



September 22, 2020

Dear Board Directors,

In accordance with our Organizational Effectiveness Assessment Policy, under which the Board reviews on an annual basis our performance as an organization, attached is the Annual Assessment of Organizational Performance for Fiscal Year 2020 (FY 20), covering our work from July 1, 2019 through June 30, 2020, for your review and approval at the fall Board meeting.

For those of you who have been on the Board a few years, you will notice a different format to this year's Annual Assessment. This year marked the first year of our new Strategic Plan 2020-2024. Accordingly, we are tracking our progress directly against the goals and benchmarks we set in the Strategic Plan. After the Board has reviewed and approved it, we will post the Annual Assessment on our website so our supporters can see our progress.

To say that FY 20 was challenging, for American Rivers and the rest of the country, is an understatement. The onset of the pandemic, the most serious global health crisis in a century, disrupted our work and our lives. The consequent economic downturn, the most serious since the Great Depression of the 1930s, has created enormous uncertainty and necessitated significant belt-tightening. The reawakening of our nation to systemic racism and injustice resulting from the killings of Black Americans has compelled us to rethink how our organization and our work may have contributed to these problems and, going forward, how we must change to do our part in resolving them.

Despite these challenges, American Rivers achieved impressive results for rivers and clean water in FY 20, including:

- Collaborated with Black, Latino, and Native American partners to promote floodplain restoration, remove dams, protect Wild and Scenic Rivers, and promote equitable access to clean water
- Promoted and participated in the removal of 90 dams in 26 states, restoring 1,709 miles of free-flowing rivers
- Worked in cities such as Tucson, Milwaukee, Atlanta, and Grand Rapids to implement green infrastructure and integrated water management projects to conserve clean water and address flooding
- Protected 290,597 acres of riverside lands in Colorado, Montana, California, and South Carolina through advocacy of administrative protection of rivers eligible for Wild and Scenic protection and the addition of lands to the Waccamaw National Wildlife Refuge

- Made the case for investment in rivers and clean water as an economic engine through publication of *Rivers as Economic Engines: Investing in Clean Water, Communities and Our Future*
- Launched our most successful ever America's Most Endangered Rivers® campaign, as measured by page views and actions taken
- Led a successful campaign to defeat a diversion project on New Mexico's Gila River and secured introduction of federal legislation to permanently protect the Gila as a Wild and Scenic River
- Through the Uncommon Dialogue, found common ground with the hydropower industry to discuss ways of appropriately using hydropower to address climate change while also promoting greater dam safety and removal of obsolete and unsafe dams
- Defended rivers and clean water by filing suit to challenge the Dirty Water Rule, fight a proposed copper mine on Montana's Smith River, and ensure that the Upper Mississippi River-Illinois Waterway navigation system is managed in a way that prioritizes the protection and restoration of big river habitat
- Successfully raised \$14.4 million in philanthropic revenue, \$3.6 million over goal, including achieving 100 percent Board giving and raising \$459,100 in Board gifts, \$76,000 above goal
- Completed work on the organization's Diversity, Equity and Inclusion Plan
- Developed "Life Needs Rivers," a compelling case for support of our work

In addition to these achievements, we responded quickly and effectively to the challenges posed by the pandemic and its economic fallout. We secured a \$1.4 million loan under the Payroll Protection Program and used it to cover payroll, rent, and utilities, which will enable us to secure forgiveness of the entire loan, effectively converting it to a grant. In addition, to maximize the value of the loan, we successfully asked foundations providing restricted grants to convert to unrestricted funding the portion of those grants being offset by the loan proceeds. We have provided our staff with maximum flexibility in carrying out their jobs while balancing the demands of childcare and other responsibilities. Most importantly, we have kept all of our staff employed and covered by health insurance, with no reduction in salary.

With all our success, challenges remain, due primarily to budget limitations. We have not restored several critical positions that remain vacant due to attrition or previous cutbacks, including three positions in Policy and Government Relations, one in Advancement, and one in Finance and Administration. We have not grown our operating reserves and endowment. We have frozen salaries. We have not been able to invest in a critically needed upgrade to our financial management software. We have not been able to provide general operating support to our basins and conservation strategies programs. We have not been able to fund our DEI efforts at the level needed to make the change we seek. Nor have we been able to provide the professional development and training opportunities our staff deserves. All of these needs should be addressed if we are to be fully successful in carrying out the Strategic Plan.

