

Long-term Marine Protected Area Socioeconomic Monitoring Program for Commercial and Commercial Passenger Fishing Vessel Fisheries in the State of California

Perspectives on the Health and Well-being of California's Commercial Fishing Communities in Relation to the MPA Network

Members of Princeton - Half Moon Bay's Commercial Fishing Community

The Marine Protected Area (MPA) Human Uses Project Team¹ anticipates hosting over 25 virtual focus group conversations with fishermen throughout California from July 2020 through Spring 2021.² The information shared during these discussions is a core component of a study to gather and communicate information about the health and well-being of commercial and Commercial Passenger Fishing Vessel (CPFV) fishing communities in California, including impacts from MPAs. A key goal of this study is to convey fishermen's perspectives about the unique challenges and opportunities that fishing communities are facing to managers and decision-makers through a series of summaries and other products. The results of this study will be made available to inform discussions about MPA and fisheries management, including California's 10-year MPA network performance review.

For each focus group, a small number of fishermen representing a range of fishing interests were brought together to:

- provide their perspectives on their fishing community's health and well-being, including environmental conditions, markets, infrastructure, and social and political relationships, including impacts from MPAs; and
- share feedback about their focus group experience to help improve the process for future focus groups.

The focus groups included quantitative questions where fishermen were asked to score their port on various topics, and an open-ended qualitative discussion followed each question. This document summarizes both quantitative and qualitative findings from the focus group. More details about the methods used for each focus group discussion, including questions asked to participants and the approach to recruiting focus group participants, is available on the Project Team's website, <https://mpahumanuses.com/>. The website also hosts focus group conversation summaries and an interactive data explorer, which will be components of the final products developed upon completion of this project in 2021. For questions about this project, including focus group engagement and the content of this document, please contact us at hello@mpahumanuses.com.

Port: Princeton - Half Moon Bay

Date: Thursday, November 19, 2020

Participants: Barry Day, Don Marshall, Porter McHenry, Kyle Pemberton, Frank Sousa, two anonymous participants

¹ Consisting of Humboldt State University researchers, Ecotrust, and Strategic Earth Consulting

² Previous versions of the summaries from other ports suggest there would be 30 focus groups through February 2021. The project has since evolved based on the needs of the fishing community and is reflected in all summaries moving forward.

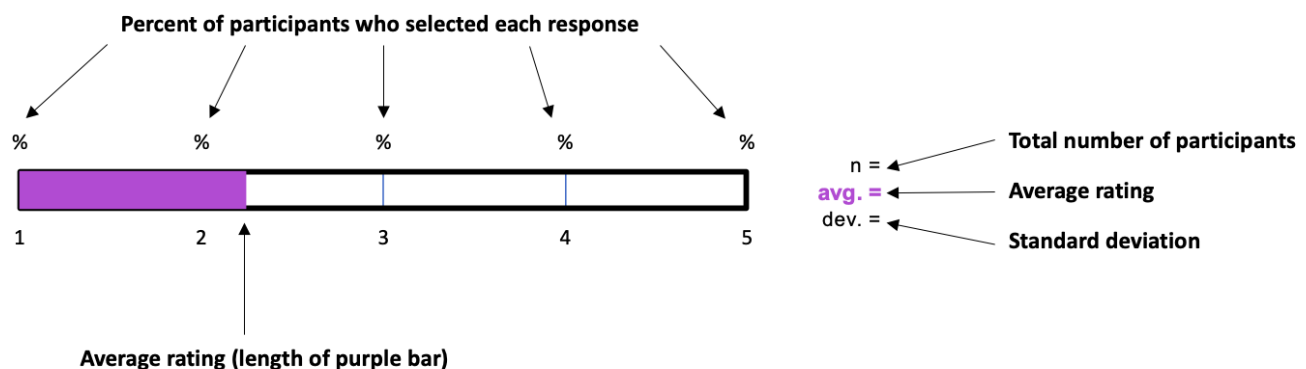
Overview

On November 19, 2020, seven commercial fishermen operating out of Princeton - Half Moon Bay participated in the thirteenth focus group conversation. A detailed summary of the conversation is captured below, including:

- the numerical final scores (gathered via Zoom polls) for questions asked within each theme;
- a summary of participants' perceptions, insights, and perspectives related to each question; and
- direct quotes from participants that help to illustrate sentiments in their own words.

Guidance for Interpreting Figures

There are 17 figures displaying participant responses for questions that had a numerical/quantitative component. In those figures, the percentages located directly above the bar (between 1 (low) and 5 (high)) represent the percent of participants in the focus group who selected that response. The total number of focus group participants is labeled 'n' to the right of each figure. The length of the purple bar indicates the average rating for each question, also labeled 'avg.' to the right, and 'dev.' refers to standard deviation, or the extent to which scores deviated from one another. See below for an example figure. There are also two figures on pages 15 and 23 that display the average responses for each question in the well-being and MPA sections, respectively, from highest to lowest.



In addition to providing feedback to help refine our process and approach for future focus groups, participants requested several resources be shared with them, including:

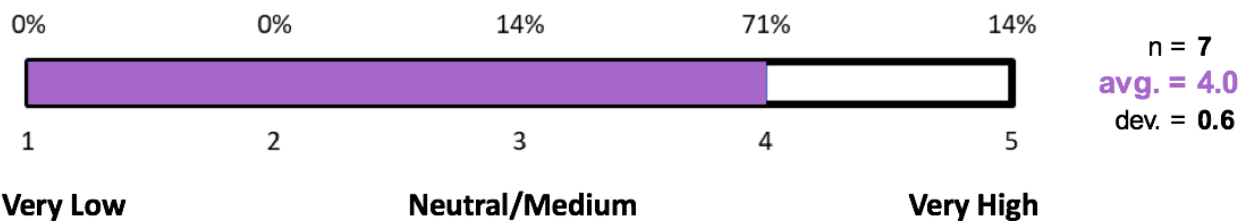
- [California Fisheries Data Explorer](#): This interactive site allows users to visualize commercial landings data (i.e., number of fishermen, pounds of fish landed, and revenue from fish landed) and CPFV logbook data (i.e., number of anglers, vessels, trips, and fish caught from specific fisheries and ports).
- [MPA Baseline Monitoring Program: North Central Coast](#)
 - [State of the California North Central Coast: A Summary of the Marine Protected Area Monitoring Program 2010–2015](#)
- [MPA Baseline Monitoring Program: Central Coast](#)
 - [Summary of Results from Baseline Monitoring of Marine Protected Areas 2007–2012, Central Coast](#)
- [Marine Protected Area Monitoring Program, 2019–2021](#)
- An article about Governor Newsom's [Executive Order related to protected areas and the 30x30 initiative](#)

Our Project Team would like to express our appreciation to the seven Princeton - Half Moon Bay fishermen—Barry Day, Don Marshall, Porter McHenry, Kyle Pemberton, Frank Sousa, and two anonymous participants—for their time and contributions to the focus group conversation.

Perceptions of Fishing Community Well-being

Well-Being, Environmental

1. Marine Resource Health - Present Overall, how would you rate the current health and sustainability of the marine resources on which fishermen from this port rely?



Very Low

Neutral/Medium

Very High

Discussion Summary Participants reported marine resource health varies across species but generally felt the ocean is fairly healthy. Several participants commented on the cyclical nature of marine resources from year to year; while they believed a number of fisheries are currently in a low cycle, participants stated there is good resource abundance and diversity overall.

- Several participants stated select groundfish species have rebounded after periods of poor health.
- Participants perceived Dungeness crab to be in a down cycle but were not concerned because they believed that species like crab, shrimp, and squid are cyclical.
- Several participants believed salmon abundance has been consistently low. One participant reported they recently had a good year for salmon fishing.
- One participant indicated overall marine resource health is high due to anchovies because they perceived anchovy abundance to be high, which they believed is the driving force behind all ocean dynamics.
- One participant said that although the ocean seems to be doing well, it could be healthier.

Participant Quotes

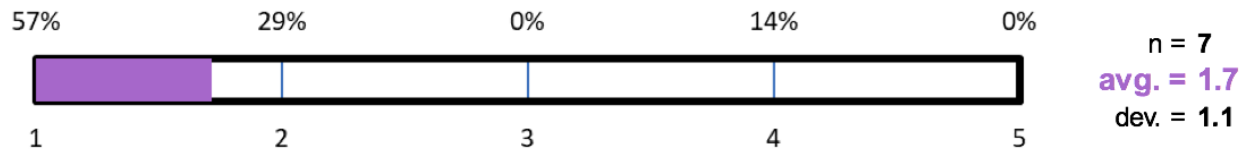
“Overall, I feel that resources are fairly healthy. The last few years, it seems like most of the people are able to make a living [given current resource health], at least.”

“It's such a broad spectrum, so many different species. But I look at the main species that our port catches. And I feel like salmon's obviously been challenged. I'm not even a salmon fisherman, but that's been my observation over the years. And we all know about cycles. And I think crab is looking like it could be on a downward cycle at the moment. And that's just the way the ocean always is. I mean, we've seen a number of cycles over the years. Groundfish seems to be pretty healthy. Looking at the ocean itself, it seems healthy to me. [Name redacted] experiences the ups and downs of squid, and I guess it can be attributed to cycles. But, again, I don't really know why it doesn't feel healthier to me.”

