

## **Staff Briefing Paper on Council Operations**

### **Overview**

Council operations, as described here, include the processes, resources, culture, and flow of information that contribute to making the Pacific Council a success. The Pacific Council has long prided itself on being an exemplary model of public process—one that is respectful, welcoming, transparent, inclusive, and uses sound decision-making that is rooted in science and public participation. The prospect of changing the way the Council does business should be considered very carefully to ensure that the sound process that exists today is not compromised as we attempt to address the challenges before us.

This paper begins by outlining several widely accepted principles for public process. These factors and principles are widely present in the Council system. The reader is encouraged to review these principles and consider how they manifest themselves in the Council process. The Council process can be considered an adaptive management process, with a sequence of steps toward decision-making, and a review of those decisions. For example, a typical flow of information will begin with analytical development, proceed to SSC review, on to consideration by advisory subpanels and management teams, and with the public before the issue makes its way to the Council. Iteration among all those groups may occur as that topic is further considered before the Council takes action. After the Council takes action, those decisions are frequently reviewed through program reviews. These steps are sequenced in particular ways to foster sound decision making and to learn from the outcome of decisions in a process that is constantly improving.

While the Council has a well established public process that takes place in a systematic fashion, the Council faces challenges that will require some changes to the way business is done. These challenges include financial, staff and advisor workload, and effective decision-making in the face of many competing priorities. These challenges are partially the result of an expanding scope of Council activities and priorities—a topic discussed in a previous paper. These challenges are also linked to the way in which the Council does business. In later sections of this paper, staff have provided some insights into how different aspects of the Council process work – or have changed – which have driven some concerns and have contributed to challenges. In the latter portion of this paper a series of possible operational changes are discussed which build upon these operational insights and diagnostics.

As the reader progresses through this document, they are encouraged to consider three major questions:

1. What are the key principles that make the Council a model public process and how should they work together? Examples of key principles and widely accepted practices are provided in this paper to help jumpstart that consideration, as well as a description of a management system that gives effect to those principles.
2. What are the underpinning reasons behind the operations-related challenges that the Council faces and how might we address them without compromising effective public process and management? Staff have provided information that describes underpinning drivers leading to some of our challenges that may warrant further consideration.
3. What are some preferred potential changes to our operations that should be further considered? Staff have provided several options to spur thinking and consideration. The

reader should consider operational changes that they would like to see further assessed by staff and considered by advisors.

### **Part 1: Principles and Practice of Effective Public Process**

Before considering changes to Council operations, we should be clear about what is necessary to have a successful public process. Substantial literature exists regarding the factors that make for effective process, and these have been captured in Table 1. By almost any account, all these factors exist within the Pacific Council process, and the Council has long prided itself on many of them. Several factors repeatedly expressed by Council members and others include: respect, transparency, clear rules and orderly process, clear communication, expertise of scientists and advisors, and more.

Table 1 was derived from existing literature and outlines several factors that contribute to an effective public process. The first column outlines the general category or types of factors that contribute to effective process, the second column articulates those factors in greater detail, and the third column provides a brief explanation as to why they are important.

Considering these factors prior to suggesting operational changes is important in establishing the objectives associated with any change. Subsequent sections of this document identify challenges that can be resolved to varying degrees by operational changes. Identifying challenges that should be resolved by operational changes are also important guideposts prior to considering any change to operations.

Table 1. Principles of effective public process.

