

American Rivers Strategic Plan Fiscal Years 2020-2024*

Annual Assessment of Organizational Performance for FY 21

STRATEGIC PRIORITY:

CONSERVATION PRACTICE

American Rivers will improve the health of the nation's rivers and address the impacts of climate change by protecting and restoring flows, connectivity, water quality and habitats.

Goal	Benchmark	Fiscal Year 2021
<p>Goal 1: Cultivate diversity, promote equity and foster inclusion in all aspects of our conservation work, developing and implementing conservation practice and field work that equitably engages communities of color and marginalized communities, promoting their participation and leadership in decision making and equal access to clean water and healthy watersheds, with particular emphasis on African American and Latinx communities and Native American tribes, who are important stakeholders in our conservation work</p>	<p>A. Actively engage and partner with African American and Latinx communities</p>	<p>FY21 Ongoing</p> <ul style="list-style-type: none">• Partnered on Illinois Floodplains Work Feasibility Study with Illinois NAACP, Blacks in Green, United Congregation of the Metro East, Centerville Citizens for Change• Hosted workshops with the Illinois NAACP on the Floodplains by Design concept in Illinois with over 50 organizations participating including many community groups, farming groups, and state agencies• Partnered with Latino Community Coalition/Urban Core Collective, Grand Rapids Area Black Businesses, Hispanic Center of West Michigan, Hispanic Chamber of Commerce, GR-NAACP, and Abuelas to the Rescue to build education and interest in green stormwater infrastructure to help build private sector participation in the Grand Rapids SW Credit Trading program• Partnered with Southeast Raleigh/Partners for Environmental Justice on the Walnut Creek watershed restoration plan and implementation to reduce flooding• Partnered with Center for Heirs' Property, Waccamaw Indian People and Gullah Geechee Chamber of Commerce on NFWF Coastal Resilience grant proposal

		<ul style="list-style-type: none"> • Partnered with the Hispanic Access Foundation (HAF) and their constituents in Colorado and Arizona to increase HAF’s capacity to engage in policy, grassroots organizing in service Colorado River conservation and protection • Partnered with Soul River Runs Deep, a black and veteran led organization which connects inner city youth and US military veterans to the outdoors through incredible outdoor educational transformation experiences, to produce a virtual “deployment” to engage and immerse youth and vets in the Gila River campaign. • Through America’s Most Endangered Rivers 2021 – which had an environmental justice theme – engaged and amplified the work of Black community leaders on rivers including the South River (South River Watershed Alliance) and Turkey Creek (Gulfport Section National Council of Negro Women, and others)
	<p>B. Form and nurture partnerships with Native American tribes to advocate and implement river conservation policy and practice</p>	<p>FY21 Ongoing In FY21, as with many previous years for some of these initiatives, American Rivers collaborated with:</p> <ul style="list-style-type: none"> • The Eastern Band of Cherokee Indians around dam removal and river restoration and plans for an inaugural Honoring Longman yearly river cleanup and cultural event as well as collaboration on a river film project • The Gullah Geechee Nation around impacts of flooding/climate change impacts and displacement due to development • The Atsugewi people indigenous to Lassen National Forest to develop a land acknowledgement for the tribe and restored 100-acre McKenzie meadow • Ohlone consultants to write a story book on the history of Rheem Creek which is on Ohlone land • The Yakama Nation, Cowlitz Indian Tribe, Upper Skagit Indian Tribe, Skagit System Co-Op, Puyallup Tribe, Quinault Indian Nation, Chehalis Tribe, Confederated Tribes of the Umatilla Indian Reservation, Upper Snake River Tribes, and Nez Perce Tribe on work to protect and restore rivers of the Puget Sound-Columbia Basin

	<ul style="list-style-type: none">• Yakama Nation, Confederated Tribes of the Umatilla Indian Reservation, Upper Snake River Tribes, and Nez Perce Tribe to support removal of the lower four Snake River dams• The Nez Perce Tribe, Cow Creek Band of Mission Indians, Confederated Tribes of the Umatilla Indian Reservation, Burns Paiute Tribe and the Upper Snake River Tribes to engage in the development of and support the River Democracy Act to protect 4,700 miles of new Wild and Scenic Rivers in Oregon.• The Lummi Nation and Nooksack Indian Tribe to initiate a biological monitoring program with Washington Department of Fish and Wildlife to evaluate the effectiveness of the Middle Fork Nooksack Dam removal• The Gila River Indian Community (GRIC) to oppose the Gila River Diversion in New Mexico• The Hopi and Navajo tribes to lead/facilitate an effort to permanently protect the Little Colorado River• Seven Grand Canyon tribes on the management of Glen Canyon Dam and the Grand Canyon• The University of Colorado Law School to assess and develop proposed reforms to the Wild and Scenic Rivers Act to be more inclusive of tribal sovereignty• The Water and Tribes initiative to ensure adequate tribal representation in Colorado River basin wide discussions• An advocate (and Skokomish tribe member) to many tribes in DC on Uncommon Dialogue issues to retrofit, repair, and remove dams• The Blackfeet Nation to advance federal legislation to protect the Badger-Two Medicine area in Montana• The Confederated Salish and Kootenai Tribes (CSKT) on a Wild and Scenic Eligibility Report for the Lolo and Bitterroot national forests• The Nez Perce Tribe to protect the South Fork of the Salmon River in Idaho from the proposed Stibnite Gold Mine
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	<p>C. Create formal and informal partnerships with community-based partners to provide information, resources, and support on river conservation projects and clean water infrastructure challenges relevant to their constituents</p>	<ul style="list-style-type: none"> • Ongoing: Supporting community-based leaders in Atlanta, GA to form a local watershed organization — the Intrenchment Creek Community Stewardship Council — to continue the advocacy work needed to implement the plan in order to address the flooding and combined-sewer spills • Partnered with Latino Community Coalition/Urban Core Collective, Abuelas to the Rescue, Hispanic Center of W. Michigan, NAACP, Hispanic Chamber of Commerce, Grand Rapids Area Black Businesses, Roosevelt Park, Garfield Park, Seeds of Promise, Belknap neighborhood organizations, New City Neighbors, WMEAC - all located in Grand Rapids, MI to build education and interest in green stormwater infrastructure to help build private sector participation in the Grand Rapids Stormwater Credit Trading program • Partnered with West Atlanta Watershed Alliance and Eco Action to develop national programming to train community clean water advocates • Worked with We the People of Detroit, Junction Coalition, and Milwaukee Water Commons to create Great Lakes and Federal policy strategies to address water affordability challenges • Co-founded and co-lead the Social Justice Task Force within the Association of State Floodplain Managers which will offer a platform for floodplain managers to work together to cultivate diversity, promote equity, and foster inclusion amongst members and the broader floodplain management community • Incorporated diversity, equity, and inclusion (DEI) principles as a criterion through which to evaluate engineering design and construction firms for restoration project Master Service Agreements that resulted in sharing our DEI values with more than 60 firms, following up with specific feedback opportunities to one third of those who applied, and resulting in ongoing conversations with at least two national firms on how to continue to advance DEI principles in our collective work
	<p>A. Restore 5,000 miles of river</p>	<p>FY20: 1,709 miles of river restored FY21: 624 miles of river restored* Running Total: 2,333 miles of river restored</p>

