“Choosing to save a river is more often an act of passion than of careful calculation. You make the choice because the river has touched your life in an intimate and irreversible way, because you are unwilling to accept its loss.”

— David Bolling, How to Save a River: Handbook for Citizen Action
Dear Friends,

In 2012, the SYRCL Board adopted a comprehensive Strategic Action Plan to guide us in fulfilling our mission to unite the community to protect the Yuba River. We are proud to report that we made significant progress in every priority area of that plan. Now we are pleased to present this newly updated 3-year plan, which will guide our work from July 2015 through June 2018.

This plan is an open invitation to Yuba River lovers to engage personally in the protection and restoration of the watershed.

No matter who you are and how you love the river, this action plan provides multiple opportunities for you to volunteer and get involved.

- Ready to stand up for the Yuba? Join our campaigns to restore wild salmon and defend the river from inappropriate dams, mines and other threats.
- Sick of the garbage left on the beaches and trails? Register for the annual Yuba River Cleanup.
- Want to foster a culture of stewardship for the river? Join our River Ambassadors and talk one-on-one with visitors all summer long.
- Concerned about the river’s health? Get trained to be a River Monitor.
- Like to get your hands dirty? Sign up for one of our Restoration projects on the lower Yuba or summit meadow.
- Want to inspire activism? Help staff the Wild & Scenic Film Festival showing hundreds of environmental documentaries selected to make a difference.

SYRCL understands that there is strength in numbers. That is why we encourage all Yuba River lovers to volunteer, donate, and join as dues-paying members so your voice can be counted on behalf of the river. With your active support, SYRCL intends to remain as the central hub for community activism to protect, restore, and celebrate this watershed we love.

With over 32 years of achievements, 3,500 members, and 1,000 active volunteers, SYRCL is doing great things for the Yuba watershed. We are working to restore wild salmon to their native waters. We are replanting the banks of the Goldfields with trees. We are inspiring activism across the globe with our environmental film festival. Together, we are extending our powerful coalition from the summit to the sea.

For the Yuba,

Barbara Getz
President

Caleb Dardick
Executive Director
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Appendix 1: Community Survey Results, 2015
Strategic Planning Group Roster

Board of Directors
Barbara Getz, President
Holly Mitten, Vice President
John Regan, Secretary
Janet Peake, Treasurer
Joe Bell
Brian Bisnett
Roger Hicks
Luke Hunt
Shana Maziarz
Janice Rosner

Staff Leads
Caleb Dardick, Executive Director
Georgette Aronow, Finance Director
Melinda Booth, Film Festival Director
Rachel Hutchinson, River Science Director
Julie Pokrandt, Development Director
Gary Reedy, Senior River Scientist
Jenn Tamo, River People Manager

Board Committees
Advocacy Committee
John Regan, Chair
Caleb Dardick
Alan Eberhart
Barbara Getz
Roger Hicks

Wild & Scenic Film Festival Committee
Melinda Booth, Chair
Joe Bell
Caleb Dardick
Barbara Getz
Roger Hicks
Howard Levine
Shana Maziarz
Janice Rosner

River Education Committee
Rachel Hutchinson, Chair
Alex Ezzell
Chris Friedel
Gary Griffith
Jill Haley
Shana Maziarz
Janice Rosner

Finance & Fundraising Committee
Janet Peake, Chair
Georgette Aronow
Melinda Booth
Caleb Dardick
Barbara Getz
Rachel Hutchinson
Ron Kenedi
Julie Pokrandt
Mission, Vision, and Values

Mission Statement:

SYRCL unites the community to protect and restore the Yuba River. Motivated by our love for this watershed, we advocate powerfully, engage in active stewardship, educate the public, and inspire activism from the Sierra to the sea.

Vision Statement:

We envision future generations of SYRCL members belonging to a vibrant, powerful, and sustainable community organization that is a model for activism globally.

We envision a local community that celebrates the Yuba River’s unique environmental and cultural heritage; is committed to a healthy river that supports our spiritual and economic well-being; and whose waters provide a place of healing and recreation.

We envision a day when the Yuba’s forests, meadows, and floodplains are repaired; the toxic legacy of the gold mining era is eliminated; the river’s artificial barriers are removed and natural flows are restored so that salmon, sturgeon, and native trout can migrate freely to their ancestral waters.

Values & Beliefs Statements:

We believe that “People Can Save a River.” This founding premise empowers us to take collective action against real threats, emboldens us to be effective leaders and advocates, and inspires us to change the world while having fun along the way.

We value harmony between human culture and the natural environment. We value a shared river environment that is safe, accessible and welcoming. As all rivers are interconnected, we hope that our work here will inspire river movements beyond our watershed.

We embrace all who sincerely care for the Yuba, and although our approaches to this work may differ at times, we pledge to conduct ourselves with utmost integrity and respect for the diversity of opinion and life experiences of others.

We strive to cultivate a professional and personally enriching work environment, which supports our dedicated team of staff, Board, and volunteers. Recognizing ourselves as a true citizens’ league, our work is inspired by the Yuba and driven by the community.
Core Strategies

River Advocacy
- Organize the community to defend against threats to the Yuba River watershed.
- Advocate for a healthier watershed by restoring self-sustaining populations of wild salmon and steelhead trout to diverse habitats.
- Advocate for watershed health including improved river flows, fish passage, habitat, and recreational opportunities in new hydropower dam licenses.

River Science
- Ensure that SYRCL’s work is informed by the best available science.

