Appendix G

NMFS PRD Strategic Plan 2007-2011

UNITED STATES DEPARTMENT OF COMMERCE
National Oceanic and Atmospheric Administration
NATIONAL MARINE FISHERIES SERVICE
Southwest Region
501 West Ocean Boulevard, Suite 4200
Long Beach, California 90802-4213

DEC 2 2 2006

MEMORANDUM FOR: Protected Resources Division Staff

FROM: Russ Strach, Assistant Regional Administrator for Protected Resources

SUBJECT: Final Protected Resources Division Strategic Plan FY 2007-2011

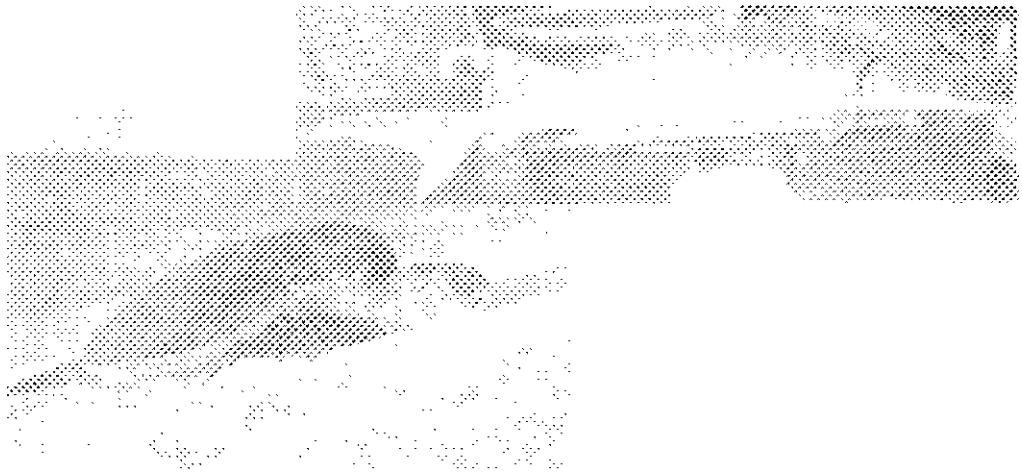
I am pleased to provide you a copy of the final strategic plan for the Protected Resources Division for fiscal years 2007 through 2011. This document is the product of many discussions between PRD managers and also includes comments received from some of you in the last few months.

The purpose of the plan is to provide a synopsis of PRD's funding history and state of current operations and to outline a strategy to meet our program objectives over the next five years. Built upon the foundation provided by the NOAA and NMFS strategic objectives, our objectives are to: 1) sustain and restore population viability metrics in the species under our jurisdiction; 2) conserve and restore the ecosystems upon which our species depend; 3) motivate agencies, communities, and the public to conserve ecosystems through positive incentives and education efforts; and, 4) partner with local communities and agencies on the stewardship and monitoring of coastal and marine ecosystems.

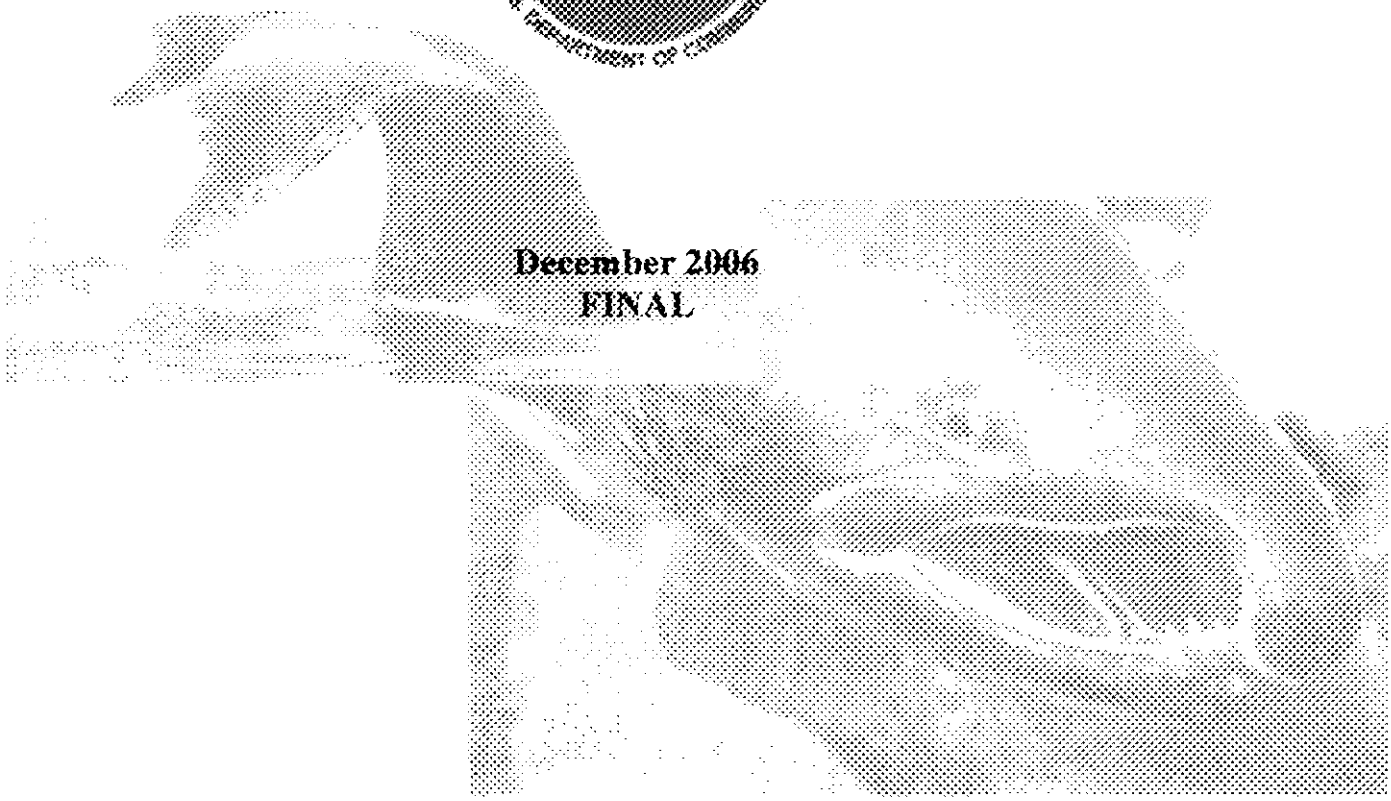
The plan is divided into 2 parts. The first part is a summary of information available on our recent past and current workload, staff resources, and office space costs. Each sub-section contains past and current information on human and physical resources, primary workload, and some projections of future workload and human and physical resources.

The second part of the plan outlines the Division's strategic goals and objectives for the next five years. This part describes approaches to species protection and conservation that maximize our existing resources and use the development of recovery plans and supplemental products (recovery team reports, threats assessments, etc..) to set priorities and organizational changes.

Based on this latter part, I and the Area Office Supervisors will be preparing action plans for the remainder of fiscal year 2007. These plans will lay out the necessary actions we will take to meet: 1) the objectives of the strategic plan, 2) Division and Area Office needs for work space and staffing resources, and 3) the opportunities and challenges our workload provides.



NOAA's National Marine Fisheries Service
Southwest Region - Protected Resources Division
Strategic Plan
Fiscal Years 2007 through 2011



December 2006
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The purpose of the Protected Resource Division's Strategic Plan is to provide a synopsis of PRD's funding history and state of current operations and to outline a strategy to meet our program objectives over the next five years. Built upon the foundation provided by the NOAA and NMFS strategic objectives, our objectives are to: 1) sustain and restore population viability metrics in the species under our jurisdiction; 2) conserve and restore the ecosystems upon which our species depend; 3) motivate agencies, communities, and the public to conserve ecosystems through positive incentives and education efforts; and, 4) partner with local communities and agencies on the stewardship and monitoring of coastal and marine ecosystems.

Over the next five years, our highest priority focus will be to stabilize or increase protected species populations and put ESA-listed species and depleted marine mammal populations on the road to recovery. This effort will require us to:

- Complete required recovery, conservation, and take reduction plans.
- Carry out recovery and conservation actions through partnerships.
- Reduce the interactions of fisheries with protected species.
- Achieve efficiencies in ESA section 7 consultations and ESA and MMPA permitting.
- Implement proactive conservation efforts before species need to be listed under the ESA.
- Improve education efforts.

The Southwest Region's Protected Resources Division (Division) oversees a broad and diverse array of conservation and management programs involving endemic and migratory protected marine mammals and endangered marine and anadromous species populations in waters within and offshore of California and in the southern and eastern tropical Pacific Ocean. Under the authorities of the Endangered Species Act (ESA) and the Marine Mammal Protection Act (MMPA), the Division:

- Develops regulations and management measures to protect, conserve and restore marine mammal, sea turtle, salmon, steelhead, green sturgeon and white abalone populations.
- Manages a marine mammal and sea turtle stranding network throughout the Region.
- Conducts consultations under section 7 of the ESA to ensure that Federal agency activities do not jeopardize listed species or adversely modify critical habitat, including controversial consultations on major water development and large-scale industrial timber harvest projects in California.

- Issues permits under section 10 of the ESA for projects studying protected marine and anadromous species or enhancing their survival, or for projects that result in the incidental take of these species.

- Reviews the status and makes determinations relative to listing species under the ESA.

- Coordinates the activities of recovery teams in preparing recovery plans and monitors their implementation.

- Reviews and monitors research and public display permits for marine mammals.

- Develops and distributes public information and educational materials about marine mammals and endangered species in the Region.

- Provides important technical review of proposed projects, often significantly modifying projects to reduce, minimize or eliminate potential harm to protected species.

- Builds successful partnerships with federal, state, and local agencies, tribes, local watershed groups, and other important stakeholders as a mechanism to leverage existing resources for collaborative conservation efforts while sustaining local economies and communities.

- Participates on policy and technical-level councils and committees involved in protected resource and ecosystem conservation throughout many regions of California.

- Provides essential technical support to the Office for Law Enforcement in its investigation of violations of "take" cases in accordance with protocols on the coordination of complaint referrals between the Division and the Office for Law Enforcement (September 2005 draft protocol).

The Division faces many challenges and opportunities in the coming years to meet the needs and expectations of the public, state and federal agencies, applicants, partner agencies and entities, living marine resources, and resource users. Operating budgets may be stable or decreasing, yet workload is likely to increase as priorities shift towards recovery planning and implementation. In some years, budgets may increase, allowing the Division to hire additional staff or support local conservation efforts. After reviewing our existing resources and workloads, this document sets out the Division's strategic plan to address these challenges and opportunities by using our internal and external resources more efficiently and effectively and by setting protected species program goals for the next five years. Based on observations of Division operations over the past four to six years, we project our ability to effectively operate into the next five years, strategize

opportunities and creative programmatic approaches, and set priorities that would allow us to accomplish our mission.

The plan is divided into 2 parts. The first part is a summary of information available on our recent past and current workload, staff resources, and office space costs. Each sub-section contains past and current information on human and physical resources, primary workload, and some projections of future workload and human and physical resources.

The second part of the plan outlines the Division's strategic goals and objectives for the next five years. This part describes approaches to species protection and conservation that maximize our existing resources and use the development of recovery plans and supplemental products (recovery team reports, threats assessments, etc.,) to set priorities and organizational changes.

