the decline of wild salmon populations. Paradoxically, hatcheries are also the reason we can continue to fish.

Hatchery reform means managing a science-based system of hatchery programs, working in concert with habitat recovery, and harvest management that results in more healthy, fit adult fish returning to support both wild salmon recovery and sustainable fisheries. Today’s agenda will lay out the scientific foundation for hatchery reform and the state and tribal co-managers efforts at implementation. Presentations will highlight new decision-support tools that have been developed as part of this process and case studies on specific hatchery programs. At the end of the day, there will be a discussion of the regional implications of these changes.

Agenda Overview

The conference agenda was developed by a working group that includes representatives from the co-managers, the Hatchery Scientific Review Group, and Long Live the Kings. I want to thank Larry Peck, Mike Grayum, Lars Mobernd, Ken Currens, John Barr, Sara LaBorde, Kit Rawson, Jim Scott, Terry Wright, and Heather Bartlett for their very hard work putting together this agenda. I also want to thank Betsy Daniels of Triangle Associates who facilitated this effort and helped to coordinate this conference.

The agenda begins with our esteemed Conference Co-Chairs representing the state and tribal co-managers of the salmon resource. Jeff Koenings, the Director of the Washington Department of Fish and Wildlife (WDFW), and Billy Frank, Jr., the Chair of the Northwest Indian Fisheries Commission (NWIFC), will frame the day for us by speaking to **Managing for Success: Salmon Recovery and Sustainable Fisheries**.

Next, Lars Mobernd, the chair of the Hatchery Scientific Review Group empanelled by Congress in 2000, will moderate a panel called **Applying Science to Hatchery Management**. He will be joined by two other members of the HSRG: Trevor Evelyn, the retired Director of the Department of Fisheries and Oceans Canada, and Don Campton, Senior Geneticist for U.S. Fish and Wildlife Service.

This will be followed by a session on **Hatchery Reform Implementation**. You will have heard the

policy frame from the co-managers, the scientific foundation from the HSRG, and this session will go right to implementation with a panel moderated by Mike Grayum, Executive Director of the Northwest Indian Fisheries Commission. He is joined by Terry Williams, Commissioner of Fisheries and Natural Resources of the Tulalip Tribes, and Larry Peck, the Deputy Director of WDFW. They will provide you with an update of federal and state financial investments in implementing the program-specific reforms recommended by the HSRG and others and highlight their needs for the future.

Andy Appleby, the Hatchery Assessment Biologist for WDFW, will then introduce you to one of the decision-support tools developed through the Hatchery Reform Project called the All-H Hatchery Analyzer or “AHA.” This tool is quite interesting. It enables the managers to document the status of an individual stock, the manager’s goals for that stock, and to evaluate the benefits and risks of investing in hatcheries, habitat, and harvest.

Kit Rawson, the Senior Fishery Management Biologist from the Tulalip Tribes, takes the podium next and presents our first case study on **Snohomish Basin Hatcheries: Planning for the Next 100 years of Management**. Sara LaBorde, WDFW Special Assistant to the Director, will make a presentation on another of the decision-support tools currently under development as part of this project. Managing for Success is a tool that enables greater accountability and transparency in decision-making.

The next session will present a series of case studies in two segments. The first is **Hatchery Reform for Salmon Recovery** moderated by Ken Currens, the Hatchery Genetics Section Manager for the Northwest Indian Fisheries Commission. The presentations will include Hood Canal Summer Chum by Thom Johnson, District Fish Biologist for WDFW, and Stillaguamish Summer Chinook presented by Kip Killebrew, Hatchery Fisheries Biologist for the Stillaguamish Tribe. The second part will be **Hatchery Reform for Sustainable Fisheries** moderated by Jim Scott, Chief Fish

Scientist for WDFW. Presentations will include Nisqually Fall Chinook by David Troutt, the Natural Resources Director for the Nisqually Tribe, and Deschutes Fall Chinook by Ron Warren, Regional Fish Program Manager for WDFW.