Overall Factor	Detailed Factor	Importance
Culture and meeting environment	<ul style="list-style-type: none"> <li>-Respect</li> <li>-Professionalism</li> <li>-Free of intimidation and harassment</li> <li>-Inclusivity and accessibility</li> </ul>	Create an inclusive and accessible environment where everyone feels they can voice their perspective, those perspectives are appropriately diverse, and those perspectives will be considered. This ensures the Council has a full set of considerations, perspectives, and deliberation that informs its decisions.
Clear and informative communication	<ul style="list-style-type: none"> <li>-Preparation of informative material</li> <li>-Clear communication of goals and objectives</li> <li>-Expertise of staff, advisors, Council members</li> <li>-Sufficient time and resources to develop and consider issues</li> </ul>	Provide clarity and clear communication regarding tasks and/or questions at hand, the implications of any decisions involving those tasks/questions, and the adequate consideration of them prior to making decisions.
Transparency	<ul style="list-style-type: none"> <li>-Clear decision-making criteria</li> <li>-Well defined process</li> <li>-Public accessibility and input</li> </ul>	Ensure transparency of decision making. Transparency ensures accountability, builds trust in the process, helps inform decisions, and contributes to perceived legitimacy of Council decisions.
Facilitation	<ul style="list-style-type: none"> <li>-Neutrality of chair/agenda leader</li> <li>-Conflict resolution</li> </ul>	Ensure that meetings are well facilitated without perceptions of bias, that reasonable and rational discourse occurs, and there are mechanisms to resolve conflict.
Agenda structure	<ul style="list-style-type: none"> <li>-Time management</li> <li>-Flexibility</li> </ul>	Adequate time is given to each agenda topic to arrive at good decisions, while also acknowledging that some flexibility in schedules will be necessary to allow for dynamic discussions to occur.
Implementation	<ul style="list-style-type: none"> <li>-Provide clarity on how decisions will be implemented</li> <li>-Ensure implementation is consistent with intent of decisions</li> </ul>	Clarifies how and when Council decisions will be implemented and ensures that the intent of the Council is implemented appropriately.

## Process of Science to Management

One of the core functions of the Council process is the bringing together of many different considerations (objectives, science, stakeholder input) into a process of decision-making. Our process can be described as an “adaptive management” process which is a widely understood concept that incorporates several key steps in a process that repeats and improves over time. Figure 1 below outlines this widely used concept. The Council process incorporates all these steps, though we often use different terminology to describe them. The way the Council does business broadly can be defined within an adaptive management process. Any change to our operations may relate to at least one step within this process.

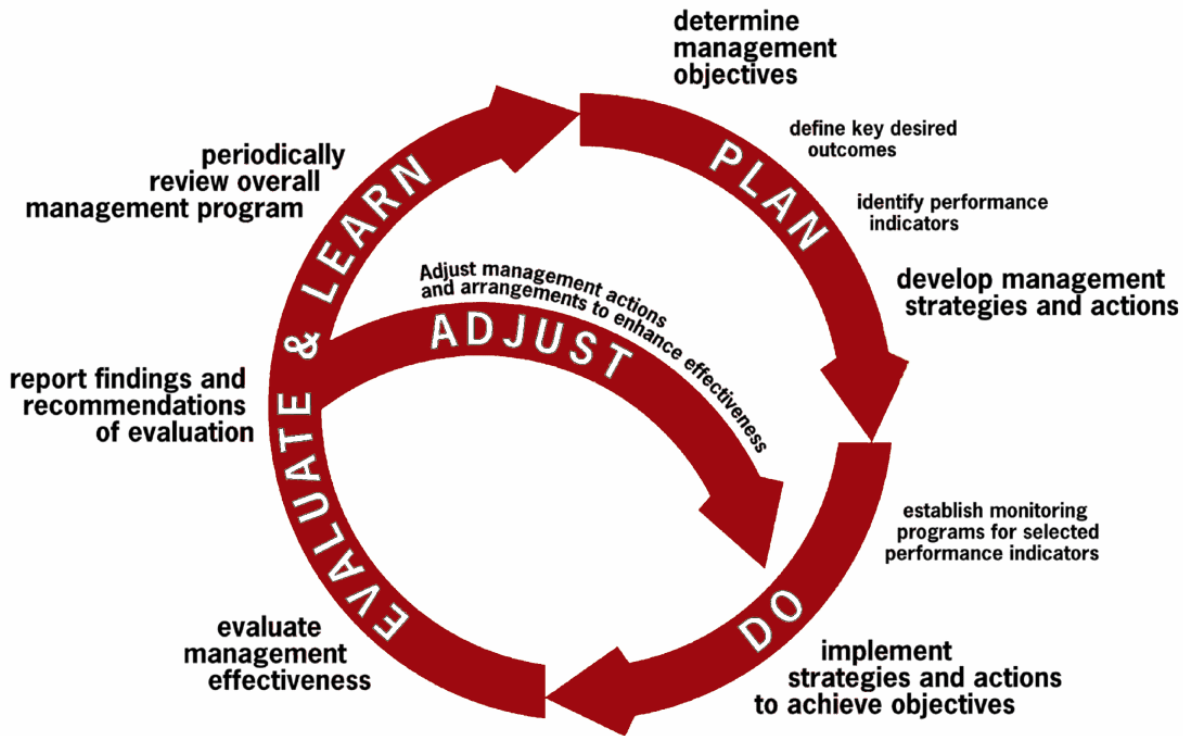


Figure 1. Generalized model of adaptive management (source: Commonwealth Scientific and Industrial Research Organisation (CSIRO) Marine and Atmospheric Research).

