

Summary Report
Regional Salmon Recovery Organizations'
Policy Summit

May 16, 2008

*Water Resources Education Center
Vancouver, Washington*

BACKGROUND

Salmon Recovery Regional Organizations from throughout the state, the Governor's Salmon Recovery Office and the Salmon Recovery Funding Board sponsored a one-day policy summit to discuss what we need to do to implement the salmon recovery plans developed by regional organizations. Policy and executive leaders from recovery boards, state and federal organizations active in salmon recovery, and tribal partners met to identify statewide issues and develop proposals for funding and monitoring recovery plan implementation in ways that are integrated with other natural resource management efforts.

Executive directors from the recovery organizations drafted three policy white papers on the recovery issues and distributed these prior to the meeting. Expert panelists then presented comments on the issues and offered advice to participants. Table discussions were encouraged throughout the day. These papers and summaries of the table discussions are included in this paper.

RECOMMENDED ACTIONS

Executive directors from regional organizations reviewed materials from the Policy Summit and have outlined a few key actions they will evaluate later this summer for potential action in the coming year. These are:

INTEGRATION

- Integrate project lists: Encourage SRFB to provide incentives to integrate project lists within each region
- Pursue coordination of funding sources (grants programs): Ask state (OFM, RCO, ECY, or GSRO) to work on development of a funding clearing house that operates like JARPA
- Coordinate messages: Develop messages on a few key issues that all regions support and market them
- Revitalize state agency MOA on 2514 and 2496 on how to work these two together better, perhaps using Puget Sound as model by examining results of integration project there and seeing what lessons can be transported

FUNDING

- Create a cross-regional political strategy group that tackles high-level issues in common across all regions

- Explore options to market funding strategy:
- Evaluate top priorities and gain consensus on priorities that can be marketed for funding
- Evaluate funding options, including incentives, mitigation, etc

MONITORING

- With Monitoring Forum and NOAA, clarify roles of all parties in monitoring
- Through Monitoring Forum and with NOAA assistance, refine programmatic monitoring questions, high level indicators, regional priorities for data, and gaps; clarify and coordinate reporting requirements; and, focus funding requests to address issues identified
- Create data coordination task group to work with NOAA and WDFW (or, through Forum) to facilitate identification of who is responsible for data collection, what data, when, and where ensuring individual regional needs are addressed
- Regional buy-in to review NOAA draft data dictionary for abundance and productivity

NEXT STEPS

Executive directors will discuss these potential actions with their regional organizations, decide which ones they want to pursue, and develop a work plan to accomplish those that are agreed upon.

POLICY DISCUSSION PAPER:

INTEGRATING WATERSHED IMPROVEMENT AND SALMON RECOVERY EFFORTS

Problem Statement: Multiple state and federal agencies have plans and programs in watersheds designed to improve the health of fish, wildlife, and habitats, and often have worked with local partners to develop these. Frequently, a common set of needs is being addressed by multiple entities with separate processes, often operating independently of each other. Funding processes run by different groups may operate on different schedules, and project sponsors may develop multiple applications for funding for the same project.

Executive Summary: Integrating these efforts will help ensure consistency of implementation, reporting of accomplishments, reduce participant fatigue, and maximize efficiency. Local, state and federal fund sources should embrace the concept of integration and support those jurisdictions willing to integrate their efforts.

Action Desired: Identify proposals for policies at state and regional levels that will foster further integration while continuing to respect local processes and uniqueness.

BACKGROUND

Washington State and the federal government support numerous local and regional groups that plan and implement watershed management and salmon recovery efforts in the state. These include the Lead Entities, Regional Salmon Recovery Organizations, Regional Fisheries Enhancement Groups, Watershed Planning Groups, Subbasin Planning Groups in the Columbia Basin, and more. Many of these groups have worked with stakeholders to develop plans that identify goals, objectives, actions and policies needed to improve watersheds conditions and fish and wildlife populations.

While each planning process may have a different emphasis, the management priorities and strategies in each plan are often very similar for a given area. It is no surprise that assessments have led to identification of the same or very similar limiting factors in each plan, and that the strategies and actions to address the limiting factors are very congruent. Yet each plan also has its own unique aspects. For example, salmon recovery plans address threats including harvest, hydropower and hatcheries that other plans largely do not address, while watershed plans often focus on instream flow, water quality and water quantity issues that are addressed in less detail in other plans.