I. SUMMARY OF BASELINE INFORMATION

A. Workload

The primary workload of the past 6 years has been consultations and technical assistance provided under section 7(a)(2) of the ESA. Significant time has also been spent working on Habitat Conservation Plans (HCPs) for incidental take permits issued pursuant to section 10(a)(1)(B) of the ESA. Other workload activities include issuance of research and enhancement permits pursuant to section 10(a)(1)(A) of the ESA; cooperation and coordination with the Pacific and Western Pacific Fishery Management Councils; review and assistance on Timber Harvest Plans with the California Board of Forestry; issuance of Marine Mammal Protection Act plans, permits and authorizations; ESA recovery related activities for a variety of listed marine and anadromous species (*e.g.*, recovery plan development, implementation of recovery or habitat restoration actions, support to watershed groups, *etc.*); litigation support for GC; responding to FOIA requests; and ESA section 4 regulatory actions such as listing determinations, critical habitat designations, and 4(d) protective regulations. Most of these latter activities are more difficult to quantify in terms of numbers of projects or time spent, but should be recognized as important components of Division workload and priorities.

Each of the four Area Offices has participated to one degree or another in most of the tasks above. Some programs are focused on particular offices. For example, the Long Beach Area Office deals with MMPA tasks and actions proposed by the Sustainable Fisheries Division and Pacific Fishery Management Council. The Arcata and Santa Rosa Area Offices address a significant portion of the federal lands management and timber harvest plan review. The Sacramento Area Office participates in large scale ecosystem restoration and water supply programs such as CalFed and performs consultations on large and complex water storage and delivery systems.

Appendix A summarizes the current ESA section 10(a)(1)(B) incidental take permit workload. The Division has issued three incidental take permits in the past and has two or three others that are nearing issuance. There are approximately 23 active and 14

somewhat inactive HCPs in various stages of progress. As HCPs near the proposed issuance stage, the time and resources needed to finalize the documents increases significantly.

The tables in Appendix B summarize the available information on the section 7(a)(2) workload of the Division over the last 5 calendar years and the first third of 2006. This information is presented by office for each year and federal action agency. In addition, data on the total consultations by action agency are presented.

The data in Appendix B and below are drawn from the Records Management System (RMS) database and reflect consultations *requested* during 2000-2006 instead of *completed* during that same period. This was intentionally done to reflect the consultation workload coming in to the Division. Numbers in the data tables in Appendix B and below should be interpreted cautiously as they are also an artifact of office and staff participation in RMS. For example, one Area Office may provide significantly more technical assistance than the other offices, or it may simply record that effort more faithfully in RMS. In addition, no uniform criteria exist to determine what constitutes "technical assistance" and, therefore, requires entry into the RMS. Future consultations will be recorded directly into the national Public Consultation Tracking System (PCTS).

Action agencies requesting section 7 consultation span the full spectrum of federal agencies. As would be expected, the U.S. Army Corps of Engineers is by far the largest requestor of consultations as a result of their Clean Water Act and Rivers and Harbor Act permitting authorities (Tables 1 and 2). The Federal Highways Administration (and their typical partner, the California Department of Transportation) is the second highest requestor. Our own agency requests the third highest number of formal consultations due to research permitting actions under section 10(a)(1)(A) of the ESA and fisheries actions conducted under the Magnson-Stevens Fishery Conservation and Management Act by the Sustainable Fisheries Division.

Table 1. Formal Consultations by Action Agency Jan 2000-May 2006.

USACE	173	EPA	3
FHWA	47	ARMY/AIRFORCE	2
NMFS	44	NRCS	2
BOR	27	DOI	1
USFS	20	FAA	1
NPS	12	FEMA	1
USDA	8	FERC	1
USFWS	6	MMS	1
BIA	5	USGS	1
BLM	5		

Table 2. Informal Consultations by Action Agency Jan 2000-May 2006.

USACE	980	FERC	6
FHWA/DOT	156	USDA	4
USFS	97	USGS	4
BOR	69	AIR FORCE	3
USFWS	32	NOAA	3
NRCS	26	WAPA	3
USCG	25	DOI	2
BLM	22	ARS	1
NPS	22	COMMERCE	1
EPA	17	DHS	1
FEMA	16	DOD	1
NMFS	16	DOJ	1
BIA	9	FAA	1
NAVY	9	HUD	1

Activities under consultation vary considerably, although most consultations are on construction or water-related activities as a result of the primary habitat of our listed salmonids and the large number of actions we consult on with the Army Corps of Engineers. Based on RMS data, we consult primarily on (in alphabetical order):

- Bank Stabilization
- Boat Ramps
- Breakwaters
- Bridges
- Culverts
- Dam Maintenance/Operations
- Dredging
- Flood Control
- Habitat Restoration
- Research
- Road Construction, Maintenance, and Decommissioning
- Timber and Vegetation Management
- Water Operations or Facilities

The above activities primarily impact anadromous species. Most consultations affecting marine mammals and sea turtles are fishery-related. Fishery management actions proposed by NMFS affect almost all ESA-listed species under SWR jurisdiction. Consultations on fishery actions occur several times per year and tend to be complicated and controversial consultations requiring significant staff and General Counsel time.

Table 3 presents information on the number of consultation staff within each field office, the numbers of formal and informal consultation requests each office received in calendar year 2005, and the number of listed species the office's jurisdiction covers. Numbers alone do not provide a complete picture of the workload associated with each consultation. For example, many water development and land management consultations require particularly high levels of NMFS resources to complete and many months of work prior to initiation of consultation by the action agency. One timber sale consultation may include numerous individual actions such as miles of road decommissioning, road construction, road reconstruction, a dozen culvert upgrades, various treatment types among timber sale units, and site preparation—all across 100-1000's acres of land. Such consultations usually require numerous site visits covering multiple acres of land and are frequently tracked by third parties. These individual formal and informal consultations require substantial NMFS technical assistance.

For these reasons, the data presented in Tables B-1 and B-5 do not reflect the workloads (time, effort and complexity) associated with the number of consultations presented. Comparing current consultation biologist staffing levels to workload among offices is not a useful indicator of the amount of effort necessary to complete consultations but does provide context for understanding future staffing needs. Because each office conducts a variety of consultations ranging from simple to complex, the ratios are presented only as indicators of the frequency with which offices are presented with new section 7 workload in relation to current staffing levels and not as indicators of the time spent or ability of each office to complete the consultations. In addition, the numbers do not reflect the other workloads within each office and so should not be used as the sole indicator of the capabilities and challenges each office faces.

Consultation biologists must also comply with a myriad of legal, technical, and policy requirements during consultation and while preparing consultation documents. For example, each consultation requires the careful consideration and use of the best available scientific and commercial information. Case law and policy direction provides guidance on the proper analytical approach to each consultation, but this guidance changes as new case law emerges or consultation experiences inform decision-makers. Significant emphasis is placed on the quality assurance and control process once documents are drafted leaving little time devoted to improving staff skills in analysis and writing before the drafting process begins. As a result, consultations may take longer as staff struggle with analyses and QA/QC reviewers must spend significant amounts of time reviewing, revising, or rewriting consultation documents.

Table 3. Current Consultation Biologist Staffing Levels, Consultation Requests in 2005, and Number of Species within Area Office Jurisdiction.

Office	*Total Consultation Staff in Area Office.***	*Formal Consultations Requested in 2005*	*Informal Consultations Requested in 2005*	*Number of Species in Office Area Jurisdiction*
Arcata	12	17	38	3
Long Beach	6	11	30	10#
Sacramento	12	12	108	6
Santa Rosa	14	27	124	9

** Estimated from office organization charts and does not include vice positions

#The Long Beach Office covers 2 steelhead DPS, which address the bulk of the consultations included in RMS. However, the Long Beach Office also includes jurisdiction over numerous listed sea turtles and marine mammals, and one listed abalone. Fishery consultations conducted by the office also regularly include all listed species under NMFS-Southwest Region jurisdiction and Northwest Region species as well.

Consultation requests have increased over calendar year 2000 levels, although the increase seems to have stabilized over the last several years. No significant recent increase is obvious, which may indicate that workload projections for upcoming years may reflect recent request levels. The listing of the Southern DPS of green sturgeon under the ESA might increase workload levels, but the increase is likely minimal due to range overlap with listed salmonids. The primary increase in workload would not be in numbers of consultations but in the additional analysis and consideration of the species during consultations.

We anticipate that the section 7 workload demands on the Division will not significantly change from the past 6 years. Due to current legal mandates and timeframes, consultations and technical assistance provided under section 7(a)(2) of the ESA are likely to remain a significant portion of our workload.

In addition to section 7 consultations, the Division also has a significant ESA section 10(a)(1)(A) research permit workload. The Division has 35 active and 24 pending research and(or) enhancement permits (Appendix C). Twelve of the active permits have expiration dates in 2007 or 2008. Based on information provided by the research permit staff, the Santa Rosa Area Office has the largest backlog of modifications, the largest number of new permits or renewals, the most hatchery permits (active and pending), and is also the lead for the 4(d) Research Program. The 4(d) Research Program covers activities in all area offices and it has been very successful at reducing the number of pending section 10 permits in the SWR. In 2006, 94 projects were authorized under the 4(d) Research Limit. However, since the program can only authorize activities with threatened species and not endangered species, the research permit workload in the Santa Rosa Area Office is increasing due to the recent change in status of CCC coho and due to several permits expiring in 2007.

Based on Division priorities, significant time will likely also be spent working on Habitat Conservation Plans (HCPs) for incidental take permits issued pursuant to section 10(a)(1)(B) of the ESA. The Division has issued three incidental take permits in the past and has two or three others that are nearing issuance. There are approximately 23 active and 14 somewhat inactive HCPs in various stages of progress. As HCPs near the proposed issuance stage, the time and resources needed to finalize the documents increases significantly.

Increased focus on recovery planning and implementation combined with the possibility of flat or declining staffing levels may add substantial burdens to existing staff, necessitating more efficient work on other required tasks, changes in how we comply with other requirements, changes in how we apply staff to tasks, changes in how we hire staff for tasks, or failure to meet all needs and expectations. Other workload activities including research and enhancement permits, cooperation and coordination with the Pacific Fishery Management Council, and Marine Mammal Protection Act activities will also continue.

For example, a streamlined section 10(a)(1)(A) program will become more important to expedite the permitting of research and monitoring activities (especially for endangered species) so that distribution, abundance, population status and trend information, etc. can be gathered, reported, distributed and analyzed. Research permit staff from the Division have been working for several years now on a national internet based system for Authorizations and Permits for Protected Species that will improve the process for submission of applications, public and NMFS tracking of permit status, and annual report submission for section 10(a)1(A) permits and for the 4(d) Research Program – the system is currently in testing.

In addition, future complex or controversial consultations will add to this burden. Consultation on two of the Division's most controversial water projects has been, or will soon be, re-initiated. These types of consultations take a significant amount of staff time and energy. Based on the historic record, we expect that the Division will have two or more of these types of complex, controversial and high-profile consultations each year.

No change is expected in the primary agencies we consult with on a daily basis. Other agencies such as FERC may increase their consultation requests as a large number of California re-licensing proceedings get underway. We currently have four active or pending requests for consultations on future re-licensing actions (PacificCorp, Santa Felicia, DeSabla-Centerville, and Oroville).