## Part 2: What are some factors driving the challenges we have today?

The Council faces several challenges that include fiscal considerations, staff and advisor workload, and agenda crowding (which may compromise decision-making). Many of these challenges exist due to underpinning drivers related to the scope of Council activities, the complexity of activities, and more. In this section those drivers are considered in some detail.

### *Change in Scope and Complexity*

Since 2010, funding for Councils and Commissions has increased at a modest annual rate (see [Council Coordinating Committee Report, October 2022](#)) while the scope and complexity of Council topics and operations have increased much more, as described in this report. This has led to increasing demands on staff, advisors, and the Council. Examples of the changes in scope and complexity include:

- Since 2000, the number of Council meeting days per year has increased from 19 to 28.

- The number of Administrative Items on the Council floor – and related allocation of time – has increased substantially over the last handful of years (see [Agenda Item B.1, Staff Briefing Paper, January 2024](#)),
- The complexity of core fishery management responsibilities has increased due to changes in stock status,
- The number of Endangered Species Act (ESA) related matters has increased in recent years,
- Engagement with international tuna matters has increased over the last decade,
- Reporting requirements have become more complex and numerous,
- And more

### *Change in Membership*

In response to emerging complexity and increasing scope, staff recall several points in time when technical and management capacity needed to be enhanced within the Council. For example:

- The Groundfish Management Team (GMT) added additional members from each state in the early 2000s to address the increasing complexity of groundfish management,
- State and Federal management agencies added several delegates beginning in the late 2000s and continuing through recent years. Typically each delegate is assigned to a Fishery Management Plan (FMP). This is reflective of the need for both subject matter expertise and additional personnel capacity to handle the complexity and scope of matters before the Council.

Advisory Body membership has grown to 245 members in response to increased complexity and scope. In less than 10 years, the size of Council Committees has increased 13 percent, with a near doubling in the number of AdHoc Committee members. Examples of Advisory Body member changes include:

- The Habitat Committee has grown by over fifty percent since 2000,
- The Council received special project funding to develop a Fishery Ecosystem Plan (FEP) and concurrently established an Ecosystem Workgroup and Ecosystem Advisory Subpanel (2013),
- In 2013, the Groundfish Advisory Subpanel grew by one position to better reflect the emerging midwater rockfish fisheries,
- Groundfish Electronic Monitoring Policy and Technical Advisory Committees were established in 2013;
- The Marine Planning Committee was established in 2021,
- In 2023, three Adhoc Committees were established: Equity and Environmental Justice Committee, Klamath River Chinook Workgroup, and Sacramento River Chinook Workgroup.

### *Change in Council Meeting Space Requirements*

In addition to increases in personnel, the Council now requires more physical space at Council meetings than before. For example, to better facilitate the North of Falcon process (which is a process that runs parallel to the Council process to establish annual salmon seasons) the meeting and sleeping rooms requirements for March and April have grown. April sleeping room requirements have increased 80 percent from April 2015 (778 to 1,410 room nights) and three additional meeting rooms are needed. While the Council does not pay for the additional tribal and Washington state delegation sleeping rooms, the meeting space and sleeping room requirements

are included in the request for proposals and the Council is responsible for “attrition charges” if a hotel is contracted for those rooms and those rooms are not fully booked. Council ballroom operations have also increased from 3,500 to 6,000 square feet. The growth in operations and the subsequent space requirements has limited the number of hotels that can accommodate Council meetings, which puts the Council at a disadvantage when negotiating hotel contracts.

### *Increasing use of Technology*

Increasing use of technology has been a welcome addition to our process, but in many cases, it also increases workload demands. In general, the shift to webinars (from conference calls) has enhanced communication among Advisory Body and Management Team members. However, it has also fostered a rapid increase in the number of meetings being held, and this appears to be due to the ease of having meetings. Whereas many Advisory Body and Management Team issues were historically left for discussion during meetings held concurrently with a Council meeting, the ease and productivity of webinar technology has fostered a rapid growth in meetings that occur outside of Council meetings.