<p>Goal 2: Restore rivers through dam removals and floodplain restoration</p>		<ul style="list-style-type: none"> 70 dams removed in CY 2020 opening 624 miles 6 dams removed with American Rivers' involvement opening 325 miles <p><i>*Dam removal data is collected on a calendar year basis; number represent 2020 calendar year</i></p>
	<p>B. Restore and reconnect 5,000 acres of floodplain</p>	<p>FY20: 17 acres reconnected FY21: 111 acres restored and reconnected Running Total: 128 acres restored and reconnected</p> <ul style="list-style-type: none"> 3-Creeks floodplain restoration project: restored 11 acres of floodplain in Contra Costa County, CA along Marsh Creek McKenzie Meadow in Lassen National Forest, CA: restored/reconnected 100 acres of headwaters meadows
	<p>C. Remove 500 dams</p>	<p>FY20: 90 dams removed FY21: 70 dams removed Running Total: 160 dams removed</p> <ul style="list-style-type: none"> 70 dams* removed in CY 2020 opening 624 miles. Of those, 6 dams removed with American Rivers in a lead role opening 325 miles. Projects include: <ul style="list-style-type: none"> South Branch Gale River Dam Kelley Creek Dam Lower Bridgepoint Dam North Fork Klaskanine Dam Middle Fork Nooksack River Dam Wards Mill Dam <p><i>*Dam removal data is collected on a calendar year basis; numbers represent 2020 calendar year</i></p>

<p>Goal 3: Promote and implement green stormwater infrastructure projects that increase square footage of urban permeable surfaces over time</p>	<p>A. Twenty-five cities with populations greater than 100,000 have stormwater permits that mandate or incentivize natural infrastructure</p>	<p>FY20: 5 cities (Tucson, AZ, Grand Rapids MI and several Pennsylvania municipalities) FY21: 8 cities Running Total: 13 cities</p> <ul style="list-style-type: none"> Worked with eight cities to incentivize green stormwater infrastructure projects (Durham, NC; Raleigh, NC; Cary, NC; Greensboro, NC; Charlotte, NC; Wilmington, NC; Chapel Hill, NC; Wake Forest, NC) Led and completed an effort with the Intrenchment Creek One Water Management Task Force partners to pilot an interstate green infrastructure project on the uppermost headwaters of Intrenchment Creek — a first step toward retrofitting the highways to address the significant quantity of water shed from the roads into the overtaxed combined sewer system.
	<p>B. Ten states have general stormwater permits applicable to cities with populations under 100,000 that mandate or incentivize natural infrastructure</p>	<p>FY20: 0 FY21: 2 Running Total: Worked with two states to revise stormwater permits</p> <ul style="list-style-type: none"> Worked with the state of Michigan to revise stormwater permits to include green infrastructure incentives in local permits with the ability to use stormwater credit trading as part of permit programs American Rivers is working to advance this work in Pennsylvania, however we did not have any new permits issued during FY21
<p>Goal 4: Facilitate development and implementation of at least 25 integrated urban water management plans</p>	<p>A. Innovative funding/incentive plans developed and/ or implemented</p>	<p>FY20: \$3 million in funding and two innovative funding plans developed FY21: \$1.5 million in funding and one plan Running Total: \$4.5 million in funding and three funding plans developed</p> <ul style="list-style-type: none"> Designed and produced a series of Green Infrastructure Financing Academy workshops for 12 cities across the US and published a related report highlighting collaborative finance approaches for water system investments.

		<p>The intent of the workshops is to provide these cities the tools they need to implement new GSI financing plans</p> <ul style="list-style-type: none"> • Worked with the North Carolina Environmental Management Commission to develop management principles and invest at least \$1.5 million annually in nature-based watershed management projects
	<p>B. Integrated urban water resources plans (including green infrastructure plans, utility integration plans and/or water efficiency reuse plans) developed and/or implemented</p>	<p>FY20: 3 plans developed/implemented FY21: 2 plans developed/implemented Running Total: 5 plans developed/implemented</p> <ul style="list-style-type: none"> • Published the Intrenchment Creek One Water Management Plan which lays out a solution set that would manage 100 percent of the 25-year storm and 96 percent of the stormwater in a 100-year storm, thereby addressing flooding and combined sewer spills and related quality of life and health issues in the neighborhoods surrounding the former Olympic stadium near downtown Atlanta • Worked with the North Carolina Environmental Management Commission to adopt updated rules for the clean-up of the upper Neuse River watershed based on Integrated Water
	<p>C. Environmental justice, social justice organizations or groups representing the interests of marginalized communities engaged in the development and implementation of integrated urban water management plans</p>	<ul style="list-style-type: none"> • Partnered with Milwaukee Water Commons and the Milwaukee Metropolitan Sewerage District to advance their OneWater – OurWater initiative • Worked with Partners for Environmental Justice in Raleigh, NC to develop and launch a developer funded watershed restoration fund that will invest a minimum of \$2 million over the next 10 years as match to city funding to address historic flooding problems in the Walnut Creek watershed

<p>Goal 5: Permanently protect an additional 5,000 miles of rivers as federal Wild and Scenic Rivers</p>	<p>A. Successfully advocate for Congressional designations of at least 1,500 miles of Wild and Scenic Rivers</p>	<p>FY20: 446 river miles protected FY21: 450 river miles protected Running Total: 896 river miles protected, over 6,000 miles in the pipeline in Congress.</p> <p>Ongoing: We are spearheading and advocating for the protection of 6,000 miles of new Wild and Scenic Rivers and over 3.5 million acres of riverside land in 7 states in bills currently pending in Congress.</p> <p>Oregon: River Democracy Act 4,711 river miles and 3,000,000 acres of land Senator Ron Wyden is poised to introduce the River Democracy Act of 2020 early in 2021 that would protect 4,711 miles of rivers and over 3,000,000 acres of public lands including portions of the McKenzie, Owyhee, Rogue and Nestucca river watersheds.</p> <p>Oregon: Malheur Community Empowerment for the Owyhee Act 15 miles of Wild and Scenic River and 1.25 million acres of land protected as Wilderness The Owyhee Canyonlands is the largest intact, unprotected area left in the lower 48 states. The diverse lands and waters of the Owyhee are home to over 200 species of wildlife and is a refuge for sage grouse and native Redband Trout.</p> <p>Washington: Wild Olympics Act 454 miles of rivers and 126,000 acres of new Wilderness The Wild Olympics Act would preserve salmon and steelhead habitat and provide world-class outdoor recreation in the Queets, Hoh and Elwha Rivers.</p> <p>California: Northwest California Wilderness, Recreation, and Working Forests Act 480 miles of Wild & Scenic Rivers and More than 312,000 acres of wilderness</p>
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	<p>B. Obtain administrative protection for at least 3,500 miles of rivers on public lands through determinations of Wild and Scenic eligibility</p>	<p>FY20: 887 miles protected FY21: 280 miles protected Running Total: 1,167 miles protected</p> <ul style="list-style-type: none"> • In the Northern Rockies, 280 miles of river protected through designation as eligible for Wild and Scenic protection • Engaged in 13 resource/forest plans advocating for administrative protection for more than 2000 river miles and 300,000 acres of riverside land