B. Staff Resources

Salaries. Staffing levels have decreased over the past 4 fiscal years (2003-2006) from a high of approximately 80 full-time employees in FY 03 and 04 to a low of 70 in FY 06. At the same time, average salary across the Division has increased by approximately 20 percent (see Figures 1and 2 for charts comparing number of staff within general salary

brackets between 2003 and 2005 and estimates for 2007). Overall, salaries have been increasing and the number of staff in higher salary brackets has been steadily increasing and steadily decreasing in lower salary brackets.

In FY 2006, approximately 8 million dollars of the Division's 9.9 million dollar budget was spent on labor costs alone.

Staffing levels are not expected to increase over the next 3 years given the expectation of flat or declining budgets. However, average salary across the Division is estimated to increase an additional eight percent per year as existing or new staff continue to receive demonstration project and comparability increases. In some years, full funding to pay existing staff could be at issue. However, pay increases, benefits, and bonuses are important factors in the recruitment and retention of quality staff.

Division and Office Structure. In addition to 3 staff that report directly to the Assistant Regional Administrator (ARA), 4 Area Office Supervisors report to the ARA and lead the 4 main Area Offices (Arcata, Long Beach, Sacramento, and Santa Rosa). Table 4 summarizes the current staffing and supervisor or team leader to staff ratios of each Area Office. Appendix D includes organization charts for each Area Office.

As Table 4 shows, the Long Beach and Sacramento Area Office Supervisors directly supervise all staff within their offices. However, due to the smaller size of these offices, their supervisor to staff ratios are similar to the ratios of the Santa Rosa and Arcata Area Office Supervisors. The Santa Rosa, Long Beach and Arcata Area Offices have internal structure to manage their larger staffs or different responsibilities with a combination of team leaders and first-line supervisors.

In addition to these staff levels, the Division can expect a significant increase in temporary or term workers in some area offices. Numerous external funding agreements are in development to provide critical staff support to various Divisional and inter-agency efforts. Table 5 summarizes these expected future soft-money staffing increases. Depending on how these staff are allocated within an area office, the current supervisor to staff ratios may increase significantly. For example, if the Sacramento Area Office increases by 15.5 staff, the ratio would increase to 1:32. In Arcata, the ratio would increase to 1:8. However, some of these soft-money funds have already been used to cover labor costs for existing permanent staff positions. As a result, the total staffing levels in Table 5 are not going to be all new staff.

Table 4. Current Staffing Levels and Staff to Supervisor, Team Leader and Administrative Support Staff Ratios.

Office	*A.O.S. Direct Reports (First-line Supervisors, Team Leads)*[1]	*Staff reporting to First-line Supervisors*	*Staff guided by Team Leads*[1]	*A.O.S. to Staff Ratio*	*Total Staff in Area Office.*[2]	*Admin. Support to Staff Ratio*
ARA	7 (4.0)	see Area Offices	-	1:7	-	
Arcata	6 (2.0)	6.9	-	1:6	22	1:21
Long Beach	14 (0.2)	-	5.2	1:14	15	1:14[3]
Sacramento	17	-	-	1:17	18	1:17[3]
Santa Rosa	11 (1.2)	10	3.3	1:11	22	1:21

1 A subset of the Direct Report Numbers for Office Supervisors.
2 Includes Area Office Supervisor
3 These ASAs also support staff in other offices as part of the ESA regulatory processes for section 7 and 10.

Table 5. Projected Future Term Staffing Levels Provided by Reimbursable and Other Intra-agency Agreements.

Entitiy/Project	*Amount (millions)*	*Santa Rosa Staff*	*Sacramento Staff*	*Arcata Staff*	*Long Beach Staff*	*Status*	*Time Period (FY)*
CalTrans	$4.2	1	2	1	1	In Review	07-09
BOR (Friant #1)	$0.1	-	1	-	-	Funded	06
BOR (BDCP)	$1.57	-	4	-	-	Funded	07-08
DWR (Levee #1)	$0.32	-	1.5	-	-	Funded	06-07
Sonoma County #1	$0.2	-	-	-	-	Funded	06
Sonoma County #2	$0.2	2	-	-	-	Funded	06-07
Sonoma County #3	$0.2	-	-	-	-	Funded	07
Sonoma County #4	$0.2	-	-	-	-	Funded	07
BOR (Friant #2)	$5.0	-	4	-	-	Development	07-11
PalCo	$0.3	-	-	1	-	Development	07-09
DWR (Levee #2)	$0.73	-	1.5	-	-	Development	07-09
USACE (SacBank)	$1.21	-	1.5	-	-	Development	07-09
Total	$14.23	3	15.5	2	1		

Figure 1.

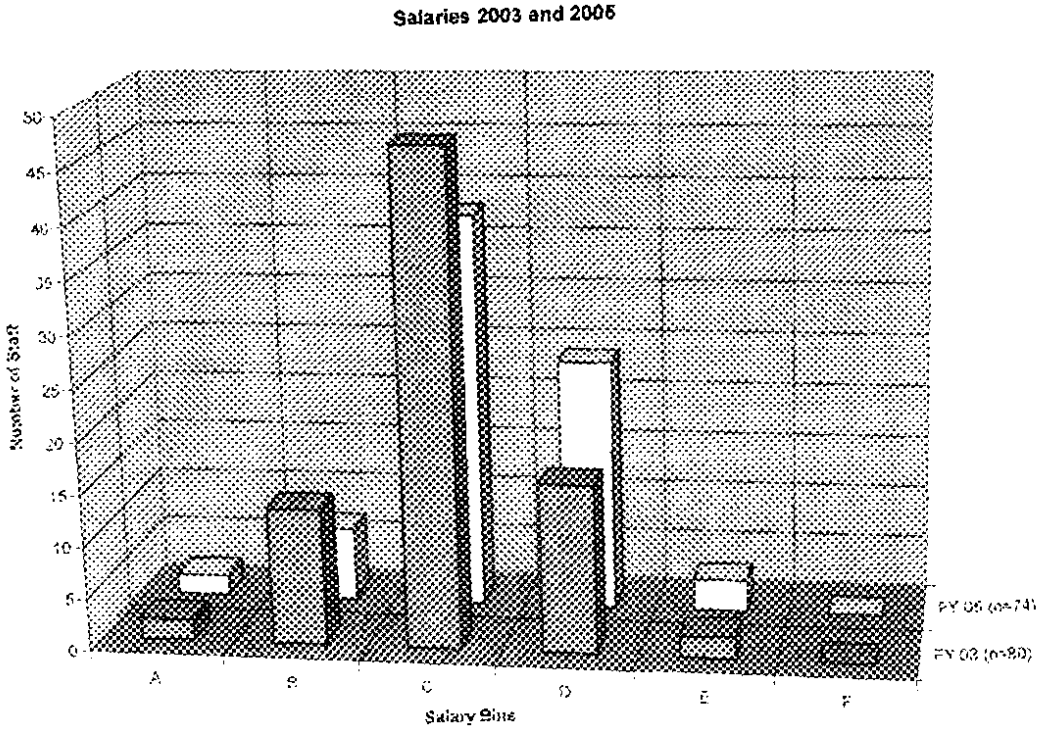
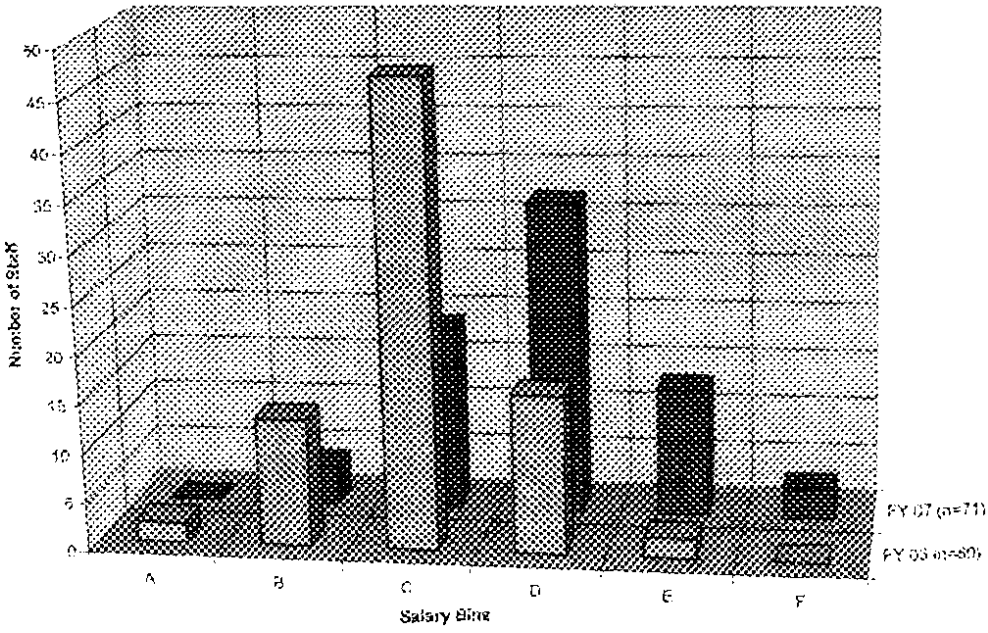


Figure 2.



Each Area Office Supervisor, except Long Beach, supervises one Administrative Support Assistant (ASA). The Long Beach Area Office relies upon the services of an ASA that reports to the ARA. These ASAs provide support to all of the Area Office staff (ASA to staff ratios are presented in Table 4). The services provided by the ASAs generally include travel support, purchasing support, in/outprocessing of staff support, building support, etc). In addition, the ASAs in Long Beach and Sacramento provide support to the entire Division for ESA Section 7 and 10 actions. The ASA in Long Beach also provides support for Marine Mammal Protection Act (MMPA) actions and preparation of administrative records for litigation under ESA and MMPA.

The Sacramento and Arcata Area Offices have Information Technology (IT) Specialists (FedSource contractor in Arcata). The Long Beach and Santa Rosa Area Offices receive IT support from Specialists reporting to other divisions.

The Arcata Area Office has a file clerk to provide records management services and correspondence control. File clerk services are currently provided by temporary contractors in the other Area Offices.

The Division has compiled a list of 12 vacancies and 11 new positions, both within the Division and within the Habitat Conservation Division, for various needs. These positions include various fields of expertise including: administrative support, information technology, fisheries biologist, and hydrologist.

There is an identified need for additional ASAs. Current and projected future needs in the Division include assistance with compilation and preparation of administrative records for filing and litigation purposes, data entry into agency-supported databases such as PCTS and EDMS, travel and training support, and review and preparation of various documents such as biological opinions and concurrence letters.

C. Office Space Costs

The Division pays rent for office space in each Area Office. Office space costs are paid by the Division whether the workstations are occupied or not. Also, each Area Office has various arrangements or amenities related to conference rooms, lunch rooms, mail rooms, storage, and records management space which influences overall office space costs. For example, some Offices share kitchens and conference rooms with other building occupants, while other Offices have sole use of these spaces. In FY 2006, the Division spent approximately 800K of its budget on Office space rent costs.