I look forward to hearing your comments on the Assessment and recommend its approval by the Board.

For the rivers,

A handwritten signature in black ink, appearing to read "Wm. Robert Irvin". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Wm. Robert Irvin
President and CEO

American Rivers Strategic Plan Fiscal Years 2020-2024*

Annual Assessment of Organizational Performance for FY 20

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 2020
<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 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>FY20: Ongoing</p> <ul style="list-style-type: none"> ● Worked with the Gaylord and Dorothy Donnelley Foundation and South Carolina-The Nature Conservancy to launch the South Carolina Conservationists of Color ● Worked with the NAACP to assist representatives from marginalized communities within the Upper Mississippi River basin to become certified as floodplain managers by creating a community assistance program to remove cost barriers for people in communities that are classified as disadvantaged to receive training that will inform community planning in the floodplain and improve access to federal disaster funding and programs. ● Provided financial and program support for the Just Add Water Project, a virtual film tour and discussion aimed at breaking down barriers to the outdoors and increasing representation.
	<p>B. Form and nurture partnerships with Native American tribes to advocate and implement river conservation policy and practice</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> ● American Rivers collaborates with: <ul style="list-style-type: none"> ▪ The Eastern Band of Cherokee Indians on river restoration and river protection efforts in the Little Tennessee River basin in Western NC and Eastern TN ▪ The Navajo and Hopi Tribes on Little Colorado River protection Issues ▪ The Gila River Indian Community on Gila River Protection issues ▪ The 10 Tribes Partnership on Colorado River Management issues including on the Federal advisory committee of Adaptive Management Work Group.

		<ul style="list-style-type: none">▪ The Ute Indian Tribe on Green River/Desolation Canyon protection and management issues.▪ The Blackfeet Nation and partners on the river protection component of the Badger – Two Medicine Protection Act to establish a Cultural Heritage Area.▪ The Nooksack Tribe and Lummi Nation on removal of the Middle Fork Nooksack Diversion Dam.▪ The Tulalip Tribe to connect them with the Paul Allen Family Foundation for funding for the Pilchuk Dam removal in Washington.▪ Worked with the Freeflow Institute to create the American Rivers Indigenous Student Scholarship.▪ The Confederated Bands & Tribes of the Yakama Nation (Yakama Nation) on securing and implementing state and federal appropriations for the Yakima Basin Integrated Plan.▪ Began communication & coordination with Yakama Nation on the Goldendale Pump Storage Project along the Columbia River.▪ The Cowlitz Indian Tribe and the Yakama Nation on the Lewis River hydropower projects.▪ Upper Skagit Indian Tribe, Sauk-Suiattle Indian Tribe and the Skagit River System Cooperative, which provides natural resource management services for the Sauk-Suiattle Indian Tribe and the Swinomish Indian Tribal Community, on the relicensing of Seattle City Light’s Skagit Power Project on the Skagit River.▪ The Puyallup Tribe of Indians on the Electron Hydro Project on the Puyallup River.▪ The Yurok, Klamath, Karuk, and Hoopa tribes along the Klamath River to amplify their messaging on the Klamath River dam removals.▪ The Upper Snake River Tribes - the Burns Paiute, Fort McDermitt Paiute and Shoshone, the Shoshone-Bannock and Shoshone-Paiute -- on the Owyhee Canyonlands initiative.
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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>	<p>FY20: 25 organizations</p> <ul style="list-style-type: none"> Developed a partnership with Milwaukee Water Commons (MWC), an organization with a mission to promote stewardship of, equitable access to, and shared decision-making for, local common waters. American Rivers has not only passed grants on to MWC, we have shared contacts and support, introduced them to funders and helped them get their own direct funding, while supporting their growing regional leadership on water issues. American Rivers has been able to work with MWC through their community organizing and education platform to increase the use of Green Stormwater Infrastructure in majority Black neighborhoods in Milwaukee where stormwater flooding is common. Worked with We the People of Detroit and Junction Coalition (of Toledo) to address water affordability issues.
<p>Goal 2: Restore rivers through dam removals and floodplain restoration.</p>	<p>A. Restore 5,000 miles of river</p>	<p>FY20: 1709 miles of river restored* <i>*Dam removal data is collected on a calendar year basis; numbers represent 2019 calendar year.</i></p>
	<p>B. Restore and reconnect 5,000 acres of floodplain</p>	<p>FY20: 17 acres of floodplain restored or reconnected</p>
	<p>C. Remove 500 dams</p>	<p>FY20: 90 dams removed* <i>*Dam removal data is collected on a calendar year basis; numbers represent 2019 calendar year.</i></p> <ul style="list-style-type: none"> 90 dam removals freed 1709 miles of river in Alabama, California, Colorado, Connecticut, Delaware, Florida, Georgia, Hawaii, Indiana, Iowa, Maine, Massachusetts, Michigan, Minnesota, New Hampshire, New Jersey, New York, Ohio, Oregon, Pennsylvania, South Carolina, Texas, Vermont, Virginia, West Virginia, and Wisconsin for a total of 26 states. This past year saw the highest number of states taking out dams ever. Nine of those projects were either managed by AR staff or had significant AR technical assistance. To date, nationwide, 1,722 dams have been removed from 1912 through 2019. American Rivers is working with a national community of practice that we have help build over the past 20 years to prioritize and implement collaborative efforts to expand the pace of dam removals in future years. Scotland Pond Dams, Conococheague Creek, Pennsylvania: Removed two adjacent dams that were functioning as one dam on Conococheague Creek in Scotland, PA. The removal of the Scotland Pond Dams increased public safety