As emphasis shifts from writing plans to implementing them, we find ourselves faced with a common set of needs being addressed by multiple entities with separate processes, often operating independently of each other. Some local stakeholders find themselves sitting on multiple boards and committees all focused on implementing the same general agenda. Funding processes overseen by different groups may operate on different

schedules, and project sponsors may develop multiple applications for funding for the same project. In order to implement planned actions and maintain public support and confidence, we need to ensure that these diverse groups are working together in a coordinated and cost-effective manner.

CURRENT CONDITIONS

We believe that all stakeholders support and welcome a coordinated approach for guiding and reporting implementation actions and outcomes if it increases fiscal efficiency, accountability, and recognition of all stakeholder groups. A unified voice is critical to maintain efforts to improve watersheds and salmon populations. Currently there are multiple organizations and processes at work and each has its own strengths and weaknesses. Mandates differ and groups have unique histories and relationships with their partners (especially state agencies). Effective integration will be built on partnerships that respect and embrace independence while supporting coordinated and cost-effective action on the ground.

Integration has been pursued in different ways around the state. In some areas, local stakeholders have chosen to combine multiple entities under one roof (e.g. the Lower Columbia Fish Recovery Board, which serves as Regional Salmon Recovery Organization, Watershed Planning Unit and Lead Entity). In other areas, different organizations closely coordinate their efforts, while in yet others, different entities keep to their side of informal lines drawn in the sand.

One-size-fits-all proposals for integration will not work, and top-down mandates will only bear fruit if they have strong local support. We must continue to respect independent roles and authorities because the stakeholders that contributed so much effort into development of their plans deserve a role in implementing them, and often this role is statutory. Transferring roles and authorities from one organization to another can be very volatile and may, if forced, actually undermine collective efforts. Current funding process can create disincentives for integration as entities work to protect separate budgets rather than pursue an integrated solution that may result in reduced overall operational budgets.

OPTIONS FOR CONSIDERATION

Throughout this process of implementing salmon recovery plans, we need to reinforce our support for these key principles:

- Each entity plays a critical role in the success of others
- Building and maintaining public interest and support for natural resources can best be achieved/sustained through mutual support from each entity
- Coordination is just good government

Each area will have its own preferred approach to integrating different processes. In all, we should emphasize the need for administrative and funding coordination among different entities and processes. This could include:

- 1) Finding ways to increase effective communication among entities; e.g., promote stakeholder and staff participation across processes
- 2) Seeking ways to leverage diverse funding sources to implement shared priorities; e.g., reward more points to projects in grant reviews that benefit multiple state policies or objectives
- 3) Coordinating funding processes to ensure the best match between proposals and funding and reduce the transaction costs for those granting and receiving funding
- 4) Seeking support from governments at all levels for efforts that increase economies of scale; e.g., a single review process (much like JARPA for permits) across multiple funding sources for grants that implement watershed restoration programs
- 5) Sharing staff and administrative structures
- 6) Asking state and federal agencies to create programmatic incentives for integration, while recognizing that each local area is unique
- 7) Rewarding local efforts that increase cost-effectiveness of implementation efforts

CONCLUSION

Stakeholder participation in partnership with natural resource agencies to develop watershed and salmon restoration plans has been very successful in Washington. Commitments from those with the authority to implement the various plans are very high. Management priorities established in the various plans are very similar within regional areas or watershed areas. Myriad stakeholders participated in the development of the plans and now are seeking to integrate the implementation phase by developing decision-making frameworks and integrated committees that respect and reflect the various management plans. An approach to move the concept of integration into reality is needed.

This paper is only the beginning of what we hope will be a productive discussion of how we can integrate watershed and salmon recovery efforts to assure that diverse plans are actually implemented in an effective and cost-efficient manner. Our goal is to further discuss issues associated with integration, discuss how it has been approached in different parts of the state, and identify proposals for policies at a state and regional level that would foster further integration.