River Science: Restoration
- Improve the resiliency of the Yuba watershed by implementing projects that create salmon habitat, restore the health of mountain meadows, and protect the river corridors from threats.

River Science: Monitoring
- Identify threats and collect scientifically defensible data to address impacts to the Yuba River watershed with the assistance of trained volunteer citizen-scientists.

River People
- Ensure that SYRCL remains the Yuba River’s central hub for community engagement, volunteerism, outreach, activism, and information exchange concerning watershed issues.

River Education
- Educate people of all ages to be informed and passionate stewards of the Yuba watershed and effective, lifelong advocates for its protection.

Wild & Scenic Film Festival
- Produce a world-class, sustainable, and financially successful Wild & Scenic Film Festival that educates and inspires our watershed community and beyond.

Development & Membership
- Meet SYRCL’s financial needs through diversified funding sources and build a sustainable membership financially committed to SYRCL’s long-term well-being.

Board Governance & Organizational Leadership
- Support exceptional Board governance and organizational leadership that advances SYRCL’s mission and long-term sustainability.

Finance & Operations
- Utilize best practices to ensure sound fiscal management with strong internal controls and oversight, and create an organizational culture that supports staff in fulfilling SYRCL’s mission.
Executive Summary

I. Introduction

More than thirty-two years ago, this community came together to stop dams on the South Yuba River and proved that people can save a river. Along the way, the South Yuba River Citizens League (SYRCL) was created with a mission to unite the community to protect the Yuba River. Today, SYRCL serves as the central hub for community engagement, volunteerism, activism, science, outreach, education and information exchange for the Yuba River.

SYRCL’s Strategic Action Plan, United for the Yuba, is our newly updated 3-year work plan, which will guide us from July 2015 through June 2018. No matter who you are and how you love the river, this action plan provides multiple opportunities for you to participate and get involved.

II. The Strategic Action Plan’s Highlights

In 2012, SYRCL’s Board and staff prepared a three-year Strategic Action Plan, which has guided our work together for the past three years. We have updated the plan for the next three years building on past successes and introducing new and expanded initiatives.

During spring 2015, over 400 community members took our survey and told us that our priorities were still on track: restore wild salmon; keep the river clean and healthy; restore the ecosystem; and stay focused on advocacy. (Please see Appendix 1 for “Community Survey 2015” results.)

SYRCL’s programmatic work is organized into several coordinated departments including River Advocacy, River People, River Education, River Science, and the Wild & Scenic Film Festival. This document includes detailed work plans for each department identifying the goals, objectives and actions that we hope to accomplish over the next three years with the community’s active support.

Below is a summary highlighting the focus and direction of each department for the next three years.

River Advocacy

The role of an advocacy organization is to take action whenever necessary; to have the skills and capacity to serve as the voice for the river; and to mobilize river lovers to defend against threats to the Yuba.

Yuba Salmon Now

Today, SYRCL’s primary advocacy focus is salmon restoration. SYRCL’s Yuba Salmon Now campaign seeks to build widespread community and government support for both immediate and long-term salmon restoration goals. We are advocating for a sustainable reintroduction plan so that one day, salmon and steelhead will be able to swim freely to the upper Yuba River. We know there are many challenges to this goal, which is why it is essential that all stakeholders support the immediate implementation of salmon habitat restoration projects in the lower Yuba River where the fish exist now.
**Dam Relicensing**

Dam relicensing is another major focus of our advocacy work. The hydropower dams in the Yuba watershed are regulated through 30–50 year licenses issued by the Federal Energy Regulatory Commission (FERC). That is why our staff and volunteers are present and fully engaged as the decisions made today will have consequences for decades. SYRCL and our partners are advocating for improved flows, water quality, fish passage, and restored ecosystems.

**Defend Against Threats**

During the past three years, SYRCL responded to a variety of controversial proposals such as reopening a gold mine on the San Juan Ridge and building a massive new dam on the Bear River. Whenever proposals like these came to light, we got informed, engaged our partners, educated our members, and took action as needed. Since some of these proposals move very slowly over many years, we vigilantly monitor them, ready to take action at key moments.

And when we win, like when we secured State funds for the restoration and reopening of the historic Bridgeport Covered Bridge, or when we succeeded in getting Archon Energy’s planned hydropower project at Daguerre Point Dam cancelled, we celebrate our victories with our members!

**River People**

The River People program’s core functions include volunteer coordination, communications, media relations, community outreach, and grassroots mobilization.

The numbers behind SYRCL’s people-powered activities are staggering: over 700 people volunteer for the Yuba River Cleanup each fall, over 600 support the Wild & Scenic Film Festival every January, up to 80 volunteers are trained River Monitors, and another 40 serve as River Ambassadors.

**Yuba River Cleanup**

SYRCL’s River People program produces the annual Yuba River Cleanup to engage the community in keeping the river clean. Over the past 18 cleanups (1998-2015), our volunteers have removed more than 154,000 pounds of trash and 40,000 pounds of recyclables (nearly 100 tons!) from 80 miles of rivers and creeks.

**River Ambassadors**

In 2012, we recognized that a one-day-a-year cleanup was no longer enough to deal with the ever-increasing number of river visitors. SYRCL’s River Ambassador program recruits and trains up to 40 volunteers to speak one-on-one with visitors at the four major crossings. Using a friendly, non-confrontational approach, River Ambassadors educate folks about the polluting impacts of trash and dog waste, the dangers of broken glass, and the catastrophic potential of wildfire. After four summers (2012-15), the River Ambassadors logged 3,661 hours on the river, spoke with 18,273 people about best stewardship practices, and picked up 25,132 pieces of garbage and dog waste.