		<p>as it reduced the potential for localized flooding and alleviated in-stream hazards to paddlers. The removal also restored approximately 1,000 feet of previously impounded aquatic habitat to its natural function and flow. The dam impeded natural sediment transport, and rich sediment release downstream will eventually allow for breeding grounds and more diverse habitats for aquatic life. Additionally, the now undivided waters are ideal for kayaking, canoeing, and other recreational activities, and the Township has built a kayak/canoe launch. This project was led by the Township in partnership with Pennsylvania Fish and Boat Commission, Scotland Campus Incorporated American Rivers, ECS Mid-Atlantic (design/permitting/construction management) and its contractor, RiverLogic.</p> <ul style="list-style-type: none"> ● Patton Dam, Chest Creek, Pennsylvania: Constructed in the 1940s, Patton Dam (12-foot high by 70-foot long) was removed to reduce flood risk and facilitate habitat connectivity for wild brook trout, hellbender, American eel and Eastern Elliptio mussels. This project was completed in collaboration with Trout Unlimited and the Cambria County Conservation District.
<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: Ongoing</p> <ul style="list-style-type: none"> ● American Rivers is working to advance this work in Tucson, AZ, Grand Rapids MI and with several Pennsylvania municipalities, however we did not have any new permits issued during FY 20.
	<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: Ongoing</p> <ul style="list-style-type: none"> ● American Rivers is working to advance this work in Pennsylvania, however we did not have any new permits issued during FY 20.
<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: Two innovative funding plans developed and/or implemented</p> <ul style="list-style-type: none"> ● City of Tucson Green Infrastructure Fund adopted which will provide \$3 million for green infrastructure projects annually. ● Designed a stormwater credit trading program for Grand Rapids, MI which has been adopted and will promote scaling of green infrastructure across the city.