Analysis of Division rental costs by square footage and numbers of workstations (individual stations for staff work including office space and cubicles) is summarized in Tables 6 through 9. This table presents information available for fiscal years 2003, 2005, and 2006 in terms of total rent, rent per square foot of office space, and rent per available

workstation. Fiscal year 2004 is not included due to a changed accounting system used that year.

Table 6. Arcata Area Office – 5,040 sq. ft. and 22 workstations

Arcata	*Total Rent Cost*	*Cost per sq. foot*	*Cost per workstation*
2003	$115,797	$22.97	$5,264
2005	$116,640	$23.14	$5,302
2006	$120,038	$23.81	$5,456

Table 7. Long Beach Area Office – 6,031 sq. ft. and 20 workstations. *Long Beach rents had declined due to amortization of construction expenses.*

Long Beach	*Total Rent Cost*	*Cost per sq. foot*	*Cost per workstation*
2003	$199,200	$33.03	$9,960
2005	$154,186	$25.57	$7,709
2006	$119,976	$19.89	$5,999

Table 8. Sacramento Area Office – 9,813 sq. ft. and 26 workstations

Sacramento	*Total Rent Cost*	*Cost per sq. foot*	*Cost per workstation*
2003	$258,909	$26.38	$9,958
2005	$279,122	$28.44	$10,735
2006	$279,122	$28.44	$10,735

Table 9. Santa Rosa Area Office – 11,073 sq. ft. and 44 workstations.

Santa Rosa	*Total Rent Cost*	*Cost per sq. foot*	*Cost per workstation*
2003	$282,575	$22.02	$5,541
2005	$299,223	$23.31	$5,867
2006	$258,145	$23.31	$5,867

Table 9 reflects up-to-date information on the square footage and number of workstations the Division currently funds in the Santa Rosa Area Office. However, the 2003 and 2005 results reported in the table were calculated with the past information of 12,835 square feet and 51 workstations. The 2006 rent cost has been calculated using the updated numbers (11,073 sq. ft. and 44 workstations) because rent costs for seven of the workstations are reimbursed by the NOAA Restoration Center and the U.S. Fish and Wildlife Service.

Office space rentals generally increase by approximately 3 percent each year depending on market conditions and comparatives prepared by GSA and all office space rentals include a surcharge for building security. Table 10 presents information on FY 07 rental costs for each office by square footage and numbers of workstations.

Table 10. FY 07 Office Rental Costs

Office (# of workstations)	*Total Rent Cost*	*Cost per sq. foot*	*Cost per workstation*
Arcata (22)	$121,387	$24.08	$5518
Long Beach (20)	$155,367	$25.75	$7768
Sacramento (26)	$231,315	$23.57	$8897
Santa Rosa (44)	$348,769	$31.50	$7927

Each office has empty workstations. Based on available information on numbers of workstations and current staffing levels, there are potentially a large number of empty workstations for which we are paying rent (Table 11). These workstation vacancy numbers do not take into account future staffing increases that may occur (see Table 5 and accompanying text above). Two of the area offices currently have sufficient empty workstations to accommodate future expected term positions.

Table 11. Estimated empty workstations and cost by office.

Office	*Empty Workstations*	*Cost per Workstation (2007)*	*Total Cost per Office*
Arcata	1	$5,518	$5,518
Long Beach	6	$7,768	$46,608
Sacramento	2	$8,897	$17,794
Santa Rosa	12	$7,927	$95,124

II. THE ROAD TO RECOVERY

As evidenced by the information presented above, the Division has a significant workload and limited budget for hiring many new staff to cover existing workload and address the critical need to work towards recovering protected species and ecosystems. The Division must move beyond the current ways of doing business and approach species conservation more strategically.

This plan lays out the strategies the Division will employ to accomplish our mission. Many of these strategies are radical departures from past practices; however, significant changes in organization, operations, and workload management are required to switch the Division from a strictly reactive mode to an active and effective force for conservation.

These strategies include, but are not limited to: promotion throughout our organization the need to establish and maintain effective partnerships for recovery, programmatic

regulatory approaches, development of internal policies and guidance, promulgation of regulations, issuance of grants, guidance on the hiring, mentoring, and retention of staff, and alternative approaches to work environments. The strategies are designed to address the issues of workload, staffing, and office space as described in Part I and are intended to work in concert to achieve Division objectives.

The following discussion presents the overall vision for Division operations for the next five years. The sections that follow describe in more detail the workload, staffing, and office environment strategies that fulfill the vision.

A. D' vision

The Division will be a regional leader and partner in efforts to conserve listed marine and anadromous species. The ongoing development of recovery plans and the threats assessment process will provide the guide map for priority setting. Once recovery plans are in place, species protection and conservation will be facilitated by ongoing use of the plans and supporting documents to guide policy and decision-making. All PRD staff will promote awareness of recovery plans and development of partnerships for recovery plan implementation.

The Division will refocus its priorities from a project-by-project approach to one that focuses efforts on those activities or areas that have biologically significant beneficial or adverse impacts on species and ecosystem recovery. The result of this change in focus is that the Division will reduce our engagement on actions or in areas that are relatively neutral or unimportant to the species and habitat.

Implementing these approaches will be an energized and effective workforce supported by up-to-date guidance, mentoring, and provided with clear expectations, training, and flexible working environments to achieve Division goals without sacrificing personal well-being. The Division work environment encourages creativity, initiative, risk-taking, and open debate.

B. Workload Strategies

The recovery planning process is well underway for Pacific salmonids and white abalone and complete or undergoing revisions for sea turtles and marine mammals. The Division will use the results of recovery planning and plan implementation efforts to identify those areas or activities that require focused efforts to achieve conservation (priority actions). Other activities and areas with little or no impact on species' conservation (minor actions) will be addressed, as necessary, with programmatic federal, state, and local approaches designed to protect species and critical habitats while minimizing stakeholder and taxpayer regulatory burden. The information developed during the recovery planning and implementation process will support Division decisions to reduce efforts or requirements placed on local entities implementing projects. Priorities may be set by

species, by sub-population, by activity, by area, or by other appropriate factors, depending on the results of recovery planning and implementation.

Develop and Implement Recovery Plans

Recovery planning will produce a science-based framework for measuring recovery goals; this framework will be used to make adjustments to the Region's other programs and as a tool for orchestrating the implementation of recovery strategies.

The Division will complete draft recovery plans for listed salmonid species by June 2007.

Recovery planning and plan implementation will be accomplished through strategic partnerships with stakeholders and collaborative efforts between entities with the authority and responsibility to put plans into action. The Division will actively engage in these efforts and seek sources of funding to support NMFS staff or external staff in recovery partnerships.

Major stakeholders in Pacific salmon and sturgeon recovery include the Pacific Fishery Management Council; commercial and recreational fishermen; and numerous federal agencies, including NMFS and other NOAA agencies that participate in activities that directly or indirectly affect efforts to conserve and rebuild salmon, steelhead, and sturgeon populations. Numerous state, county, local, and private agencies are also stakeholders, including various agencies within the California Resources Agency, the California EPA, water agencies, resource conservation districts, and also tribal governments. Several industrial interests are involved, including the timber, agriculture, and mining industries. Non-governmental organizations such as the Sierra Club, United Anglers, Pacific Coast Federation of Fishermen's Associations, Salmonid Restoration Federation, Trout Unlimited, and CalTrout are also involved, as is academia. Increasingly, local watershed groups are assuming prominent leadership roles.

Major stakeholders in Pacific sea turtle, marine mammal, and abalone research, recovery, and management are numerous and varied, including U.S. and foreign fishery participants; industries and associations; non-governmental conservation organizations such as the International Union for the Conservation of Nature, World Wildlife Fund and Conservation International, and the Ocean Conservancy; the Pacific Fishery Management Council; the states of California, Oregon, and Washington and numerous Pacific Rim and Pacific Island nations and affiliates; the Inter-American Tropical Tuna Commission (IATTC); and U.S. government agencies, including USFWS, Environmental Protection Agency, National Park Service, U.S. Coast Guard, U.S. Army Corps of Engineers, and the Department of State.

Streamline and Refocus ESA Regulatory Programs

Guided by the results of technical recovery planning and recovery planning products, the Division will focus efforts on areas and activities found to be essential to the conservation of the species.

Where appropriate, and to address areas and activities with minor or insignificant effects on species conservation, the Division will utilize programmatic approaches to address actions or areas that would otherwise require individual section 7 consultations, incidental take permits, or research and enhancement permits.

Incidental take associated with minor actions will be addressed through tailored 4(d) rules for threatened species or other programmatic approaches. For example, federal actions associated with these same activities would be analyzed programmatically, either separately or as part of the consultation on the 4(d) rules, to address the section 7(a)(2) responsibilities of the action agency. Programmatic incidental take permits will be developed to cover minor actions not covered by 4(d) rules or federal actions. Where feasible, Safe Harbor or other cooperative conservation agreements that provide assurances for listed species and local landowners will be developed. Minor actions affecting listed species will be quickly reviewed for compliance with the requirements and sideboards of these rules and programmatics. Those falling within their coverage can be implemented without further delays due to ESA reviews.

Examples of minor actions that can be covered under these approaches:

- Minor construction projects with no long term adverse effects.
- Long-term beneficial restoration actions.
- "Not likely to adversely affect" actions permitted by the Corps.
- Watershed-specific activities identified as low risk in a threats assessment for a species or population.

Past efforts to craft a section 6 agreement with California have stalled. A section 6 agreement would reduce the need to consult on certain actions and leverage State and Federal resources towards species conservation. The Division will apply resources towards the development of a section 6 agreement with California if requested. Similarly, the Division will apply resources towards other significant state-wide or international efforts that can yield positive changes in activities that currently threaten listed species.

In addition, the Division will work to finalize the draft protocol "A standard protocol for coordination on complaint referrals between either the Habitat Conservation Division (HCD) or the Protected Resources Division (PRD) and the Office for Law Enforcement (OLE) in NOAA Fisheries Southwest Region (SWR)."

For those activities that should undergo project-specific attention, the approaches described in the following sub-sections will be utilized to make those efforts as effective and efficient as possible.

ESA Regulatory Staff Support

The December 15, 2005, Section 7 Improvement Plan and Division priorities call for the development and delivery of policy, guidance, templates, training, and mentoring to all consultation staff. Staff working in other regulatory programs under ESA or MMPA also require many of these same tools for the effective performance of their jobs.

The Division will provide, in coordination with the Southwest Fisheries Science Center, the Northwest Region, and (or) Office of Protected Resources, as appropriate, the following policy, guidance, templates, and training to consultation staff:

- Information on policy decisions with implications for ESA regulatory activities.
- Guidance and analytical outline for the jeopardy and adverse modification analysis.
- Workshops on the practical application of the analytical outline and best available science to example projects.
- Guidance on the application of recovery planning and critical habitat assessment products to ESA analyses.
- Templates and examples of short-form (low-impact, minor actions) opinions.
- Consultation initiation templates for applicants and action agencies (available in both paper and electronic form).
- Guidance on determining the completeness of consultation initiation requests and permit applications.

An intranet site available to PRD staff has been established which will provide information and links for many of these topics.

Best Available Scientific and Commercial Information. All regulatory or consultation actions under the ESA are required to use the best available scientific and commercial information. Staff must use this information, but they must also be provided access to both the information and the necessary expertise to interpret the information. Federal action agencies and permit applicants are also required to use the best available information.