Currently, several Advisory Bodies have pre-Council webinars which allows the groups to receive detailed presentations on complex matters, initiate initial conversations, and finish simpler agenda items to maximize in person time. In 2023 we processed an estimated 60 Federal Register notices for Council-sponsored meetings and approximately 17 appeared to be pre-Council webinars. Readily available historic data does not exist for these metrics, but all staff agree this is a dramatic increase compared to the years prior to COVID. The Council Operating Procedures 2 and 3 (COP) outline the routine meetings expectations for [Advisory Subpanels](#) and [Plan, Technical, and Management Teams](#). If the expanded Advisory Body scope and need for additional meetings continues (e.g., pre-Council webinars), COP updates will be needed to better reflect the time commitment and expectations of Advisory Body members.

The global pandemic required the Council and Advisory Body meetings to move exclusively to a webinar format. Since returning to in person meetings, we have provided the opportunity for Council members and presenters to join remotely while also providing for remote public comment. Meetings are also live streamed via [YouTube](#) and RingCentral. Nearly all Advisory Body meetings have returned to an in-person format concurrent with the Council meeting. In 2023, the Science and Statistical Committee meetings were web broadcast with the opportunity for remote public comment. For the most part, in person Advisory Body meetings did not utilize webinar technologies, except to bring in a presenter or facilitate a joint session with a remote Advisory Body. The Executive Director approved some Advisory Body members to join remotely if health matters restricted their ability to travel. These meeting formats have greatly increased inclusivity in the Council process and decision making while also reducing the demands that the Council process places on participants and stakeholders. These advancements have, however, increased Council staff workload.

### *Remote Meetings*

To address budget shortfalls, some Advisory Body meetings have been held online and are being proposed for an online format in 2024 ([Agenda Item C.8, Situation Summary, November 2023](#)). The use of online meetings has been more deliberately applied to agenda topics that are considered less controversial and may not need much iteration among members or between different entities (such as between the Council and an advisory body). However, holding remote meetings

concurrently with an in-person Council meeting can be very problematic logistically. Therefore, we have been attempting to hold remote meetings in advance of Council meetings. However, this raises other concerns since the complexity and controversy of an agenda item can evolve over time. For example, one of the proposed remote meetings for 2024 has already been moved to an in-person format as the Advisory Bodies were concerned about the complexity of the agenda topics and the remote meeting format. This may mean that planning for remote Advisory Body meetings may not be a reliable way to reduce Council operating costs.

It has also been challenging for staff officers to be in person at a Council meeting, necessary to support their agenda items or other Council business, while simultaneously hosting an online Advisory Body meeting from the hotel. In 2023, we aimed to schedule remote Advisory Body meetings in advance of the Council meeting to address this challenge, however this approach was less efficient when joint sessions were required, and one Advisory Body was remote and meeting in advance of the Council meeting and the other was meeting in person at the Council meeting. Council staff are well suited to resolve these scheduling conflicts - these examples are simply provided to highlight the challenges that have arisen with our new meeting format.

The online meeting formats have increased Council staff workload. For example, each meeting requires a Federal register notice, coordination of IT infrastructure, preparation of a meeting notice, agenda, and meeting materials (sometimes more than what's in the Briefing Book). IT staff have created [detailed instructions](#) (including videos) and have spent time prior to the meeting to assist participants with troubleshooting. However, remote participants may still experience challenges connecting to the platform and require support from Council staff during the Advisory Body and Council meetings. When such challenges occur, it can disrupt the meeting flow, particularly during the public comment portion of a Council agenda item. Web broadcasting the 2023 SSC meetings provided increased accessibility for Advisory Bodies, agency staff, and the public but also required the staff officer to utilize two computers and facilitate in room and remote participation. Council staff see high value in continuing the online meeting formats and are seeking ways to increase efficiency and reduce workload.

#### *Growth in Cross-FMP Matters*

There has been an increase in topics that impact multiple Fishery Management Plans (Cross FMP, [Agenda Item B.1, Staff Briefing Paper, January 2024](#)). While it is hard to quantitatively measure, the increased scope has required more coordination and preparation by Council staff, more preparation by the Council, Advisory Bodies, and agency staff. Time spent on Cross FMP topics is complex and this inevitably means less time is available to prepare for matters that are specific to individual FMPs. Often these Cross FMP matters do not have a clear Magnuson Stevens Act (MSA) connection, nor do they have a connection to high priority conservation issues related to the ESA and the Marine Mammal Protection Act.