	<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: Three plans developed and/or implemented</p> <ul style="list-style-type: none"> • Santa Cruz Watershed Restoration Plan, Santa Cruz, Tucson AZ • Gateway Gardens Implementation & Funding Plan, Lancaster, PA • Intrenchment Creek One Water Management Plan, Atlanta, GA
	<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • Worked with Milwaukee Water Commons and River Network to develop Milwaukee’s FreshCoast Guardians Integrated Water Management program. • Convened the Intrenchment Creek One Water Management Task Force engaging community leaders of frontline groups in the planning and development of an integrated water management plan.
<p>Goal 5: Permanently protect an additional 5,000 miles of rivers as federal Wild and Scenic Rivers.</p>	<p>A. Successfully advocate Congressional designations of at least 1,500 miles of Wild and Scenic Rivers</p>	<p>FY20: M.H. Dutch Salmon Greater Gila Wild and Scenic Rivers Act introduced in May 2020 to protect 446 miles of 30 rivers in the greater Gila River watershed in New Mexico.</p>
	<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 of rivers administratively protected as Wild & Scenic eligible and suitable</p>
	<p>C. Increase resources for Wild and Scenic River protection, including funding and management planning</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • Updated and expanded the Wild and Scenic Rivers Resource Center • Provided leadership, capacity and support to the National Wild and Scenic Coalition, including completing and hosting a “Hill Week” workshop in Washington, DC, March 2-6, 2020.
<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 protected for Source Water Protection</p> <ul style="list-style-type: none"> • American Rivers worked with the Waccamaw National Wildlife Refuge to protect 6638 acres of riverside lands which will be added to the refuge.
	<p>B. Manage riverside land as Blue Trails and other recreation-oriented strategies</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • American Rivers is actively collaborating with local communities on the Tuckasegee River Blue Trail in Western North Carolina, the Ashley River Blue Trail near Charleston, SC, and the Waccamaw River Blue Trail near Myrtle Beach, SC.

	C. Protect riverside land as part of Wild and Scenic River designations/eligibility determinations	FY20: 283,840 acres of land administratively protected by Wild and Scenic eligibility and suitability in Colorado and Montana.
	D. Protect riverside land and upland through public land policy improvements	FY20: 290,597 acres of land protected through public land policy improvements in Colorado, Montana, California, and South Carolina.
	E. Measure gallons/liters of source water protected	FY20: Metric in Development
Goal 7: Improve water quality and flow in rivers through relicensing and reoperation of 25 dams.	A. Complete 25 successful relicensing projects	FY20: Ongoing <ul style="list-style-type: none"> Participated in federal licensing process for three priority projects (Skagit, Hells Canyon, and Goldendale) and license implementation for an additional nine projects across CA, OR, and WA. Participated in federal licensing processes for two priority projects (Parr Shoals and Augusta Canal) in SC and GA, and license implementation for one project (Saluda) in SC.
	B. Improve 500 miles of river	FY20: Ongoing <ul style="list-style-type: none"> Participated in federal licensing process for three priority projects (Skagit, Hells Canyon, and Goldendale) and license implementation for an additional nine projects across CA, OR, and WA. Participated in federal licensing processes for two priority projects (Parr Shoals and Augusta Canal) in SC and GA, and license implementation for one project (Saluda) in SC.
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.	A. Increase financial support for five current priority river basin programs	FY20: Not Initiated *Not initiated due to lack of funding
	B. Launch two or more new priority river basin programs	FY20: Launched Upper Mississippi River Basin
	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	FY20: Ongoing <ul style="list-style-type: none"> Developed a framework for integrated water management in the upper Neuse River watershed in North Carolina that was approved by Upper Neuse River Basin Association (regulated municipalities). Led the development of the integrated water management (One Water) plan in the Haw River watershed which launched the Jordan Lake One Water initiative.

<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>	<p>FY20: Not Initiated *Not initiated due to lack of staffing</p>
	<p>B. Develop a pilot riparian buffer project</p>	<p>FY20: Not Initiated *Not initiated due to lack of funding</p>
	<p>C. Develop a decision-making support tool to help communities address agricultural water quality impacts</p>	<p>FY20: Not Initiated *Not initiated due to lack of funding</p>
<p>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.</p>	<p>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</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> Published <i>Rivers as Economic Engines</i> report, securing media stories and opeds, producing a toolkit for partners, and conducting webinars. Provided leadership to the Little Tennessee Native Fish Conservation Partnership among federal, tribal, state and nonprofit entities focused on landscape level collaboration incorporating biological needs and local community values. Organized and led a training on using Natural and Beneficial Functions of Floodplains at the 2019 Association of State Floodplain Managers (ASFPM) conference. With the Natural Floodplain Functions Alliance, organized a workshop on Data Needs, Gaps and Interoperability for Integrated Mapping and Functional Assessment of Riverine and Coastal Floodplains and Wetlands. Led ASFPM’s Natural and Beneficial Functions Committee including bi-monthly meetings and development of comments for ASFPM on NEPA and Clean Water Act comment periods Launched the Stormwater Currency Stormwater Academy where we trained utility/municipal stormwater managers from 10 cities, including Chicago, Atlanta, Milwaukee, Green Bay, in innovative green stormwater infrastructure funding programs. Co-led the national conservation coalition, Clean Water for All’s Water Affordability Taskforce to develop a water affordability policy agenda supported by a broad range of conservation and environmental justice organizations. Served as an advisory team member for the Water Research Foundation’s research group on developing national integrated water management metrics for water utilities. Organized and led a dam removal state-level capacity building training in New Jersey that was attended by more than 50 people representing state and federal agencies, non-profits and municipal governments.