“There's a pretty good abundance in some of the species, but [. . .] from year to year, salmon lacks. So I wouldn't really want to say ‘Very High,’ but there are some species of groundfish that have rebounded and some opportunities year to year in crab and shrimp and other fisheries.”

“I put ‘High’ there for the abundance and, well, we all know the ocean’s ruled by the anchovies which is all happening. And I did alright on salmon this year, and the cycle of crab.”

2. Marine Resource Health - Future Concerns Overall, how worried are fishermen from your port about the future long-term health and sustainability of the marine resource populations on which you rely?



Extremely Worried

Somewhat Worried

Not at all Worried

Discussion Summary Participants were concerned that current fisheries management practices will not contribute to the long-term health and sustainability of marine resources and were less worried about future ocean changes. Several participants expressed concern about future threats to salmon populations.

- Two participants suggested fisheries management in California can be improved to ensure marine resources are healthy long-term. They compared management in California to that in Alaska, where they believe management is better suited to supporting commercial fisheries through the use of real-time fisheries management.
- Several participants believed better management practices are needed to help reverse the decline of salmon habitat and stocks. One participant suggested a return to hatchery production akin to the 1970s and 1980s as a potential solution.

Participant Quotes

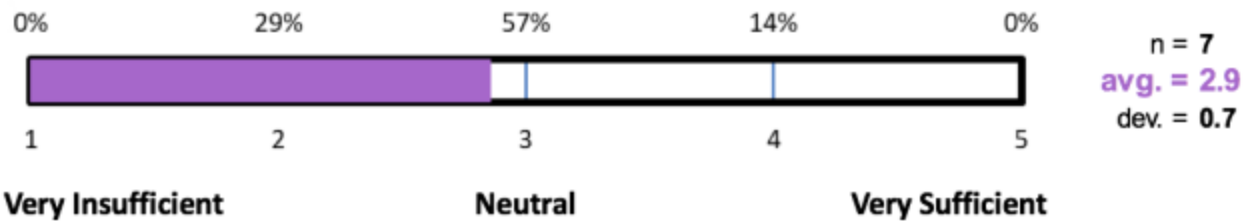
“I rated myself ‘Extremely Worried’ when it comes to the effectiveness of management. [. . .] I think that a lot of things that they come up with say that [they will support the long-term sustainability of marine resource populations], or allege that.”

“Besides salmon, the long-term sustainability of the ocean seems real healthy and very well maintained. I'm not worried about the populations. [I'm more concerned about] the management of it than the actual populations, except for salmon.”

“Salmon specifically, I mean, habitat degradation could change - they could do more for that, and they could do more for the hatcheries and they could ramp up hatchery production like they did in the 70s and 80s. But they, for some reason, really haven't. They're worried about genetic anomalies and things like that. And so in some cases in Alaska, they don't really do that. It's a different kind of management. It's a different kind of socioeconomic situation. There's not as much diversity there, so there's a little more attention paid to commercial fishing and here: not quite like that.”

Well-Being, Economic

3. Access to Harvestable Resources Overall, how would you rate your port in terms of the level of access that fishermen have to marine resources to support the local fishing fleet?



Discussion Summary Participants identified several factors that inhibit local commercial fishermen’s access to marine resources, including financial barriers and fishing season restrictions.

- Participants highlighted the very high cost of fishing permits, particularly for Dungeness crab and squid, which can pose a financial barrier to entry. Several participants emphasized that while permits have always been required to access limited entry fisheries, the price of those permits has increased.
- Participants explained that even though fishing permits may be available, purchasing a permit does not guarantee fishermen will be able to participate in that fishery during a given year (i.e., if the fishery is closed, delayed, or shortened), even if the resource itself is healthy/abundant. This uncertainty was a major source of concern among participants, particularly with regard to how it might affect the longevity of the commercial fishing industry.
- Several participants reported there is consistently insufficient access for the Dungeness crab fishery, despite sufficient species abundance to support the local fishing fleet. One participant stated restrictions on crabbing started with trap limits, but now include shortened seasons (i.e., loss of the entire spring and potentially fall season due to marine life entanglement issues in Dungeness crab gear). Another participant believed increased restrictions were the result of outside groups, such as environmental non-governmental organizations (NGOs), influencing management decisions.
- Participants discussed the irregularity of access for the groundfish and salmon fisheries. Specifically, one participant recalled that several years ago, the commercial season for salmon was closed but the sport/charter salmon fishery was open. They desired finer scale, in-season management practices for the commercial fishery in similar situations in the future, similar to fisheries management practices in Alaska.

Participant Quotes

“Management is the one [thing] that concerns me the most. It just feels harder and harder to have the ability to do what you need to do. If you got the access, there's ten million other things and barriers that are beating you down. So it's challenging.”

“Everything from access into squid - you need four million bucks - [to] crab: a lot of it boils down to money [. . .] it's a fortune to buy a crab permit and go crabbing. It's hard to get that kind of money.”

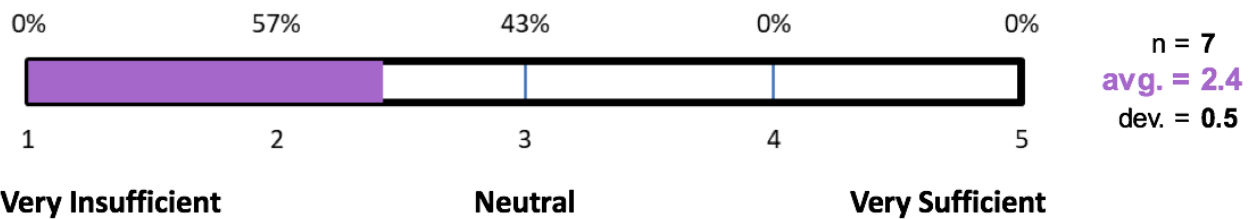
“Ten years ago, I bought my first crab permit for \$20,000, and it came with 25 traps and a 14-inch hauler, and it came with the ability to fish for seven and a half months of the year. My most recent was more along the lines of \$200,000 and has a much more insufficient amount of fishing time with it [in] the last few years. So there is access, but I would [not] call it reasonable access financially. Most people can't come up with that kind of cheddar. And if they can, it's most likely because they've had history in the fishery.”

“It's a fortune to buy a crab permit and go crabbing. It's hard to get that kind of money. And then with all [. . .] the management [season closures], it's getting scary now. I mean, we're all in the same boat here with this crab season being delayed and on and on.”

“The crab fishery [is] changing quite a bit. We went with trap limits years ago and then we lost our spring fishery and we're slowly losing our fall fishery.”

“This year was pretty decent access to the king salmon fishery in the summer. But I would still give it an 'Insufficient' because I have not forgotten about three years ago when we did not have a season for commercial and the sport fishermen were in front of our harbor battering the salmon every day. Some of the charter boats were making two trips. And instead of employing in-season management like they do in Alaska - more of a real-time management - they allowed us to just sit there and watch while everybody was tied up.”

4. Income from Fishing Overall, how would you rate the income that fishermen from your port earn from fishing in terms of supporting livelihoods?



Discussion Summary Participants reported that income from fishing is often not sufficient to support livelihoods for both captains and crew.

- Due to the uncertainties of access (as discussed in the **Discussion Summary** following question 3. *Access to Harvestable Resources* on page 5), one participant stated they had to supplement their fishing income by taking on other jobs in order to recoup the money they invested to prepare for the Dungeness crab season. They expected others would do the same if they had the opportunity. Another participant added that fishermen are still responsible for day to day expenses, whether or not they are earning income from crabbing.
- One participant explained that although a deckhand could be making sufficient income in the fishing industry compared to other similar jobs, their income is insufficient to cover living expenses in the Bay Area.

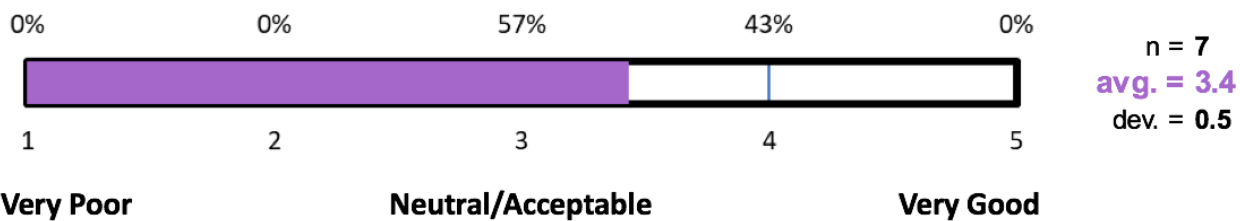
Participant Quotes

“When the access is there, we can make a buck. But when it's not, it's not. And me personally, for the first time in my career, I decided to diversify into other businesses just to give me a safety net. This is the first year I've ever felt like I'd like to have that safety net given the status

of crab, the Newsom order [Assembly Bill 3030], the inconsistencies of salmon and the inconsistent access to groundfish [. . .] Right now, what I'm doing is mitigating current loss [because] we're all not crabbing. So if you can get another job and figure some other line of work out to make money, I think there's a fair amount of guys that would want to do that. It's also a safety net if they decide to really pull the plug on this thing with all of our money on the line and all that we've invested and all of our time and crab pots and family: [you] need to have a safety net. Fortunately, I was lucky that I had an opportunity to diversify into something else and take that chance for right now. I'd love to just fish full time: that's ultimately what I'd like to do, but as it gets cut down, it gets scarier and scarier for all of us."