**Informing our Members**

SYRCL strives to keep our members well informed and engaged. That’s why we publish an e-newsletter every two weeks and host an annual “State of the Yuba” forum as part of Earth Day celebrations. We want to be responsive to community interests, which is why we formed a Community Advisory Board, and conduct an extensive Community Survey during the update of these Strategic Action Plans.
This action plan calls for increasing the number of volunteers in all aspects of SYRCL’s work, and raising the visibility of Yuba River issues throughout the community to encourage increased stewardship.

River Science

The purpose of SYRCL’s River Science program is to ensure that our advocacy and program work is informed and supported by the best science available. Specifically, River Science guides our River Monitoring and Restoration programs, as well as our watershed education, salmon advocacy, and dam relicensing work. The River Science program enhances our understanding of the watershed and provides SYRCL with the authority to be in the forefront of scientific discussions about the Yuba.

River Restoration

The River Restoration program is focused on working with partners to restore the health of mountain meadows and the vitality of the lower Yuba River fishery. In addition, the program seeks to protect and rehabilitate the river corridors from threats like invasive species, abandoned mines, and large illegal cannabis grow sites, all of which will reduce fire risk, stream degradation, and improve biodiversity. A new “Restoration Plan for the Yuba Watershed” will highlight the restoration needs of the watershed from the headwaters all the way down to the confluence with the Feather River.

Restoration in the lower Yuba (primarily riparian planting, and gravel and wood augmentations) will increase ecosystem-wide biodiversity and improve the survival of juvenile salmonids. SYRCL has already planted more than 6500 trees at Hammon Bar on the lower Yuba River and we will continue to monitor their growth.

Meadow Restoration

Meadow restoration purifies and stores groundwater while sequestering carbon - creating resiliency in our headwaters against drought and climate change impacts. We have secured grants to restore over 800 acres of mountain meadows during the next few years.

Cannabis Cultivation Impacts

Recently, SYRCL has begun to address the negative impacts of cannabis cultivation such as water diversions, overuse of fertilizers, pesticides and other chemicals, and clear cutting. When Governor Brown signed new cannabis laws in 2015, he wrote, “Unregulated marijuana cultivation poses one of the greatest threats to our fish and wildlife in the state.” We will continue to host informative workshops for growers about the best practices in sustainable and ecologically sound marijuana cultivation in the Yuba watershed and work with public lands managers to remediate and monitor large, illegal grow sites.

River Monitoring

Started in 2000, SYRCL’s River Monitoring program is guided by a detailed River Monitoring Plan. This plan highlights the importance of citizen science data collection and focused projects to scientifically monitor pollution sources and potential water quality threats. Each year, more than 60 well-trained, active volunteer River Monitors collect high quality baseline data at nearly 40 sites. SYRCL provides careful scientific oversight to ensure that water quality and restoration monitoring data are collected in a scientifically defensible way, ensuring that SYRCL’s data is a respected and reliable resource for members of the scientific community and within collaborative forums about the Yuba River.
threat be detected and SYRCL called upon to be a whistle blower, the data will be credible and scientifically sound – and it is publicly available at www.yubashed.org.

River Education

SYRCL’s River Education program provides premier educational programs about Yuba salmon, water conservation, and watershed health to students and the larger community.

Salmon Education
Many Yuba watershed residents are unaware that over 300,000 salmon once returned to the Yuba every year; now as few as 8,000 return in a given year. That’s why we want people to see for themselves the salmon that do make it back to spawn in the lower Yuba River. We offer rafting and walking Salmon Tours for the public and school groups to learn about the salmon life cycle first-hand. Nearly 500 students participate in our fall Salmon Tours – and we hope to see that number grow each year.

School Assemblies
Our program reaches students at their schools too. Our school assembly about water conservation, the “Great Water Mystery,” will reach over 6,000 students at nearly 70 assemblies in 2015. That’s up from 4,000 at 33 assemblies the year before thanks to funding from local and regional water agencies. We also have a new “water audit” program where they learn how to take action to conserve water at their very own schools. And should funding become available, we hope to re-launch our “Journey of the Salmon” assemblies for kids in the greater Yuba River watershed.

Field Science
Our “Field Science” Program is engaging high school students to protect the Yuba River. We take large groups of students on overnight field trips to learn about our watershed and assist with our meadow restoration and river monitoring efforts. This experiential learning opportunity allows them to participate in SYRCL’s work, collecting data on the ecology, biology, and hydrology of the Yuba watershed. They learn how removing invasive plants and restoring meadow health purifies and stores our water – important knowledge given the ongoing drought and diminishing snowpack.

Laura Wilcox Scholarship
High school graduates with a commitment to the environment are encouraged to apply for SYRCL’s “Laura Wilcox Scholarship.” Since 2002, SYRCL has awarded a $4,000 college scholarship each year in memory of Nevada County teenager Laura Wilcox who was tragically killed in 2001.

Ongoing community education about the Yuba watershed is critical to fulfilling SYRCL’s mission. With greater knowledge, our community members become more effective advocates on behalf of the river.

Wild & Scenic Film Festival
The Wild & Scenic Film Festival enters its 14th year with a strong foundation and a proven track record of success. What began as a two-day festival with one venue has grown to a five-day festival with more than nine film venues in both Nevada City and Grass Valley. In 2015, more than 6,000 people attended the festival from near and far with 60% of the audience coming from the local area.

