
HATCHERY EVALUATION REPORT

Eagle Creek NFH - Winter Steelhead

March 1997

Integrated Hatchery Operations Team (IHOT)

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An Independent Audit Based on Integrated Hatchery Operations Team (IHOT) Performance Measures

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Executive Summary

This report presents the findings of the independent audit of the Eagle Creek NFH - Winter Steelhead program. The hatchery is located 40 miles east of Portland, Oregon along Eagle Creek, a tributary of the Clackamas River. The hatchery is used for adult collection, incubation, and rearing of coho and winter steelhead.

The audit was conducted in 1996-1997 as part of a 2-year effort that will include 67 hatcheries and satellite facilities located on the Columbia and Snake River system in Idaho, Oregon, and Washington. The hatchery operating agencies include the U.S Fish and Wildlife Service, Idaho Department of Fish and Game, Oregon Department of Fish and Wildlife, and Washington Department of Fish and Wildlife.

Background

The audit is being conducted as a requirement of the Northwest Power Planning Council (NPPC) "Strategy for Salmon" and the Columbia River Basin Fish and Wildlife Program. Under the audit, the hatcheries are evaluated against policies and related performance measures developed by the Integrated Hatchery Operations Team (IHOT). IHOT is a multi-agency group established by the NPPC to direct the development of new basinwide standards for managing and operating fish hatcheries. The Bonneville Power Administration (BPA) contracted with Montgomery Watson to act as an independent contractor for the audit.

IHOT has established five basic policies that cover: (1) hatchery coordination, (2) hatchery performance standards, (3) fish health, (4) ecological interaction, and (5) genetics. The audit focuses on all these policies, with the exception of hatchery coordination. These policies are set forth in *Policies and Procedures for Columbia Basin Anadromous Salmonid Hatcheries (IHOT 1995)*. That document is the source for the performance measures that are the basis of this audit.

The Audit Process

The audit was based on the facility management's response to a 109-page questionnaire. This audit form was completed through a five-step process in which:

- Information was obtained from headquarters.
- The hatchery manager was asked to fill out and return the audit form.
- A 1-2 day site audit visit was conducted to inspect facilities, review hatchery records, discuss audit form responses, and develop remedial action plans.
- A compliance report was developed to document the compliance status of each performance measure. This report was then shared with the hatchery manager and IHOT representative.

- This hatchery evaluation report was written to document compliance with IHOT performance measures and develop cost estimates for remedial actions when needed.

Eagle Creek NFH - Winter Steelhead Results

The Eagle Creek facility includes 1 pond for adult holding, 75 concrete raceways, 10 starter tanks, and incubation facilities. Eagle Creek NFH was authorized under the Mitchell Act and currently operates as part of the Columbia River Fisheries Development Program - a program to provide for conservation of Columbia River fish resources. The goal of the hatchery is to help compensate for fish losses in the Columbia River Basin caused by mainstem dams.

The Eagle Creek NFH - Winter Steelhead program was in general compliance with most of the performance measures. In the area of program objectives, the hatchery was not meeting its adult return goal and needed to develop a written hatchery M&E plan, and document its adult contribution and smolt-to-adult survival. The hatchery needed to improve its fry-to-smolt survival. The audit also found that the hatchery was not in compliance with the screen mesh criteria, water quality monitoring requirements, alarm requirements, incubation facility requirements, and pathology-free water criteria, which are all facilities requirements. The hatchery needed to develop specific incubation and rearing standards. The hatchery was not meeting the flow criteria for vertical tray incubators. The hatchery was not meeting all the food storage and transportation requirements. In the compliance area for fish health policy, the hatchery did not have foot baths in the incubation facility. The hatchery needed to develop a broodstock collection plan, spawning protocols, and a Genetics Monitoring and Evaluation Program.

The specific areas in which the Eagle Creek NFH - Winter Steelhead program requires remedial actions based on the IHOT performance measures are listed below. These remedial actions are listed in alphabetical order without intent of ranking or otherwise assigning priority:

- Conduct fish contribution studies
- Develop approved genetics M&E plan
- Develop broodstock collection plan
- Develop exchange training details among other hatcheries and agencies
- Develop spawning protocols
- Develop specific incubation and rearing standards for IHOT Operations Plan
- Develop written hatchery M&E plan
- Document adult contribution
- Document smolt-to-adult survival
- Follow food manufacturer's storage recommendations
- Follow IHOT protocols for disinfection of personnel before and after use
- Follow IHOT protocols for disinfection of transport vehicle interiors and exteriors
- Follow IHOT protocols for wearing protective garments when handling fish eggs or cultural water
- Follow IHOT requirements for checking of water alarms daily and other alarms weekly
- Follow IHOT requirements for not leaving feed or feed containers outside exposed to light or heat

- Improve fry-to-smolt survival
- Install 10, 16-tray incubators
- Install alarms at intake, adult holding ponds, incubation, and quarantine areas
- Install foot baths in incubation facilities
- Install security alarms
- Install telephone pagers
- Insulate feed hoppers and bulk storage
- Measure temperature of moist pellets at delivery
- Monitor and record DO and TGP
- Provide new screens to meet IHOT mesh criteria
- Review and follow IHOT Operations Plan
- Review IHOT flow criteria for vertical tray incubators
- Run analysis for water chemistry parameters, turbidity, alkalinity, hardness, nitrite, and contaminants

Non-compliance issues resulting from items beyond human control or Performance Measures not relevant to this hatchery (Type 1 in Table 3, Section 4 of this report) were not listed above.