"I'm just thinking about the Bay Area in general: the deckhands that could be making a good amount of money - a guy might be making \$80,000 or \$100,000 a year - that's actually not enough because you're in the Bay Area. I mean, it's crazy - guys are spending \$2,000 or \$3,000 to rent a place, a one bedroom place here. It's a lot of pressure on captains even to try and get these guys paid properly and keep 'em busy and everything."

5. Markets Overall, how would you rate the quality of the markets to which fishermen from your port are able to sell their catch?



Discussion Summary Participants indicated markets are generally good for fishermen in the Princeton - Half Moon Bay area. Several participants discussed various marketing opportunities that are available for local fishermen.

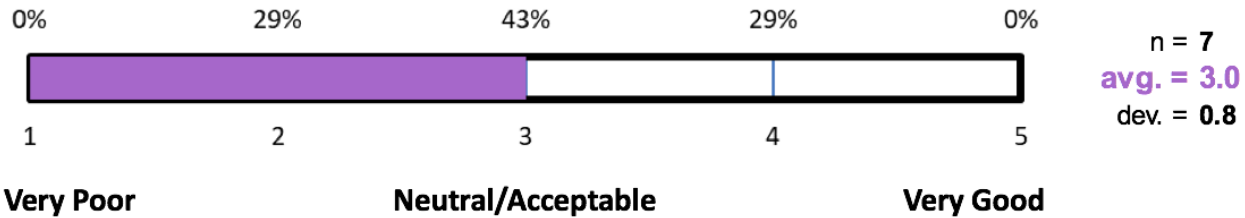
- When discussing markets for the main fisheries that operate out of the port, one participant stated fishermen are able to consistently obtain good prices for Dungeness crab and salmon. They added there are enough salmon buyers in the area that fishermen have the option to shop around for the best price. They compared their local markets to those of other ports, where they have heard price negotiations are more difficult.
- One participant identified direct-to-consumer dockside sales as an important market that supports Princeton - Half Moon Bay commercial fishermen.

Participant Quotes

"I feel like the markets overall have been pretty good. The majority of the fishermen in our port I would say are salmon and crab. Compared to some other ports, we always seem to have the option to get a good price for our crab. It's been quite a few years since anybody's got put on limits more than perhaps short-term and [during] a couple of real big starts for crab. Salmon I feel there's enough different buyers that the guys [are] willing to work and call around and they're able to get a good, decent price."

"We got that option of dock sales which I used pretty heavily, so that sort of tends to put me in the 'Good' there."

6. Infrastructure Overall, how would you rate the state of infrastructure and services that support commercial fishing in your port?



Discussion Summary Participants indicated that while the infrastructure in Princeton - Half Moon Bay is good relative to other ports, it could use improvement in some areas.

- Several participants said the ice machine they use is only somewhat reliable and is known to break down from time to time. They explained that when it is working at full capacity, it produces enough ice to support a greater volume of catch compared to other ports' ice machines like Santa Cruz.
 - One participant said the ice machine in Princeton - Half Moon Bay was not working at the time of the focus group, and they did not expect it to be fixed for several weeks. They related this lack of urgency for repairs to a drop in demand for ice due to the delayed Dungeness crab season opener, and added that this has effects on other fisheries; if a fisherman needed ice, they would either have to use whatever was still in the machine or obtain it elsewhere, like from a buyer or driving to San Francisco, which creates other challenges.
- One participant stated the local pier is not wide enough to accommodate the size of boats that commercial fishermen operate.
- Several participants indicated that fuel is easily obtainable for Princeton - Half Moon Bay commercial fishermen.

Participant Quotes

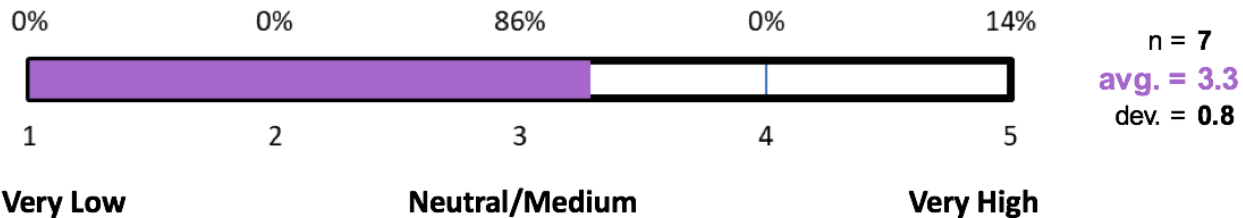
"The infrastructure [is] a little dated. [. . .] They're building boats wider than our pier, [which] could use an update. It's a lot of bigger boat operations [here], and we're still kind of stuck in a small footprint. We have fuel. We have ice, sometimes."

"We're pretty lucky. We get our fuel. Our ice machine breaks down sometimes [and] you get to be grumpy, but as a rule of thumb, it works. That's pretty much my experience."

"Nobody can really actually fish out of [Santa Cruz] in any sort of volume capacity [due to their ice situation]. In our port you could, but fresh in my mind is that I heard that [our] ice machine is out of commission and is not going to have any more ice for six to eight weeks. So if you're somebody that can truck ice in or get it from growers or you're getting it from a producer or something like that, then it may make things a little easier. But in our port, if you wanted to fish right now, you are working off of the last 20 tons that's in the hopper and there are no plans to fix it [soon]. And when I asked the guy at the fuel dock why they would do that, he said because nobody's really going to be fishing anyways. And I thought, he is right in that most people would be crabbing right now, but we can't do that. And so that infrastructure, should somebody want to go fishing, they would have to either get the last of that ice or have a buyer that has it for

them. So that's the big concern right now. And it's happened before. [. . .] Right now, I could go make a black cod trip, but I have to drive to San Francisco to get ice and come all the way back and pick up an observer and take them out fishing and all that. It just seems like an unnecessary piece of the puzzle.”

7. COVID-19 Impacts How disruptive do you think COVID-19 has been to your port’s fishing operations?



Discussion Summary Because markets remained available for the main fisheries in Princeton - Half Moon Bay during COVID-19, participants indicated the pandemic did not have a large effect on their port’s fishing operations. Several participants discussed potential future impacts from COVID-19, particularly for the Dungeness crab fishery.

- Several participants reported COVID-19 did not greatly affect fishermen’s ability to sell their catch to most markets, including wholesale. One participant believed fishermen doing direct-to-consumer sales experienced greater negative impacts.
- One participant shared how they were eventually able to sell their product, following a halt in sales during the early months of the pandemic. They anticipated some difficulty selling Dungeness crab to the public while social distancing is in effect, since crowds usually gather to purchase Dungeness crab.
- Another participant believed COVID-19 might affect the market for Dungeness crab if the fishery continued to be delayed past the holiday season, at which point demand might drop.
- One participant explained that COVID-19 hit when Dungeness crab prices were already lower than expected in early 2020. They said COVID-19 caused the price to drop even further, and fishermen did not have enough volume to compensate for the loss of revenue. They believed they were fortunate to be able to sell their Dungeness crab at all. They added that the few fishermen who decided to keep fishing until the 2019-2020 Dungeness crab season finished experienced a similar situation.

Participant Quotes

“To be honest, the COVID dice fell pretty well. We were stopped at the [beginning of the Dungeness crab season], but even running back and forth with the fish and stuff like that, I put ‘Neutral’ on that because, in all honesty, it didn't affect me that much. I still got rid of the stuff, and that’s just the nature of the beast. And it wasn't for that long when the catches weren’t that high. So I probably am looking ahead to - with crab - big lines of people with COVID. There could be problems with people the way they come for crabs and these lines, that could be a problem, but generally [we’re] all sort of good on that.”

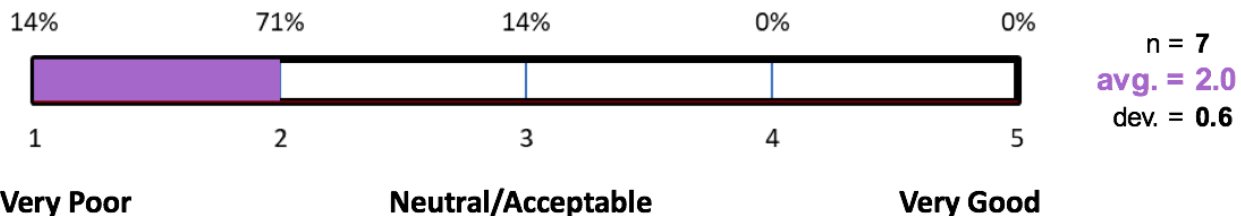
“I can't speak for anybody else, but it [COVID-19] didn't seem to have a huge impact on my markets this year. But I think it still remains to be seen - it could [affect] crab [markets], depending on when we go, because if we miss the holiday season, the crab might be worthless because I don't know if people will be eating as much as they normally would. So I think the

jury's out on that. But I feel like the markets have been there for the main species that come into our port this year.”