How to manage these Cross FMP issues is a matter of debate. Staff hear mixed responses from Advisory Body members when proposing to schedule Cross FMP matters on their agendas. Some members are frustrated with the increased scope, feeling that the complexity surrounding the core fishery management responsibilities is already more than they can accommodate. Some feel they were chosen to sit on an Advisory Body to represent their specialized fishery knowledge – either as a fishery manager, conservationist, or fishery participant - and would rather delegate the Cross



FMP tasks. Others are invigorated and excited to contribute to these issues and feel it is a key factor to fishery management.

### **Part 3: Possibilities for reducing Council operational demands**

One take-away from the sections above should be that the number of items prioritized by the Council directly impacts the operational demands of running the Council (this is one of the first concepts outlined in a prior briefing paper). Therefore, one very straightforward way to reduce operational demands is through a greater focus on the core responsibilities of the Council. However, other ideas exist which are outlined here.

#### *Reading of Reports*

As noted in a previous Council Efficiencies Report ([Agenda Item C.2, Attachment 1, June 2023](#)), the largest amount of time spent on the Council floor is presenting/reading of Advisory Body reports (43.6% per Council meeting from 2018-2022). Some consideration was given to scheduling Advisory Body meetings well in advance of the Council meeting such that reports would be available prior to the meeting. However, we received feedback that concurrent Advisory Body and Council meetings result increased public participation, strengthened transparency, and was beneficial to informed decision making. In recent years, an increased effort has been made to submit and publish Advisory Body reports the day before an agenda item is on the Council floor. Given the complexity of the topic and emerging issues, this approach is not always achievable. Further, even when reports are available when the Council adjourns for the day, it can be challenging for Council members to find the time to read the reports given the small window between the end of the floor session and the morning state delegation meetings. Staff discussed a model where the Council meeting start time would be shifted to 9 am, while still ending at 5 pm, with the intent to provide more time in the morning for Council, Advisory Body members, and the public to read the reports in lieu of reading the reports on the Council floor. Time on the Council floor could be reserved for the Advisory Body members to present a summary, presentation, and answer questions.

#### *Limits on the duration of agenda item consideration*

Some other Councils place limits on the number of times – or the amount of time – an FMP amendment should be considered by the Council. If the Council has not adopted an alternative within a specific set of Council meetings or years, that issue is tabled or referred back to a committee. Throughout its history, the Pacific Council has had a handful of FMP amendments which have taken multiple years. It is possible these matters could have been streamlined had they been referred back to a committee as opposed to several years of Council floor time.

#### *Grouping of FMP items into smaller numbers of Council meetings*

As shown in Table 2, each Council meeting is scheduled in a way that considers most FMPs at each meeting. This incurs both expense (due to travel associated with each of the FMPs) and competition for agenda time and space. Staff believe that several of the FMPs scheduled could be collapsed into a fewer number of meetings throughout the year. For example, staff believe it may be possible to collapse CPS management into a single meeting per year (though this may change when sardine populations rebound). The Council could consider one Council meeting per year – or one meeting in the non-harvest specifications and management measures years (e.g., the odd years) - with no groundfish topics. While some variations of this approach were tried unsuccessfully in the past, we could try this approach again based on the knowledge gained from



that experience. Re-arranging the Council schedule would require close coordination with the Region, Science Centers, and others that contribute materials that support Council decision-making.

Table 2. Current timing of FMP Actions by Month.

March	April	June	September	November
Salmon	Salmon	Salmon	Salmon	Salmon
Groundfish	Groundfish	Groundfish	Groundfish	Groundfish
Habitat	Habitat	Habitat	Habitat	Habitat
	Coastal Pelagic Species	Coastal Pelagic Species		Coastal Pelagic Species
Highly Migratory Species		Highly Migratory Species	Highly Migratory Species	Highly Migratory Species
Halibut	Halibut		Halibut	Halibut
Ecosystem			Ecosystem	

*Partially or fully remote Council meetings*

One way to reduce expenses is to reduce travel duration or frequency. With this in mind, staff considered options to reduce the duration of in-person Council meetings in favor of online meeting(s) – either a one-day online meeting in-lieu of one day in-person meeting or an entire Council meeting online. Guidelines for determining what topics could be effectively covered online could follow a similar approach as has been applied when determining whether an Advisory Body should meet online. That is, agenda topics could be evaluated based on the degree of complexity, controversy, or need for iteration between advisors and the Council – and among Council members themselves. For example, an online Council meeting could cover Administrative, Cross FMP topics, and/or FMP agenda topics that are well suited for online discussion and action.