<p>C. Increase resources for Wild and Scenic River protection, including funding and management planning</p>	<p>National Wild and Scenic Rivers Coalition</p> <p>As a leader of the National Wild and Scenic Rivers Coalition we are advocating for increased funding for federal agencies managing protected rivers. In 2020, we developed a strategy to seek an increase in appropriations and a Coalition letter to key members of Congress.</p> <p>Our Coalition is advocating for the following funding increases:</p> <p><u>U.S. Forest Service Funding Request:</u> \$15 Million in support of ongoing management of designated rivers, Forest Plan Revision planning, and necessary increases in river manager staffing.</p> <p>Includes:</p> <ul style="list-style-type: none"> ● \$150,000 for interagency Wild and Scenic River training ● \$500,000 for local community involvement Challenge Cost Share grant program ● \$2 Million to initiate, complete or revise Comprehensive River Management Plans for designated rivers. <p><u>Bureau of Land Management funding request:</u> \$8 Million in support of ongoing management of designated rivers and the State and District level.</p> <p>Includes:</p> <ul style="list-style-type: none"> ● \$150,000 for interagency Wild and Scenic River training ● Initiate new Comprehensive River Management Plans for recently-designated rivers. <p><u>National Park Service Funding Request:</u> \$6.525 Million total</p> <ul style="list-style-type: none"> ● \$3.925 Million for Partnership Wild and Scenic Rivers ● \$2.6 Million for program assistance and to be put in a new line for the National Wild and Scenic Rivers Program <p>Includes:</p>
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		<ul style="list-style-type: none"> ● \$3.925 Million for implementation of Comprehensive River Management Plans for all 16 Partnership Wild and Scenic Rivers; ● \$150,000 for interagency Wild and Scenic River training; ● \$500,000 for National Program Coordination and 2 FTE; ● \$1 Million for Regional Program Assistance for coordination and technical assistance for all 6 NPS Regions; ● \$1 Million for the Challenge Cost Share program placed in the Operation of the National System Programs, Recreation and Partnership Project Funds, Challenge Cost Share Program line to support state agency staff river management training, resource protection, access improvements, leveraging community involvement, and youth engagement, and non-federal matching funds. <p><u>U.S. Fish and Wildlife Service Funding Request:</u> \$450,000 for ongoing management of Wild and Scenic Rivers in the Refuge System.</p>
<p>Goal 6: Protect or improve the management of 1 million acres of riparian areas and uplands for source water protection, river access, recreation and conservation.</p>	<p>A. Conserve land for source water protection</p>	<p>FY20: 6638 acres of land protected FY21: 1101 acres of land protected Running Total: 7739 acres of land protected</p> <ul style="list-style-type: none"> ● Protected 1101 acres of land through source water protection and watershed management efforts in the Broad River watershed
	<p>B. Manage riverside land as Blue Trails and other recreation-oriented strategies</p>	<p>FY20: Collaborated with 3 communities (Tuckasegee River, NC, Ashley River, SC, Waccamaw River, SC) FY21: Collaborated with 2 communities (Maple Creek, WA)</p> <ul style="list-style-type: none"> ● Completed collaborative process to develop the site plan for the Maple Creek River Access on the North Fork Nooksack
	<p>C. Protect riverside land as part of Wild and Scenic River designations/eligibility determinations</p>	<p>FY20: 283,840 acres of land protected FY21: 90,050 acres of land protected</p>

	<p>D. Protect riverside land and upland through public land policy improvements</p>	<p>FY20: 290,597 acres of land protected FY21: 1101 acres of land protected Running Total: 291,698 acres of land protected</p> <ul style="list-style-type: none"> The Rivers of Southern Appalachia and the Carolinas protected 1101 acres of land through source water protection and watershed management efforts
	<p>E. Measure gallons/liters of source water protected</p>	<p>FY20: Metric in Development</p>

<p>Goal 7: Improve water quality and flow in rivers through relicensing and reoperation of 25 dams</p>	<p>A. Complete 25 successful relicensing projects</p>	<p>FY20: zero successful relicensing projects completed FY21: one successful relicensing project completed Running Total: one successful relicensing project completed</p> <ul style="list-style-type: none"> Completed and signed the Comprehensive Relicensing Settlement Agreement for the Parr Hydroelectric Project in South Carolina which includes terms that improve downstream flows, dissolved oxygen levels and recreational opportunities, permanently protect more than 1,000 acres of riverside land, and protect additional lands that will be added to state wildlife management areas for the life of the new license Ongoing: Participated in federal relicensing process for two priority projects (Skagit, Hells Canyon), new license process for Goldendale and license implementation for an additional nine projects across CA, OR, and WA This goal is likely unattainable in the anticipated timing given current staffing.
	<p>B. Improve 500 miles of river</p>	<p>FY20: 0 miles of river improved FY21: 163 miles of river improved Running Total: 163 miles of river improved</p> <ul style="list-style-type: none"> In South Carolina, 73 miles of river benefited from improved and protected flows through relicensing the Parr-Fairfield hydroelectric project.

Goal 8: Enhance support for current priority river basin programs, launch additional priority river basin programs, and promote integrated water management initiatives across priority basins