The film festival aims to inspire environmental action. We strive for excellence among environmental
film festivals by weaving together an exciting and layered program that combines cutting edge films, activist workshops, art, music, and celebrations. The festival is a boost to SYRCL’s revenues and our local economy through lodging, meals, and temporary hiring.

**Film Festival On Tour**

The Wild & Scenic Film Festival On Tour brings together the best of the home festival’s films in an evening program designed to provide other national and international organizations with a turn-key event to increase their membership, raise funds, and inspire activism in their community. Traveling to more than 150 venues each year, the On Tour program also raises funds to support SYRCL’s other programs.

This action plan seeks to ensure that the Wild & Scenic Film Festival remains sustainable and financially successful while presenting an excellent environmental film festival, one that educates the community about issues global and local while inspiring activism and love for the natural world.

**III. Implementation Review Process**

This Strategic Action Plan will guide SYRCL’s work for the next three years. The action plan is designed to provide the Board, staff, and SYRCL members with a list of clear objectives and measurable expected outcomes to ensure accountability in their daily work. The Board will review progress at its annual retreat, and staff performance will be evaluated based on regular progress reports for assigned objectives and tasks.

**IV. Acknowledgements**

This Strategic Action Plan update was led by SYRCL’s senior staff in coordination with the Board of Directors and our standing committees. On behalf of the Board, we would like to thank:

- The staff leads for each section: Georgette Aronow, Melinda Booth, Caleb Dardick, Rachel Hutchinson, Julie Pokrandt, Gary Reedy, and Jenn Tamo.

- The Board and its advisory committees: Advocacy Committee, Education Committee, Wild & Scenic Film Festival Committee, and Finance & Fundraising Committee.

- The more than 400 community members who participated in our survey.

- Our many wonderful and generous partners - the businesses, agencies, foundations and individuals who stand by us in good times and bad.

- Galen Ellis, President of Ellis Planning Associates, for facilitating a special strategic planning session with SYRCL staff.

- Janet Cohen for editing; Sherry Booth for copy-editing; Melinda Booth for cover design; and GAronow Photography for cover photo.
Program Goals, Objectives, and Actions
River Advocacy

Core strategy: Organize the community to defend against threats to the Yuba River watershed.

SYRCL’s goals are to:

1) Confront and defeat unexpected threats to the Yuba through direct action campaigns, negotiation and/or litigation.

2) Build lasting protections for the Yuba through strong and collaborative partnerships.

3) Serve as the “voice for the river” in public policy, planning, and collaborative processes.

Background:

People Can Save a River is SYRCL’s guiding principle. Since our founding over thirty years ago, SYRCL has defended the Yuba River time and time again. As effective advocates, we know when to mobilize the community for direct action and when to send in diplomats for quiet negotiations.

While the core of SYRCL’s advocacy work is focused on salmon restoration and dam relicensing, we remain vigilant and prepared for unexpected threats in the watershed. This action plan seeks to ensure that SYRCL is prepared to anticipate and respond to any future threats such as proposals to reopen mines and build new dams.

SYRCL staff and volunteers monitor boardrooms and the halls of government, build effective relationships with elected officials and staff, and forge powerful coalitions to ensure that new policies, plans, and proposals consider what’s best for the Yuba River.

Whether it’s through direct action campaigns, negotiation or litigation, SYRCL’s River Advocacy plan is about uniting the community to protect the Yuba River.

Goals, objectives, and actions:

1. Goal: Confront and defeat unexpected threats to the Yuba through direct action campaigns, negotiation and/or litigation.

   1.1. Objective: Ensure that SYRCL has the capacity to anticipate and respond to watershed threats.
   1.1.1. Action: Hire additional staff with expertise in water policy, communications and grassroots organizing to manage campaigns and mobilize the wider watershed community.
   1.1.2. Action: Train key staff members and volunteers to be effective and knowledgeable communicators and activists.
   1.1.3. Action: Develop a robust database to mobilize activists by issue and geography for rapid responses and mobilizations of the community.
   1.1.4. Action: Hold monthly meetings of the Advocacy Committee to track issues, share information, and advise the Board.
   1.1.5. Action: Organize an effective “action” as part of the annual Wild & Scenic Film festival.
1.2. **Objective**: Apply SYRCL’s scientific capacity to discern threats and take informed action.

1.2.1. **Action**: Use River Monitoring data to advocate for corrective action when necessary. *(See River Monitoring section.)*

1.2.2. **Action**: Engage staff scientists and other experts to advise Board and the Advocacy Committee.

2. **Goal**: Build lasting protections for the Yuba through strong and collaborative partnerships.

2.1. **Objective**: Advocate for expanded health and safety (especially fire prevention) efforts in the South Yuba canyon in coordination with public and private land managers and public safety officials in order to address the increased visitation impacts.

2.1.1. **Action**: Review the South Yuba River Comprehensive Management Plan and work with public and private partners to identify priority projects to collaborate on and/or seek resources to update the overall plan.

2.1.2. **Action**: Advocate for greater fire prevention measures including increased enforcement and educational signage.

2.1.3. **Action**: Work with Fire Safe Council, fire departments, and other partners to manage public land to reduce fuel loads and fire danger.

2.1.4. **Action**: Advocate for improved emergency communications systems in the canyon in coordination with public safety officials.

2.1.5. **Action**: Create new maps for use by public safety officials that clearly illustrate property ownership and jurisdiction and common geographical points of reference to improve the ability to accurately locate a given position on the river.

2.1.6. **Action**: Advocate with FERC for early installation of new restroom facilities at Purdon Crossing.