“One other thing did ring out in my mind because I do fish crab to the end [of the season] - some guys do, some guys don't. But because we started late for the whale reasons last year, our price would usually be a little higher [at the] end of February and March, and it was not. It kind of lingered around \$4.00 per pound, \$4.25 per pound when normally we would be seeing a little bit more than that on the low volume. So that was kind of a bummer, but that wasn't COVID-related. But when COVID hit, it went from \$4.25 per pound for me to \$3.00 per pound, and that was the difference between being able to make the money or not. So when COVID hit, I was told by my buyer that I was lucky that I could even sell him the crab. And I believe him when he said that, and the price went to \$3.00 per pound. So we basically reverted back to the opening day price but without the volume. [. . .] There was, I believe, only two or three other boats besides me in the harbor fishing all the way to the end - maybe a handful that experienced that.”

Well-Being, Social/Political

8. Labor/New Participants Overall, how would you rate your port in terms of being able to recruit new entrants to the industry and being able to retain current participants?



Very Poor

Neutral/Acceptable

Very Good

Discussion Summary Participants identified several factors that have contributed to poor recruitment and retention of captains and crew in the fishing industry, including both costs and uncertainties related to fisheries management.

- Several participants cited the significant financial investments required to enter the industry (i.e., for permits and boats). They said these costs make it unattainable for most people to enter the commercial fishing industry, particularly when there is so much uncertainty around fisheries management.
- Participants explained there is currently not enough work available to recruit and retain new crew members and pay them a living wage, primarily due to season closures. As a result, they said the labor pool is shrinking, and a limited number of crew are able and willing to work under these uncertain conditions.
 - One participant highlighted how this uncertainty discourages quality crew members from entering and, eventually, buying into the fishery industry themselves, which they said makes it difficult for fishermen to recruit new crew members. One participant recounted how they advertised online in an effort to find crew.
 - Several participants related fishermen's inability to recruit crew members to the high cost of living in the Bay Area, which is not affordable on deckhands' income. They added that crew members used to sleep in vehicles parked in public parking lots and use public

restrooms as a way to save money on housing, but due to recent county restrictions, this alternative living situation is longer an option.

Participant Quotes

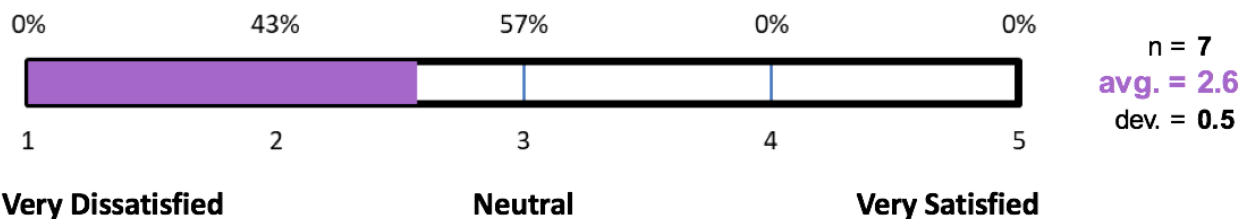
“It's [the fishing industry] lacking the overall profitability that it used to have, in my opinion. There's nobody coming up trying to work this hard and spend all this money to be in this fishery with this much uncertainty, especially with the crab and the inconsistencies of salmon.”

“Finding deckhands these days - good deckhands that want to commit their lives to the industry and stick around and work their way up through the ranks and everything - it's a challenge [. . .] and it's frustrating for owners who want good-quality guys. I've posted jobs on Craigslist to find deckhands because you look around and they're just not there. And again, that could go back to just the whole burden of the cost of living around here. Guys just can't afford to do it. So it definitely feels like there's less people coming in for many reasons [including] the challenges in the industry.”

“With crab now, I can't go pulling people from - say - Washington, get a guy down and they're going to sit there twiddling their thumbs. I'll wait two weeks for another [whale monitoring] flyover... oh, didn't work. Wait another two weeks... can't do that. And I did have an RV I used to pull into the car park there with a camp, and that can't happen anymore. So what do they do? It's an expensive place to be around, and the pool is getting smaller.”

“Deckhands used to be able to come into town and [. . .] sleep in their cars, sleep in RVs and have a lower cost of living while they're awaiting the season. All those things have gone away right now. Not only can you not have the RV in the upper lot, but they are putting restrictions on the bathroom keys for deckhands in our port and they won't let you sleep in the car, they give you a ticket for \$100, even if you own the van and you're there to work. So how does a guy hang out? I got a smaller steel boat. If he lays in the bunk, he can't get service or look at his phone or do anything but live in a hole with no lights. So it makes it difficult for guys to want to stick around or or even give it a shot.”

9. Job Satisfaction Overall, how satisfied do you think fishermen from the port are with their jobs in the fishing industry?



Discussion Summary Participants indicated that they love fishing itself, but the California regulatory context makes it difficult and less satisfying to be a commercial fisherman now compared to the past.

- Several participants believed they were destined to become fishermen but said their jobs are harder than they used to be.

- One participant stated it is difficult for fishermen to support their crew and invest in their boats, given uncertainties around fishing seasons.
- Another participant believed fishermen must dedicate lots of time to engagement in policy processes in order to maintain commercial fishing opportunities long-term.
- One participant stated their dissatisfaction stems from the business tasks that are required of fishermen now. They estimated they spend more time attending to administrative tasks than fishing or working on their boat.
- Another participant attributed their dissatisfaction to current (i.e., marine life entanglement issues) and potential future access restrictions (i.e., from California's 30x30 initiative).

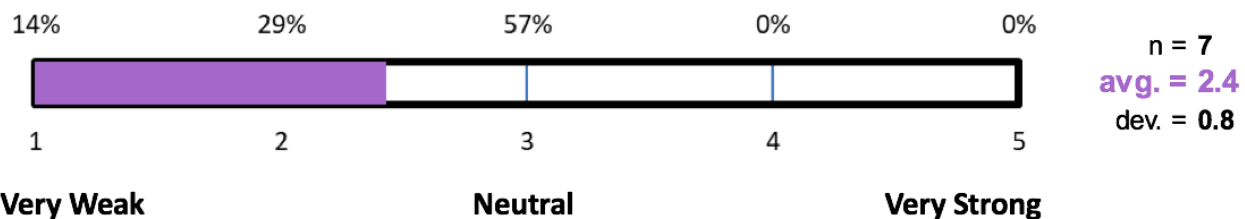
Participant Quotes

"I love fishing - don't get me wrong, that's why I do it, because I still love it. But [all] these other things are what frustrate me because I know what I remember, and it doesn't look anything like it [did] anymore."

"I hate to say this after all these years, [but] I was considering doing 'Dissatisfied.' And then I was looking at the stress level and all those things... I look at the industry, the limited entry trawl industry, and just dealing with the levels of compliance that we have to deal with are so hideous. Every 'i' you have to dot and 't' you have to cross... all the things that you have to do to be able to go fishing and be compliant dominates your life. I'm sitting at my desk right now and I can tell you I probably spend more hours sitting at my desk than I do out fishing now or working on my boat and keeping it safe. And that drives me crazy, absolutely crazy. I can't spend my time on my boat keeping it safe for me and my crew because I have to sit at my desk and answer all these emails and make sure every single thing is covered before I go fishing. And I hate that with every fiber of my soul, coming from a time when I could just go fishing - throw the lines and go, and it drives me nuts."

"I'm dissatisfied because [of] the very fact we're doing this now [participating in the focus group] and [the] 30x30 [initiative] and [marine life entanglement issues] [. . .] I'm thinking there's a storm coming and it's a big one and the wave's coming from the land on us."

10. Social Relationships - Internal Overall, how would you rate the strength of social relationships (or social capital) within your port?



Discussion Summary Participants reported the strength of relationships between Princeton - Half Moon Bay commercial fishermen are between very weak and neutral.

- One participant said fishermen tend to have independent personalities, and generally keep to themselves. Another participant said that when fishermen do engage with each other, they tend to disagree on the issues they are discussing.

- One participant compared fishing community dynamics in Princeton - Half Moon Bay to those in Eureka. They believed Eureka fishermen communicate with each other better and are more organized than other ports in California.

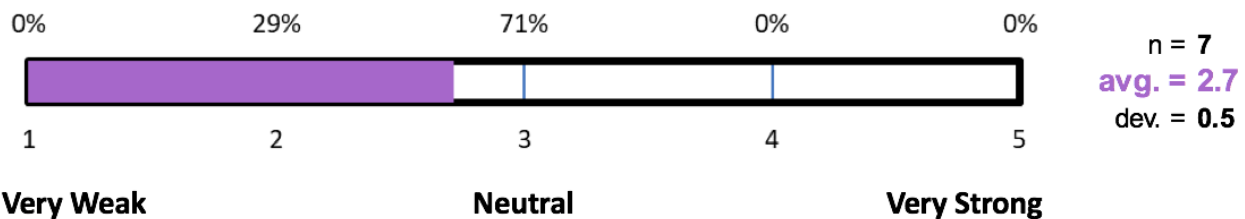
Participant Quotes

“The silence probably covers it because we're fishermen, we do our own thing and we talk to each other... that's life, pretty much it.”