The ESA regulations provide that formal consultation (or permit processing) is initiated upon receipt of a complete set of required information. Once given a complete package, biologists will use the analysis and information provided to expeditiously complete the jeopardy and adverse modification analysis or other required assessments.

Consultations or permit consideration will not be initiated until this information has been received or the Division determines that the information is not available.

Work Process Efficiencies. Over the past several years, the Division has established various mechanisms to speed up the review and processing of documents, particularly biological opinions. Since the December 15, 2005, Delegation of Section 7 Signature Authority to the SWR, some of the procedures have significantly changed and some efficiencies have been lost as more scrutiny is placed on consultation documents. Better guidance should reduce future review times. In addition to analytical and document improvements due to better guidance and access to information, other efficiencies will be gained through changes in the way the Division assigns and approaches projects and procedures.

First, the Division will develop or adopt automated methods for agencies and applicants to request consultation and submit the required information. These methods will allow for easier use and searching of submitted information. Electronic submissions of information can be easily stored in electronic document management systems and can be made available to staff working outside of their main duty station. In combination with guidance and templates provided as described above, electronic consultation packages should ease the analytical and document-preparation portions of the consultation process.

Project assignments are typically made via assessments of workload and staff capabilities. If not already considered, projects anticipated to be complex or highly controversial should be assigned to those staff with more experience in the type of action or regulatory process. Consideration should also be given to staff capabilities to appropriately deal with conflict, controversy, and elevation of scientific, legal, and policy issues.

Certain consultations require the establishment of an interdisciplinary team, or a team of more than one consultation biologist. Area Office Supervisors will make careful assessments of the capabilities and expertise of their staff and utilize these assessments when establishing teams. Teams may be comprised of technical and policy staff from more than one Area Office or Regional Division and Area Office Supervisors will work cooperatively to assign staff to teams and manage their time and workload priorities appropriately. All teams should have a team lead and at least one policy advisor. A contact within General Counsel should be identified as well.

A guiding principle for all teams will be that the team will first establish the analytical and policy framework that will be applied to the consultation. If outside expertise, including the Science Center, is required for the analysis, that should also be identified at the earliest possible time to allow for necessary requests or contracts. The analysis will be performed and discussed by the team prior to drafting the biological opinion.

New staff will be assigned a mentor within their Area Office. This mentor will serve as an information resource and provide advice and guidance to new staff in coordination with the new staff's team leader or supervisor. For the continuing education of all staff, mentor relationships should be established between all staff and other staff with

additional experience in current position requirements or that possess experience in areas that mentored staff need or have requested development.

The SWR will be piloting the Electronic Document Management System (EDMS) for administrative record-keeping. Project information and documents will be entered into this system during the pilot (certain projects) and once the system is fully operational (all projects) Section 7 consultations must be entered into the Public Consultation Tracking System (PCTS). Data entry into these systems can be time consuming, but of greater concern is the quality and consistency of the data that is entered.

Procedures and business rules governing the type and timeliness of data entered into these systems will be provided in early FY 07.

C. Staff Resources

The Division will continue efforts to develop and sustain a high-performing, diverse, and flexible workforce. Potential approaches include those described above such as mentoring programs and providing access to guidance, training, and information required for the effective performance of tasks. Other approaches include developing career paths for entry-level positions, setting priorities for the creation or new positions or the backfill of vacant positions, and increasing workforce capabilities through new staff funded by agreements with external parties or prudent use of NMFS and NOAA staff from other Regions through rotational or leadership development assignments.

Staff recruitment and retention depend on several factors including, but not limited to, budgets, workload management, working arrangements and the level of support provided to staff to accomplish their tasks. This plan addresses these issues in the Workload, Staff, Resources, and Working Environment section. Below we detail the steps the Division will take as they relate to the hiring, promotion, and retention of staff.

The cost of hiring new staff continues to increase as average salaries and associated overhead costs increase.

This cost would decrease if new staff are hired at salaries below the estimated average salary and increase for staff hired at higher salaries. During a November 2005 discussion with regional management, Rod McInnis indicated that the priority for new hires should be at the ZA/ZP II level.

Recently, regional management has agreed to recruit new positions at the ZA/ZP II level, when practical. This will create career paths for those new positions and will ensure that qualified individuals are promoted to the ZA/ZP III level.

For example, in some instances two junior-level staff could be hired instead of one senior-level staff. Obvious trade-offs to hiring junior staff include training and mentoring

time and costs. These costs, however, are often similar for new senior-level staff that lack experience in agency procedures and requirements. Hiring junior-level staff may provide for future continuity as existing staff retire or move to different positions. However, career practices in recent generations tend towards more mobility, with little time spent in individual positions. It is unclear if this general finding applies to persons interested in biological or regulatory positions, but could indicate that junior-level staff may not remain with the Division to provide future continuity and expertise.

Hiring decisions in the rare cases where funding is available should follow pre-determined structured approaches as described below.

Workload analysis such as that contained in this plan may indicate a priority scheme for the placement of new general biologist staff. Division management, however, may agree that hiring a particular technical expertise that would provide services to the entire Division takes precedence.

The following priorities guide funding decisions for existing staff positions and recruitment of new staff under stable or increasing budgets:

1. Maintain funding for existing full-time equivalents (FTEs) within PRD.
2. Invest in positions that have contributed to Division work products and will continue to contribute into the future (General Counsel, Habitat Division expertise).
3. Fund contract positions for no less than one year.
4. Competitively convert soft -money contractors and students to FTEs.
5. Generally, hire new staff at entry-level (e.g., ZP-II) unless a critical need is established for a higher-level position (e.g., ZP-III)
6. Availability of non-PRD staff from other divisions (HCD, PRD) to assist and collaborate in PRD program work should be a consideration.
7. When funds are available for the recruitment of new staff, hire staff to match workload and Division priorities (described in Part II).

If budgets decline, funding decisions for existing staff positions are based on the following principles:

1. Decreases in staffing levels should result in equalizing staff to workload and Division priorities (described in Part II).
2. Contract positions of less than one year should not be funded.

Division and Office Structure

Adjustments to office or division structure to meet our mission goals and priorities may be needed, although this must be evaluated carefully.

In January 2006, Rod McInnis provided guidance on recommended supervisor to staff ratios. This guidance was intended to assist in consideration of the efficacy and stability

of organizational structures to accomplish tasks and meet human resource needs. His guidance recommended that:

1. Units with more than 10 employees directly reporting to one supervisor should be considered for restructuring and an additional supervisor.
2. Supervisors with fewer than five employees reporting to them should have their situation reviewed for possible removal of the supervisor designation.
3. Current team structure may provide a guide for the structure with additional supervisors, but there is no intention or expectation that current team leaders would receive blanket designations as supervisors.
4. An employee who is currently at the same grade as the supervisory position may be converted to a supervisor without competition. However, management may decide to compete a supervisor position if more than one employee is highly qualified and desires to be a supervisor.

Consideration of adjustments to work more efficiently or to fine tune existing structures should also take into account changing office and division priorities, changing working situations (telework, satellite locations, etc.) and changing work schedules.

Additional use of team leader positions would not impact supervisor to staff ratios, but might be an effective means of providing internal structure to staff management, performance review, and decision-making processes while not incurring the higher pay ceilings associated with new supervisory positions.

D. Working Environment

Various alternatives can be considered to conserve costs and space in the future. For example, office space could be given up at the end of current leases to reduce the total office space and empty workstations. Use of office and work management schemes such as increased telework arrangements, combined with office/cubicle sharing or "hot-desking" could reduce the overall amount of space and number of workstations an office needs. Alternatively, housing staff from partner agencies would utilize existing space more efficiently and increase coordination and cooperation between NMFS and our partners. To conserve funds, reimbursable agreements should include the cost of office space for reimbursable staff.

1. The Division will work towards reducing office workstation vacancy rates to no more than 15 percent.
2. Each Area Office will test "hot desking" where 2 workstations are converted to "hot desk" sites and staff will telework around a pre-arranged schedule to share the "hot desk" sites.
3. As new computer purchases are required, the Division will purchase docking stations and accompanying laptop computers to facilitate "hot desking."

Conversely, offices with few vacant workstations, may need to seek additional space to house employees brought on as a result of increases in salmon budget funding or reimbursable agreements with other entities.

Advances in technology can make most coordination and communication issues moot through effective use of inter- and intra-net resources, electronic document management systems, and increased utility of collaboration and consultation tools (webmeetings, document sharing protocols, electronic consultation initiation templates). Costs associated with these technologies are not developed, but they are unlikely to outweigh the significant cost savings realized from reduced space rental costs. Consideration must be given to providing sufficient memory storage, processing power, and backup capabilities to staff computers as the Division moves towards a paper-less operation.

Appendix A.

Southwest Region, NOAA-Fisheries
Summary of Active Habitat Conservation Planning Efforts as of April 21, 2006

APPLICANT or PERMIT HOLDER	STATUS	ACTION	LEADER/STAFF ASSIGNMENTS	KEY DATES
Calaveras River (Stockton East Water District)	1st draft HCP reviewed and comments provided	Surface diversion and water delivery system.	Jeff McLain (Staff Lead)	Fall '06 revise draft HCP and begin development of NEPA document
County of San Luis Obispo	Under revision	Operation of Lopez Reservoir and flow releases in downstream Arroyo Grande Creek.	Anthony Spina	
Big Creek Timber Company	Development activity has recently resumed.	Industrial timber land in Santa Cruz and San Mateo Counties.	Jon Ambrose (Staff Lead)	April 25, 2006, site visit
East Bay Municipal Utilities District	HCP in final draft form	Reservoirs and land management (Pinole Creek and San Pablo Creek)	Maura Eagan Moody	
East Contra County	on-going		Susan Boring	
El Dorado Irrigation District (EID)	EID working to incorporate County in process		John Baker	
Fruit Growers Supply Company (FGS)	Initial stages of technical assistance.	200,000 acres of commercial timber land in Northern California in Siskiyou County.	Lagomarsino (Policy) Clancy (Program Lead) Bostler (Staff Lead) Flanagan	Draft HCP completed 2005.
Mendocino Redwood Company (MRC)	Discussions between MRC and the Agencies on this draft continue.	230,000 acres of industrial timber land in Mendocino County.	Dick Butler (Policy) Eric Shott (Staff Lead)	Work on EIS/EIR draft has been on hold until a final draft HCP is ready.
Peckham	Reviewing draft HCP against issuance criteria	Coho salmon	Irma Lagomarsino (Policy), John Clancy (Program Lead)	