		<ul style="list-style-type: none">● Participated, and in many cases helped lead, state-level dam removal and stream barrier task forces in Virginia, Pennsylvania, Maryland, the Chesapeake Bay (bay-wide workgroup), Georgia, North Carolina, Vermont, New Hampshire, and Massachusetts.
	<p>B. Recognize and address gaps in science that may advance our river conservation efforts (e.g. white papers, scientific journals and reports)</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none">● Co-authored a paper about the Little Tennessee River Native Fish Conservation Area published in a book by the American Fisheries Society: Multispecies and Watershed Approaches to Freshwater Fish Conservation.● Completed an analysis and report of prospective restoration and protection projects in the Little Tennessee River basin.

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 2020
<p>Goal 1: Build a strong and diverse base of public support for healthy rivers and key policy initiatives.</p>	<p>A. Implement conservation policy initiatives that engage, benefit and prioritize the values and needs of communities of color and marginalized communities</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • Convened a River Action Day Policy Roundtable series in April and June which convened 20 different conservation and environmental justice organizations around water affordability issues stemming from COVID-19. A policy agenda was developed that is being incorporated into the Clean Water for All national coalition’s broader national water affordability policy agenda. • Released a joint statement with River Network calling for a national moratorium on water shutoffs during the pandemic. This call was codified in the HEROES act passed by the House of Representatives.
	<p>B. Produce communications and advocacy efforts that engage and reflect the voices of diverse audiences and constituents</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • Expanded the constituency of local activists engaged on American Rivers national water policy issues through our River Action Day Policy Roundtable. New partners include: Junction Coalition (Toledo, OH), We the People (Detroit, MI) and ECO-Action (Atlanta, GA), Alabama River Alliance, Ellerbe Creek Watershed Association (Durham, NC), the Walnut Creek Partnership/Partners for Environmental Justice (Raleigh, NC) and Ironbound (Newark, NJ). • Hosted “Just Add Water,” a series of online film and discussion events spotlighting the need for diversity in conservation and outdoor recreation. • Produced “Water Flows Together,” a film about a Navajo river guide and supported “River of Return” featuring a Shoshone-Bannock couple’s connection to the Middle Fork Salmon. • Amplified the connection between systemic water inequities and coronavirus across media and social. • Completed three podcasts highlighting the importance of rivers to diverse communities, including episodes on reconnecting local communities with the Bronx River, the importance of the Waccamaw River and amplifying the work the Hispanic Access Foundation is doing to engage the Hispanic community around water.

	<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: Ongoing</p> <ul style="list-style-type: none"> ● 2020 was our most successful MER ever. We saw an increase in visitors to our web site – 5 percent growth in overall page views from last year, and a massive 675 percent increase in pages views of the “River of the Year” success story. ● Far more people took action and contacted decision makers through our site than they did with last year’s Endangered Rivers release – a 185 percent increase in actions for the #1 river and a 59 percent increase in actions for all of the rivers on the list. ● Videos we produced in-house about the Mississippi and the Delaware helped amplify our message across social media. ● Despite the pandemic and challenging media environment, secured 500+ news hits.
	<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>	<p>FY20: Not Initiated *Not initiated due to lack of funding</p>
	<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> ● Worked with the Gaylord and Dorothy Donnelley Foundation and South Carolina-The Nature Conservancy to launch the South Carolina Conservationists of Color.
	<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> ● We prioritized diversity in our stories and imagery, from our print materials (newsletter, calendar, impact report, etc) to our films (Water Flows Together; River of Return), to the stories we are telling online (our “Faces of Rivers” series on Medium; spokespeople highlighted in our “Rivers as Economic Engines” report; “Just Add Water” project; podcasts; etc)