Facility Description

Name:	Eagle Creek National Fish Hatchery
Stock/Species:	Coho Winter Steelhead
Operating Agency:	U.S. Fish and Wildlife Service
Funding Agency:	Mitchell Act (NMFS)
Location:	The hatchery is located 40 miles east of Portland, Oregon along Eagle Creek, a tributary of the Clackamas River.
Address:	34288 SE Rainbow Road Estacada, OR 97023
Hatchery Manager:	Mr. Douglas Dysart
Phone:	(503) 630-6270
Fax:	(503) 630-7393
Purpose:	Eagle Creek NFH was authorized under the Mitchell Act and currently operates as part of the Columbia River Fisheries Development Program - a program to provide for conservation of Columbia River fish resources. The hatchery began operating in 1956. The goal of the hatchery is to help compensate for fish losses in the Columbia River Basin caused by mainstem dams.
Production Goal:	Coho Produce 1 million smolts for on-station releases Produce 1 million smolts for transfer to net pens in Youngs Bay Produce 1 million fingerlings for transfer to the Yakama Indian Nation Winter Steelhead Produce 200,000 smolts for on-station releases Produce 20,000 yearlings for transfer to net pens at Oregon City Produce 70,000 fry for transfer to the Clackamas Hatchery

Water Supply:

Water rights total 116,730 gpm (260 cfs), almost all from Eagle Creek. A spring is used for incubation. Approximately 150 cfs of the water right is for power generation and is not used for fish.

Facilities:

Adult Holding:	1 concrete brood pond - 41,472 cf
Incubation:	43 full stacks of vertical tray incubators - 688 trays
Early Rearing:	10 starter tanks - 96 cf each
Raceways:	39 raceways - 1,600 cf each (lower series) 36 raceways - 1,600 cf each (upper series)
Rearing Ponds:	None
Satellite Facilities:	None

Section 3

Compliance Status

The hatchery audits are based on compliance with written IHOT performance measures. These performance measures are documented in *Policies and Procedures for Columbia Basin Anadromous Salmonid Hatcheries* (referred to as *IHOT 1995* in this report).¹ The purpose of the performance measures is to implement new basinwide policies that provide regional guidelines for operating anadromous hatcheries in the Columbia Basin.

The audit focuses on performance measures for IHOT policies that cover (1) hatchery performance standards, (2) fish health, (3) ecological interaction, and (4) genetics. These performance measures are intended to guide hatchery operations once production is established. For that reason, the hatchery operations audit included broodstock collection, spawning, incubation of eggs, fish rearing and feeding, fish release, equipment maintenance and operations, and personnel training. Production priorities are beyond the scope of this audit.

Based on *IHOT 1995*, a detailed 109-page audit form was developed. The audit form divided the performance measures into six major sections along major program and technical criteria areas. Two additional sections (sections 1 and 8) include general information and expenditure information needed for this Hatchery Evaluation Report and blank forms for additional comments. The following is the basic structure of the IHOT audit form:

Section 1	Performance Measures for General Information and Expenditure Information (PMs General 1-2)
Section 2	Performance Measures for Program Objectives (PMs 1-4)
Section 3	Performance Measures for Facility Requirements (PMs 5-15)
Section 4	Performance Measures for Hatchery Practices (PMs 16-25)
Section 5	Performance Measures for Fish Health Policy (PMs 26-34)
Section 6	Performance Measures for Ecological Interactions (PMs 35-38)
Section 7	Performance Measures for Genetics Policy (PMs 39-43)
Section 8	Blank Forms for Additional Comments.

Several performance measures are repeated in various sections of the audit form. These performance measures overlap in *IHOT 1995* and were retained to allow individuals interested in specific portions of the audit (such as Genetics or Fish Health) to determine the compliance status of all performance measures for a given topic in one location. A repeated performance measure is indicated by shaded text.

The Hatchery Audit Process

The hatchery audit will be conducted over a 2-year period that concludes in 1997. At each hatchery, a five-step process was used to complete the overall hatchery audit. This process

¹Integrated Hatchery Operations Team (IHOT) 1995. *Policies and Procedures for Columbia Basin Anadromous Salmonid Hatcheries*, Bonneville Power Administration, Portland, Oregon.

consisted of research and onsite visits. The site visit at the Eagle Creek NFH was conducted on March 11, 1997.

The following is the five-step audit process:

1. Information was obtained from headquarters.
2. The hatchery manager was asked to fill out and return the **Audit Form**.
3. A 1-2 day site audit visit was conducted at each hatchery. During that visit an audit team inspected facilities, reviewed hatchery records, discussed audit form responses, and developed remedial action plans when appropriate.
4. During the site visit, the compliance status of each performance measure was discussed with the hatchery manager and IHOT representative. A portion of the Hatchery Evaluation Report was sent to the hatchery manager following the audit visit as a **Compliance Report**. That Compliance Report is Table 2 of this report.
5. Information from steps 1-4 was used to prepare a draft **Hatchery Evaluation Report**. This draft report was submitted to the operating agencies for review of the information used to determine compliance. Based on review and comments, a final Hatchery Evaluation Report was developed. The final report documents the compliance of a particular hatchery with the IHOT performance measures and presents cost estimates to correct any deficiencies.

Compliance Status of Eagle Creek NFH - Winter Steelhead

The following table includes information on life-stages that are held on this facility for some portion of their rearing cycle (Table 1). For multi-facility programs, summary cost and contribution data is presented at the facility where rearing occurs. For the compliance status relating to performance measures that do not occur at this hatchery, please refer to the Hatchery Evaluation Reports for the hatcheries and stocks listed in Table 1. A check mark (✓) indicates that the specific life-stage is held at this facility.