	<ul style="list-style-type: none"> Completed fish passage at the Mud Mountain Dam Complex on the White River (WA) connecting roughly 90 miles of habitat for endangered anadromous fish 																					
<p>A. Increase financial support for five current priority river basin programs</p>	<table border="1"> <thead> <tr> <th>Basins</th> <th>FY20 Revenue</th> <th>FY21 Revenue</th> </tr> </thead> <tbody> <tr> <td>Puget Sound and Columbia</td> <td>553,458.34</td> <td>617,185.62</td> </tr> <tr> <td>Sacramento/San Joaquin</td> <td>1,985,281.70</td> <td>4,637,510.52</td> </tr> <tr> <td>Northern Rockies</td> <td>407,695,.38</td> <td>452,778.23</td> </tr> <tr> <td>Colorado River</td> <td>961,017.76</td> <td>1,697,397.55</td> </tr> <tr> <td>Southern Appalachia/Carolinas</td> <td>646,574.32</td> <td>555,690.80</td> </tr> <tr> <td>Running Total</td> <td>4,554,027.50</td> <td>8,220,344.92</td> </tr> </tbody> </table>	Basins	FY20 Revenue	FY21 Revenue	Puget Sound and Columbia	553,458.34	617,185.62	Sacramento/San Joaquin	1,985,281.70	4,637,510.52	Northern Rockies	407,695,.38	452,778.23	Colorado River	961,017.76	1,697,397.55	Southern Appalachia/Carolinas	646,574.32	555,690.80	Running Total	4,554,027.50	8,220,344.92
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<p>B. Launch two or more new priority river basin programs</p>	<ul style="list-style-type: none"> With support from the Gates Family Foundation, the Colorado River Basin program has begun laying the groundwork for a Rio Grande program 																					
<p>C. Develop and implement three additional basin or subbasin integrated water resources management initiatives in priority basins, including stakeholder engagement, improved water governance and water-sharing/water markets</p>	<p>FY20: Two plans in development (Upper Neuse River watershed and the Haw River watershed, NC) FY21: Four new plans in development Running Total: Six</p> <ul style="list-style-type: none"> Ongoing: Upper Neuse River watershed and the Haw River watershed, NC Completed two integrated floodplain management initiatives in the Green-Duwamish and Chehalis Basins in Washington state, that will result in hundreds of miles of restoration and hundreds of millions of dollars in new funding for local communities in the next 10-years. Developed and launched the Healthy Headwaters Working Group, focused on increasing the pace, scale and value of headwater restoration throughout Colorado to improve watershed health, wildlife habitat and ecosystem services. 																					

		<ul style="list-style-type: none"> • Launched the Southwest River Protection Program (SRPP) which aims to protect the Southwest’s last best rivers and streams, including key headwater areas, meandering riparian reaches, and large desert rivers flowing through iconic public lands.
<p>Goal 9: Develop and pilot on the- ground solutions to agricultural pollution</p>	<p>A. Initiate a pilot floodplain restoration project aimed at reducing pollution from agricultural runoff</p>	<ul style="list-style-type: none"> • Developed funding support to restore a large floodplain to improve water quality and run off from adjacent, upslope impacts associated with grazing. The site includes currently grazed lands in the Cache Slough drainage of Yolo Bypass of the Sacramento River in California. American Rivers will lead the first phase of this restoration project which will include modeling water quality impacts of restoration, building baseline data and reports for environmental permitting and compliance, and developing 30% restoration designs • Partnered with Southern Illinois University to do nutrient monitoring at a large floodplain restoration site at the confluence of the Mississippi and Ohio Rivers, which will improve our ability to quantify nutrient removal in floodplain restoration projects
	<p>B. Develop a pilot riparian buffer project</p>	<ul style="list-style-type: none"> • Developing a GIS spatial mapping tool to identify river reaches in the California Central Valley subject to poor water quality due to agricultural run-off that co-occur with disadvantaged communities with limited nature access. These areas will be identified as having high potential to bring both improved water quality and river access to the local communities as well as other potential benefits, such as flood hazard reduction and habitat enhancement. Initiated outreach to community members in several priority locations
	<p>C. Develop a decision-making support tool to help communities address agricultural water quality impacts</p>	<ul style="list-style-type: none"> • Worked with San Francisco Estuary Institute to set up a Technical Advisory Team for development of the pesticide and water quality data visualization tool and collaborated in development of draft materials for Technical Advisory Team review

Goal 10: Build capacity and constituencies for river conservation practices through cross-cutting communications and training initiatives, thought leadership, convenings, trainings, stakeholder engagement and technical assistance

A. Convene, facilitate and contribute to local, regional and national symposia/working groups/task forces/trainings, and publish reports, white papers and journal articles to build political will, technical resources and sustainable financing for river and water resources conservation and management

- Hosted two Illinois Floodplains Work collaborator meetings, presented for St. Louis History Live on economic value of Mississippi River and presented at the Minnesota Water Resources Conference on October 19, 2021
- Published and distributed a report on Gateway Gardens that included the analysis “Willingness to Pay for Gateway Garden in Lancaster PA”, encouraging municipalities to develop incentives that advance the implementation of green stormwater infrastructure (GSI) to improve water quality
- Launched the Rainscaping for Business pilot program in Grand Rapids MI, provided technical resources and training to implement GSI on private property to improve water quality and create supply for future stormwater credit trading market, participated in Great Lakes Commission Green Infrastructure Champions Advisory Committee, convened collaborator conversations with West Michigan Sustainable Business Forum’s Stormwater Taskforce, Urban Waters and the City of Grand Rapids Sustainability Office’s Stormwater Vulnerability Assessment for the Great Lakes Stormwater Systems to Climate Change project
- Designed/produced a multi-workshop "Green Infrastructure Financing Academy" for 12 municipal stormwater leaders representing communities across the US and published a related report on water financing
- Led the Jordan Lake One Water initiative advisory committee
- Contributed to the Cape Fear River Assembly Board Executive Committee
- Engaged on the North Carolina Nutrient Science Advisory Board
- Engaged on the North Carolina Nutrient Criteria Implementation Committee
- Advised the North Carolina Office of Recovery and Resilience as part of the Emergency Management Recovery Support Function for Environmental Preservation
- Led the Upper Waccamaw Task Force, engaged with the South Carolina Forestry and Water Advisory Committee and
- Organized and delivered a dam removal training to the Little Tennessee River Native Fish Conservation Partnership

		<ul style="list-style-type: none"> • Delivered a combination of eight dam removal trainings and presentations, including audiences at the National Association of Environmental Professionals, World Wildlife Fund and others in Slovenia and The Nature Conservancy’s China Rivers Program • Hosted a virtual roundtable webinar with close to 200 state and federal agency staff, local watershed groups and engineering and consulting firms on dam removal legislation and efforts to get dam removal included in federal infrastructure packages • Conducted a survey with our Dam Removal Community of Practice on the challenges in initiating and implementing dam removal projects • Co-hosted the National Wild and Scenic Rivers Coalition lobby week which engaged senior DC and regional staff from the US Forest Service, Bureau of Land Management, National Park Service, and US Fish and Wildlife Service as well as over twenty members of Congress and their staff. The week also included trainings for local groups on lobbying, advocacy and communications.
	<p>B. Recognize and address gaps in science that may advance our river conservation efforts (e.g. papers, scientific journals and reports</p>	<ul style="list-style-type: none"> • Co-authored a paper in the journal Freshwater Science: Building resilience into water management through public engagement. • Published in the journal Ecosystems: A Soil Carbon Sink or Source? • Published article in the journal Water titled: Nutrient Retention in Ecologically Functional Floodplains: A Review

STRATEGIC PRIORITY:

CONSERVATION POLICY

American Rivers will be the nation’s voice for rivers, using our policy and communications expertise to advocate for a strong framework of laws, regulations and policies that protect and restore rivers and conserve clean water.