2.2. **Objective**: Keep the South Yuba River and Malakoff Diggins State Parks open.

2.2.1. **Action**: Advocate with State Parks leaders to provide increased resources to ensure public safety and maintenance throughout the South Yuba River State Park.

2.2.2. **Action**: Partner with State Parks staff to develop long-term solutions to keep Malakoff Diggins State Park open. For example, help seek funding to install a solar power system capable of offsetting the park’s diesel fuel costs.

2.2.3. **Action**: Monitor the restoration of the Bridgeport Covered Bridge as part of the “Save Our Bridge” Committee.

2.2.4. **Action**: Develop a Memorandum of Understanding (MOU) with State Parks to insure River Ambassadors as official Park volunteers. *(See also River People section.)*

2.3. **Objective**: Engage with local elected officials at the counties, cities, and water agencies in the watershed by attending meetings, communicating regularly, and seeking opportunities to partner and collaborate.

2.3.1. **Action**: Maintain regular contact with elected officials and key staff at the federal, state, regional and local level with special consideration to county boards of supervisors and water agencies.

2.3.2. **Action**: Monitor proceedings of agencies and elected bodies as required including the Nevada Irrigation District (NID), Yuba County Water Agency (YCWA) and others.
2.4. Objective: Build collaborative partnerships with partners and key stakeholders to build lasting and well-coordinated coalitions working together to protect the Yuba.

2.4.1. Action: Participate in and help convene the Yuba Bear Watershed Council (YBWC) to support non-governmental organizations (NGOs) and agency collaboration on a quarterly basis.

2.4.2. Action: Partner with the Foothills Water Network (FWN) and California Hydropower Reform Coalition (CHRC) to address Yuba River issues regulatory and policy forums.

2.4.3. Action: Participate in collaborative forums related to regional water policy, salmon, and funding including the Cosumnes, American, Bear & Yuba (CABY), Yuba County Integrated Regional Management Plan (IRWMP), Yuba Salmon Forum (YSF), River Management Team (RMT) and others.

3. Goal: Serve as the “voice for the river” in public policy, planning, and collaborative processes.

3.1. Objective: Monitor and take positions as needed on public policy deliberations, land use planning processes, development proposals, mining and timber plans, and other public or private sector initiatives that impact the watershed.

3.1.1. Action: Seek to ensure that climate change issues are addressed in the environmental review of new FERC licenses, and in State and local watershed policy and planning efforts.

3.1.2. Action: Participate in the environmental evaluation of the proposed reopening of the San Juan Ridge Mine. Continue to partner with the San Juan Ridge Taxpayers Association to educate and engage the community on this issue.

3.1.3. Action: Participate in the environmental evaluation of NID’s proposed Centennial Dam on the neighboring Bear River. Continue to partner with the Foothills Water Network to educate and engage the community on this issue.

3.1.4. Action: Work with Federal agencies (Tahoe National Forest and the Bureau of Land Management (BLM)) to monitor and give input related to Yuba watershed issues on public lands, and request agency planners recognize the South Yuba River’s State Wild and Scenic Rivers Act status.

3.1.5. Action: Work with partners to monitor proposed statewide legislation impacting water quality and quantity, salmon, dams, water bonds.

3.1.6. Action: Engage volunteers to monitor governmental bodies and agencies (review agendas, attend meetings, etc.) with current or pending actions in the Yuba watershed.

Please note: Some of the preceding goals are dependent upon additional resources, new staff capacity, and increased volunteer participation in order to be fully implemented. We need your support – please donate today.
River Advocacy: Yuba Salmon Now

Core strategy: Advocate for a healthier watershed by restoring self-sustaining populations of wild salmon and steelhead trout to diverse habitats.

SYRCL’s goals are to:

1) Restore wild salmon runs to the upper Yuba River.

2) Restore salmon habitat in the lower Yuba River.

3) Build widespread community and government support for salmon restoration.

Background:

SYRCL recognizes that salmon are indicators of watershed health – like the canary in the coalmine – if salmon thrive, the Yuba River thrives too. SYRCL’s salmon restoration goals permeate nearly every aspect of this action plan including dam relicensing, habitat restoration, and public education efforts.

Since the late 1990s, SYRCL has prioritized restoring wild salmon to the watershed. Today, the need is no less urgent. Even though both the National Marine Fisheries Service (NMFS) and the California Department of Fish and Wildlife (DFW) have identified the Yuba River as the best opportunity in the Sierra to restore wild salmon, Yuba River salmon and steelhead numbers are at all-time lows.

Legal Action over Dams
In 2006, SYRCL sued the federal government to demand better protection for the Yuba’s wild fish. That effort bore fruit when, in February 2012, NMFS released a formal decision, called the Biological Opinion, finding that the operation of two Army Corps of Engineers’ dams on the Yuba River is likely to jeopardize the survival of three species of endangered fish: spring-run Chinook salmon, steelhead, and green sturgeon. Most importantly, the biological opinion required the Corps to implement a program to provide fish passage past the dams by 2020.

In 2014, NMFS reversed its position on the Corps’ responsibility for their dams’ impacts to threatened fish. The Corps is no longer required to improve fish passage at the dams. Mandatory measures contained in previous Yuba River biological opinions, such as requiring the Corps to place spawning gravel and woody material in the river to provide safe havens for juvenile fish, are now voluntary. NMFS’ decision to lift these requirements is based on the Corps’ contention that it only has authority to maintain the dams’ existence and has no authority to take any actions that would mitigate the dams’ impact on threatened fish species. In the Corps’ assessment, the only activities at Englebright Dam that the Corps has discretion over are cleaning portable toilets and maintaining the campgrounds and boat ramps, and therefore the dam is not subject to the Endangered Species Act. This position may need to be challenged in court if salmon and steelhead are ever to pass over Englebright.