The final panel will discuss **Regional Implications for Hatchery Reform Implementation**. Bob Lohn, the regional administrator for NOAA Fisheries, sends his regrets. He was hoping to be here today, but cannot. He’s been a strong supporter of this project from the beginning, so we’re sorry we can’t have him with us. We do have Dan Diggs, the Assistant Regional Director for the U.S. Fish and Wildlife Service, to talk about a very exciting development in this process. Our Conference Co-Chairs, Jeff Koenings and Billy Frank Jr., will rejoin us at that point, and we welcome Jim Waldo, partner with Gordon Thomas Honeywell, who has been the lead facilitator for the Hatchery Reform Project for the last five years.

At the conclusion of the conference, we will be preparing a summary report that will be sent to all attendees. For more information, call Long Live the Kings at 206-392-9555 ext.21 or go to the Hatchery Reform website www.hatcheryreform.org. Copies of all the project’s publications and all of the scientific work of the HSRG for the last five years can also be found on this website.

It is my very great pleasure to introduce our Conference Co-Chairs representing the state and tribal co-managers of the salmon resource. Jeff Koenings, the WDFW Director and Billy Frank, Jr., the Chair of the Northwest Indian Fisheries Commission. It has been a pleasure working with both of you on this project over the last five years. You saw the potential from the very beginning. Jeff, thank you for being here and for getting us started.



Hatchery Reform Coalition Members

October 2005:

Gestin Suttle, *Friends of Issaquah Salmon Hatchery*

Gary Loomis, *G. Loomis Rods/Fish First*

Buzz Ramsey, *Luhr Jensen*

Norm Winn, *The Mountaineers*

Jeff Curtis and Kaitlin Lovell, *National Trout Unlimited*

Liz Hamilton and Carl Burke, *NW Sportsfishing Industry Association*

Peter Bergman and Frank Haw,
Northwest Marine Technology

Tony Floor, *Northwest Marine Trade Association*

Clint Muns, *Puget Sound Anglers*

Jim Martin, *Berkeley Conservation Institute*

Corey Freeman and Mike Gilchrist, *Recreational Fishing Alliance*

Scott Weedman, *Three Rivers Marine*

Dick Burge and Nate Mantua, *Wild Steelhead Coalition*

Heather Rowton, *Washington Forest Protection Association*

Mark Cedergreen, *Westport Charterboat Association*

Bill Robinson, *Fish Advocate*

Terry Turner, *Fish Advocate*

Frank Urabeck, *Fish Advocate*

Conference Co-Chair Jeff Koenings

Director, Washington Department of Fish and Wildlife

"I think we are a part of a revolution in terms of how we view hatcheries and how they fit into the watersheds of the state and how they fit into the economy of the State of Washington."

— Jeff Koenings

Good morning. It is a pleasure to be here. It is very encouraging to see the number of people here today. There are a lot of people that have been involved in this at various levels. Legislators and Congressional representatives have provided funding and direction. I want to thank Congressman Norm Dicks as a pivotal player in moving this forward. I thank him for his overall support and direction on this particular project.

I'd also like to mention our tribal co-managers. They are essential partners in hatchery reform. We really can't separate ourselves in the way we move forward because we do co-manage the salmon resources.

The scientists have been very important in terms of laying out the fundamental framework that we're going to be operating under. Their ideas, their approaches, are fundamental to making good management decisions. They underlie and inform our best management decisions for hatchery reform implementation. But also, there are local planners and volunteers and just plain citizens who have helped us through the entire process.

As I look out on the audience, there are people like the retired Frank Urabeck who is always there moving some of these processes forward. Bruce Bachen from the City of Seattle, who is trying to get a sockeye facility established here in the city. This new sockeye facility has benefited from the hatchery reform information as well.