This section documents the compliance status of the Eagle Creek NFH - Winter Steelhead program. Each performance measure is presented in a table taken from the audit form (Table 2). The compliance status is identified by the following categories:

- **N/A** (not applicable)
- **Yes** (in compliance)
- **?** (unknown; generally due to unavailability of information to determine compliance)
- **No** (not in compliance).

Remedial actions are suggested for performance measures not in compliance. These remedial actions are grouped into categories and listed in Section 4 of this report, where the cost of the required remedial actions is also presented.

Table 1 Summary Program Information for Eagle Creek NFH - Winter Steelhead

Component	Location of Adult Holding, Spawning, Incubation, and Rearing					
	Eagle Creek NFH	OWHF net pens	Clackamas Hatchery			
Adult Collection	✓					
Adult Holding	✓					
Spawning	✓					
Fertilization	✓					
Incubation						
green-to-eyed	✓					
eyed-to-hatch	✓					
Rearing						
fry	✓					
fingerlings	✓		✓			
smolts	✓		✓			
Acclimation/release	✓	✓	✓			

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
the hatchery programs outlined in a subbasin management plan?		✓			Columbia Basin System Planning Production Plan and Clackamas Subbasin plan	
the hatchery operating under a current hatchery operational plan?		✓			IHOT Operations Plan	
is it understood by staff?				✓		Review and follow IHOT Operations Plan
is it being followed?				✓		See above
hatchery monitoring and evaluation plan in place?						
do you have a written monitoring and evaluation plan?				✓	All fish are ad clipped and right ventral clipped	Develop written M&E plan
adult contribution to fisheries, spawning grounds, and hatchery				✓	No data except hatchery returns	Document adult contribution
adult pre-spawning survival as compared with established goal		✓			Review of records; in compliance 9 out of last 9 years	
adult take as compared with established hatchery goal				✓	Review of records; in compliance 4 out of last 8 years	Improve adult returns
embryo-to eyed-egg survival as compared with established goal		✓			Review of records; in compliance 8 out of last 8 years	
eyed-egg to fry survival as compared with established goal		✓			Review of records; in compliance 8 out of last 8 years	
fry to smolt survival as compared with established goal				✓	Review of records; in compliance 0 out of last 2 years	Improve fry-to-smolt survival
smolt to adult survival as compared with established goal		✓			Review of records; in compliance 4 out of last 4 years	
percent survival (smolt to adult) as compared with established goal			✓		No data	Document smolt-to-adult survival
number of eggs, fry, fingerlings, smolts, and/or adults meet basinwide needs	✓				Review of records/Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
Temperature						
Does your water temperature meet the criteria for spawning?				✓	Temperatures too cold in winter and too warm in summer but overall not a problem	None
Does your water temperature meet the criteria for incubation?				✓	See above	See above
Does your water temperature meet the criteria for rearing?				✓	See above	See above
Dissolved gases						
Is the oxygen level near saturation?			✓		No data	Monitor DO and record
Is the dissolved nitrogen level less than saturation?			✓		No data	Monitor TGP and record
Chemistry						
Ammonia (un-ionized)			✓		No data	Run analysis
Carbon Dioxide			✓		See above	See above
Chlorine			✓		See above	See above
H			✓		See above	See above
Copper			✓		See above	See above
Hydrogen Sulfide			✓		See above	See above
Iron			✓		See above	See above
Manganese			✓		See above	See above
Turbidity						
Does your turbidity meet the criteria?			✓		No data	Run analysis

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
Alkalinity and hardness						
Does your alkalinity and hardness meet the criteria?			✓		No data	Run analysis
Nitrite						
Does your nitrite meet the criteria?			✓		Review of records/Discussion	
Pesticide Contaminants						
Aldrin			✓		No data	Run analysis
Dieldrin			✓		See above	See above
Heptachlor			✓		See above	See above
Chlordane			✓		See above	See above
Methoxychlor			✓		See above	See above
Endosulfan			✓		See above	See above
Malathion			✓		See above	See above
Parathion			✓		See above	See above
Disease						
What portions of the hatchery have disease-free water?						
Adult holding				✓	Disease-free water not needed; cold water disease can be significant	None
Incubation				✓	See above	See above
Early rearing				✓	See above	See above
Rearing				✓	See above	See above
Others				✓	See above	See above