Trap and Haul Plan
In May 2015, the Yuba Salmon Partnership Initiative (YSPI) representing the California Department of Fish and Wildlife, NOAA Fisheries, Yuba County Water Agency, American Rivers, Trout Unlimited and California Sportfishing Protection Alliance, announced plans to “trap and haul” Spring-run Chinook
salmon in trucks around dams to the North Yuba River above New Bullards Bar Dam for the next fifty years. The YSPI plan would also spend funds to restore salmon and steelhead habitat in the lower Yuba River downstream of Englebright Dam.

The SYRCL Board unanimously voted to express concerns with and opposition to the process underway to implement a “trap and haul” program. The Board’s rationale in making this decision is that the YSPI plan appears premature when there are still so many unanswered questions about alternative ways to restore a self-sustaining wild salmon population in the Yuba River watershed.

The YSPI has great momentum and its members believe that “trap and haul” is the only feasible way to get threatened salmon to the upper watershed. Nevertheless, SYRCL intends to keep the focus on watershed health by seeking a long-term, sustainable solution to provide fish passage to and from the upper Yuba River – a solution which will provide a connection of habitats between the upper and lower Yuba, and will implement short-term actions to restore the lower Yuba River for salmon now.

SYRCL understands that salmon restoration work extends far beyond our watershed and we intend to continue to link our advocacy efforts with salmon advocates from the summit to the sea. SYRCL remains committed to implementing actions that are supported by science and contribute to comprehensive and long-term recovery of native fish populations and watershed health.

Goals, objectives and actions:

1. Goal: Restore wild salmon runs to the upper Yuba River.

   1.1. Objective: Secure a fish passage plan that demonstrates how volitional fish passage can be provided to the upper Yuba River.
      1.1.1. Action: Advocate that the Army Corps feasibility study fully evaluate and analyze fish passage options at Daguerre Point and Englebright Dams on the lower Yuba River including dam removal.
      1.1.2. Action: Work with stakeholders to complete a fish passage plan that includes technical infrastructure improvements and identifies solutions to economic costs, hydropower impacts, sediment removal, mercury contamination, flood risk, and other frequently cited issues.
      1.1.3. Action: Lead the effort by conservation groups to draft and propose an initial study plan that would inform a comprehensive fish passage plan.
      1.1.4. Action: Recruit supportive allies to advocate for a volitional fish passage plan.

   1.2. Objective: Significantly improve fish passage at Daguerre Point Dam.
      1.2.1. Action: Advocate for fish protections at Daguerre Point Dam including effective predator suppression and improved screening at diversion structures.

   1.3. Objective: Improve the wild fish component of Yuba River salmon and trout populations
      1.3.1. Action: Advocate for improvements to hatchery management practices on the Feather River.
      1.3.2. Action: Advocate for coordinated management of the Yuba and Feather Rivers to improve the number and percentage of wild fish returning to the Yuba River.
2. **Goal:** Restore salmon habitat in the lower Yuba River.

2.1. **Objective:** Ensure that the Army Corps and the Yuba County Water Agency dedicate funds to restoration projects on the lower Yuba River.
   - **Action:** Advocate for the Army Corp to implement habitat improvement measures in the lower Yuba River such as annual deposits of spawning gravels and placements of large woody material.
   - **Action:** Ensure that funds pledged in the YSPI process be spent first on salmon habitat restoration projects on the lower Yuba River.

2.2. **Objective:** Define a specific strategy, plan and timeline to implement salmon habitat restoration projects in the lower Yuba River.
   - **Action:** Engage the River Management Team (RMT) to identify and fund pilot restoration projects.
   - **Action:** Present SYRCL’s work at the Lower Yuba River Symposium and other forums such as The Nature Conservancy’s “Salmon Snapshot” website.
   - **Action:** Address the need for and feasibility of operating a segregation structure to protect spring-run Chinook salmon from hatchery and fall-run salmon, and supporting stock development for reintroduction to the upper Yuba.
   - **Action:** Plan and promote habitat restoration projects to be supported by diverse funders and stakeholders (See also River Restoration section)

2.3. **Objective:** Ensure that plans for fish passage and habitat restoration are guided by the best science and supported by watershed stakeholders.
   - **Action:** Advocate for the Yuba Salmon Forum to be reconvened to develop plans for Yuba salmon restoration in an open and inclusive process.
   - **Action:** Advocate for an independent scientific process for establishing biological goals and objectives to help guide Yuba River restoration.

3. **Goal:** Build widespread community and government support for salmon restoration.

3.1. **Objective:** Conduct a comprehensive campaign, Yuba Salmon Now, to build widespread community and government support for salmon restoration.
   - **Action:** Update the Yuba Salmon Now plan and develop a three-year budget and fundraising plan to ensure adequate capacity for implementation.
   - **Action:** Build a statewide and national coalition of salmon advocates, elected officials, environmental leaders, and watershed residents committed to Yuba salmon restoration.
   - **Action:** Continue to develop effective coalitions with business, civic, non-governmental organizations (NGO), and other groups and associations “from the summit to the sea” to raise awareness about Yuba salmon issues.
   - **Action:** Seek to collaborate with local Native American tribes on projects to restore Yuba salmon and improve watershed health.
   - **Action:** Continue to participate in broader salmon coalitions and conferences including the Salmonid Restoration Federation.
   - **Action:** Invite elected officials and key stakeholders on annual Salmon Tours, to increase education and engagement about Yuba salmon restoration. (See also River Education section.)
3.1.7. Action: Develop comprehensive legal analysis and strategies to restore Yuba salmon.