SUMMARY OF TABLE COMMENTS: INTEGRATION

Break down agency stovepipes
Move watershed health and salmon together
Need to integrate monitoring and data management
Focus on on-the-ground activities
Need to develop trust and recognize the time and investment to do so
Need to facilitate 4 H's working together, not necessarily "integrating"
Recognize integration and coordination are different
Landowners are essential – need to keep them informed and engaged

Improve transfer of technology

Natural resource agencies should look at MOA on sharing technology, science, etc.

Step back and ask what is important to your stakeholders

Streamline permitting processes

Vertical integration is just as important as horizontal

Need to ensure accountability happens and is appropriately placed

Look for ways to integrate that don't lose identities – acknowledge “turf” and build on it

Cannot finish recovery without addressing watershed health

Find a few key incentives and apply them

Integration can't happen without access to data

At least integrate project lists

Predictability is key

Funding coordination – grants programs, e.g. – is vital to get buy in

Local vs. state or federal control: identify areas of responsibility clearly

Innovation is crucial for incentives

Examples of integration and innovation must be shared - the best way to achieve buy-in

Outreach and communication are essential for success

A message that is integrated is needed for public decision-makers and funders – state agencies with a more uniform message that locals can grab on to

Don't create expectations you can't meet

Eliminate redundancies

May be time to change the name of watershed recovery

POLICY DISCUSSION PAPER:

MONITORING FOR SALMON RECOVERY

Problem Statement: People want to know what progress we are making to delist salmon. Effectively answering this question requires coordinated and collaborative monitoring efforts that extend well beyond the capacity of individual agencies and programs.

Executive Summary: Making cost-effective decisions about how to monitor and evaluate salmon recovery efforts is challenging. Although significant advances in monitoring and data management have been made, information from current monitoring work is not readily available and sharable, and some aspects of recovery plan monitoring are not being implemented. We must agree on what are the highest priority monitoring actions, share information, and find ways to fund important needs.

Action Desired: Identify a process to define common needs, roles, commitments, and funding for both monitoring and data management.

BACKGROUND

Recovery plans are now being implemented in six of the state's salmon recovery regions. Adaptively managing those recovery plans over time will require using good information about the status of fish populations and the effectiveness of recovery actions taken to guide ongoing decisions.

The complex requirements for monitoring, evaluation, and management of information to answer salmon recovery questions extend well beyond the capacity of individual agencies and programs. Progress towards answers will require unprecedented levels of coordination and collaboration in monitoring activities, data stewardship, and information sharing at both local and regional scales.

Monitoring and data management are complicated, often viewed as mundane, and do not capture the public's imagination. But they are both essential to the success of salmon recovery efforts. It is not unusual to ask important questions but then not provide resources for monitoring and evaluation work that would provide those answers. If we are to be successful in answering salmon recovery questions, we ultimately must be able to answer the following questions:

- Do we have the information needed to decide if we can achieve recovery goals and/or delist?
- How do we organize to obtain the needed information in the most cost-effective way possible?

WHERE ARE WE NOW AND WHAT ARE THE MOST IMPORTANT PROBLEMS WE FACE?

Progress has been made in developing and coordinating monitoring, evaluation and information management in recent years. All recovery plans have chapters addressing monitoring and adaptive management. Local, state, and Pacific Northwest-wide collaboration and coordination venues have increased, more agencies are adding

technical support and capacity, progress on monitoring protocols and information standards has proceeded, funding has increased, and everyone has more practical experiences to learn from and share. Broader guidance for monitoring programs is now available (e.g., Washington's Comprehensive Monitoring Strategy and Action Plan, NOAA's Research, Monitoring and Evaluation Guidance).

Yet, progress remains insufficient when compared to the need. Many key aspects of our recovery plan monitoring chapters are well articulated but not implemented. We lack clearly defined common needs, roles, commitments, and funding to get the work done.

A key challenge is to make cost-effective decisions about how to implement needed monitoring and evaluation actions. Policy direction is unclear on how much monitoring and evaluation and funding is enough. It is a given that there will always be more critical information gaps and science questions than we would like. How do we balance the investment in different kinds of conservation actions versus monitoring work for us to adaptively manage our actions? How much coordination and standardization is appropriate? How do we ensure that the results of monitoring work are readily available and sharable with those analyzing and making decisions?

WHERE DO WE WANT TO BE – WHAT IS OUR GOAL?