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
Alarm Systems						
Do the following areas have alarms?						
Intake				✓	Inspection of facilities/Discussion	Install alarms at intake
Large rearing ponds and adult holding ponds				✓	Inspection of facilities/Discussion	Install alarms in adult holding ponds
Raceway headboxes and rearing ponds		✓			Inspection of facilities/Discussion	
Incubation facilities				✓	Inspection of facilities/Discussion	Install alarms in incubation
Quarantine areas and facilities	✓				Inspection of facilities/Discussion	
Water treatment systems		✓			Inspection of facilities/Discussion	
Security				✓	Inspection of facilities/Discussion	Install security alarms
Are there outside systems and buzzers in onsite residences?		✓			Discussion	
Are water flow alarms checked daily?				✓	Review of records/Discussion	Follow IHOT requirements for checking of water flow alarms daily and other alarms weekly
Are all other alarms checked weekly?				✓	Discussion	See above
Is there a log of alarms for emergencies, tests, and maintenance requirements?		✓			Review of records/Discussion	
Are telephone pagers used?				✓	Discussion	Install telephone pagers
Adult collection and holding facilities						
Do you meet the adult holding criteria?		✓			Review of records/Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
<p>Incubation facilities</p> <p>Type 1: <u>Vertical tray</u> Do you have an adequate number of units for the overall program?</p> <p>Type 2: _____ Do you have an adequate number of units for the overall program?</p>				✓	Inspection of facilities/Discussion	Install 10, 16-tray incubators
<p>Rearing facilities</p> <p>Type 1: <u>Raceways</u> Do you have an adequate number of units for the overall program?</p> <p>Type 2: _____ Do you have an adequate number of units for the overall program?</p> <p>Type 3: _____ Do you have an adequate number of units for the overall program?</p>					Inspection of facilities/Discussion No written standards	Develop specific rearing standards for the IHOT Operations Plan
<p>Screening facilities</p> <p>Do you meet the approach velocity criteria?</p> <p>Are the fish screens regularly cleaned?</p> <p>Does the screen mesh meet screen opening criteria?</p> <p>Are rearing containers double screened for fish that should not be released to adjacent water?</p>		✓			Inspection of facilities/Discussion Inspection of facilities/Discussion Inspection of facilities/Discussion Released on station	Provide new screens to meet IHOT mesh criteria
<p>Predator control facilities</p> <p>Are your predation control facilities effective?</p>		✓			Inspection of facilities/Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
d storage facilities and quality control						
Does the storage of dry/semi-moist/moist foods (dry <12%; semi-moist 12-20%; moist >20% moisture) follow food manufacturer's recommendations?				✓	Storage recommendations not filed at hatchery	Follow food manufacturer's storage recommendations
Does a regional quality control officer oversee production procedures and monitor:						
Verification by feed manufacturer that ingredients meet specifications?			✓		Regional QC officer does spot checks or responds to hatchery specific problems.	Follow IHOT requirement for regional QC oversight of feed preparation.
Ensure feed does not contain unwanted drugs or other additives?			✓		See above	See above
Analyze ingredients contained in the final food product to ensure that feed specifications have been met?			✓		See above	See above
Are the foods stored and handled according to the following criteria?						
Moist pellets should not exceed 10°F at point of delivery.			✓		Do not measure	Measure temperature of moist pellets at delivery
Moist pellets should be removed from freezer just prior to feeding.		✓			Discussion	
Do not leave buckets of feed or feed containers outside exposed to light or heat.				✓	Discussion	Follow IHOT requirements for not leaving feed or feed containers outside exposed to light or heat
Open bags of feed should be fed within 1 to 2 days except when feeding small groups of fish.		✓			Discussion	
Automatic feeder hoppers and bulk storage facilities should be insulated against excessive temperatures (80°F and above).				✓	Discussion	Insulate feed hoppers and bulk storage