<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • Led national and regional efforts to defeat the proposed Gila River Diversion project in southern New Mexico. • Engaged in FERC processes to fight one dam on the San Francisco River in NM (Wild and Scenic eligible and part of the Gila legislation), and six dams on the Little Colorado River in AZ (Wild and Scenic eligible and the focus of our work with indigenous nations in the area). • Reviewed and submitted comments on Draft Environmental Impact Statement for the Proposed Chehalis River Basin Flood Damage Reduction Project, a new dam and levees. Opposition stated in the letter.
	<p>B. Strengthen the protection of rivers in the licensing and reoperation of hydropower dams</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • Filed a petition to intervene in the City of Augusta, Georgia’s administrative challenge of fish passage requirements for the Augusta Canal Project on the Savannah River that are part of the FERC licensing process.
	<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • Through the Uncommon Dialogue on Climate Change and Hydropower, we helped initiate a Department of Energy analysis of methane emissions from hydropower reservoirs
	<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • Through the Uncommon Dialogue, we advocated stronger safety measures for existing dams and support for dam removal • Following the failure of the Edenville Dam in Michigan, American Rivers worked with several reporters to amplify dam safety issues around the country.
	<p>E. Support adding hydropower capacity to existing nonpowered dams if this can be done without further degrading the local environment</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • Through the Uncommon Dialogue, we supported adding hydropower generating capacity to existing nonpowered dams
	<p>F. Develop and advocate for innovative financing mechanisms to facilitate the removal of unsafe or outdated dams</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • Through the Uncommon Dialogue, we supported development of new financing mechanisms to help remove obsolete and unsafe dams

	<p>G. Advocate for the adoption and implementation of stronger state dam safety regulations and increased funding for dam safety inspection programs</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> ● Through the Uncommon Dialogue, we advocated for stronger dam safety regulations and inspection programs
	<p>H. Reform federal disaster management programs to provide greater protection and restoration of rivers</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> ● Advocated that FEMA include nature-based solutions and equity considerations in their new Building Resilient Infrastructure and Communities Program ● Joined the Natural Infrastructure Working Group in order to collectively advocate for reforms to disaster management that will enhance the use of nature-based approaches to flood management ● Initiated a pilot project to integrate natural infrastructure into state hazard mitigation plans across the country, beginning in Pennsylvania
	<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> ● The 2018 WRDA included the language American Rivers championed to require the USACE to consider the use of natural infrastructure when developing flood management projects, and to consider removal of infrastructure when undertaking a disposition study. Unfortunately, implementation of this language has been slow. In FY20 AR advocated for further USACE reforms to advance the use of natural infrastructure in WRDA 2020. The House and Senate bills include provisions to consider natural infrastructure solutions in Small Flood Projects, improve resilience planning, and encourage levee setbacks after levees are repeatedly damaged by floods.
<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> ● We have advocated increases but the Congress has not completed the FY21 appropriations process so it is unknown what the final appropriations gains will be.