Assuming several administrative matters and cross-FMP matters could be moved to a remote format prior to the start of an in-person Council meeting, staff estimate the cost savings of this approach would be approximately \$9,000 per meeting. This represents a one day per diem cost reduction for Council members and staff and does not include any savings for travel (members would still need to travel after this remote session). The cost savings of this approach is relatively low. When combined with the logistical concerns associated with this approach, staff believe this partial-remote meeting model would increase their logistical and coordination workload. When compared to cost savings, these additional complexities seem to outweigh financial benefits. If the online portion was held at the end of an in-person meeting, there would be a one-day gap between the in person and online meetings. This would delay initiation of follow up tasks including the Decision Summary document, transmittal letters, etc.

Given the limited benefit and challenges associated with a partially remote Council meeting, staff believe it may be more feasible and provide greater cost savings to move one of the five meetings to a webinar. This would assume that an appropriate number and type of Administrative, Cross FMP topics, and/or FMP agenda topics could be packaged together at the same time into a meeting that does not require iteration and face time between the Council and advisory bodies. The benefits of this approach are primarily the savings related to a Council meeting. Depending on the meeting

location, these savings may range from \$180,000 to \$250,000 (which includes hotel expenses, airfare, per diem expense).

#### *Delegation of Non-Core Activities*

One way to streamline operations is to limit Council floor time to activities considered core responsibilities (as described in [Agenda Item B.1, Staff Briefing Paper, January 2024](#)). If the Council has a strong desire to remain engaged outside of core activities, options include the establishment of an Executive Committee and/or more delegation to the Executive Director to articulate Council positions or recommendations (in particular, responses to other agencies). In this model, which is done in several other Councils, Advisory Bodies would remain focused on activities considered core responsibilities of the Council. As individuals, they could still provide public comment to the Council and NMFS.

#### *Clearer Delineation of Advisory Groups Expectations*

Advisory body groups (either Advisory Bodies or Management Teams) often feel obligated to develop comments on matters that are on the Council's agenda. This occurs whether the Council has asked for their advice. This is one reason why Advisory Bodies have seen an expansion in workload over time. One way to reduce these demands is to establish clearer protocols regarding which groups should develop comments on which items. For those items that may stretch across multiple FMPs, the Council could develop a committee with representation from multiple advisory groups (similar to the Marine Planning Committee) to gain perspective from each FMP while ensuring the core work related to each committee or advisory group is accomplished. To stay within the Council budget, such an approach would likely require reductions in the size or expenses associated with the current Advisory Bodies.

#### *Size of Advisory Subpanels*

The current composition of Council Advisory Subpanels can be found in Appendix A. In June 2024, the Council is scheduled to review the composition of all term-limited Advisory Body positions (SSC at-large positions; HC tribal, industry, conservation, and at-large positions; and all Advisory Subpanel positions) and adopt proposed changes for public review (see [COP 9, Schedule 6](#)). In September 2024, the Council is scheduled to adopt the final compositions of term-limited Advisory Body positions and request nominations to fill the next three-year term. Appointments are scheduled to be made in November 2024.

The total and average cost per Council meeting participant can be found in Table 3. The Council could consider proportionally reducing the size of all Advisory Bodies to meet a targeted cost reduction. Alternatively, the Council could strategically reduce the number of seats on a particular body to achieve a cost reduction. The COTW could provide recommendations to the Council in this regard.

Table 3. Estimated total and average cost per Council meeting, by participant (2023 \$\$).