In the long term we must have sufficient information to make timely delisting decisions – this will involve tracking the implementation of recovery actions, changes in threats and limiting factors, and of course the status of the fish themselves. We must be able to explain to everyone what we've done and what the effect has been. To do this, we must have the needed information and efficient, timely, and cost-effective data management systems and networks to share, extract, and store that information.

In the short-term we must

- substantially improve monitoring governance and coordination;
- obtain commitments from partners on our highest priority monitoring actions;
- agree on a process to deliberately share monitoring successes;
- review and develop a strategy regarding information systems that support our most important needs; and
- identify common monitoring interests and commitments that can be advanced by sustaining and enhancing funding for the upcoming biennium.

OPTIONS FOR CONSIDERATION

Principles for all options:

- i. Ensure that information needed to evaluate status against delisting criteria is provided by monitoring efforts
- ii. Ensure coordination of on-the-ground needs
- iii. Obtain tangible (e.g., funding) support for implementation of monitoring plans
- iv. Identify and prioritize monitoring activities, and implement monitoring actions in order of priority
- v. Identify immediate opportunities for coordination and collaboration

Recommendations for consideration:

Utilize existing organizations and participate in ongoing efforts to...

- i. formally support implementation of monitoring provisions of recovery plans;
- ii. clearly define and articulate the highest priority regional monitoring needs;
- iii. share monitoring and information management experiences and tools; and
- iv. develop joint recommendations and related proposals for action and funding.

SUMMARY OF TABLE COMMENTS: MONITORING

Define our common elements in need of monitoring (e.g., abundance, productivity, etc)

Define priorities on a regional scale

Each region will get a visit from the NOAA monitoring team to help define what priorities are for monitoring

We need a common set of analyzed data, not raw data

Data need to be collected and entered into a storage system in a manner that facilitates sharing without cumbersome accessing avenues

We need to understand who is responsible for data collection

Whatever system is picked, it will require ongoing education on use

Translating material in databases into a story is not happening well

Huge barrier: it is easier and faster to do it yourself than to coordinate

Need a steady and reliable funding source

Role of Monitoring Forum as coordinator and? Needs to be clarified

Must have whatever is decided at a regional level translated and customized to local – one size does not fit all

Guidance should be top down and bottom up so that it is useful for all

Is it possible to develop a system that uses students and public to collect data?

Need this for both status and trends and effectiveness monitoring

Need clear benchmarks and end points for monitoring

Need certainty that when goals are reached and verified by monitoring, then some action will occur

Desirable actions: agree on common questions, provide funding to monitor, share resources to do monitoring, share results in easy to understand format within and among regions

Focus on broader ecosystem health, not just salmon, but still must recognize VSP needs

POLICY DISCUSSION PAPER:

FUNDING RECOVERY

Problem Statement: Salmon recovery will need a secure funding source for at least several decades to achieve goals established in plans. Current state and federal funding will not be sufficient to sustain recovery efforts; so additional funding must be obtained from both new and existing sources.

Executive Summary: Actions proposed in salmon recovery plans benefit watershed health, provide regulatory certainty, sustain economies, and meet ESA requirements. To get funding to implement plans, we must be able to demonstrate that 1) the highest priority actions will be implemented; and 2) our intended actions will achieve results; and 3) we can show tangible progress towards our goals. We must commit to changing directions if monitoring does not substantiate the benefits, soundness, and efficacy of our actions.

Action Desired: Develop a long-term funding strategy that spreads burden fairly across all governments and ensures all regions have resources needed for a viable and effective recovery program.

BACKGROUND

Recovery plans have been completed or are nearing completion in seven of the State's salmon recovery regions. Attention is now turning to implementation of the plans. Recovery of the State's salmon and steelhead populations will require several decades of effort by federal and state agencies, tribes, local governments, interest groups, landowners, and the public. The success of this effort is dependent on adequate, timely, and sustained funding to implement the strategies and actions set forth in the recovery plans.

Securing needed funding will challenge our commitment to recovery. To date, funding for recovery actions has come primarily from state and federal agencies, local governments, and foundations. Important progress has been made, but the recovery efforts are in their early phases. Much remains to be done. Funding needs have significantly exceeded available funding and in all likelihood will continue to do so. If we are to be successful in recovering salmon and steelhead, we must be able to answer the following questions:

- ✓ Why fund recovery?
- ✓ How much funding do we need?
- ✓ How do we secure needed funding?