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
Release facilities						
Do the release facilities ensure that fish are not subjected to adverse conditions?		✓			Inspection of facilities/Discussion	
Pollution abatement facilities						
Do the pollution abatement facilities meet all federal and state regulations (or good engineering practice)?		✓			Inspection of facilities/Discussion	
Are pollution abatement facilities operated correctly?		✓			Discussion	
Transportation facilities						
Are the transport systems adequate to meet IHOT performance measures for transportation practices?		✓			Inspection of facilities/Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
Broodstock selection practices						
Is the donor selection process document attached? (PM #40a)	✓				Existing program; does not apply	
Was the donor selection outline followed in selecting the hatchery broodstock? (PM #40b-c)	✓				Existing program; does not apply	
Spawning practices						
Were the appropriate number of spawners, male/female ratios, and fertilization protocols used? (PM #42c-g)		✓			Review of records/Discussion	
Incubation practices						
Are specific incubation standards listed in the hatchery operations plan?				✓	Reviewed IHOT Operations Plan	Develop specific incubation standards for the IHOT Operations Plan
Are incubation practices written?				✓	See above	See above
Incubation Type 1: <u>Vertical tray</u> (see PM #8) - do you meet the loading and flow criteria?				✓	Review of records/Discussion	Review IHOT flow criteria for vertical tray incubators
Incubation Type 2: _____ (see PM #8) - do you meet the loading and flow criteria?	✓				Review of records/Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
rearing practices						
specific rearing standards listed in the hatchery operations plan?				✓	Review IHOT Hatchery Operations Plan	Develop specific rearing standards for the IHOT Operations Plan
rearing practices written?				✓	Review Hatchery Operations Plan	See above
rearing Unit Type 1: <u>Raceways</u> (see PM #9)						
Do you meet the density and DI criteria?			✓		No written criteria	See above
Do you meet the Loading and FI criteria?			✓		No written criteria	See above
rearing Unit Type 2: _____(see PM #9)						
Do you meet the density and DI criteria?	✓					
Do you meet the Loading and FI criteria?	✓					
rearing Unit Type 3: _____ (see PM #9)						
Do you meet the density and DI criteria?						
Do you meet the Loading and FI criteria?						
smolt quality						
Do you produce a high quality smolt?		✓			Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
Health management practices						
Are the monthly hatchery monitoring visits being conducted? (PM #26)		✓			Review of records/Discussion	
Are the annual broodstock inspections being conducted? (PM #27)		✓			Review of records/Discussion	
Is there pathogen-free water (PM #5h) and are the sanitation procedures being followed? (PM #28)				✓	Review of records/Discussion	See PM #5h and #28
Are the following water quality parameters within criteria? (PM #5a-5g)						
Water temperature				✓	Review of records/Discussion	See PM #5a
Dissolved gases			✓		Review of records/Discussion	See PM #5b
Chemistry			✓		Review of records/Discussion	See PM #5c
Turbidity			✓		Review of records/Discussion	See PM #5d
Alkalinity and hardness			✓		Review of records/Discussion	See PM #5e
Nitrite			✓		Review of records/Discussion	See PM #5f
Contaminants			✓		Review of records/Discussion	See PM #5g
Are rearing standards being followed? (PM #19)			✓		Review of records/Discussion	See PM #19
Are egg and fish transfer/release requirements met? (PM #31)		✓			Review of records/Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
<p>Do hatchery performance meet requirements defined in the regional hatchery policies and in basin and hatchery plans for the following areas?</p> <p>Percent smoltification</p> <p>Do you measure percent smoltification? Do you have a smoltification goal Did you meet the smoltification criteria?</p>		✓ ✓		✓	Based on condition factor Discussion Discussion	Review final rearing/release size/release time strategy for changes needed to meet smoltification criteria
<p>Rearing density (prior to release)</p> <p>Did you meet the rearing density criteria just prior to release?</p>			✓		No written criteria	Develop rearing density criteria
<p>Disease condition (at release)</p> <p>Did you meet all disease regulations just prior to release?</p>		✓			Review of records/Discussion	
<p>Release number (at release)</p> <p>Did you meet the release number goal?</p>		✓			Some bird problem; but now fixed	
<p>Release size (at release)</p> <p>Did you meet the size goal?</p>		✓			Review of records/Discussion	
<p>Release date (at release)</p> <p>Did you meet the release date goal?</p>		✓			Review of records/Discussion	
<p>Release location (at release)</p> <p>Did you release the fish at the specified location?</p>		✓			Review of records/Discussion	
<p>Subbasin rearing/acclimation</p> <p>Were the fish reared in the subbasin? Were the fish acclimated in the subbasin?</p>		✓ ✓			Discussion Discussion	
<p>Release strategy</p> <p>Is the release strategy appropriate for the program?</p>		✓			Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
Transportation facilities						
Do transportation equipment and personnel receive disinfection before and after use?				✓	Discussion	Follow IHOT protocols for disinfection of personnel before and after use
Is the fish tank interior disinfected using a solution of 200 ppm active chlorine for 30 minutes minimum or formaldehyde gas generation method (relative humidity of 60% for 2 hrs)?		✓			Discussion	
Is the exterior of the fish transport vehicle disinfected using high pressure steam (115-130°C), high temperature acid, or with 200 ppm chlorine for 30 minutes?				✓	Discussion	
Is the fish transport vehicle (cab) disinfected using 600 ppm quaternary ammonia compounds (1.5 ml of 50% stock solution/liter water)?				✓	Discussion	
Is other equipment disinfected including fish pumps, nets, egg sorters, waders, boots, rain gear, hoses and other equipment using one of the following solutions? 200 ppm chlorine for 30 minutes 600 ppm quaternary ammonia compound for 30 minutes 200 ppm iodophor solution for 10 minutes		✓			Discussion	
Do personnel wear protective garments when handling fish eggs or cultural water?				✓	Discussion	
Do the fish transport truck/chassis and tank/unit receive an inspection and service prior to the release season?		✓			Discussion	
Is a daily service inspection completed before starting up and leaving for the day?		✓			Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
Transportation facilities						
Does the fish transport unit receive an inspection prior to loading?		✓			Discussion	
Does a pre-loading inspection covering tank water level, pumps or aerators, oxygen injection system settings, displacement gauge, and truck loading/hauling density tables checked and reviewed occur prior to loading fish in the transport unit?		✓			Discussion	
Do hauling criteria include checking the fish 45 minutes to 1 hour after loading?		✓			Discussion	
When fish are active and systems are functioning properly, is the oxygen concentration reduced and maintained at approximately 8 ppm?		✓			Discussion	
Is water temperature in the transportation unit maintained within the 42-48 °F range?		✓			Discussion	
Do fish releasing procedures include the following criteria?						
Releasing the fish at the correct release site or into the correct water body.		✓			Discussion	
Tempering or the difference between the liberation tank and the target water body should not exceed 10°F.		✓			Discussion	
The liberation hose should be angled so that fish gently hit the water. Using a tripod is a method of ensuring the hose will stay at the proper angle.		✓			Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
<p>Evaluation practices</p> <p>Has the hatchery conducted fishery contribution studies?</p> <p>Determine the requirements for evaluating and improving management programs?</p> <p>Develop guidelines that define the geographical area and identify component stocks (hatchery and/or wild) that comprise the management unit?</p> <p>Develop guidelines that define if the proper stocks of fish are currently being used?</p> <p>Determine which management units contribute to a specific fishery and the time periods of those contributions?</p> <p>Determine the relative contributions of the various management units to a specific fishery over the different time periods?</p>				<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>Discussion. Have limited data (Broodyears 89-90), but tagging has been discontinued.</p> <p>Discussion</p> <p>Discussion</p> <p>Discussion</p> <p>Discussion</p>	<p>Conduct fishery contribution studies</p> <p>See above</p> <p>See above</p> <p>See above</p> <p>See above</p>