<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> ● We filed suit in federal district court in South Carolina challenging the Trump administration’s Dirty Water Rule which replaced the Clean Water Rule
	<p>B. Prevent existing Clean Water Act protections for rivers and clean water from being weakened</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> ● American Rivers worked with the Southern Environmental Law Center on extensive comments that were issued in opposition to EPA’s proposed rule that would usurp mandatory conditioning authority given to states under Section 401 of the Clean Water Act.
	<p>C. Educate the public and policymakers about the importance of the Clean Water Act and the Clean Water Rule through innovative communications</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> ● Secured national media stories and amplified the issue via social media and action alerts. ● Through field work advocacy and nationally, we managed to slow the oncoming "dirty water rule" by the administration that will lower protections for ephemeral streams. ● We helped facilitate communications around the Clean Water Rule to PA State partners, and helped organize them to reach out to federal legislators to educate about the importance of the CW rule for healthy rivers and clean water.
	<p>D. Ensure bedrock environmental laws, including the National Environmental Policy Act and the Endangered Species Act, are not weakened</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> ● We filed comments in opposition to the Trump administration’s regulations undermining environmental protection under NEPA and the ESA ● Secured media stories and amplified the issue across social media; mobilized our supporters via action alerts.
	<p>E. Ensure effective federal conservation and management of water resources on public lands</p>	<p>FY20: Ongoing</p> <p>See 5B and 6C & D under Conservation Practices for more details</p>

	<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • Led regional efforts to oppose the development of the Lake Powell Pipeline that would remove 86,000 acre feet from the Colorado River and undermine Colorado River Basin priorities • Sued state of Montana to stop Black Butte Copper Mine in Smith River headwaters • Led regional efforts to oppose Yazoo Pumps, a project that would drain or damage 200,000 acres of wetlands in the Mississippi Delta. The Yazoo Pumps is such a damaging project, President Bush' Administration vetoed it in 2008. But the Trump Administration wants to build the Pumps notwithstanding the veto. AR helped generate comments in opposition to the project, including comments from over 100 organizations and tens of thousands of people. • Sued the US Army Corps of Engineers in the Southern District of Illinois for their channel maintenance activities in the Mississippi River between St. Louis and the Ohio River confluence. The Corps construction of hundreds of miles of wing dikes have destroyed critical aquatic habitat and contributed to local flooding. American Rivers suit demands the Corps do adequate environmental and flood reduction mitigation. • Reviewed and submitted comments on Draft Environmental Impact Statement for the Proposed Chehalis River Basin Flood Damage Reduction Project, a new dam and levees. Opposition stated in the letter.
	<p>G. EPA Peak Flow Management (Sewage Blending) rule maintains adequate protections for clean water from sewage blending</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> • Developed a report identifying how often lower income areas across the country are impacted by sewage blending (peak flow management). We are awaiting EPA's release of the draft rule.
<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"> • Successfully advocated for the funding and implementation of the Bureau of Reclamation's WaterSmart program including inclusion of criteria that benefits stream flow and NGO participation • Led a successful effort to secure \$200,000 from the WaterSmart program to support a water market exchange in Central Arizona to incentivize water conservation for Central Arizona Project water users
	<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"> • Advocated for full funding for the RCPP program including leading a DC fly-in with ranchers, veterans, sportspeople, and conservation groups. • Continued to implement a scaled RCPP project in the Colorado River Headwaters to benefit environmental and agricultural values

	<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"> American Rivers is working to implement the upper and lower basin drought contingency plans and advocating inclusion of Native American Tribes. Worked with the Yakama Nation on the Yakima Basin Integrated Plan.
	<p>D. Build public support for sustainable water solutions through innovative communications</p>	<ul style="list-style-type: none"> Led the water conservation community in the development and distribution of innovative communications in support of sustainable water solutions including the completion of three films in FY20 (all accepted to several film festivals), infographics, explainer videos, etc.
<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> Currently working in Atlanta, Georgia and in Pennsylvania in order to advance these policy changes.
	<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> Successfully advocated for the passage of Prop. DD which will generate up to \$29 million/year to implement the Colorado Water Plan Successfully advocated for state laws that improve instream flow laws in Colorado Advocated for laws that protect groundwater in Arizona
	<p>C. Successfully advocate for interstate compacts and guidance promoting better river basin management</p>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> American Rivers successfully advocated for the implementation of the Upper and Lower Basin Drought Contingency plans including Demand Management in the upper basin and water conservation in the Lower Basin. The lower basin DCP is being implemented and has conserved 200,000 acre feet in Lake Mead
	<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>	<p>FY20: Ongoing</p> <ul style="list-style-type: none"> As a result of our advocacy, the South Carolina Bureau of Water announced a rulemaking to establish water quality standards that explicitly protect stream flow for aquatic life and recreation as part of CWA regulations.