DISCUSSION

- ✓ Why fund recovery?

To succeed in securing needed funding for salmon recovery, we must effectively articulate why funding and resources should be committed to recovery efforts. Regardless of whether a funding source is federal, state, local, or private, we must be

able to make a convincing case as to why salmon recovery is important. Key reasons for recovery include:

- Restoring fish populations to healthy, harvestable levels
- Enhancing watershed and ecosystem health
- Achieving ESA compliance and delisting
- Providing regulatory certainty and streamlining
- Protecting the Northwest quality of life
- Ensuring adequate and clean water for fish and people
- Providing economic benefits and sustainability

In addition to these general reasons for recovering salmon and steelhead, we must be able to assure funding sources that our recovery programs are credible and likely to achieve goals we have set forth. Our recovery plans are the foundation for such assurances. They are based on sound science. They were developed in a collaborative environment that brought together federal, state, tribal, and local interests crucial to achieving recovery. They identify the actions and priorities needed to achieve recovery. And, while our plans are a critical first step toward recovery, we also must be able to demonstrate that recovery partners are committed to implementing the plans.

Finally, we must assure our funding sources that their support will make a difference. Recovery will require a sustained effort over several decades by numerous parties. We must be realistic in setting expectations. We must be able to tell funding sources what their support will achieve both on the ground and in the context of the overall recovery effort. We must also be able to articulate what has been achieved with prior funding.

✓ How much funding do we need?

In truth, we do not know how much recovery will cost. We do not know precisely how much needs to be done or how long it will take to achieve our goals for recovery. We do, however, know what needs to be done in the near-term and have rough cost estimates for many recovery actions over the next 5 to 10 years. Further, we know that early and substantial action is critical to our success in the long-term. While some recovery actions have immediate benefits, the benefits for many recovery actions will require several years and, in some instances, decades to be fully realized. Moreover, it is also critical to build institutional commitment and momentum for recovery early, if we are to sustain it over the long-term.

These factors suggest that we focus our funding efforts on meeting our needs over the next 10-years with emphasis on securing funding for critical needs through 2011. Critical funding needs over the next 10 years include:

- Expanding watershed and habitat protection and restoration efforts. These efforts form the foundation for rebuilding freshwater salmon and steelhead productivity over the long-term. In the near-term, they are critical in preventing further

deterioration of habitat capacity and in beginning the long-term task of rebuilding habitat capacity. Some of these efforts, particularly those related to habitat protection and passive restoration, can be implemented through existing regulatory, land use, and resource management programs at little or no cost above those currently mandated by existing laws, policies, and programs. However, active habitat restoration activities will remain a major funding need.

- Initiating critical infrastructure improvements. These can include development and modification of infrastructure (roads, treatment plants, dikes, etc.) that results in key habitat improvements. They can also include upgrades to hatchery facilities need to reduce adverse impacts on wild fish or to assist in rebuilding critical or extirpated populations.
- Initiating fish and habitat monitoring and evaluation programs. Recovery efforts have been underway for nearly 10 years, but we still lack the means to adequately monitor and assess our effectiveness and progress. It is essential that we move beyond discussing the how, what, where, and who of monitoring and begin to implement a monitoring program that will generate the information needed to make sound decisions, assess our progress, adjust course when necessary, and to justify continued funding.
- Enhancing the ability and capacity of regional recovery organizations to organize and coordinate implementation of recovery actions. Transitioning from recovery planning to implementation will require ongoing funding to support the efforts of regional recovery organizations and their partners. It involves securing federal, state, tribal, and local commitments to implement the strategies and actions set forth in the recovery plans. It also includes prioritizing and coordinating work among partners and resolving policy and technical issues that arise during implementation. More specifically, recovery partners must begin to plan and budget for and implement recovery actions.

✓ How do we secure needed funding?