APPLICANT or PERMIT HOLDER	STATUS	ACTION	LEADER/STAFF ASSIGNMENTS	KEY DATES
Placer County (Phase I, Western Placer County)	Developing strategy to incorporate low impact development, programmatic 404, and define potential reserve areas		John Baker (Staff Lead)	
San Francisco Public Utilities Commission	HCP under development	Reservoir operations and land management in upper Alameda Creek	Gary Stern	N/A
Santa Clara County, City of San Jose, City of Gilroy, City of Morgan Hill, Valley Transit Authority.	HCP under development.	2-3 cities and 3 county departments. Ongoing operations and future development, including water use	Jon Ambrose	Consultant recently hired by County. NCCP science advisors to meet Jan 06.
Santa Clara Valley Water District (SCVWD)	Draft HCP under development. NEPA scoping completed, EIS/R under development.	Management plan for the District's reservoirs and other facilities in northern Santa Clara County.	Gary Stern (Staff Lead)	Draft HCP to be provided summer of 2006
Santa Cruz, City of	Working on conservation goals. HCP continues to move forward with some outstanding issues	City of Santa Cruz and other city owned properties in Santa Cruz County. (Water use)	Joyce Ambrosius (Staff Lead), Jon Ambrose	N/A
Santa Lucia Preserve	New draft provided November 05. Draft under agency review.	Includes a new Moore's Lake operating protocol.	John McKeon (Staff Lead), Joyce Ambrosius	NMFS currently working on written response to latest HCP draft
Shasta Valley Resource Conservation District	Initial stages of technical assistance.	Agricultural water withdrawals from the Shasta River in Siskiyou county.	Lagomarsino (Policy) Clancy (Program Lead) Flickinger (Staff Lead) Rogers	NEPA scoping Fall 2006.
Simpson Resource Company (now Green Diamond)	Finalize NEPA, Section 7, and other permit documents.	400,000 acres of commercial timber land on the north coast of California in Del Norte and Humboldt Counties.	McInnis (Policy) Clancy (Program Lead) Yip (Staff Lead)	

APPLICANT or PERMIT HOLDER	STATUS	ACTION	LEADER/STAFF ASSIGNMENTS	KEY DATES
Siskiyou Resource Conservation District	Initial stages of technical assistance.	Water withdrawals from the Scott River in Siskiyou County	Lagomarsino (Policy) Clancy (Program Lead) Flickinger (Staff Lead) Rogers	NEPA scoping Fall 2006.
Solano Co. Water Agency	Draft HCP in review as of summer '06	Includes City of Vacaville and Fairfield	Susan Boring (Staff Lead)	Public review draft and NEPA documents may be available by winter of '06
Stanford University	HCP under development.	Water use and planned growth on Stanford Campus	Gary Stern	NEPA scoping in summer 2006
Yolo County	On-going;		John Baker (Staff Lead)	
Yuba-Sutter County	Planning agreement in process		John Baker (Staff Lead)	
Whale Rock Commission	Applicant is implementing study plan.	Operation of Whale Rock Reservoir and downstream flow releases in Old Creek.	Anthony Spina	
HPC/CP(s) with no development activity in the past 6 months				
Cal-Am Water Company Carmel River Joint HCP	The HCP cannot move forward until Cal-Am determines their long-term water project. This HCP is stalled.	Carmel River from Los Padres Dam to the mouth.	Joyce Ambrosius (Staff Lead) John Ambrose	
Forester-Gill Inc.	Applicant has made no progress on plan following extensive technical assistance by staff.	600 acres of non-industrial timberland in Humboldt County	Lagomarsino (Policy) Clancy (Program Lead) Hostler (Staff Lead)	
Jackson Demonstration State Forest California Department of Forestry and Fire Protection	HCP negotiations halted by CDF on June 28, 1999.		Eric Short (Staff Lead) Charlotte Ambrose	

APPLICANT or PERMIT HOLDER	STATUS	ACTION	LEADER/STAFF ASSIGNMENTS	KEY DATES
San Benito County	No progress for several years.		Jon Ambrose (Staff Lead) Joyce Ambrosius	
Sierra Pacific Industries (SPI)	Inactive for several years.	1.4 million acres in Northern California (approx. 300,00 within anadromous salmon zone)	Charlotte Ambrose (Staff Lead) Eric Shoff	
University of California, Davis	Ongoing but slow		John Baker (Staff Lead)	
AES Power: Redondo Beach L.L.C	on going, slow progress	Sea turtles	Jessica Kondel	
AES Power: Huntington Beach L.L.C	on going, slow progress	Sea turtles	Jessica Kondel	
NRG Corporation: Long Beach Generating Station	on going, slow progress	Sea turtles	Jessica Kondel	
NRG Corporation: El Segundo Power Station	on going, slow progress	Sea turtles	Jessica Kondel	
NRG Corporation: Encina Power Station	on going, slow progress	Sea turtles	Jessica Kondel	
Reliant Energy: Ormond Beach Power Station	on going, slow progress	Sea turtles	Jessica Kondel	
LA Department of Water and Power : Scattergood Generating Station	on going, slow progress	Sea turtles	Jessica Kondel	
City of San Buenaventura, Ventura County.	On-going slow progress.	Wide range of activities in the Ventura River Basin with potential impacts on endangered southern steelhead	Matt McGoogan	

APPLICANT or PERMIT HOLDER	STATUS	ACTION	LEADER/STAFF ASSIGNMENTS	KEY DATES
		front.		

Appendix B. Section 7(a)(2) Consultation Data for Calendar Years 2000 through May 1, 2006

Table B-1. Formal Consultations in the Arcata Area Office 2000-May 2006.

Arcata	2000	2001	2002	2003	2004	2005	2006	TOTAL
USDA						1		1
Army					1			1
BIA			2		1	2		5
BLM	1			2	2			5
BOR	1	1	1		1		1	5
USACE		2	7	13	11	1	1	35
FAA		1						1
FHWA/DOT		1	2	2		1		6
USFS		4	1	4		5		14
DOI	1							1
NMFS				1	5	5		11
NPS				2	1	2		5
USFWS							1	1
TOTAL	3	9	13	24	22	17	3	**91**

Table B-2. Formal Consultations in the Long Beach Area Office 2000-May 2006.

Long Beach	2000	2001	2002	2003	2004	2005	2006	TOTAL
Air Force				1				1
BOR		1				1		2
USACE	3	3	5	7	9	3	1	31
EPA		1				1		2
FEMA	1							1
FHWA/DOT	1	4	1	4	1	2	1	14
USFS	1			2		1		4
MMS						1		1
NMFS	1	1	1	1	1	2	1	8
NRCS			1		1			2
USFWS		1						1
TOTAL	7	11	8	15	12	11	3	**67**

Table B-3. Formal Consultations in the Sacramento Area Office 2000-May 2006.

Sacramento	2000	2001	2002	2003	2004	2005	2006	TOTAL
USDA	1	2	1		1	2		7
BOR	3	3	2	1	6	2	1	18
USACE	4	3	2	6	2	5	7	29
FERC				1				1
FHWA/DOT	1	1	1	2		1		6
NMFS		1	7	10	2	1		21
USFWS			1		1	1	1	4
TOTAL	9	10	14	20	12	12	9	**86**

Table B-4. Formal Consultations in the Santa Rosa Area Office 2000-May 2006.

Santa Rosa	2000	2001	2002	2003	2004	2005	2006	TOTAL
USDA					1			1
BOR				1	1			2
USACE	8	6	19	16	6	14	9	78
EPA					1			1
FHWA/DOT	2	3	1	3	3	7	2	21
USFS			1		1			2
USGS			1					1
NMFS			1			3		4
NPS	1	1	2			3		7
TOTAL	11	10	25	20	13	27	11	**117**

Table B-5. Informal Consultations in the Arcata Area Office 2000-May 2006.

Arcata	2000	2001	2002	2003	2004	2005	2006	TOTAL
BIA			2	1	2	2		7
BLM			2	4	4	1		11
BOR				1	1	1		3
USACE	2		8	10	15	20	4	59
EPA					1	1		2
FHWA/DOT			2	3	3	3		11
USFS		5	13	31	7	6		62
DOJ			1					1
NMFS					1	2		3
NPS				1	1	1		3

USFWS				1			1		2
TOTAL		2	5	29	51	35	38	4	**164**

Table B-6. Informal Consultations in the Long Beach Area Office 2000-May 2006.

Long Beach		**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**TOTAL**
Air Force					1		1		2
BLM							1		1
BOR			2	1	1	1			5
USCG						1			1
USACE		18	15	24	11	16	16	10	110
DOD						1			1
EPA			1	1			1		3
FEMA			1	1	1		2		5
FHWA/DOT		1	3	5	1	3	2	2	17
FERC						1			1
USFS			6	1	6	2			15
NMFS					1	1	3		5
NPS		1	1	3		1	1		7
NRCS		1	1	3	1	1	3		10
USFWS				1					1
TOTAL		21	30	40	23	28	30	12	**184**

Table B-7. Informal Consultations in the Sacramento Area Office 2000-May 2006.

Sacramento	2000	2001	2002	2003	2004	2005	2006	TOTAL
ARS				1				1
USDA							2	2
AIR FORCE						1		1
BLM		1		2	1	1	1	6
BOR	5	7	9	2	13	11	8	55
USCG					3	2	1	6
COMMERCE					1			1
USACE	21	36	84	93	102	78	28	442
EPA			1	1	2			4
FERC		1		1	3			5
FHWA/DOT	4	7	6	17	16	6	7	63
USFS				1	1	2		4
USGS				2	1			3
DOI						1		1
NMFS			1	1				2
NPS				1	1			2
NRCS	2	1	1	1		1	1	7
NAVY			1	1				2
USFWS	2	3	6	4	5	4	2	26
WAPA					2	1		3
TOTAL	34	56	109	128	151	108	50	**636**

Table B-8. Informal Consultations in the Santa Rosa Area Office 2000-May 2006.

Santa Rosa	2000	2001	2002	2003	2004	2005	2006	TOTAL
USDA				1	1			2
BIA			1	1				2
BLM			1			3		4
BOR			1	1	3	1		6
USCG		1		3	5	5	4	18
USACE	16	23	69	86	75	85	15	369
EPA	1		2	3	1	1		8
FAA	1							1
FEMA		1	4	3		3		11
FHWA/DOT	6	8	19	11	10	8	3	65
USFS		2	2	8	1	3		16
USGS			1					1
DHS							1	1
HUD						1		1

DOI					1				1
NMFS					1	1	4		6
NOAA						2		1	3
NPS			1		1	4	3	1	10
NRCS			2	3	1	1	2		9
NAVY				1	1	1	4		7
USFWS				1	1		1		3
TOTAL		24	38	105	123	105	124	25	**544**

Table B-10. Pre-Consultation Technical Assistance Events by Area Office 2000-May 2006.