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
ining practices						
Does the hatchery have a training schedule for its staff?		✓			Review of records/Discussion	
Does each staff member have a personal training plan approved by a supervisor and reviewed annually?		✓			Review of records/Discussion	
Does the hatchery routinely exchange training details between other hatcheries and agencies?				✓	Review of records/Discussion	Develop exchange training details among other hatcheries and agencies
Does the hatchery encourage and reward off-duty training of staff?		✓			Review of records/Discussion	
Does the hatchery conduct monthly staff meetings?		✓			Review of records/Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
monthly hatchery monitoring visits being conducted by a qualified fish health specialist as described below?						
Conduct visit at least monthly		✓			Review of records/Discussion	
Monitoring conducted by qualified fish health specialist		✓			Review of records/Discussion	
Examine a representative sample of healthy and moribund fish from each lot.		✓			Review of records/Discussion	
Review fish culture practices with hatchery manager.		✓			Review of records/Discussion	
Report finding and results of necropsies on standard form.		✓			Review of records/Discussion	
Recommend appropriate drug or chemical treatment.		✓			Review of records/Discussion	
Summarize fish health status or stock prior to release or transfer to another facility.		✓			Review of records/Discussion	
all of the functions of the hatchery yearly monitoring visits being completed as described below?						
Annually examine each broodstock for the presence of reportable viral pathogens.		✓			Review of records/Discussion	
Annually screen each salmon broodstock for the presence of <i>Renibacterium salmoninarum</i> .		✓			Review of records/Discussion	
Conduct inspection by or under the supervision of qualified fish health specialist.		✓			Review of records/Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
<p>Are hatchery following accepted sanitation procedures?</p> <p>Are there any sources of pathogen-free water, especially for incubation and early rearing?</p> <p>Are the hatchery sanitation procedures understood and being followed as described below?</p> <p>Disinfect/water harden eggs in iodophor?</p> <p>Are foot baths containing disinfectant placed at the incubation facility's entrance and exit?</p> <p>Is equipment and rain gear utilized in broodstock handling or spawning sanitized prior to its use elsewhere in the hatchery?</p> <p>Is equipment used to collect dead fish sanitized prior its use in another pond and/or lot of fish?</p> <p>Is equipment, including vehicles used to transfer fish between facilities, disinfected prior to use with any other fish lots or at any other location?</p> <p>Are rearing vessels sanitized after fish are removed and prior to introducing a new fish lot or stock?</p> <p>Are dead fish properly disposed of?</p>		<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		<p>✓</p> <p>✓</p>	<p>Discussion</p> <p>Inspection of facilities/Discussion</p>	<p>None</p> <p>Install foot baths in incubation facility</p>

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
water quality parameters being followed?						
Are the following water quality parameters within criteria? (PM #5a-5g)						
Water temperature				✓	Review of records/Discussion	See PM #5a
Dissolved gases			✓		Review of records/Discussion	See PM #5b
Chemistry			✓		Review of records/Discussion	See PM #5c
Turbidity			✓		Review of records/Discussion	See PM #5d
Alkalinity and hardness			✓		Review of records/Discussion	See PM #5e
Nitrite			✓		Review of records/Discussion	See PM #5f
Contaminants			✓		Review of records/Discussion	See PM #5g
io to PM #21						
incubation and rearing standards being followed?						
Are the incubation practices following the IHOT incubation criteria? (PM #18)				✓	Review of records/Discussion	See PM #18
Are the rearing practices following the IHOT criteria? (PM #19)			✓		Review of records/Discussion	See PM #19
io to rearing practices PM #18-PM #19						
egg and fish transfer/release requirements met?		✓			Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
<p>Is the hatchery's program outlined in a subbasin management plan?</p> <p>Refer to subbasin plan PM #1</p>		✓			Columbia Basin System Planning Production Plan, Clackamas subbasin plan, and U.S. v Oregon	
<p>Is the hatchery operating under a current hatchery operational plan?</p> <p>Refer to operational plan PM #2</p>				✓	Review IHOT Operations Plan	See PM #2
<p>Is hatchery monitoring and evaluation plan in place?</p> <p>Refer to hatchery monitoring and evaluation plan PM #3</p>				✓		See PM #3

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
<p>Does the hatchery program meet requirements established in the regional hatchery policies and basin planning documents in the following areas: species, stock, broodstock collection location, broodstock numbers, broodstock collection strategy, spawning and egg-take protocols?</p> <p>Does the hatchery program meet the requirements for the following?</p>						
Species protocols (PM #1)		✓			Review of records/Discussion	
Stock protocols (PM #1)		✓			Review of records/Discussion	
Broodstock collection location protocols (PM #41b for existing program; PM #39b for new program)		✓			Review of records/Discussion	
Broodstock numbers protocols (PM #42c)		✓			Review of records/Discussion	
Broodstock collection strategy protocols (PM #41b-d for existing program; PM 39b-f for new program)		✓			Review of records/Discussion	
Spawning protocols (PM #42d-e)		✓			Review of records/Discussion	
Egg-take protocols (PM #42f-g)		✓			Review of records/Discussion	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
Do the hatchery's performance meet requirements defined in the regional hatchery policies and in basin and hatchery plans for the following areas: percent smoltification, rearing density, disease condition, and the number, size date(s), and location of release?						
Percent smoltification (PM #22a1)				✓	Review of records/Discussion	See PM #22a1
Rearing density (PM #22a2)			✓		Review of records/Discussion	See PM #22a2
Disease condition (PM #22a3)		✓			Review of records/Discussion	
Number at release (PM #22a4)		✓			Review of records/Discussion	
Size at release (PM #22a5)		✓			Review of records/Discussion	
Date of release (PM #22a6)		✓			Review of records/Discussion	
Location of release (PM #22a7)		✓			Review of records/Discussion	
Are fish reared in the subbasin or acclimated in the basin?		✓			Discussion	
PM #22b						
Is the release strategy appropriate for the program?		✓			Discussion	
PM #22c						

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
<p>new programs, has a broodstock collection plan developed?</p> <p>Is the broodstock collection plan written?</p> <p>For a non-captive broodstock program:</p> <p>Was an unbiased, representative sample collected?</p> <p>Was the recommended number of broodstock collected?</p> <p>For a captive broodstock program:</p> <p>Were captive brood progeny excluded as donors for propagating the next generation of the captive broodstock program?</p> <p>Were full-sib crosses avoided?</p> <p>Is the broodstock collection plan understood and being followed by staff?</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>				<p>Existing Program; does not apply</p>	
<p>a new program, was the donor selection outline followed in selecting the hatchery broodstock?</p> <p>Is a donor selection plan written?</p> <p>Was the donor selection outline followed in selecting the broodstock?</p> <p>Was the target stock recommended in the donor selection process actually used?</p>	<p>✓</p> <p>✓</p> <p>✓</p>				<p>Existing Program; does not apply</p> <p>Existing Program; does not apply</p> <p>Existing Program; does not apply</p>	