Goal	Benchmark	Fiscal Year 2021
	<p>A. Implement conservation policy initiatives that engage, benefit and prioritize the values and needs of communities of color and marginalized communities</p>	<ul style="list-style-type: none"> Supported the King County Flood Control District in passing a motion to commit to an integrated approach to floodplain management which directs \$50 million+ annually to multi-benefit projects in the most populous county in Washington state. Related, the District will also create an equity and social justice policy, including principles to honor tribal treaty rights Launched, in partnership with Colorado River Tribes, policy efforts to reform the Wild and Scenic Rivers Act, to enhance tribal consultation, either through a Federal Energy Regulatory Commission rulemaking or an amendment to the Federal Power Act
<p>Goal 1: Build a strong and diverse base of public support for healthy rivers and key policy initiatives</p>	<p>B. Produce communications and advocacy efforts that engage and reflect the voices of diverse audiences and constituents</p>	<ul style="list-style-type: none"> Produced three films spotlighting Indigenous leaders, including Guardians of the River, Water Flows Together, and our “Homecoming” series on the Middle Fork Nooksack Published blogs linking river conservation and justice, including “Flooding and Justice are deeply linked, particularly during a pandemic” (August 2020) and “Partnering for equity and clean water” (February 2021). Our “Faces of Rivers” series profiled leaders including Gabe Vasquez, Las Cruces City Councilor; John Banks from the Penobscot Nation; and Caleb Hickman from the Eastern Band of Cherokee Indians. Our Northwest Strong storytelling effort amplified voices of Indigenous leaders across the Columbia-Snake basin Partnered on “Just Add Water”, an online series of films and discussions organized by NRS emphasizing the need for better representation in the outdoor industry and conservation field

	<ul style="list-style-type: none"> Produced the “Montana’s Legacy of River Protection” story map that featured stories and photos of a diverse cross-section of Montanans who successfully defeated six proposed dams in Montana from the 1950s to the 1970s
<p>C. Drive action for key rivers through annual America’s Most Endangered Rivers® report and campaign, including 200 news stories per year and 5 percent growth of email activist list each year</p>	<p>FY20: Our email list grew 1% FY21: Our email list grew 26% growth, in large part thanks to names added from our direct mail membership list append</p> <ul style="list-style-type: none"> Nearly doubled in FY21 the reach and value achieved in 2020 of our Most Endangered Rivers campaign by generating more than 300 news stories and reaching more than 566 million people (impressions), with an ad value equivalent of more than \$5.2 million; generating more online actions than any other year and hosting our first-ever virtual event to announce the rivers Advanced an environmental justice theme across all Most Endangered Rivers’ communications including American Rivers President Tom Kiernan’s blog post announcing the list and the online event featuring the voices of all our partners including national environmental justice leader Mustafa Santiago Ali Our media outreach resulted in national media including ABC World News Tonight, USA Today, Reuters, Apple News, and NPR Morning Edition. Many news stories picked up the justice theme and included frontline leaders’ voices
<p>D. Showcase positive solutions and successes through annual Best River Towns contest and award, generating 25 nominations, 10,000 contest voters and 10 news stories each year</p>	<ul style="list-style-type: none"> Prepared to register the “America’s Best River Towns by American Rivers” trademark

<p>E. Expand the constituency of activists for river conservation through new partnerships with national, regional, state and local groups, including communities of color and marginalized communities</p>	<ul style="list-style-type: none"> • Hosted a virtual <i>Action Days for Clean Water and Rivers</i>, that facilitated over 51 meetings with congressional offices from 27 different states for 75 river advocates • Put on a training session with strategies for meeting with congressional offices • Kicked-off the event with messages from Sen. Martin Heinrich (NM) and Representative Rashida Tlaib (MI-13), in addition to American Rivers President and CEO Tom Kiernan, River Network President Nicole Silk and Water Environment Federation President Lynn Broaddus • The kickoff and training events both included Spanish-English translators to promote inclusiveness • Co-hosted the National Wild and Scenic Rivers Coalition lobby week which engaged senior DC and regional staff from the US Forest Service, Bureau of Land Management, National Park Service, and US Fish and Wildlife Service as well as over twenty members of Congress and their staff. The week also included trainings for local groups on lobbying, advocacy and communications. • Partnered with Soul River Runs Deep, a black and veteran led organization which connects inner city youth and US military veterans to the outdoors through incredible outdoor educational transformation experiences, to produce a virtual “deployment” to engage and immerse youth and vets in the Gila River campaign.
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	<p>F. Ensure that American Rivers’ stories and imagery reflect racial and socioeconomic diversity, as well as greater diversity of connections to river and water resources</p>	<ul style="list-style-type: none"> • Over the past year we made sure our suite of materials and communications, from our newsletter to our impact report and films, better reflect racial and socioeconomic diversity. Examples include America’s Most Endangered Rivers of 2021 (report, event, website, social media, etc.), The Source Spring 2021, Faces of Rivers profile series, Guardians of the River film, Middle Fork Nooksack film series • Underscored the connections between infrastructure investment and equitable access to clean drinking water and healthy rivers (via media, blogs and social) in the context of the pandemic • Showcased diverse leaders speaking to the value of clean water and rivers in their communities through the Rivers as Economic Engines report
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<p>Goal 2: Successfully advocate a proactive policy agenda for rivers, clean water and climate change that supports the needs of communities, particularly marginalized communities</p>	<p>A. Oppose construction of new dams on free-flowing rivers</p>	<ul style="list-style-type: none"> • Played a key role in defeating the Gila River Diversion on the Gila River, one of the last free flowing rivers in the Southwest
	<p>B. Strengthen the protection of rivers in the licensing and reoperation of hydropower dams</p>	<ul style="list-style-type: none"> • Reached a major milestone in the Klamath River dam removals with the Federal Energy Regulatory Commission’s approval of the hydro license transfer from PacifiCorp to the nonprofit trust designed to take down the dam, of which American Rivers is a part • Filed an amended and supplemental complaint for take under the Endangered Species Act regarding the Electron Dam on Puyallup River • Submitted comment on the Fall River Electric’s draft license application for the Felt Dam on the Teton River in eastern Idaho which has largely blocked Yellowstone cutthroat trout and other native fish species from accessing the colder water in the upper reaches of the Teton River • Submitted comments on the FERC scoping document and the WA Dept of Ecology ready for environmental analysis document for the Goldendale pumped storage project • Submitted request to FERC for a Supplemental environmental impact statement for Hells Canyon Complex on the Snake River, citing the obsolescence of the 2007 EIS given availability of new information • Filed motion to intervene and comments on the utilities’ application for license amendment on the Lewis River projects (Merwin, Yale, Swift 1, and Swift 2), in opposition to the attempt to abandon fish passage • Submitted comments on the pre-application document and the proposed study plan for the Skagit project, detailing gaps including aquatic habitat, cultural resources, recreation, water quality, and more. The revised study plan addresses some but not all these gaps