Office		**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**TOTAL**
Arcata		3	4	11	11	7	17	5	58
Long Beach		1	7	8	9	15	10	1	51
Sacramento		15	17	22	31	36	72	25	218
Santa Rosa		5	6	25	29	27	26	8	126
TOTAL		24	34	66	80	85	125	39	**453**

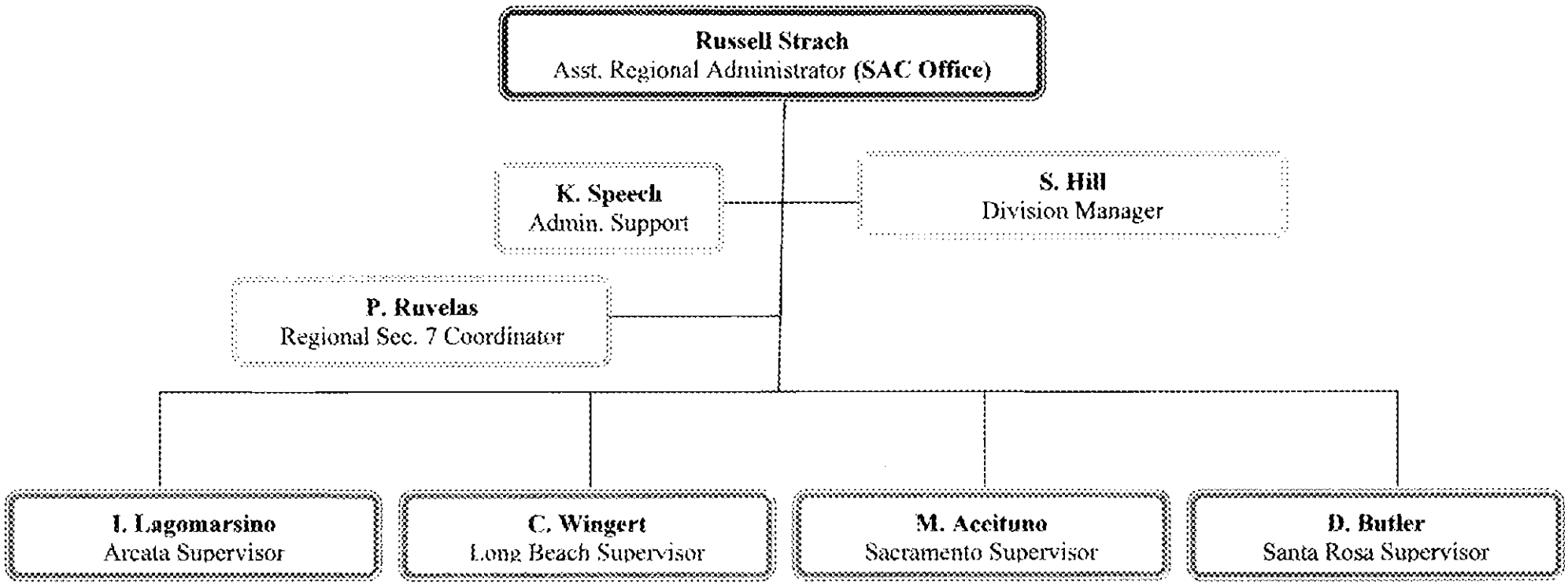
NMFS SWR Section 10(a)1(A) Research and Enhancement Permits

Lead Area Office	Permit / Application #	Permittee / Applicant	Active (A), Active with Pending Mod -(APM), or Pending (P)	Date Issued	Expiration Date	Research (R), Enhancement (E), or Research and Enhancement (R/E)	Type of Enhancement	Notes
AR	1060 M1	Green Diamond Resources	A	6/4/2004	4/1/2013	R		
AR	1068 M2	USFWS	A	4/3/2006	9/1/2013	R		
AR	1069 M1	Mill Creek	A	2/16/2006	9/1/2013	R		
AR	1071 M2	USFS-PSW	A	11/9/2005	9/1/2013	R		
AR	1072 M2	TRRP/BOR M2	A	5/1/2006	9/1/2013	R		
AR	1074 M1	PALCO	A	5/26/2004	6/1/2013	R		
AR	1075	Eel River SRP	A	1/27/2004	4/1/2013	R		
AR	1088 R&M 1	BLM	A	7/26/2005	9/1/2013	R		
AR	1090	Mattole Salmon Group	A	6/5/2006	12/31/2016	R/E	Rescue and rear	
AR	1093 M2	USGS-HSU	A	6/15/2006	1/1/2011	R		
AR	1435 Renewal	Dr. Lisa Thompson	A	7/31/2006	12/31/2009	R		
LB	1207	Camm Swift	A	##/##/2003	6/30/2008	R		
LB		CDFG (Mary Larson)	P			R		
LB		City of San Luis Obispo (Freddy Otte)	P			R		
LB		Elise Kelley	P			R		
LB	1399	Rosie Dagget	P			R		
SAC	1400	Wildlands, Inc.: Valerie Layne	A	3/17/2004	1/1/2009	R		Kimball Island Fish Monitoring
SAC	1407	CDFG: Paul Ward	A	4/13/2004	6/30/2008	R		Region 2: Butte and Big Chico Creeks: Spring-run Chinook Salmon Life History Investigations
SAC	1408	DWR: Chris Wilkinson	A	12/17/2003	6/30/2008	R		Swimming performance and behavior of white sturgeon and green sturgeon for application to the design of sturgeon passage structures
SAC	1414	EBMUD: James Smith	A	4/13/2004	6/30/2008	R		Lower Mokelumne fisheries monitoring and research
SAC	1415	USFWS: Tom Kisanuki	P			R		FWS studies in Central Valley
SAC	1416	Fishery Foundation: Trevor Kennedy	P			R		Adult and juvenile passage through Bellota weir in lower Calaveras River
SAC	1027	USFWS Artificial Propagation: Jim Smith	P			E	Captive Broodstock Program/ Conservation Hatchery	Renewal of USFWS permit to enhance the propagation or survival of Sacramento winter-run Chinook salmon, currently operating under expired permit
SAC	1431	DWR: Barbara McDonnell	A	6/26/2004	6/30/2009	R		Four studies for the FERC relicensing application for the Oroville-Thermalito Complex
SAC	1440	IEP: Chuck Armor	A	12/1/2005	6/30/2015	R		Interagency Ecological Program
SAC	1443	CDFG: Katie Perry	P			R		NAFWB: Distribution and Relationship of Resident and Anadromous Central Valley Rainbow Trout
SAC	1445	BOR: Ron Silva	P			R		Tracy Fish Facility Improvement Program
SAC	1280	Turlock Irrigation District: Tim Ford	A	5/15/2005	12/31/2010	R		Fall-run Chinook salmon monitoring in Tuolumne River
SAC	1452	KDH Environmental Services: Dennis Hoop	A	2/10/2005	12/31/2008	R		Data collection to study the impacts of the New Don Pedro project on Central Valley steelhead
SAC	1185	Natural Resource Scientists, Inc: David Vogel	A	2/4/2005	6/30/2009	R		Merced River outmigrant salmonid monitoring
SAC	1487	UC Davis: Peter Klimley	A	4/8/2004	6/30/2008	R		Biological Assessment of green sturgeon in the Sacramento-San Joaquin watershed
SAC	1558	Jones & Stokes: Bill Mitchell	P			R		Yuba River
SAC	1583	Tenera Environmental Carol Reifenider	P			R		Impingement Study Assessment

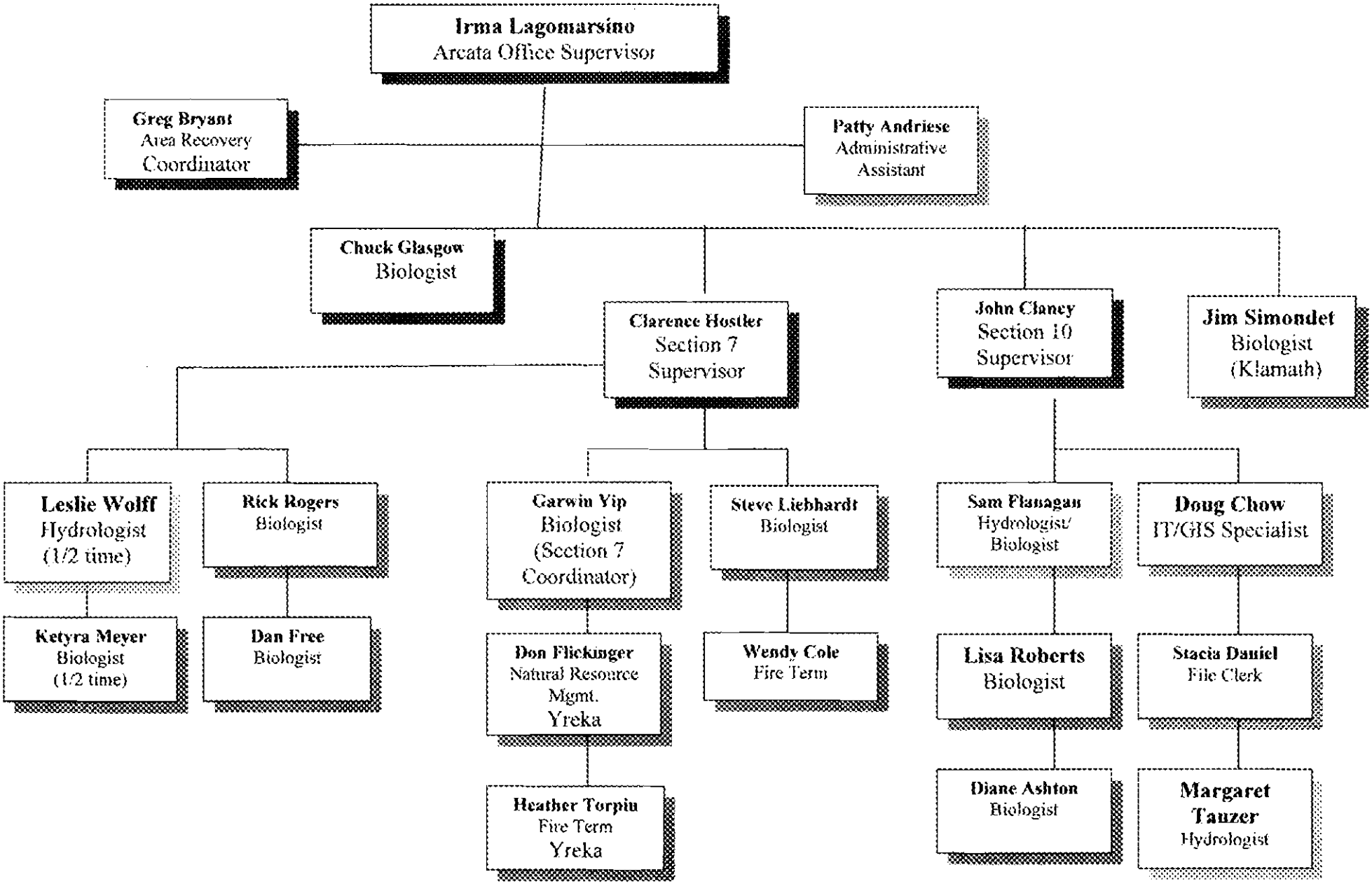
SR	1083	Monterey Bay Salmon and Trout Project	APM	2/13/2002	3/31/2007	E	Conservation Hatchery	Need to extend duration of the permit. Permit currently covers Coho hatchery program which is the source of broodstock for NMFS SWFSC coho captive broodstock program.
SR		Monterey Bay Salmon and Trout Project	P			E		MBSTP steelhead hatchery program currently operating unpermitted with coordination from NMFS and permitted by CDFG
SR	1108	Monterey Peninsula Water Management District	P			R/E	Rescue and rear	Carmel River steelhead rescues and rearing of rescued steelhead at Sleepy Hollow Rearing facility (operating unpermitted)
SR	1117	Carmel River Steelhead Association	P			E	Rescue and Relocate	Fish Rescues and relocation, Carmel River
SR	1121	Santa Clara Valley Water District	P			R		
SR	1282	StillWater Sciences	P			R		7 projects for multiple area offices (Arcata, Sacramento, Santa Rosa, and Long Beach)
SR	1288	Dynamac Corp/EPA	A	5/6/2003	6/30/2008	R		Arcata and Santa Rosa office areas
SR	1442	CDFG Russian River Coho Salmon Captive Broodstock Program	P			R/E	Captive Broodstock Program/ Conservation Hatchery	coho program currently covered under 1067M3, need to modify to cover monitoring and eval program, and need to pull this program under a separate permit. Permit 1442 (Steelhead program currently operating unpermitted)
SR		Russian River Steelhead Hatchery Program	P			E	Hatchery	steelhead hatchery program currently unpermitted, could be covered under Permit 1442 or 4(d)
SR	1044 M3	Southwest Fisheries Science Center (Peter Adams)	APM	3/18/2003	6/30/2008	R		General permit will include entire state of California
SR	1045 M1	Michael Fawcett	P			R		Original Permit 1045 issued 7/24/1997, expired 6/30/2002
SR	1046 M2	National Park Service	P			R		1046 M1 issued 9/27/2001, expired 6/30/2002
SR	1047 M1	Marin Municipal Water District	A	7/11/2006	6/30/2011	R		
SR	1048 M3	Sonoma County Water Agency	APM	8/27/2002	6/30/2007	R		Need to modify and extend duration of this permit
SR	1059 M1	Carl Page	P			R		Original Permit 1059 issued 4/24/1998, expired 6/30/2003, original permit authorized take of coho in Santa Rosa and Arcata area offices. Modification 1 may include research activities in Long Beach, Santa Rosa, and Sacramento area offices
SR	1068 M1	D. W. Alley and Associates	P			R		Original Permit 1068 issued 12/23/1997, expired 6/30/2002. Modification 1 will likely include activities in Santa Rosa and Long Beach area offices
SR	1067 M3	CDFG main permit for for Northern and Central coastal CA	APM	9/26/2001	6/30/2007	R/E	see 1442, also authorizes Rescue and relocate	Covers CDFG activities within Arcata and Santa Rosa Area Offices
SR	1077	Salmon Restoration Association of California Inc	P			E	Hatchery	Hollow Tree Cr Chinook hatchery program currently operating unpermitted and without any oversight w/NMFS, applied for Ten Mile coho program in 1997
SR	1079 M2	Campbell Timberland Management	A	7/14/2006	11/30/2011	R		
SR	1080 M1	Dr. Jerry Smith, SJSU	P			R		Original Permit 1080 issued 12/23/1997, expired 6/30/2002, currently doing research under expired permit
SR	1105 M1	Hagar Environmental Science	P			R		Original Permit 1105 issued 05/11/1998, expired 6/30/2003, activies covered in 4(d) Research Program- request to modify and reissue to cover take of CCC coho
SR	1112 M1	Southwest Fisheries Science Center (Bruce MacFarlane)	APM	3/5/2003	6/30/2008	R/E	Captive Broodstock Program	Modification of permit in progress. Coho captive broodstock program currently operating unpermitted
SR	1162 M3	Salmon Protection and Watershed Network	A	7/11/2006	6/30/2011	R/E	Rescue and Relocate	Fish Rescues in Marin County
SR	1166 R	A. A. Rich and Associates	A	3/23/2006	12/31/2010	R		
SR	1180 M1	Thomas Payne and Associates	APM	10/23/2002	6/30/2007	R		Permit covers activities in the Arcata, Santa Rosa, Sacramento, and Long Beach Area offices--Will be submitting modification and extension request soon
SR	1181 M1	Mendocino Redwood Company	A	7/14/2006	11/30/2011	R		