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
<p>existing programs, were the broodstock collection procedures followed?</p> <p>Is the broodstock collection plan written?</p> <p>Does the broodstock collection plan follow the guideline:</p> <p>Was an unbiased, representative sample collected?</p> <p>Was the recommended number of broodstock collected?</p> <p>Were the broodstock collection procedures in hatchery operation plan understood and followed?</p>				<p>✓</p> <p></p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>None provided</p> <p>Discussion</p> <p>Discussion</p> <p>Discussion</p>	<p>Develop broodstock collection plan</p> <p>See above</p> <p>See above</p> <p>See above</p>

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
<p>Are the appropriate number of spawners, male/female ratios, and fertilization protocols used?</p> <p>Are the spawning protocols written?</p> <p>Are daily or weekly spawning logs available?</p> <p>Was the appropriate number of spawners used?</p> <p>Did you attempt to spawn all collected broodstock and randomize mating with respect to age class, and other traits?</p> <p>Was the sex-ratio within the limits given in the performance standards?</p> <p>Were the fertilization protocols followed?</p> <p>If the hatchery needed to reduce the number of eggs retained, was this done by representative sampling of each male/female cross?</p>		<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		<p>✓</p>	<p>None provided</p> <p>Review of records</p> <p>Discussion</p> <p>Discussion</p> <p>Discussion</p> <p>Discussion</p> <p>Discussion</p>	<p>Develop spawning protocols</p>

Description of Performance Measure	Compliance Status				Basis for Compliance or Non-Compliance	Remedial Action Needed for Compliance
	N/A	Yes	?	No		
<p>Is there a genetics monitoring and evaluation program in place?</p> <p>Is a genetics monitoring and evaluation program available?</p> <p>Does the plan address the following elements listed in HOT:</p> <p>Does the program have elements needed to meet evaluation goals 1-4?</p> <p>Has a qualified geneticist reviewed and endorsed the program (goal 5)?</p> <p>Will the program collect the data and maintain the records needed to evaluate compliance on an ongoing basis (goal 5)?</p> <p>Is the program understood and followed by staff?</p>				<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>None provided</p> <p>Discussion</p> <p>Discussion</p> <p>Discussion</p> <p>Discussion</p>	<p>Develop approved genetics M&E plan</p> <p>See above</p> <p>See above</p> <p>See above</p> <p>See above</p> <p>See above</p>

Remedial Actions

Based on the compliance status for each performance measure, remedial actions were developed. The required remedial actions are organized into five categories. The types of categories range across a spectrum from those actions that are beyond human control, to those that require a change in agency policy or procedures, to those that involve a significant capital cost to put in place. The following are the five types of remedial actions identified under phase 1 of the audit:

The Five Types of Remedial Actions

Type	Description
1	Non-compliance issues resulting from items beyond human control or Performance Measures not relevant for this hatchery
2	Remedial actions requiring changes in agency policies or procedures
3	Remedial actions requiring changes in monitoring coverage or interval
4	Remedial actions requiring significant capital expenditures
5	Remedial actions that may require significant capital expenditures but are not clearly definable at this time

Remedial Actions at Eagle Creek NFH - Winter Steelhead

This section presents the corrective actions required to bring the Eagle Creek NFH - Winter Steelhead program into compliance with IHOT performance measures. The remedial actions suggested here are just that, suggestions developed by the Montgomery Watson Audit Team. For some non-compliance areas, other remedial actions could be proposed. The required remedial actions are cross-referenced to each IHOT performance measure that was not in compliance. Where appropriate, the costs associated with the remedial actions are also presented (Table 3).

The cost estimates presented in this section are based on professional experience from similar projects. In most cases, only a lump-sum figure is presented, and detailed take-off lists have not been prepared. The cost estimates are essentially order of magnitude estimates ($\pm 40\%$).

More importantly, the suggested remedial activities may also present several levels of action. Optional actions have been listed for several problems. These optional actions are desirable for either operational or safety considerations.

Remedial Action Required	Cost	PMs¹
Develop exchange training details among other hatcheries and agencies	----	25

Remedial Action Required	Cost	PMs¹
Type 2 (Continued) - Remedial actions requiring changes in agency policies or procedures		
Install foot baths in incubation facilities	----	28
Develop broodstock collection plan	----	41
Develop spawning protocols	----	42
Develop approved genetics M&E plan	----	43
Type 3 - Remedial actions requiring changes in monitoring coverage or interval		
Monitor and record DO and TGP	----	5b
Run analysis for water chemistry parameters, turbidity, alkalinity, hardness, nitrite, and contaminants	----	5c-5g
Type 4 - Remedial actions requiring significant capital expenditures		
Install alarms at intake, adult holding ponds, incubation	\$30,000	6
Install telephone pagers	\$5,000	6
Install security alarms	10,000	6
Install 10, 16-tray incubators	\$20,000	8
Provide new screens to meet IHOT mesh criteria	\$8000	10
Type 5 - Remedial actions that may require significant capital expenditures but are not clearly definable at this time		
Improve fry-to-smolt survival	----	4f

¹ PMs are performance measures that were extracted from the IHOT 1995 report. The IHOT performance measures are listed in Table 2 (Section 3 of this report) in numerical order.

Hatchery Contribution to Fisheries, Spawning Grounds, and Hatcheries

This section presents the audit findings for the Eagle Creek NFH - Winter Steelhead program contribution of adult fish to fisheries, local fisheries, spawning grounds, and hatcheries. Data is reported by broodyear. A broodyear refers to the adult contribution from the eggs produced from a single group of spawning adults. For some species, this may include fish caught as 2-, 3-, 4-, 5-, and 6-year old fish. Because of the return distribution and data processing delays, the complete adult contribution for a given broodyear may not be available until 4 to 5 years after the fish have been released from the hatchery.