“I feel overall, our port’s pretty fractured as fishermen. A lot of times issues come up, there's a lot of disagreement and different opinions between the fishermen and it seems we have kind of been butting heads.”

“I would agree with the fractured comment, not that there's any real remedy to fix it. A lot of it does have to do with the fact that we are very independent operators and we are of a very independent way of thinking. [. . .] I did notice in Eureka a couple of years ago, I was very impressed with the way that they conducted their [fishing association] meetings. And [name redacted] was extremely professional and fielding negative commentary, and they had a much different process and approach. [. . .] I wish that [some of the other ports] emulated the same kind of prioritized agenda [as Eureka’s fishing association leadership], and they rolled through it quickly. It did seem like even when somebody had a biting comment, it was dealt with appropriately and professionally.”

11. Social Relationships - External Overall, how would you rate the strength of the port’s relationship with external groups who could help support community needs?



Discussion Summary Several participants reported their port’s relationship with external groups is somewhat weak due to low levels of engagement by local commercial fishermen in fishing-related policy processes, in addition to a lack of support for the fishing industry from external groups.

- One participant believed their port’s inability to effectively engage in conversations with external groups is due to the lack of unity among local commercial fishermen (as discussed in the **Discussion Summary** following question 10. *Social Relationships - Internal* on page 12). Another participant indicated fishermen can be more involved in policy processes affecting the local fishing fleet.
- One participant believed management decisions are influenced by groups like environmental NGOs that often work against the interests of the fishing community, especially with regard to the topic of marine life entanglements in Dungeness crab gear.

Participant Quotes

“Getting along with the other groups is more difficult when you're coming in with different avenues of attack.”

“It's not like we're strong on representation, [those] of us sitting there in the harbor [in] Half Moon Bay. We're not pushing strong on that front.”

“Management worries us, but I also feel a lot has to do with the amount of people that are trying to sway management into doing other things, especially with this crab issue [marine life entanglements in Dungeness crab gear].”

Well-Being, Overall/Additional Comments

12. Overall/Open-ended *Is there anything not captured above that you would like managers and other readers to know about your fishing community/industry?*

- *What do you think federal and state managers could do to better support California's fishing communities?*
- *What do you think members of your fishing industry could do to support the well-being or sustainability of your fishing community?*

Discussion Summary Participants reiterated several points discussed earlier in the conversation, including the poor publicity fishermen receive in relation to issues with marine life entanglements in Dungeness crab gear, which they believe damages public perceptions of the fishing industry.

- Participants stated that although the ocean is healthy from their informed perspective, the media often portrays fishermen as destroying the marine environment. They believed this misinformation is spread by groups like environmental NGOs that work against fishing interests and is a catalyst for management decisions that restrict fishing access.
- One participant believed the fractured-nature of the fishing fleet makes it easier for external groups to undermine the fishing industry because fishermen cannot respond with a unified voice, leading to a ‘divide and conquer’ situation which they fear will lead to the industry’s demise.

Participant Quotes

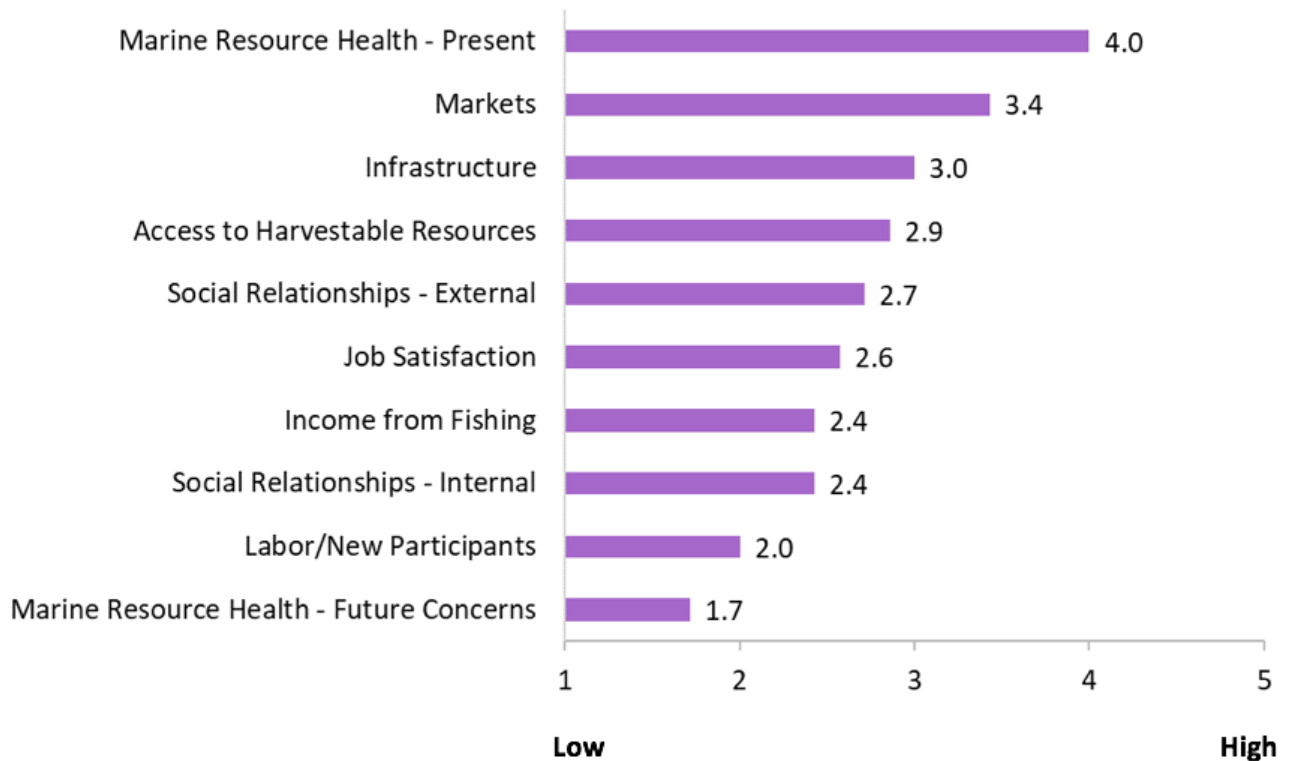
“Overall, we feel the ocean is very healthy, the fisheries are very sustainable, and getting cut down by management is our biggest fear. We need support. We supply the seafood for the country, the world, and we just could use any support possible.”

“In our eyes, the NGOs have just taken over the newspapers and are using false information and making us out to be criminals, basically.”

“Tell them there’s heaps of whales out there, the ocean's actually healthy, it's not doom and gloom. You come back to the cities here and it's all doom and gloom and [people are saying] we [commercial fishermen] rake in everything, and the world's dying, armageddon’s here.”

Perceptions of Fishing Community Well-being, Average Responses for Questions 1-6, 8-11

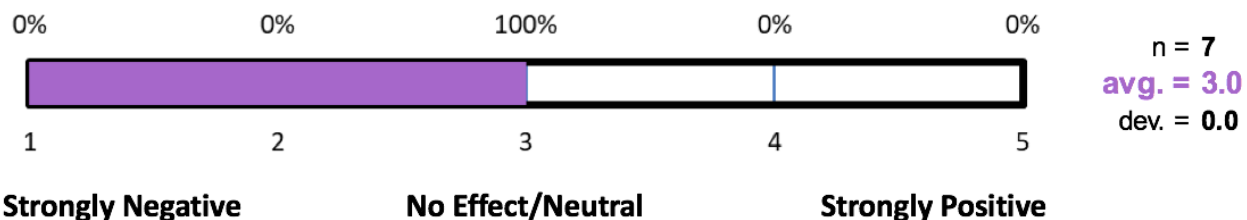
(Note: The following figure does not include the average rating for question 7. *COVID-19 Impacts*.)



Perceptions of MPAs

MPAs, Outcomes/Effects

13. MPA Ecological Outcomes Overall, how would you rate the effect that the California MPA network has had on marine resource health in your area?



Strongly Negative

No Effect/Neutral

Strongly Positive

Discussion Summary All participants rated the effect of MPAs on marine resource health as ‘No Effect/Neutral.’ Some participants believed MPAs have not had an effect on marine resource health, while others said they did not have enough information to determine effects from MPAs on marine resource health.

- Several participants reported that because they cannot fish in the MPAs, they do not know about potential effects on marine resources in the closures.