Appendix D. Office Organization Charts

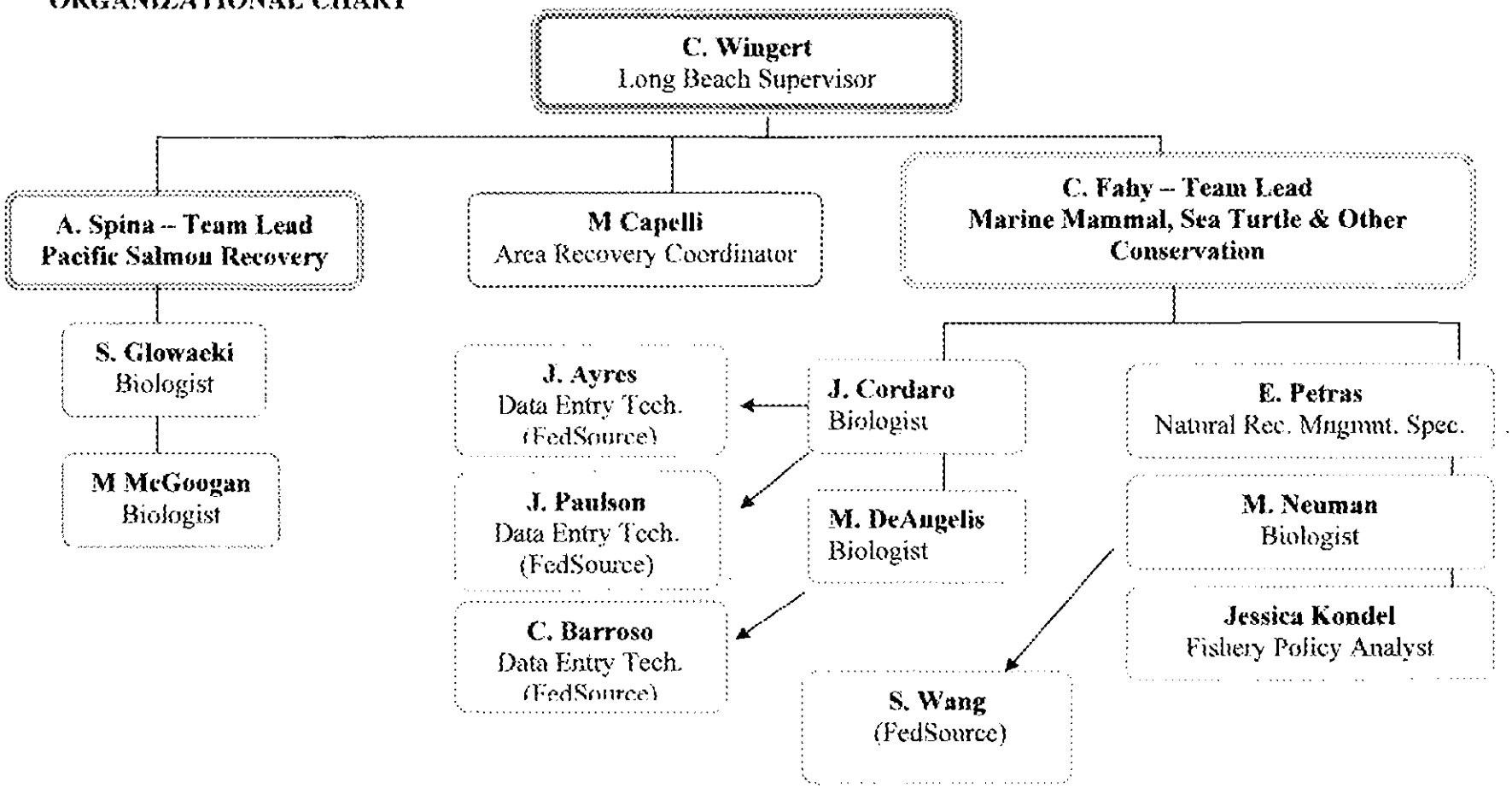
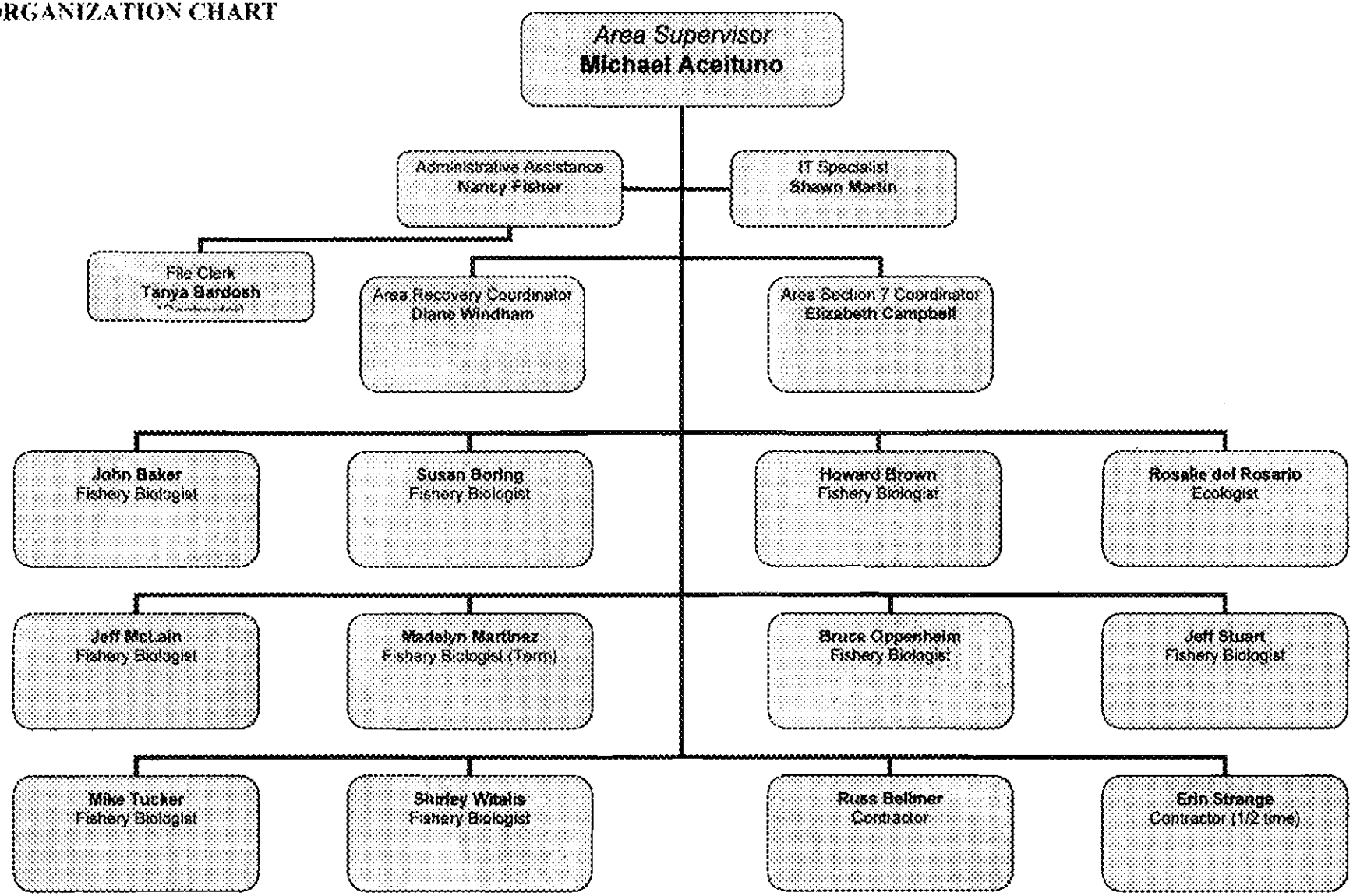
ASSISTANT REGIONAL ADMINISTRATOR FOR PROTECTED RESOURCES



Arcata Organizational Chart (12/20/06)



LONG BEACH AREA OFFICE
ORGANIZATIONAL CHART



SACRAMENTO AREA OFFICE ORGANIZATION CHART