<p>C. Ensure climate change factors are fully considered in the FERC licensing process, including potential methane emissions from hydropower reservoirs and the hydrologic effects of climate change on water supply</p>	<ul style="list-style-type: none"> • Initiated strategic planning for campaign to submit comments across FERC dockets
<p>D. Ensure existing dams are operated safely, economically and meet modern environmental standards, and where this cannot be accomplished through repair or retrofitting, those dams are removed</p>	<ul style="list-style-type: none"> • Negotiated and got introduced the Twenty-First Century Dams Act, which would expand dam safety funding, provide \$7.5 billion dollars in funding to remove 2,000 dams and reconnect 20,000 miles of river in the next five years, and includes incentives for hydro operators make environmental improvements • Supported reauthorization of U.S. Army Corps of Engineers Nationwide Permit 53, which clarifies and simplifies permitting for low-head dam removal
<p>E. Support adding hydropower capacity to existing nonpowered dams if this can be done without further degrading the local environment</p>	<ul style="list-style-type: none"> • Through the Uncommon Dialogue, we supported adding hydropower generating capacity to existing nonpowered dams where appropriately sited
<p>F. Develop and advocate for innovative financing mechanisms to facilitate the removal of unsafe or outdated dams</p>	<ul style="list-style-type: none"> • As part of the Twenty-First Century Dams Act, 1,000 dam removals would be funded through an inter-agency federal council advised by a non-federal board
<p>G. Advocate for the adoption and implementation of stronger state dam safety regulations and increased funding for dam safety inspection programs</p>	<ul style="list-style-type: none"> • As part of the Twenty-First Century Dams Act, negotiated \$2.4 billion in funding to state dam safety programs through the National Dam Safety Program and other mechanisms, and \$15 billion in loans for dam safety upgrades

	<p>H. Reform federal disaster management programs to provide greater protection and restoration of rivers</p>	<ul style="list-style-type: none"> • Advocated successfully for President Biden to reinstate the Federal Flood Risk Management Standard, requiring federal water resources projects to be designed and constructed to be resilient to climate change, and to consider nature-based approaches in project design • Advocated for FEMA to launch the Building Resilient Infrastructure and Communities Program, a new pre-disaster mitigation program- and the first to specifically encourage nature-based approaches with \$500M available the first year, and \$1B expected to be available for FY21
	<p>I. Set the stage for reoperation and removal of U.S. Army Corps of Engineers infrastructure by implementing strong natural infrastructure and disposition language in 2018 Water Resources Development Act</p>	<ul style="list-style-type: none"> • Advocated successfully for multiple provisions to be included in the 2020 Water Resources Development Act which passed in December 2020 including provisions to advance the use of natural infrastructure approaches by the Army Corps, including preferable cost-share requirements and to require the Army Corps to implement the Principles, Requirements and Guidelines which will improve water resources project planning ensuring projects are more river-friendly
<p>Goal 3: Secure a 10 percent increase (over fiscal year 2018) in federal investments for river conservation, including dam removal, floodplain restoration, fish passage, green infrastructure, water efficiency, stormwater management and pollution abatement</p>	<p>A. Achieve increases in annual investment totaling a 10 percent increase by 2024</p>	<ul style="list-style-type: none"> • Successfully advocated for \$638 million to be included in the 2021 federal omnibus budget bill to create an assistance program that provides low-income residents financial assistance to pay their water bills • Supported The American Rescue Plan Act of 2021, which contains funding for several AR priorities including low-income water payment support • Worked with House and Senate Committees to support State Revolving Fund reauthorizations: \$12 billion in House and \$6.5 in Senate • Advocated for the Building Resilient Infrastructure and Communities Program at FEMA. It received \$500M in its first year for pre-disaster mitigation programs including nature-based approaches • The America’s Great Outdoors Act was signed into law in August 2020, permanently, and fully, funding the Land and Water Conservation Fund at \$900M annually
<p>Goal 4: Successfully defend federal laws and regulations that protect rivers and clean water</p>	<p>A. Successfully advocate for the Clean Water Rule so that it survives legislative and judicial challenge intact and is implemented</p>	<ul style="list-style-type: none"> • Successfully advocated for the Biden Administration’s Executive Orders to review multiple rulemakings from the previous administration that American Rivers actively/legally/regulatorily opposed including active review of Clean Water Act 401 and 404 regulations

	<p>B. Prevent existing Clean Water Act protections for rivers and clean water from being weakened</p>	<ul style="list-style-type: none"> • Successfully advocated for EPA and the Army Corps of Engineers to reverse the prior administration’s attempt to limit states’ ability to certify CWA 401 projects. The memo gives states or tribes the maximum amount of time (one year) to carefully review and approve permit applications from developers of projects like pipelines and power lines, or from the corps for nationwide permits • Successfully advocated for EPA to discontinue their efforts to create a Sewage Blending Rule, that would have legalized sewage dumping in separated storm management systems
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	<p>C. Educate the public and policymakers about the importance of the Clean Water Act and the Clean Water Rule through innovative communications</p>	<ul style="list-style-type: none"> • Ongoing: Actively advocating to repeal the prior administration’s “Navigable Waters Protection Rule” and a new rule that adheres to the Clean Water Act’s objective
	<p>D. Ensure bedrock environmental laws, including the National Environmental Policy Act and the Endangered Species Act, are not weakened</p>	<ul style="list-style-type: none"> • Worked to strengthen the Clean Water Act through efforts to uphold the Yazoo Pump veto. • Advocated for reinstating the Federal Flood Risk Management Standard. • Advocated for the expansion of the Wild and Scenic Rivers program, including promoting the River Democracy Act. • Sent with partners a letter to Speaker Pelosi asking that unfavorable NEPA provisions passed in the Senate infrastructure bill be excluded from the House infrastructure bill. • Promoted protection and strengthening of NEPA in blog publications. • Ongoing: repealing the Navigable Waters Protection Rule.
	<p>E. Ensure effective federal conservation and management of water resources on public lands</p>	<ul style="list-style-type: none"> • Organized an industry support letter and supported a Congressional hearing for the M.H Dutch Salmon Wild and Scenic Rivers Act which would designate 31 streams/450 miles of free-flowing river in New Mexico