<b>Participant</b>	<b>Total Cost</b>	<b>Average Cost per Council meeting</b>
Council Members	211,795	42,359
Council Staff/Contractors	166,902	33,380
SSC	63,331	12,666
Enforcement	21,048	4,210
Habitat	25,918	5,184
GMT	67,704	13,541
GAP	203,112	40,622
SAS	74,914	37,457
STT	23,584	7,861
CPSAS	15,031	15,031
CPSMT	7,515	7,515
HMSAS	55,055	18,352
HMSMT	29,332	9,777
EAS	19,439	9,719
EWG	6,009	6,009
<b>Total</b>	<b>\$990,688</b>	<b>\$263,683</b>

*Structuring the Ecosystem Groups as Strategic Planning Advisors*

Staff discussed the possibility of a new model for the Adhoc EWG and EAS to improve the incorporation of ecosystem science into management decisions, reduce costs, and pace the work associated with incorporating ecosystem considerations into management. In the current model, ecosystem matters are first considered by the EWG and EAS and then later brought to the FMP-specific Advisory Bodies. The current “climate risk table” effort is an example of trying to operationalize climate information. In order to do so, information must be devolved from the EWG and EAS into the Council’s FMPs. An alternative to our current model would be to view the EWG and EAS as providing a periodic program level review for the Council every 2 to 5 years. In between these 2 to 5 year periods, staff officers and management team members would work to bring recommended ecosystem topics into management, consulting with EWG and EAS members as appropriate. Science center representatives on management and technical teams might be well suited to bring forward ecosystem science into the discussions for example – similar to how stock assessment and economic expertise is brought forward.

*Reducing the Size of Committees, Management Teams, and Subpanels*

Consideration could be given to reducing the membership of Council advisory groups. For example, the GAP is the largest advisory group to the Council and also incurs the greatest expense to the Council of the various groups (see Appendix A and Table 3). Staff believe that the GAP representatives might best be suited to provide recommendations on which seats could be effectively combined without diminishing the quality of advice provided to the Council. Other advisory groups may warrant some streamlining depending on the needs of the Council.

**Summary**

This paper has covered a fair bit of ground, starting with factors that comprise an effective public process and concluding with a series of considerations for adjusting Council operations to address

our known challenges. When considering this paper, the reader is encouraged to consider the challenges we face, why they exist, and what could be done to address them. When considering how to address them, the reader should carefully consider principles for effective public process and our system of management to ensure that the Pacific Council process is not compromised, and that in our desire to address existing challenges that we do not create others.

## Appendix A. Current Composition of Advisory Subpanels. <sup>1/</sup>

Subpanel and Total Number of Members	Affiliation or Representation	
Coastal Pelagic (10)	3	California Commercial Fisheries
	1	Oregon Commercial Fisheries
	1	Washington Commercial Fisheries
	3	Processors (California, Washington, or Oregon)
	1	California Charter/Sport Fisheries
	1	Conservation Group
Ecosystem (9)	3	California at-large Oregon at-large Washington at
	3	large
	3	
Groundfish (21)	3	Fixed Gear Fisheries (at-large)
	1	Bottom Trawl Fisheries
	1	Mid-Water Trawl Fisheries
	2	At-Large Trawl Fisheries
	1	Open Access Fisheries north of Cape Mendocino
	1	Open Access Fisheries south of Cape Mendocino
	2	Processors (at-large)
	1	At-Sea Processor
	1	Washington Charter Boat Operator
	1	Oregon Charter Boat Operator
	1	California north of Pt. Conception Charter Boat Operator
	1	California south of Pt. Conception Charter Boat Operator
	3	Sport Fisheries (at-large)
	1	Tribal Fisheries
	1	Conservation Group

Subpanel and Total Number of Members	Affiliation or Representation	
Highly Migratory Species (14)	1	Commercial Troll Fisheries
	1	Commercial Purse Seine Fisheries
	1	Commercial Gillnet Fisheries
	1	Commercial Deep-Set Buoy Gear Fisheries
	1	Commercial north of Point Conception Commercial south of Point Conception
	1	Processor north of Cape Mendocino
	1	Processor south of Cape Mendocino
	1	Northern Charter Boat Operator
	1	Southern Charter Boat Operator
	1	Private Sport Fisheries north of Point Conception
	1	Private Sport Fisheries south of Point Conception
	1	Conservation Group
	1	Public At-Large
	Salmon (16)	1
1		Oregon Troll Fisheries
1		California Troll Fisheries
1		Gillnet Fisheries
1		Processor
1		Washington Charter Boat Operator
1		Oregon Charter Boat Operator
1		California Charter Boat Operator
1		Washington Sport Fisheries
1		Oregon Sport Fisheries
1		Idaho Sport Fisheries
2		California Sport Fisheries
1		Tribal Fisheries (Washington Coast)
1		Tribal Representative (California)
1	Conservation Group	

1/ These subpanels have been established under the authority of Section 302(g)(2) of the Magnuson-Stevens Act.

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