- One participant was interested in learning more about MPA effects on marine resources.
- Another participant suspected the MPAs positively affect marine resource health, but could not definitively know if this is true.
- Several participants were concerned that because they responded 'No Effect/Neutral' to this question, fisheries managers would choose to increase the size of MPAs in an effort to increase the chances they would have a positive effect.
- Several participants believed there has not been spillover of species such as groundfish, salmon, Dungeness crab, and anchovies into areas accessible to fishing.
- One participant stated the ocean outside the MPAs is healthy but did not believe this is related to MPAs.
- One participant believed groundfish populations have improved in areas that are not MPAs.
- Several participants did not believe that spatial closures like MPAs improve the health of the species they are intended to protect, like groundfish.

Participant Quotes

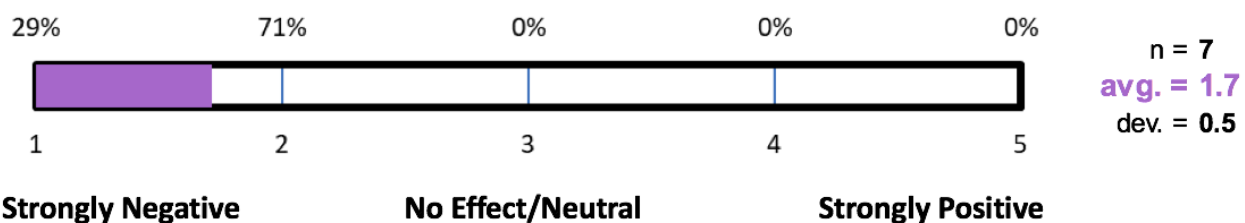
"In most of my fisheries, I haven't noticed any difference [. . .] I'm a rock cod fisherman that fishes there close to the MPA, so I could tell [if there was] a difference. I don't think very many of us would have the actual knowledge [to answer this question]. I guess it doesn't seem to affect the resources in our area. [. . .] I mean, it would be interesting to see if they're working, if there is any effect."

"I haven't fished in the MPA, so I don't know what the MPA is like. But the ocean's healthy, and I don't think it's relevant to the MPA. The MPA is just a place we run over and don't really know it. But the ocean itself - the anchovies have got nothing to do with the MPA. The whales have got nothing to do with the MPA, and salmon and crab got nothing to do with the MPA... and there's plenty around. So I don't really see what relevance the MPA has got to do with the whole deal."

"I fished as a deckhand for crab in the MPA before it was an MPA, [. . .] and I can't really say that I see too much of an effect when it comes to crab [. . .] I've also heard a lot of groundfish stocks have been rebuilt outside of the MPA as well, without the same protection."

"I would agree with what [name redacted] said about a huge swath of area being closed is the wrong way to look at it, to protect one species."

14a. MPA Livelihood Outcomes Overall, how would you rate the effect that the MPA network has had on the ability for fishermen from your port to earn a living/gain income from fishing?



Discussion Summary Please see the **Discussion Summary** following question 14b. *MPA Effects - Overall* on page 17 which summarizes the conversations related to questions 14a and 14b.

14b. MPA Effects - Overall *What other types of effects or impacts have fishermen from your port experienced from MPA implementation?*

Discussion Summary Participants indicated that MPA impacts on fishermen range from negative to strongly negative. These impacts include restrictions on access to profitable fishing grounds, in addition to increased crowding, compaction, and competition outside the MPAs.

- Participants reported the MPAs have resulted in a significant loss of access to their historic fishing grounds, which has decreased income for several fisheries that operate out of the port, including salmon, crab, and squid. Several participants compared impacts from MPAs to similar impacts from closures such as Rockfish Conservation Areas (RCAs).
 - Several participants believed the MPAs were created to protect groundfish and that the loss of fishing opportunities for salmon, crab, and squid is an unintended consequence of the MPAs. They desire changes to MPA rules and regulations to allow for salmon, crab, and squid fishing inside MPAs.
- One participant described the negative impacts from MPAs on nearshore fishermen. They explained how nearshore fishermen operate smaller boats that are not capable of long-distance travel (i.e., beyond the MPAs); these fishermen are unable to purchase larger, more expensive boats that would allow them to fish farther, leading to a decrease in local participation in the nearshore fishery as a result of the MPAs.
- One participant identified an increase in crowding, specifically with regard to crab gear, along MPA boundaries. Another participant highlighted how the MPAs have led to greater competition in areas that remain open to fishing.
- One participant believed fishermen's input during the MPA designation process helped to mitigate impacts from the MPAs, which could have had greater negative impacts.

Participant Quotes

"You close an area, you take away opportunity - that's pretty cut and dry. [Name redacted] could have caught salmon on the other side of the line... more income, right? And me personally, [. . .] I've battled an RCA for 20 years and I know how I felt about that overtime and it wasn't good as far as its impact. I mean, you can make the argument it may have helped some of that groundfish recovery, but I don't know. But battling that line day-in and day-out for years is another one of those things, it felt unnecessary at times. I didn't like it."

"I can tell you at least two dozen times when the fish [salmon] were on the other side of a line that was made to protect groundfish species and a highly migratory species is running in an area where everybody is forced to turn around. And it's an insane line when it's like that, everybody fishes all the way to the line. [. . .] So in some ways, it may [or may not] be good for groundfish, to help preserve the stocks that are so close to the harbor in the good habitat. But I think that there's a lot of unintended consequences as a result."

"Lot of lost opportunity on the MPAs. [. . .] You can't fish in the State Marine Reserve for rock crab. And I can assure you there are a lot of rock crab on the other side of that line that I'm not allowed to catch. And it's the same [for name redacted who] can't wrap the squid in there, and it's all to protect a fish that's below or to the side of those things. And really, there isn't a lot of

bycatch in those fisheries, like with mine in the trap: it can be thrown back live, it's typically not dead and with [name redacted], he's just not wrapping the bottom quite like that. So unintended consequences of overregulation.”

“There was a small boat hook-and-line rockfish fleet [before] nearshore fishing and deeper nearshore fishing permits were even awarded, when it was still open access and guys could go out and catch a somewhat significant amount of live fish and sell it and make somewhat of a living. It pretty much eliminated all those really close guys, that permitting process. And unfortunately, where we're located, just outside the harbor, there's a breakwater. So it [the MPAs] pushes the smaller boats a little farther, which could be potentially dangerous. And we've seen boats have problems the farther that they go. But unfortunately, with the prices of things, a guy [can't] go and spend the money to get a bigger boat and go out and fish somewhere else. It means that there were limitations, and those that could adjust did so, and there aren't that many of us left.”

“My father had input on those [MPA boundary] lines, so if those lines were a little bit different, it could be catastrophic. I catch most of my year's income in four or five different spots. If those spots are closed... that would be it. I answered ‘Negative’ because I haven't seen any real positive effects. [. . .] If there's fish in there, you can't catch them - the day's shot, so without any of that big [spillover] or any of those other things, without seeing that, I can't say there's any positive effect.”

MPAs, Discussion of Specific MPAs

15. MPA Effects - MPA Specific Which MPAs have had the most impact (positive or negative) on fishermen from your port and why?

Discussion Summary Participants reported difficulty identifying which MPAs have had the most impact because they all affect local fishermen. One participant said that any MPA will affect fishing activity. Another participant added that the current MPAs are tolerable but any more would be detrimental for fishermen. Several participants highlighted that most MPA impacts have been on the salmon and Dungeness crab fisheries. One participant believed the ocean is resilient and fishermen should be allowed to fish in the MPAs because the resources will continue to cycle, regardless of how often and where they are targeted.

- *Stewarts Point State Marine Reserve (SMR), Drakes Bay MPAs (including Point Reyes SMR), Farallon Islands MPAs, Montara SMR, and Año Nuevo SMR:* Participants reported there are often salmon in these MPAs but fishermen are not able to harvest these salmon; fishermen are forced to catch whatever they can along the MPA boundaries.
 - One participant stated these are only several of the MPAs between Horse Mountain and Princeton - Half Moon Bay that fishermen must circumvent when they are following salmon along the coast.
 - Another participant questioned why salmon fishing is not allowed in these MPAs, since they believed the MPAs are intended to protect groundfish.
- *Año Nuevo SMR:* Several participants reported this MPA restricts areas with high Dungeness crab abundance. One participant said there are lots of halibut in this MPA, based on their

experience fishing here before MPA implementation. Another participant reported hearing that groundfish stocks near this MPA are recovering, but believed these estimates might be inaccurate.

Participant Quotes

“I would say they're all very impactful.”

“It'd be tough to say... fish are fish, they got tails, so it's anywhere on the whole coast would be an affecting spot.”

“If you had to have MPAs, these ones aren't all that bad. Any more than that, I would shoot myself.”

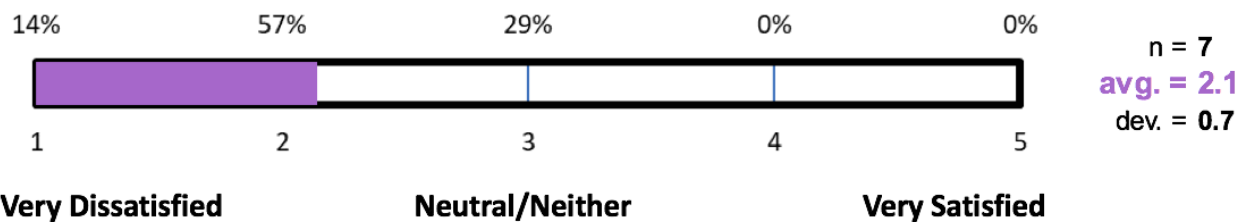
“Sometimes I feel like no matter what we do, the ocean is just going to do what it wants to do. And I feel like if we targeted cowcod every day for the rest of our lives, cowcod would just cycle like everything else.”