		<ul style="list-style-type: none"> Laid the groundwork for the Montana Headwaters Legacy Act (MHLA), which Senator Jon Tester reintroduced in June 2021. This bill would add 20 rivers and 385 river miles to the National Wild and Scenic Rivers System
	<p>F. Ensure that new dam proposals and other infrastructure and resource extraction projects that impact rivers are closely scrutinized and, when warranted, vigorously opposed</p>	<ul style="list-style-type: none"> Led NGO efforts to ensure the Lake Powell Pipeline was closely scrutinized by the Bureau of Reclamation in its review of the Draft EIS, ultimately contributing to a withdrawal of the DEIS that will delay project permitting at least two years and will lead to increased scrutiny
	<p>G. EPA Peak Flow Management (Sewage Blending) rule maintains adequate protection for clean water from sewage blending</p>	<ul style="list-style-type: none"> Advocated against now rescinded sewage blending rule through EPA round table events, meetings with EPA, comments on the initial comment, and GIS analysis to determine the impact blending has on lower income and BIPOC communities
<p>Goal 5: Strengthen Western water policy</p>	<p>A. Successfully advocate for funding and implementation of the Department of the Interior’s WaterSMART program, with new criteria that allow nonprofit groups to access this funding directly</p>	<ul style="list-style-type: none"> Contributed to the appropriation of \$60M for WaterSMART grants in addition to language requiring the Bureau of Reclamation to articulate the use of the conserved water with all announcements of funding awards and that Reclamation submit a study that identifies how each grantee used its conserved water to ensure that conserved water did not increase its consumptive water use.
	<p>B. Successfully advocate for funding and implementation of the U.S. Department of Agriculture’s Regional Conservation Partnership Program</p>	<ul style="list-style-type: none"> Secured additional RCPP funding for the Colorado headwaters project to improve water quantity, quality and agricultural irrigation operations
	<p>C. Ensure implementation of cooperative solutions to integrated water management challenges throughout the West that include active engagement with Native American tribes and Latinx and African American communities</p>	<ul style="list-style-type: none"> The Colorado Basin program participates in a facilitated process called the Upper Basin dialogue between Conservation Organizations and Basin Tribes. The purpose of the process is to identify shared priorities and values around water management challenges The Puget Sound-Columbia Basin program has a leadership role in Yakima Basin Integrated Plan, a climate change adaptation plan for fish, farms,

		<p>forests and people in the Yakima Basin. The Yakama Nation is central to this effort</p>
	<p>D. Build public support for sustainable water solutions through innovative communications</p>	<ul style="list-style-type: none"> • In the Colorado basin, voters in 15 counties on the West Slope and 3 counties on the Front Range approved two ballot measures to generate approximately \$8 million annually to support healthy rivers, productive agriculture, water quality and watershed health, infrastructure improvements, recreational and environmental benefits • Developed new website and social media channels for the Yakima Basin Integrated Plan and created virtual tours for key state and federal decision-makers, incorporating a mix of the films and live presentations with Yakima Plan team members
<p>Goal 6: Advance basin and practice program policy initiatives at the state and local level.</p>	<p>A. Successfully advocate for local ordinances, regulations and guidance that promote integrated urban water management and green infrastructure</p>	<ul style="list-style-type: none"> • Supported two local ordinances and regulations that promote integrated urban water management and green infrastructure
	<p>B. Successfully advocate for state laws, regulations, and appropriations that promote state water plans, dam safety, dam removal, clean water, riverside land protection and implementation of integrated water resources management</p>	<ul style="list-style-type: none"> • Successfully advocated for North Carolina’s Environmental Management Commission to adopt updated rules for the clean-up of the upper Neuse River watershed that are based on the principles of Integrated Water Management and invest at least \$1.5 million annually in watershed management projects (GSI, watershed protection, stream restoration • Helped secure \$42M from State of Washington, \$38M from federal sources, and \$5.49M from WA state for Nelson Dam removal through Yakima Basin Integrated Plan

<p>C. Successfully advocate for interstate compacts and guidance promoting better river basin management</p>	<ul style="list-style-type: none"> • Appointed by the Secretary of the Interior to serve as the environmental representative on the Glen Canyon Adaptive Management Program
<p>D. Successfully advocate for local and state regulations that protect riparian habitat and water quality, such as riparian buffer requirements and pollution prevention</p>	<ul style="list-style-type: none"> • Assisted in the defeat a proposal to eliminate setbacks for wastewater systems in Teton County, WY • In the Colorado basin, voters in 15 counties on the West Slope and 3 counties on the Front Range approved 2 ballot measures to generate approximately \$8 million annually to support healthy rivers, productive agriculture, water quality and watershed health, infrastructure improvements, recreational and environmental benefits

STRATEGIC PRIORITY:

ORGANIZATIONAL EXCELLENCE

American Rivers will continue to be a financially sound, well-managed organization, with an equitable and inclusive culture and a diverse staff and board.

Goal	Benchmark	Fiscal Year 2021
<p>Goal 1: Create a robust infrastructure that strengthens organizational resilience and supports long-term success</p>	<p>A. Increase staff in finance and administration (including general counsel and human resources) and advancement (Includes fundraising, communications/marketing) departments to optimally support the needs of the organization</p>	<p>We reduced our F&A headcount in FY20 and have not yet had the resources to increase the staffing level. We will continue to assess the growing needs for optimal support</p> <p>Two FTE positions were approved in Advancement for the Major Gifts program in FY22</p>
	<p>B. Evaluate and invest in software and technology to meet the organization’s growing needs and improve operational processes</p>	<p>Since the Covid-19 Work-from-Home order commenced, we have continuously monitored and strengthened computing capabilities. We more than doubled our Zoom Licensed (Pro) accounts, now providing them to virtually all staff, while also making the Slack social/chat platform available. Our primary network infrastructure of ShareFile and Office365 continue to meet our needs; and we implemented global multifactor authentication through Microsoft Defender to reduce vulnerability to growing email security threats</p> <p>A needs assessment for new Financial Management software was completed at the end of June. We have selected a new system, and implementation is underway with a go live target of November 1, 2021</p>

<p>C. Allocate sufficient resources for communications strategies, fundraising tactics and programmatic metrics to maximize net contributed income</p>	<p>The FY21 budget allowed for a continued modest investment in membership acquisition, which successfully exceeded targets resulting in 11,046 new and reinstated members</p>
<p>D. Provide a base level of unrestricted funding for each priority basin and conservation strategies program and needed administrative infrastructure such as budget management and government grant fundraising assistance for conservation staff</p>	<p>Our FY21 budget was lean in anticipation of a tight fundraising year due to the pandemic. We provided a small amount of unrestricted funding for the Restoration program and for the SAC Basin. We were not able to increase our budget management or government grant fundraising assistance because we have not been able to increase the staff</p> <p>The FY22 budget includes increased unrestricted funding for the Northern Rockies, Colorado, and California regional offices and the Restoration and Hydropower programs. It also includes administrative support for the Conservation program. Noteworthy that these increases were accompanied with a rewrite of the Job Description for the Regional Directors and the River Councils.</p>