3.2. Objective: Educate the public about the challenges and opportunities involved in salmon restoration in the Yuba River watershed.

3.2.1. Action: Update the Yuba Salmon Now campaign website monthly (so that it is an effective clearinghouse for news and information that will attract and educate supporters).

3.2.2. Action: Produce a documentary film about Yuba salmon.

3.2.3. Action: Produce and post short videos about campaign issues online.

3.2.4. Action: Publish a document(s) on Yuba Salmon that would make the ecological, economic, and scientific case for salmon restoration.

Action: Integrate Yuba Salmon Now campaign actions as part of the annual Wild & Scenic Film Festival. (See also River Advocacy section.)

Please note: Some of the preceding goals are dependent upon additional resources, new staff capacity, and increased volunteer participation in order to be fully implemented. We need your support – please donate today.
River Advocacy: Hydropower Dam Relicensing

Core strategy: Advocate for watershed health including improved river flows, fish passage, habitat, and recreational opportunities in new hydropower dam licenses.

SYRCL’s goals are to:

1) Secure FERC licenses that significantly improve the health of the Yuba River through improved river flows, fish passage and habitat, and expanded recreational opportunities.

2) Ensure that the terms of the FERC licenses are fully implemented over the long-term.

Background:

The hydropower dams in the Yuba watershed are regulated through 30–50 year licenses issued by the Federal Energy Regulatory Commission (FERC). Over the next few years, SYRCL has a once-in-a-generation opportunity to advocate for improved flows, water quality, fish passage, restored ecosystems, and recreational opportunities in the dam relicensing process currently underway.

Under the umbrella of the Foothills Water Network (FWN), SYRCL partners with other non-governmental organizations (NGO) to advocate for improved conditions at public relicensing meetings. This is a difficult, time-consuming and arcane process that is not welcoming to public participation. Nevertheless, our staff and volunteers need to be present and fully engaged as the decisions made today will have consequences for decades. SYRCL is committed to taking a leadership role to ensure that when the federal government renews licenses for Yuba dams, those license terms restore watershed health by protecting native species, improving water quality, and increasing in-stream flows.

**NID and PG&E hydropower project**

In 2014, FERC issued a Final Environmental Impact Statement (EIS) for Nevada Irrigation District’s (NID) and PG&E’s hydropower project that approves enhancement of the South Fork and Middle Fork Yuba with much higher minimum in-stream flows and a variety of protections for the environment. The plan for the new licenses also includes innovative rules for managing the way water is spilled over dams to restore important characteristics of natural spring flows, improve the health of the river, and whitewater boating opportunities. While SYRCL will continue to work toward additional gains, the proposed set of new license terms represents a tremendous improvement over current river conditions.

**YCWA hydropower project**

On the lower Yuba River and other parts of the watershed affected by Yuba County Water Agency’s (YCWA) hydropower project, we have successfully negotiated for studies and analyses that help us understand restoration opportunities. We have also achieved some initial success in negotiating for improved flows below dams. For example, Our House Dam on the Middle Yuba River is to be operated with periods of no diversion and an open low-level outlet so that higher flows and sediment will restore the health of the river downstream.

License Implementation

Over the next three years, SYRCL will continue to work with other relicensing participants to ensure that further improvements for the Yuba River can be designed, secured or implemented. We will work with
NID in an effort to implement earlier the agreed-upon measures to improve the South and Middle Yuba River rather than waiting another three or more years to complete the final certification by the State Water Board. At the same time we will work with the State Board and other permitting agencies to expedite the new licenses while ensuring a comprehensive environmental process. We will work with YCWA to further design and negotiate for a variety of river restoration measures, including enhanced flows below their dams, a well-funded program of monitoring and evaluation, adaptive management, and habitat restoration.

Goals, objectives and actions:

1. Goal: Secure FERC licenses that significantly improve the health of the Yuba River through improved river flows, fish passage and habitat, and expanded recreational opportunities.

   1.1. Objective: Work with partners (CHRC and FWN) to secure desired outcomes in FERC process (e.g. increased minimum flows, enhanced habitat, restoration projects, wood and sediment management plans, and protections against unnatural flow fluctuations that impact sensitive species and habitat in all project reaches).
   1.1.1. Action: File comments with FERC on behalf of coalitions (FWN and CHRC) including coordinating commenters, compiling, editing and completing administrative requirements.
   1.1.2. Action: Maintain an accurate written record of the FERC process in order to preserve “institutional memory” within the FWN coalition.
   1.1.3. Action: Continue to meet with State Water Board staff at least once per year to advocate for a comprehensive and rapid certification process.
   1.1.4. Action: Monitor FERC’s docket on the project for any backsliding or delays. File comments if needed.
   1.1.5. Action: Meet with federal agencies charged with Endangered Species Act and NEPA compliance.

1.2. Objective: Advocate for fish passage to the upper Yuba River as a requirement for a new YRDP license agreement.

   1.2.1. Action: File comments with FERC to provide additional documentation of the need for fish passage to meet Federal Powers Act (FPA), Endangered Species Act (ESA), and National Environmental Protection Act (NEPA) requirements.
   1.2.2. Action: Advocate with the federal agencies for them to use their authorities to require fish passage.