We also have people like Barbara Cairns of Long Live the Kings and Jim Waldo. They've been

facilitators and project managers of the hatchery reform effort and we certainly want to thank them for their overall efforts because they have helped the state move this forward in a cohesive and a very transparent manner, which is extremely important in today's world of accountability.

Finally, I would just like to thank the Mountaineers for hosting this. They certainly share our commitment to Washington's natural resources. When I first came here as Director, one of the first things I did was go back to Washington, D.C. with the Mountaineers to argue for the Conservation Reinvestment Act. We went forward as a group, resource managers, people who were interested in the resource, and citizens trying to get that particular stable source of funding for conservation. We weren't successful in that particular activity, but we are going to be successful in hatchery reform.

I just want to go through a little bit of why we are here. Why are we doing this? There are a number of reasons. One of them is that, quite simply, hatcheries play an essential role in Washington's economy and its culture. Sport fishing contributes \$850 million a year to the state's economy. This provides jobs, a stable source of income for small businesses, etc.

Wildlife viewing contributes \$980 million a year to our economy. What does wildlife viewing have to do with this? You have to look at the Issaquah Hatchery and Issaquah Salmon Days to realize the tremendous impact that hatcheries have on local communities in this state. Thousands and thousands of school children in our school systems



trek to hatcheries to look at the biology of salmon and to learn those essential elements of fish biology.

Of course, fisheries are also essential to tribal culture and livelihood and are guaranteed as part of the treaty rights by federal law. I'm here to say that hatcheries are the present and future cornerstone of a meaningful future fishing opportunity in Washington. I think that's absolutely essential. With the increasing numbers of people coming into the State of Washington and their effect on habitats, we're simply going to have to have a combined process of fishing on naturally restored stocks as well as on our hatchery fish.

So hatcheries, in my mind, will play a pivotal role both in terms of salmon recovery and providing for that future fishing opportunity. I think we are a part of a revolution in terms of how we view hatcheries and how they fit into the watersheds of the state and how they fit into the economy of the State of Washington. I always say the only thing constant in today's changing climate is change, and we need to be pioneers in terms of directing those changes because who else besides the people that are in this room are capable of providing that direction.

The Hatchery Scientific Review Group (HSRG) laid out more than a thousand changes that are needed for hatcheries in the Puget Sound area and along the coast. This was the first-ever comprehensive review on that kind of scale. Those recommendations are being implemented. We've already implemented about a third of the short-term recommendations and one-time improvements. The legislature has funded in the capital budget specific items identified from the hatchery reform process. So these are not idle recommendations that are going to sit someplace and not be acted upon. The state is committed, and I think the tribes are as well, in moving hatchery reform forward, together.

As we do that, I know that we have to be transparent in the process. We have to be accountable for the money that goes into hatchery reform and the way that we're carrying it out. We plan on doing that. Barbara Cairns mentioned Managing for Success,

a database that will enable us to track our progress by noting each hatchery activity and showing us the relationship to salmon and watershed recovery. There's a lot left to do. Retooling Washington's hatcheries is a big job with a big price tag.

We have one of the world's largest hatchery systems in terms of number and complexity and of how we do business. Much of that got started over a hundred years ago. So there's a lot to be done in terms of making up for lost time. We have facilities that are 50 years old and falling behind in terms of maintenance and overall changes due to differences in the science of producing fish and the cultural techniques that are used in producing those fish. It is estimated that \$150 million is necessary to do the job. So far the state and tribes have received \$16 million in state funding, the capital budget as I'd indicated earlier, and some \$10 million in federal funds to launch the reform effort.

We have indeed launched that effort. It allowed us to make a solid start, but of course if you compare to the total, we have some way to go. Part of making up for getting that money is being transparent and being accountable and showing people that change is actually on its way. It's being done. It's being accomplished, and it's showing benefits. That's what we intend to do as well. We can't stop. We need to move it forward. That's why we are having this particular discussion. Washington's hatchery system represents a billion-dollar investment. We need to keep that investment intact and moving forward.