“When it comes to salmon, I've been affected by every single closure from the 05' line at Horse Mountain and every single MPA all the way down at one time or another. [During a] specific year, that was the northernmost point we could fish [Horse Mountain]. It was like every time the fish would move, you're following them and then all of a sudden, shit, you got to either choose to scratch on this side or jump to the other side. And the fish are kind of in the middle and you can't do anything about it. Unfortunately, they're there every so often on the coast, the whole way down for the whole migration all the way to home. So we've all been affected by it one time or the other. But I would say the four that are out in front of Farallones, Montara, the Drakes - Jesus, the Drakes - and Año Nuevo, big time.”

“I'm looking down at Año Nuevo [SMR] and go ‘geez, there's times I wanted to put crab gear in there,’ which I haven't been allowed to. Really, they're all moot points [. . .] my brain just goes to crab and salmon. [. . .] All of them [stand out to me].”

MPAs, Management

16. MPA Management Overall, how satisfied do you think fishermen from your port are with the management of the MPA network?



Discussion Summary Participants’ perceptions of MPA management ranged from very dissatisfied to neutral. They said managers’ communication of information and decisions regarding MPA management is poor, particularly with regard to how MPAs will be considered in the 30x30 initiative.

- One participant stated they were neither satisfied or dissatisfied with MPA management because, to them, the MPAs are simply areas where they cannot fish.
- Several participants believed MPAs were used more as political tools than as fisheries management tools and, as a result, the MPAs are hurting rather than helping the fisheries. Several participants worried that the 30x30 initiative would follow a similar trajectory to the Marine Life Protection Act Initiative, in which informed, science-based decision-making will be overridden by political interests.
 - Several participants wondered whether the 30x30 initiative will take into account all area closures that already restrict fishing activity, including MPAs, RCAs, and essential fish habitat.

Participant Quotes

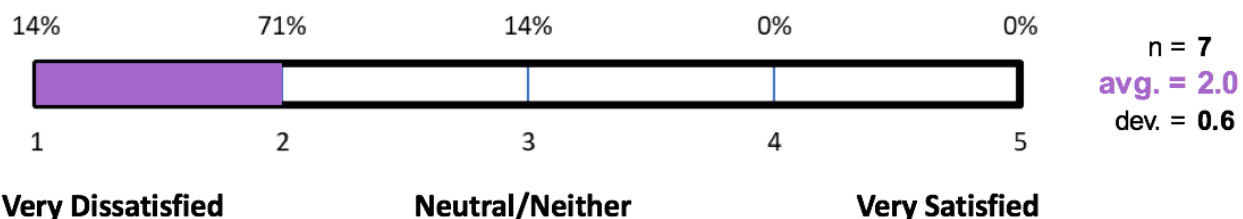
“I know they're there [the MPAs]. I know I can't go in 'em. I stay out of them.”

“My overall feeling is these [MPAs] are more of a political tool than a real management procedure, and it just seems more political with detrimental effects, really, than a secure way to protect the fisheries, so everybody's just kind of dissatisfied with them.”

“I've no doubt [the California Department of] Fish and Wildlife, with this 30x30 thing coming on, [will] throw out all their management as well... what we're doing with the fisheries, salmon meetings, this and that, they just do a political broadside and check 30 percent and totally screw us. Same with the MPAs: it's political.”

“It'd be interesting to know on the 30x30, there was mention that already closed areas would be observed as part of the 30 [percent]. There's quite a few swaths of water out there that [names redacted] can't fish for groundfish, already the RCAs on top of the MPAs - it'd be interesting to see what they're calling a closed area or a conservation area as a part of that 30 percent. And [all the] scientific data and research going into effect - will that be thrown out to achieve a number? Will scientific models be thrown out to achieve a number for some political deal?”

17. MPA Monitoring Overall, how satisfied do you think fishermen from your port are with the monitoring of the MPA network?



Discussion Summary Several participants were dissatisfied with MPA monitoring. They cited poor communication about MPA monitoring studies and results as the primary reason for their dissatisfaction.

- One participant reported they are unaware of MPA monitoring studies and added they only know of the status of marine resources based on what they catch. They indicated that ecological studies, in general, do not reflect what they are seeing on the water.

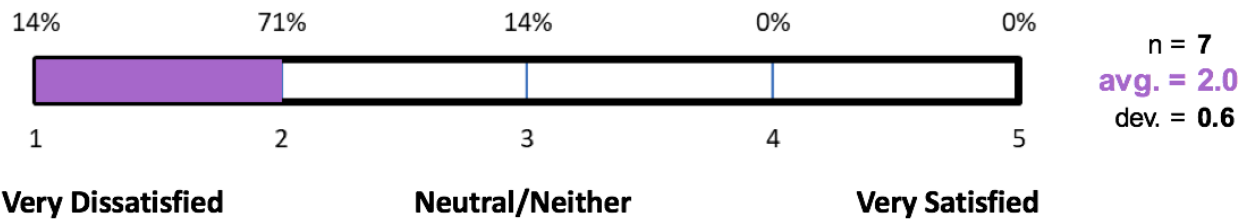
- One participant recalled seeing charter boats assisting with MPA monitoring studies.

Participant Quotes

"I listened to [a] halibut meeting a while ago on a study done and this year there's just halibut everywhere: I'm catching them trolling for salmon all over the place and [. . .] everyone's bringing in halibut. And reports say there's not many around, so I raise my eyebrows at that... I haven't heard studies of the MPAs that say what's happening [. . .] my only thing is I can judge things by what I'm catching with my salmon gear."

"I know I've seen some of the party boats being hired to go do some studies."

18. MPA Enforcement Overall, how satisfied do you think fishermen from your port are with the enforcement of MPAs?



Very Dissatisfied

Neutral/Neither

Very Satisfied

Discussion Summary Several participants reported their dissatisfaction with the methods used for MPA enforcement.

- Several participants believed people who illegally fish in the MPAs are often not aware that they are in an MPA.
 - One participant suggested MPA enforcement be done on a case-by-case basis in which first-time offenders are informed of MPA rules and regulations. They recounted an instance when an out-of-town commercial fisherman unknowingly set their gear in an MPA, and rather than informing the fisherman about the MPA, California Department of Fish and Wildlife (CDFW) enforcement officers allowed them to continue setting their gear, providing grounds for a citation, which ultimately put the individual out of business.
 - One participant reported receiving a citation for fishing in the Stewarts Point SMR even though they did not know there was an MPA in that area.
- One participant recalled seeing enforcement in the Montara SMR.

Participant Quotes

"I know they enforce it. They write tickets. So, I mean, those are kind of the realities for us. [. . .] I guess they could say it's your responsibility to know, but there's a lot of clueless people out there that don't have bad intentions and might wind up suffering."

"When it comes to the MPAs, there is enforcement. Like our Montara MPA, they will watch with a telephoto lens and they can triangulate your position directly from land using the instrumentation that they have for enforcement. And I think that there's people that know that they're in an MPA and they fish there, but I think that for every person that is actually doing that, I think that there's quite a few people that don't know that they're doing anything wrong. You got little Jimmy who has Uncle Henry take him fishing: they go buy the licenses, the

intention is good, nobody's trying to pillage and hammer everything. But they just didn't realize when they launched at the harbor [. . .] the big map over here that shows the closed areas... they just wanted to go fishing. I think there's a fair amount of that kind of scenario going on, and I don't think that enforcement really gives them the benefit of the doubt. I believe that they use it as an opportunity to enforce that to the fullest. And whether it's sport or commercial, you're held to an extremely high standard with knowing where the line is and where to stay away from."

"I just think that enforcement can look at a play-by-play thing: they see some guys that don't look like they know what they're talking about, I think that's a time for education, the time for communicating and seeing what their intention was instead of just saying 'hey, it's a taxpayer that has money to pay for this ticket.' When you go to court, you wind up paying a very significant fine. It's not like running a red light ticket - they actually threaten you with jail, things like that. [. . .] Having a little push and shove when it comes to enforcement on things like that would be nice. More information for the public and more benefit of the doubt."

"A few years back, there was a guy that was from another port and he laid a bunch of gear on opening day right into the MPA and [CDFW enforcement officers] saw him doing it. And instead of informing him [and saying] 'you're an out of townner and you don't know what you're talking about,' they allowed him to lay the gear so that they could give him a citation. And I found that kind of alarming... he was not from the area, he was a brand new captain [. . .] and he made a bad decision, didn't know what he was doing in a new port, and I don't think he had bad intentions, but he's out of business now."

19. MPA Overall *Any additional comments or concerns about the MPAs and MPA management you would like to communicate?*

Discussion Summary Participants indicated MPAs are just one of the many restrictions and challenges that fishermen are facing, all of which should be considered when decisions are made that affect the commercial fishing industry.