Over the past 10 years recovery efforts have been funded by a variety of federal, state, local, and foundation sources. While important progress has been made, funding has not kept pace with needs nor is it likely to in the future. If we are to be successful, we must grow our funding base while at the same time making the most efficient and effective use of available resources. To do so, we must:

- Commit ourselves to working to ensure that all regions the have resources needed for a viable and effective recovery program.
- Demonstrate to current and prospective federal, state, and local funding sources and the public:
 - The benefits of funding recovery;
 - The soundness of our programs;
 - The commitment of our partners; and
 - The progress we have made. We must implement monitoring and assessment programs to document our progress in the future. We must be effective, creative, and persistent in telling our story.

- Recognize that in most instances available funding will be less than our needs. We must work with our recovery partners to set priorities that will ensure our most important needs are funded.
- Develop a long-term funding strategy spreads the recovery funding burden effectively and fairly across federal, state, and local sources.
- Actively work together with our state and federal partners to maintain and, if possible, increase funding from our traditional sources by demonstrating our progress, our capability to leverage funding, and our ability effectively put additional resources to use.
- Develop new funding sources. We must identify new government, foundation and private funding sources to augment our traditional sources. We should:
 - Explore opportunities to collectively develop statewide or regional (e.g., Columbia Basin and Puget Sound) funding programs that benefit each of our regions.
 - Examine approaches being used across the state and nation to successfully fund watershed, species, habitat, and ecosystem protection and restoration.
 - Pursue opportunities to have our priority needs recognized and considered as part of existing water, habitat, ecosystem, and recreation funding programs.
 - Work to ensure that mitigation activities are more effective and complement salmon recovery efforts where appropriate.
 - Consider state or local tax or fee initiatives fund salmon recovery work or broader conservation or restoration efforts that benefit salmon recovery. These could include a sales tax increment, real estate excise tax, recreational equipment tax, or conservation tax. Seek out partners and active interests to support such propositions.
- Continue to build our capacity and the capacity of our partners to make the most effective use of our resources. Volunteers, community groups, non-profit organizations, and landowners have made a significant contribution to recovery. They have allowed to more with less. We must work to expand these important contributions, including our ability to support them in carrying out recovery actions.
- Continually look for methods to further reduce costs, increase efficiency, and leverage our collective resources.

**SUMMARY OF TABLE COMMENTS:
FUNDING**

Time for action – tired of plans
 Public wants to know how they can help
 Must tell a story – why is this important
 Need to make our issue compelling
 Use your collected power
 Create a political strategy – line up the horsepower you’ve got

Strategic policy group is essential

Organized policy structures are essential

Must effectively communicate high-medium-low priorities

Show what you are not going to do – some low priorities willing to forego

What are the most important things you need to do – this is your message

What can you do that will make a difference

Figure out how to get a dedicated fund

Bring solutions, not restatements of the problem

How do you facilitate picking the top, most important things?

ESA is no longer a compelling reason to be at the table, and haven't made the case for a broader coalition

There has to be proof that we have the capability to manage an issue before we get money to do it

You'll need a marketing strategy – must be able to show what you will sacrifice to get the top priorities that will achieve your goal

Can we admit when something isn't working and we are willing to stop, change, and go another way?

Mitigation is a potential place for making changes. Local government cannot be asked to make decisions, and then be criticized by state agencies

Programmatic actions need a dedicated funding source

How do we market our products – create a sense of urgency – so that they are compelling? Could we use the options that come out of Puget Sound examinations?

Need mechanisms for sharing and SRFB is a good way to control the flow of money

Should we look at a recovery surcharge on fishing licenses? What about a sales tax? Or water quality tax?