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
<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 (includes general counsel and human resources) and advancement (includes fundraising, communications/marketing) departments to optimally support the needs of the organization</p>	<ul style="list-style-type: none"> ● Because of FY20 anticipated budget shortfalls, 1 FTE from Development was cut in September 2019. This position has not been approved to rehire. All other positions in the department are filled. FY20 expense budget remained flat. ● Similarly, 1 FTE from Finance was cut and not yet approved for rehire.
	<p>B. Evaluate and invest in software and technology to meet the organization’s growing needs and improve operational processes</p>	<ul style="list-style-type: none"> ● Due to limited resources, no additional investments were made in technology, though virtual conferencing services were transferred from Adobe Connect to Zoom at a modest savings to the organization.
	<p>C. Allocate sufficient resources for communications strategies, fundraising tactics and programmatic metrics to maximize net contributed income</p>	<ul style="list-style-type: none"> ● The FY20 budget allowed for a modest investment in membership acquisition, which successfully met targets (see October 2020 board report).
	<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>	<ul style="list-style-type: none"> ● Not budgeted or planned in FY20 because of budget deficit.

<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>	<ul style="list-style-type: none"> Completed “Life Needs Rivers” case for support and presented to Board February 2020. Three staff trainings occurred in late winter/early spring and two trainings for River Councils
	<p>B. Articulate specific accomplishments (results, outcomes and impact) of the organization’s programs to help inform supporters and successfully meet financial goals</p>	<ul style="list-style-type: none"> FY19 Impact Report was completed and distributed to donors and supporters in December 2019. An online version was also made available.
	<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>	<ul style="list-style-type: none"> Completed the organization-wide Diversity, Equity, and Inclusion Plan 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>D. Recruit strong volunteer leadership and involve volunteer leadership and non-development staff in outreach activities</p>	<ul style="list-style-type: none"> River Council membership grew by 5 in FY20 (2 in CA, 2 in PNW, 1 in CO).
	<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. We will be reviewing the liaison program in FY21.
<p>Goal 3: Raise between \$83 million to \$130 million over five years, contingent on feasibility findings, to sustain and expand American Rivers operations and programs.</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 — designed, standalone marketing pieces (link) – 6 Case for support inserts (link) – 17 In the pipeline (Northern Rockies, GR, DEI, Protection, SSJ) – 4
	<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"> \$14,439,325 was raised in philanthropic dollars for FY20, \$3.6 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"> ● \$1 million more in unrestricted funding raised in FY20 over FY19, ● \$3.7 million more in restricted funding raised in FY20 over FY19
	<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"> ● No growth yet due to budgetary limitations
<p>Goal 4: Ensure organizational policies, programs and practices are equitable and infused with a sense of values and purpose.</p>	<p>A. Provide a 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.
	<p>B. Ensure professional development and training opportunities are available for all staff</p>	<ul style="list-style-type: none"> ● DEI trainings available for some staff through Hewlett and Bechtel ● Internal trainings provided to staff but external professional development opportunities have been limited due to budget limitations
	<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"> ● No investments were made for this, and with reduced staff capacity of the Finance and Administration team we were unable to dedicate resources to evaluating new processes.
	<p>E. Cultivate and sustain an inclusive organizational culture throughout American Rivers, where all staff feel valued</p>	<ul style="list-style-type: none"> ● With the onset of the pandemic, we initiated biweekly all staff meetings and have actively encouraged greater transparency in discussing challenges and opportunities for promoting an inclusive culture

<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"> ● 2 Board Directors of color recruited in FY20; one had to resign because of personal reasons. ● Board DEI plan completed and integrated into AR plan
	<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 \$459,100 raised, \$76,000 above goal.
	<p>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</p>	<ul style="list-style-type: none"> ● At the June 2020 meeting, Michael Peregrine, a Partner at McDermott Will & Emery LLP and recognized expert on nonprofit governance issues provided a training on governance issues and an overview of nonprofit board fiduciary duties. ● The Governance Committee has a draft charter and regularly reports its work and progress at the three regular board meetings. ● The other standing committees (Exec, Finance/Audit) report at all meetings, along with the Development Committee on goals and accomplishments.