- One participant identified several compounding factors, in addition to MPAs, that continue to diminish fishing access, including potential loss of fishing opportunity through the 30x30 initiative, wind energy development, and issues with marine life entanglement in Dungeness crab gear.
- One participant reiterated the question regarding whether existing area closures, such as MPAs, will be considered in the accounting for the 30x30 initiative. They recommended the ocean as a whole be the basis from which 30 percent is protected rather than restricting 30 percent of fishing grounds. Another participant believed there should be demonstrable evidence that the MPAs are helping to improve marine resource health before any additional areas are closed to fishing.

Participant Quotes

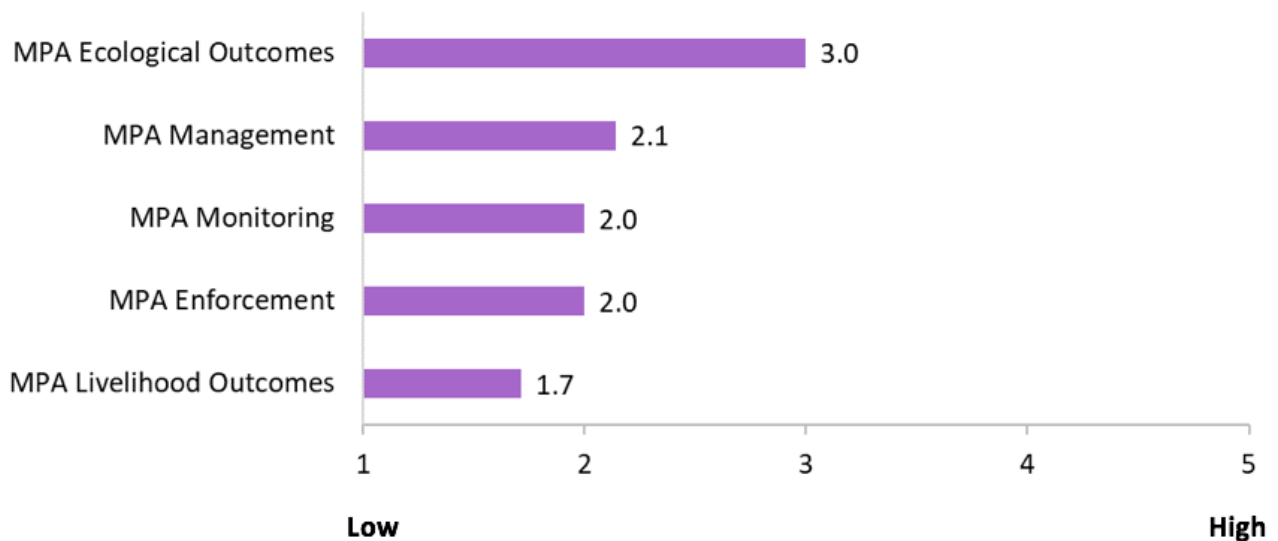
"Let's stick a friggin' windmill in the middle of the bloody ocean [. . .] Then we got 30 percent [the 30x30 initiative] coming up on us. [. . .] Then we've got a breeding population of whales that's exploding out there [. . .] We got regulations, regulations, regulations, and there's a storm

of them coming. So we're having a tiny little meeting [this focus group] on MPAs, which I have no doubt is going to blow into this 30x30 thing [. . .] [Also,] upcoming dues for having a week in the [crab] season, but they're not dropping the price for us... there's no sympathy there. Well, as fishermen, there's one thing we know about nature: nature's got no sympathy, and that's the way it's working here."

"It'd be awful fair if they just use the whole ocean as the 30 percent [for the 30x30 initiative], but when they take 30 percent of a small piece of the [fishing] grounds... it's not 30 percent. If a guy operates in a smaller area and they take 30 percent of that, it [. . .] isn't about the fish... it's about politics."

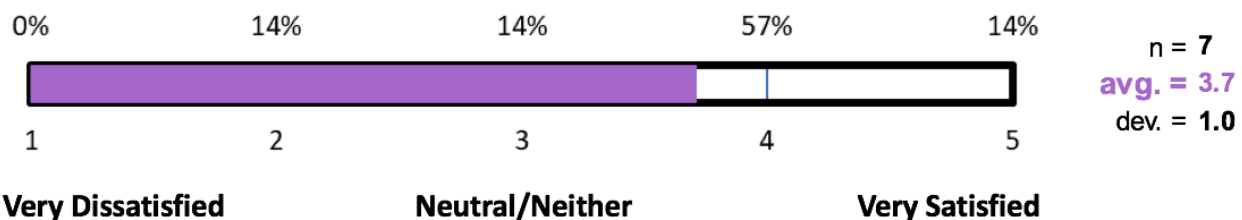
"I'd just like them to know that we need to see some positive effects of these MPAs before they consider any more closures - that they're actually doing any good or they're worth it. With the 30x30 [initiative], look at the crab fishery: we're already shut down more than 30 percent. So we've got to be very cautious of our future... there's going to be some more Zoom calls and battles over that one coming up."

Perceptions of MPAs, Average Responses for Questions 13-14a, 16-18



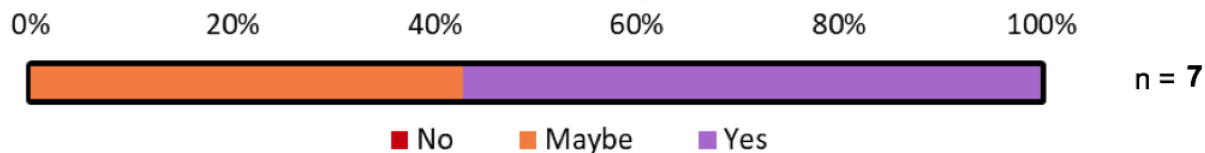
Feedback on Virtual Process

20a. Satisfaction with the Virtual Process Overall, how satisfied were you with your experience participating in this virtual focus group?



20b. Willingness to Participate in Virtual Process in Future *Would you be open to participating in a virtual focus group or meeting like this in the future?*

(**Note:** For the following figure, the length of the orange bar indicates the percent of participants who responded 'Maybe' to question 20b. The purple bar indicates the remaining percent of participants who responded 'Yes.' If participants responded 'No,' a red bar would appear.)



20c. Process Open-ended *Can you share any additional comments about your experience in this virtual focus group? What do you think are some of the pros and cons of having a conversation like this online rather than in-person?*

Discussion Summary Several participants were satisfied with the focus group experience, but some were worried that the information collected during the focus group might be misinterpreted and used against the commercial fishing industry.

- Several participants believed they were able to provide their honest perspectives and felt the facilitators remained neutral, transparent, and professional throughout the conversation.
- Several participants expressed their dissatisfaction with the MPA process overall, including the focus group. They were concerned that the perspectives they shared during the focus group will be passed to decision-makers in the form of a statistic with no context or nuance.
 - One participant thought fishermen need a spokesperson to represent them in conversations with people and groups who are disconnected from nature yet are responsible for marine policy and decision-making.
 - One participant said they will continue to participate in these types of conversations, especially with the upcoming 30x30 initiative, to ensure fishermen's voices are heard.
- One participant stated although they were not too familiar with Zoom, the virtual focus group went smoothly for them.

Participant Quotes

"I thought the meeting was very well run and I thought I was able to speak any time I wanted, to get my say. The talk - and everything about that - was good. Everybody's concerned about the results: they're going to take the information depending [on] who wants it and make it look any way they want. I'm just hoping that maybe they'll take some good parts out of it that may help us."

"It's hard as a fisherman not to be distrustful of the process. It just feels like all we do now is suffer. And as fishermen, I think we all feel like the ocean's generally healthy. And just every day, there's a new heavy-handed thing coming down on us year after year after year, and it just gets to be less and less satisfying to deal with."

“What have we done here? Will my voice, this voice I'm saying now, go in front of Bonham? No, he'll get those multi-choice friggin' answers [ratings] that we've given and it'll be abused and turned into a statistic and we will be finally rooted.”

“We need a publicist, a good one, because, [yes,] we need unity and all that stuff, but that's a hard thing with a pile of independent people. We're going to be the cowboys without a horse just walking around in a paddock aimlessly. So I don't know what to do about that one because we're up against some big politics here [with] this 30x30 [initiative]... the world's running away in the cities because I've seen it: I come off the ocean [and] then I drive into the city and I see people all sitting in the park on a Sunday on their blankets and I'm going: ‘they're the people that are making up the rules and think they know about nature.’ They don't know, and that's their form of nature: sitting in the friggin' park on a Sunday. So that's what we're up against.”

“As far as the virtual focus group went, it's gone pretty smooth. I mean, I don't really know what I'm doing with Zoom, but I'm trying to figure it out and making it happen. I think everybody's making it happen. So I'm pretty happy with the virtual focus group itself and that everybody was able to say their piece and give their opinion and their take on it. And I would probably participate again if I felt that it [. . .] had a level of neutrality, kind of like it does now. If the line of questioning was different, maybe not, but I thought you [the Project Team] did a good job.”