Policy Summit Participants List

First Name	Last Name	Organization
Taylor	Aalvik	Lower Columbia Fish Recovery Board
Brian	Abbott	Recreation and Conservation Office
Nancy	Allison	Coastal Recovery Region
Abigail	Andrews	Lower Columbia Fish Recovery Board
Elizabeth	Babcock	National Oceanic and Atmospheric Administration (NOAA) Fisheries
Mark	Bagdovitz	U.S. Fish and Wildlife Service
Moriah	Blake	Recreation and Conservation Office
Jeff	Breckel	Lower Columbia Fish Recovery Board
Scott	Brewer	Hood Canal Coordinating Council
Richard	Brocksmith	Hood Canal Coordinating Council
Ann	Butler	Department of Ecology
Kay	Caromile	Recreation and Conservation Office
Alan	Chapman	Lummi Nation
John	Charba	House Republican Caucus
Lorie	Clark	Lower Columbia Fish Recovery Board
Alex	Conley	Yakima Basin Fish and Wildlife Recovery Board
Rebecca	Connolly	Recreation and Conservation Office
Kaleen	Cottingham	Recreation and Conservation Office
Patty	Dornbusch	National Oceanic and Atmospheric Administration (NOAA) Fisheries
Chris	Drivdahl	Governor's Salmon Recovery Office
Dick	Ducharme	Snake River Salmon Recovery Board
Jim	Fox	Recreation and Conservation Office
Rosemary	Furfey	National Oceanic and Atmospheric Administration (NOAA) Fisheries
Elizabeth	Gaar	National Oceanic and Atmospheric Administration (NOAA) Fisheries
The Honorable Ross	Gallagher	Mason County
Bernadette	Graham Hudson	Lower Columbia Fish Recovery Board
The Honorable Lee	Grose	Lower Columbia Fish Recovery Board
Lynn	Hatcher	National Oceanic and Atmospheric Administration (NOAA) Fisheries
David	Herrera	Hood Canal Coordinating Council
The Honorable Donald "Bud"	Hover	Okanogan County
The Honorable Mary	Hunt	Douglas County
Millie	Judge	Consultant
Tom	Karier	NW Power and Conservation
Randy	Kinley	Lummi Nation
Sara	LaBorde	Washington Department of Fish and Wildlife
Rachael	Langen	Recreation and Conservation Office
Steve	Leider	Governor's Salmon Recovery Office
Jose	Linares	U.S. Forest Service - Pacific Northwest Region
Tom	Linde	Lower Columbia Fish Recovery Board
Steve	Manlow	Lower Columbia Fish Recovery Board
Steve	Martin	Snake River Salmon Recovery Board
Tom	Martin	Lower Columbia Fish Recovery Board
Tony	Meyer	Lower Columbia Fish Enhancement Group
Philip	Miller	Governor's Salmon Recovery office
Lloyd	Moody	Governor's Salmon Recovery Office
Julie	Morgan	Upper Columbia Salmon Recovery Board
The Honorable Betty Sue	Morris	Lower Columbia Fish Recovery Board
Erik	Neatherlin	Washington Department of Fish and Wildlife
Bob	Nichols	Office of the Governor
Doug	Osterman	Green/Duwamish and Central Puget Sound Watershed (WRIA 9)
Joel	Rupley	Clark County

Policy Summit Participants List

First Name	Last Name	Organization
Joe	Ryan	Puget Sound Partnership
Cathy	Schaeffer	Snake River Salmon Recovery Board
Roland	Schirman	Snake River Salmon Recovery Board
Ron	Schultz	Washington Conservation Commission
Dave	Seabrook	Pierce Conservation District
Mike	Shelby	Western Washington Agricultural Association
John	Sims	Quinault Nation - WRIA 21
Tim	Smith	Washington Department of Fish and Wildlife
Don	Swanson	Lower Columbia Fish Recovery Board
The Honorable Axel	Swanson	Lower Columbia Fish Recovery Board
Randy	Sweet	Lower Columbia Fish Recovery Board
The Honorable Dean	Takko	Lower Columbia Fish Recovery Board
Melody	Tereski	Lower Columbia Fish Recovery Board
Kate	Terrell	U.S. Fish and Wildlife Service
The Honorable Steve	Tharinger	Salmon Recovery Funding Board
Barry	Thom	National Oceanic and Atmospheric Administration (NOAA) Fisheries
The Honorable George	Trott	Lower Columbia Fish Recovery Board
Derek	Van Marter	Upper Columbia Salmon Recovery Board
Lauri	Vigue	Washington Department of Fish and Wildlife
Mark	Wachtel	Washington Department of Fish and Wildlife
The Honorable Ron	Walter	Chelan County
Rob	Walton	NOAA Fisheries
Paul	Ward	Yakama Nation
James	White	Upper Columbia Salmon Recovery Board
Gary	Wilburn	Senate Democratic Caucus
Bill	Wilkerson	Puget Sound Partnership Leadership Council