The first hatchery in this state was built in 1895 on the Kalama River. Since that time, we've come a long way in terms of how we do business. Science changes over time, and it will continue to change. That's why we're here reforming our facilities, because science has changed, and we need to react to those changes in the most positive manner we can. That's why we fundamentally view our management decisions based on sound science. We are committed to doing this. There's no way we can stop and become stagnant. We have to move this forward in any way we can. So we're asking here, right now for you to help us finish the job, to move

this forward. We're asking you to be part of the team that moves this forward. We want to ensure that Washington's hatcheries remain solid and that they do two things: maintain the salmon resources that help us to recover the stocks that need to be recovered, and provide fishing opportunities.

My department is committed to fulfilling both those goals. So again, I'm very glad to be here. I'm very glad that you're here. I'm very glad that we have the various talents that are available in this room to pull this off and to move a very important part of what's necessary for the State of Washington to really take advantage of its natural resources in terms of fishing opportunities. It's really nice to have you here to help us do that. So, thank you very much.



Conference Co-Chair Billy Frank, Jr. *Chair, Northwest Indian Fisheries Commission*

"We have a long journey here and we have a long story to tell. We're telling it every day of our lives. And if we quit telling that story there won't be any salmon around here." — Billy Frank, Jr.

I want to first thank Congressman Norm Dicks for all the work that he's done, and at the beginning, it was Senator Slade Gorton. Back then we were just getting off the ground to take this journey on hatchery reform. Thanks to all in the delegation. Now that we've got off the ground, here we are working toward implementation.

Jeff brought up a few things about our hatcheries and when they first started to come to life in the Northwest. Look at today, we've moved so far into hatchery reform and have to move further. Barbara Cairns talked about the team that has been here – all of us and you – and I call them the A Team. We're not the B Team. We're the A Team – all of us – you, every one of you out here. We've got to stay on course. We've got to hold the line right on course. The treaty tribes thank all of our delegation and thank all of the important people that deliver funding. And to State of Washington – our governor, Chris Gregoire.

The business people here in the Northwest and right here in Seattle, they've got to start having a different attitude on political will. We need to bring back our salmon, to protect our salmon. They have got to be involved in all of what we're doing. We speak to the choir all the time, wherever we go. The choir then goes out speaking to all of the different people throughout our state. We pick up a lot of people who understand, and maybe don't understand, how we manage salmon, how hatcheries is a big part of the recovery of salmon. In my day, we had all species on the Nisqually River, when I was a young boy. Now you know they are pretty well gone right now. We had giant steelhead, all wild steelhead on

Nisqually. They're gone. There's no more.

What does that mean? We don't know what the hell it means, but we know that there's something wrong in Puget Sound. We know that the Puget Sound steelhead are not doing very good, and the coastal steelhead, thank goodness, are doing good, and we gotta keep them on that level. But there's so much that we have to do together to make things happen around here. We have to do it together. We can't do it by ourselves.

We're hatchery managers. We're co-managers with the State of Washington. That came about through *U.S. vs. Washington* over 30 years ago. It put an infrastructure in place with the tribes. The infrastructure is solid and going full blast right now. We're managers. We do the work. We're on the ground. We're in the watersheds. There are a lot of people that don't really understand that. I run into them everyday. I just came from Washington, D.C., spending a whole week back there again trying to educate everybody one more time about what we do here. This is an example of what we do, a little part of the puzzle in the big picture of salmon recovery. I went to Congressman Norm Dicks' office, as I do all the time, and talked to the staff to try to bring them up to date on what we're doing. He's very important for delivering to us out here in the Northwest, and we've really appreciated that, like all of our delegation back there.