**Table 4. Adult Contribution to Fisheries, Spawning Grounds, and Hatcheries:
Eagle Creek NFH - Winter Steelhead**

Year	Fisheries ¹ (Broodyear)	Spawning Grounds ¹ (Broodyear)	Hatchery ¹ (Broodyear)	Total Combined Contribution ² (Broodyear)	Smolt to Adult Survival (percent)
1984					
1985					
1986					
1987	Complete information not available	Complete information not available	Complete information not available	Complete information not available	Complete information not available
1988	Complete information not available	Complete information not available	Complete information not available	Complete information not available	Complete information not available
1989	Complete information not available	Complete information not available	Complete information not available	Complete information not available	Complete information not available
1990	Complete information not available	Complete information not available	Complete information not available	Complete information not available	Complete information not available
1991					
1992					

¹ Data obtained from Missing Production Groups Annual Report or from the Regional Mark Information System database.

² Total combined adult contribution; presented when it is not possible to subdivide the contribution into fisheries, spawning grounds, and hatchery contributions.

Annual Operating Expenditures

The level and detail of annual operating expenditures varies widely depending on hatchery, operating agency, and funding source. When provided, expenditures were presented in terms of personnel costs, operating costs (power, feed, supplies), capital costs, indirect costs charged to the federal government, third-party costs, and other costs. These cost components were summed to determine a total hatchery annual cost. Based on discussion with the hatchery manager, the percent of total hatchery costs allocated to a given program was estimated. The total hatchery costs and the percent of hatchery costs allocated to a given program were used to compute the cost of a given program. Table 5 shows the annual operating expenses for the Eagle Creek NFH - Winter Steelhead program. For programs that occur at more than one facility (as shown on Table 1 in Section 3 of this report), the cost breakdown for the component(s) at each facility is presented in separate tables (Table 5a).

Table 5. Annual Operating Expenses: Eagle Creek NFH - Winter Steelhead

Hatchery	1994	1995	1996
1. Eagle Creek Hatchery	122,245	\$96,492	\$113,335
2.			
3.			
4.			
5.			
Total Program Costs	122,245	\$96,492	\$113,335

The total expenditures for the Eagle Creek NFH are presented in Table 6 by program. The detailed breakdown of program expenditures at this hatchery are presented in separate tables (Tables 6a and 6b).

Table 6. Annual Operating Expenses - Eagle Creek NFH

Program	1994	1995	1996
1. Coho	\$366,734	\$388,368	\$379,425
2. Winter Steelhead	122,245	\$96,492	\$113,335
3.			
4.			
5.			
Total Hatchery Costs	\$488,978	\$482,460	\$492,760

**Table 5a. Annual Operating Expenses: Eagle Creek NFH - Winter Steelhead
Expenditure Occurring at Eagle Creek Hatchery**

Component	1994	1995	1996
Personnel Costs	\$324,090	\$333,993	\$317,182
Operational Costs	\$66,988	\$97,045	\$88,376
Capital Costs	\$86,377	\$39,081	\$77,353
Indirect Costs			
Lumped Hatchery Costs ¹			
Lumped Third-Party Costs	\$11,523	\$12,341	\$9,849
Total Hatchery Costs	\$488,978	\$482,460	\$492,760
Source of Funds			
NMFS	100%	100%	100%
Program Production (lb)	46,061	46,913	33,441
Total Production (lb)	187,218	239,280	145,539
Program as Percent of Total	25%	20%	23%
Program Costs	122,245	\$96,492	\$113,335

¹ When it was not possible to obtain a detailed cost breakdown from an agency or third party, the undivided costs were entered here.

Table 6a. Detailed Expenditures at Eagle Creek NFH by Program

Coho

Component	1994	1995	1996
Personnel Costs	\$324,090	\$333,993	\$317,182
Operational Costs	\$66,988	\$97,045	\$88,376
Capital Costs	\$86,377	\$39,081	\$77,353
Indirect Costs			
Lumped Hatchery Costs ¹			
Lumped Third-Party Costs	\$11,523	\$12,341	\$9,849
Total Hatchery Costs	\$488,978	\$482,460	\$492,760
Source of Funds			
NMFS	100%	100%	100%
Program Production (lb)	141,157	192,367	112,098
Total Production (lb)	187,218	239,280	145,539
Program as Percent of Total	75%	80%	77%
Program Costs	\$366,734	\$388,368	\$379,425

¹ When it was not possible to obtain a detailed cost breakdown from an agency or third party, the undivided costs were entered here.

Table 6b. Detailed Expenditures at Eagle Creek NFH by Program

Winter Steelhead

Component	1994	1995	1996
Personnel Costs	\$324,090	\$333,993	\$317,182
Operational Costs	\$66,988	\$97,045	\$88,376
Capital Costs	\$86,377	\$39,081	\$77,353
Indirect Costs			
Lumped Hatchery Costs ¹			
Lumped Third-Party Costs	\$11,523	\$12,341	\$9,849
Total Hatchery Costs	\$488,978	\$482,460	\$492,760
Source of Funds			
NMFS	100%	100%	100%
Program Production (lb)	46,061	46,913	33,441
Total Production (lb)	187,218	239,280	145,539
Program as Percent of Total	25%	20%	23%
Program Costs	122,245	\$96,492	\$113,335

¹ When it was not possible to obtain a detailed cost breakdown from an agency or third party, the undivided costs were entered here.