<p>Goal 2: Increase support for American Rivers by donors, activists, and volunteers and engage the entire organization in fundraising and communications</p>	<p>A. Create and regularly update a powerful case for support and other philanthropic communications to acquire, involve and retain activists and donors</p>	<p>We finalized our case for support in March 2020 just as the pandemic bore down on the world. We have mailed a few copies of the physical report to donors and have sent the PDF electronically as well. More importantly, we used the “Life Needs Rivers” messaging for the fall calendar appeal. The mailing was our best performer ever — bringing in more than \$122,000 in additional membership donations (more than double the prior year)</p> <p>We also tested the “Life Needs Rivers” messaging in the spring 2021 newsletter with an American Rivers sticker promotion, and during June (National Rivers Month) with a successful online engagement and fundraising campaign. Fundraising appeals with “Life Needs Rivers” messaging had double the click through rate of appeals sent with Most Endangered Rivers messaging (1.43% to 0.94%)</p>
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	<p>B. Articulate specific accomplishments (results, outcomes and impact) of the organization’s programs to help inform supporters and successfully meet financial goals</p>	<p>FY21 communications of programmatic impact: 2 mailed newsletters, 1 mailed annual calendar, 4 CEO updates, 12 e-newsletters, 4 Conservation Updates, 12 River Dispatch emails, 1 Annual Impact report (web version), 4 general-program donor reports, 17 case for support inserts (factsheets), 1 PowerPoint presentation deck, and 6 <i>American Rivers After Hours</i> presentations, which had over 400 registrants.</p>
	<p>C. Recruit and retain a diverse staff and ensure organizational policies, programs and practices are inclusive, equitable and infused with a sense of values and purpose</p>	<p>In FY21, 52 staff (67%) identified as female and 12 (15%) identified as persons of color. In FY20, 45 staff (59%) identified as female and 9 (12%) identified as persons of color. In FY19, 43 staff (53%) identified as female and 5 (6%) identified as persons of color</p>
	<p>D. Recruit strong volunteer leadership and involve volunteer leadership and non-development staff in outreach activities</p>	<ul style="list-style-type: none"> • A charter for River Councils was drafted, discussed and vetted with regional directors, major gifts directors and volunteer leadership; the purpose of the charter is to clarify the roles and responsibilities of River Councils and deepen their engagement and impact • Two new members were recruited to River Councils
	<p>E. Grow cross-departmental collaboration and staff capacity to build strong and mutually beneficial prospect and donor relationships</p>	<ul style="list-style-type: none"> • Monthly Development-Program liaison meetings occur. All priority basins and projects have a development liaison • Launch process for joint fundraising goals and activities for individual donors with major gifts team and regional directors
<p>Goal 3: Raise between \$83 million to \$130 million over five years, contingent on feasibility findings, to sustain and expand</p>	<p>A. Develop detailed conservation program information and budgets articulating a compelling case for securing support</p>	<ul style="list-style-type: none"> • Factsheets and case for support inserts — created 20+ standalone marketing pieces and programmatic one-pagers designed to provide donors with overviews of key conservation strategies and topics (link) • Launched the Bob Irvin River Policy Fund case for support (link)

<p>American Rivers operations and programs</p>	<p>B. Raise a minimum of \$59.7 million from philanthropic sources and \$23.3 million in government grants over five years to sustain programs and operations</p>	<ul style="list-style-type: none"> • In FY 21, raised \$10,622,194 in FY21 from philanthropic resources; \$3.1 million over goal
	<p>C. Secure an additional \$27.5 million over five years, contingent on feasibility findings, to invest in creation or expansion of priority projects and programs</p>	<ul style="list-style-type: none"> • Raised \$218,000 more in unrestricted funding from philanthropic resources (FY21 over FY20). • For FY22 budget, began investing unrestricted funds into priority programs
	<p>D. Grow operating reserves and endowment by \$6 million over five years, contingent on feasibility findings, for unexpected cash flow shortages, expense or losses</p>	<ul style="list-style-type: none"> • The unrestricted net assets increased from \$1 million at the end of FY20 to \$2.9 million at the end of FY21. We anticipate using some of that increase to cover deficits in FY22 and FY23. By FY24, we expect to be generating operating surpluses and to grow the reserves.
<p>Goal 4: Ensure organizational policies, programs and practices are equitable and infused with a sense of values and purpose</p>	<p>A. Provide compensation and benefits structure competitive with peer organizations</p>	<ul style="list-style-type: none"> • Annual compensation committee review ensures equity among staff. • We conduct periodic outside review to determine comparability with peer organizations and make adjustments as needed and as budgets allow. Per the most recent review, conducted in 2018, overall salaries are marginally competitive, on average 92% of the survey median. The next review will occur in early 2022
	<p>B. Ensure professional development and training opportunities are available for all staff</p>	<ul style="list-style-type: none"> • Training on internal policies, including contracting and lobbying, were provided. • A limited amount of funding for professional development was included in the FY21 budget
	<p>C. Ensure staff in each office represents the racial and ethnic diversity of the regions in which they work</p>	<ul style="list-style-type: none"> • Census data on racial and ethnic diversity by basins developed to use as a benchmark

	<p>D. Enhance cross-function collaboration and teamwork throughout our multi-site organization to ensure alignment and integration across the organization</p>	<ul style="list-style-type: none"> • Incorporated diversity, equity, and inclusion (DEI) principles as a criterion through which to evaluate engineering design and construction firms for restoration project Master Service Agreements that resulted in sharing our DEI values with more than 60 firms, following up with specific feedback opportunities to one third of those who applied, and resulting in ongoing conversations with at least two national firms on how to continue to advance DEI principles in our collective work • Staff have taken advantage of newly added platforms (Slack, Zoom) to increase collaboration and connection
	<p>E. Cultivate and sustain an inclusive organizational culture throughout American Rivers, where all staff feel valued</p>	<ul style="list-style-type: none"> • Added additional affinity groups, such as the Parent and Caregivers group, to provide a resource for staff and to inform employee policies and guidance
<p>Goal 5: Enable American Rivers to substantially grow its impact by having an inclusive, engaged Board that provides good governance and helps secure increased financial support</p>	<p>A. Recruit and retain Board Directors from a variety of diverse backgrounds; foster an inclusive, equitable Board culture; and ensure American Rivers’ policies, practices and programs reflect our organizational commitment to diversity, equity and inclusion</p>	<ul style="list-style-type: none"> • The AR Board and DEI Committee worked extensively in FY21 with JEDI consultant Marcelo Bonta in small group sessions as well as two full board sessions • Provided and discussed an overview of AR’s organization-wide DEI Plan, priorities, progress and gaps at a session of the June 2021 board meeting • AR’s DEI priorities were shared at a meeting with all the regional river council co-chairs in March 2021. Staff and council co-chairs are developing more diverse pipelines for membership • The Board Chair and CEO are integrating more inclusive meeting facilitation tactics into our board meetings
	<p>B. Ensure sufficient resources for American Rivers by increasing Board engagement in fundraising and financial support from the Board</p>	<ul style="list-style-type: none"> • 100% board giving with \$454,585 raised in unrestricted and restricted funds

C. Ensure the Board follows best practices in governance through regular training about Board roles, adoption of charters for Board committees, development of annual action plans for committees with goals tied to this strategic plan, and regularly reporting to the full Board on progress towards annual goals

- A widely recognized expert and attorney on nonprofit governance issues provided training on nonprofit board fiduciary duties
- In addition to Directors annually reviewing and signing American Rivers' Anti-Harassment Policy, Directors also can take a 30-minute training through a course that addresses the persistent challenges of sexual harassment and bullying, as well as concerns about social media and technology, religious and ethnic stereotypes, gender expression and political speech in the modern workplace