But there are people in our system right here in the State of Washington and in our own backyard and in the United States Government, and they don't understand that the tribes are a big part of salmon

recovery. They don't understand that the tribes are a big part of hatcheries. They don't understand the tribes. They don't understand who the tribes are. Well the tribes are managers, and they are in there every day, 24 hours a day in these watersheds. They don't understand that if you don't include the tribes, you won't have success, period. So include the tribes.

When it comes to funding, don't say the funding is going to end when it comes to the tribes, because we have a treaty with the United States Government, from 1855, and that treaty goes into the lives of everybody and our grandchildren and everybody throughout this country. And that funding will never stop. The tribes need funding from the federal government; that's their responsibility; and they better stand up to that responsibility. Right now the tribes do not have this; they are zeroed out on hatchery funding. Zero. Zero. Here we are talking about going through the reform part with our science teams, the recommendations. Now we have to implement them. We have to put these hatcheries together. We have to fix them to comply with the wild salmon and to bring the salmon back.

We have a long journey here, and we have a long story to tell. We're telling it every day of our lives. And if we quit telling that story, there won't be any salmon around here. There won't be clean water. There won't be any clean-up for Puget Sound. There won't be any of that going on. The Mountaineers have stood up to the challenge, and here we are. We've been holding meetings in their facility over the years, and thank you for that, but we have to bring more people into this fold. We have to bring in the agriculture people. We just had a timber conference yesterday down in Olympia; the Squaxin Island and the timber industry. We met down there, and we talked about what we're doing right here today with all the industry. How important it is to have a sustainable forest up there. That means water. How important it is to have us working together and being on the ground. There are two things this year that happened to the tribes. One is zero hatcheries. No funding. The second is the Forest and Fish (the old Timber, Fish and

Wildlife) money for the tribes to participate and be at the table. We have to be at the table. If you want success, you better have the tribes at the table. It's in the law. It's there. The principles of law are there in front of you.

Is that harsh what I'm saying? Do people feel bad because I'm talking like that? This is not a rosy road we're on. This is a hard road to take and follow. Every one of you know that. It's not easy to keep doing what you do every day of your life. Keep talking about it over and over and over. Hopefully people pick up that message, and they start talking about how important salmon is to the Northwest.

You heard Jeff talking about the economy – a billion-dollar economy. What does the timber industry, and what does everybody have invested in this economy? Grays Harbor knows what fish means to their economy and the Chehalis River and along the Pacific Coast. They know what it means. We better start waking up that salmon is important to all of us. Salmon is the thing. I don't see anybody standing up and saying, hey, we have to have salmon back. Salmon don't vote. I'm tired of that. In my lifetime, and I'm 74, and I got another 50 years to go and we better have salmon around here in the next 50 years – for all of us.

Funding is a big thing for the State of Washington and for our teams, because we have a job to do. We're going to move to the Columbia River. That Columbia River needs help down there. I would imagine that hatcheries are a big part of that. Let's start having hearings about what we're talking about in this room. Not having hearings about closing down harvest. If you close down harvest today, there's no habitat for the fish that escaped up into the habitat. You'll hear about that today. If we close down the hatcheries today, us down in South Sound and in Puget Sound would not have any fish, any more fish. There would be no more fish. Period.

That's how important hatchery reform and its implementation is. The tribes own more than 45 or 46 hatcheries. Twenty of those are real big hatcheries. That produces a lot of salmon to our



people. Not only for the tribes, but all of our people here in Puget Sound and along the Pacific Coast, Canada, Alaska. Our salmon roam out there for thousands and thousands of miles, and they come back home. Some of our hatcheries today are producing 50-60 pound salmon – wild and hatchery. We have to make the salmon healthy. It's in our interest to make them healthy, and our A Team over here is doing just exactly that. We have to support all of our people here. We have to support our delegation. We got to keep educating all of the people out there, the younger kids, the next generation, the people who will take our place – not my place for 50 years – but our place. Don't be telling me you're going to retire – any of you. We can't retire. We have a job to do. Thank you.