1.3. Objective: Secure NID, PG&E and other agencies’ commitment to early implementation of certain measures that will improve overall river conditions and recreational opportunities.

   1.3.1. Action: Analyze and describe the cost and benefits to licensee for the spill cessation measure and other measures with relatively low cost and high benefit (e.g. new stream gages).

1.4. Objective: Keep SYRCL community updated on progress in the YRDP licensing process.

   1.4.1. Action: Publish e-news stories on this topic annually.
   1.4.2. Action: Provide updates on dam relicensing at the “State of the Yuba” and other outreach efforts.
1.4.3. Action: Update and expand hydro-project-related information in the River Monitoring Plan and on Yubashed.org.

1.4.4. Action: Present at conferences and publish articles about SYRCL’s engagement in hydro power projects.

1.4.5. Action: Keep SYRCL’s Board informed and educated about the dam relicensing process on a quarterly basis.

1.4.6. Action: Recruit key volunteers to expand our dam relicensing team to attend meetings and review documents.

2. Goal: **Ensure that the terms of the FERC licenses are fully implemented over the long-term.**

   2.1. Objective: Monitor and engage in the long-term implementation of the YRDP and YBDS licenses.

   2.1.1. Action: Maintain engagement in the Hydropower Reform Coalition (HRC) to ensure long-term partnerships and financial support for license monitoring.

   2.1.2. Action: Maintain and strengthen relationships with the Forest Service, State Water Board and other agencies to ensure that SYRCL has a “seat at the table” in annual consultations.

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River Science

Core strategy: Ensure that SYRCL’s work is informed by the best available science.

SYRCL’s goals are to:

1) Be recognized as a comprehensive and authoritative source of scientific information about the Yuba River watershed.

2) Be a highly respected leader at scientific and management forums concerning the Yuba River.

3) Build lasting coalitions and partnerships to share scientific information and promote research about Yuba River issues.

Background:

The purpose of SYRCL’s River Science program is to ensure that our advocacy, water quality monitoring, restoration, and education work is informed by the best available science. The River Science program continuously reassesses itself as new information about the Yuba River becomes available; this is especially important within the context of climate change.

Specifically, the River Science program guides our River Monitoring, River Restoration, River Policy, and River Education programs. The River Science program provides SYRCL with the authority to be in the forefront of scientific and policy discussions about the Yuba River.

SYRCL provides careful scientific oversight in a variety of ways, such as ensuring that water quality monitoring data, collected by our volunteer River Monitors, is credible and scientifically sound, and that our advocacy arguments are defensible. Guided by science, SYRCL is viewed as a respected partner in the policy, land management, and decision-making forums concerning the Yuba River.

Goals, objectives, and actions:

1. Goal: Be recognized as a comprehensive and authoritative source of scientific information about the Yuba River watershed.

   1.1. Objective: Ensure that SYRCL’s program work is developed, reviewed, and supported by the best available science.

      1.1.1. Action: Create a “Yuba River Restoration Plan” (meadow restoration, lower Yuba restoration, and invasive species restoration).

      1.1.2. Action: Convene the Science Committee annually and consult with expert members to provide oversight and direction for SYRCL’s science-based projects and products.

      1.1.3. Action: Evaluate monitoring designs and reports for restoration and water quality projects.

      1.1.4. Action: Provide education in the form of invited talks and a published literature discussion group for board, staff, and members about issues relevant to the Yuba River watershed.
1.2. **Objective:** Serve as a community resource for Yuba River watershed information online and in the office.

1.2.1. **Action:** Annually update and maintain Yuba Shed (www.yubashed.org), the Yuba River Watershed Information System, with an organized, catalogued library of resources and data that is accessible to members, partners, and the public. Integrate relevant data from Sierra Streams Institute, US Forest Service, and other cooperators into the website as feasible.

1.2.2. **Action:** Produce an annual *State of the Yuba* presentation for the public, resource agencies, partners and funders.

1.2.3. **Action:** Increase science-focused communications with our members by publishing short, informative e-newsletter articles quarterly as well as using more accessible formats such as radio programs.

1.2.4. **Action:** Sell affordable watershed maps.

1.2.5. **Action:** Develop and update a scorecard reporting on specific watershed health metrics by FY17-18.

2. **Goal:** Be a highly respected leader at scientific and management forums concerning the Yuba River.

2.1. **Objective:** Maintain SYRCL’s role as a leader in order to positively influence legal, regulatory, and management processes and outcomes.

2.1.1. **Action:** Participate in management and policy forums relevant to the Yuba including the Yuba Accord River Management Team (RMT), FERC dam relicensing, Yuba Salmon Forum (YSF), Lower Yuba River Fisheries Technical Working Group, and Yuba Bear Watershed Council (YBWC).

2.1.2. **Action:** Review and comment on studies, reports, and plans concerning the Yuba River. Comments will insist on the use of the best available science, and the application of state and federal environmental laws in proceedings and projects affecting the Yuba watershed.

2.1.3. **Action:** Commission and conduct studies to provide needed information to ongoing projects and efforts to protect and restore the Yuba River watershed.

2.1.4. **Action:** Ensure SYRCL’s staff scientists are current on new information and studies and are proactive in participating and presenting at relevant forums.

3. **Goal:** Build lasting coalitions and partnerships to share scientific information and promote conservation, education, and research about Yuba River issues.

3.1. **Objective:** Continue to strengthen partnerships with local and regional academic institutions.

3.1.1. **Action:** Maintain contacts at universities and offer project ideas and funding opportunities for further investigation and research by graduate students and faculty.

3.2. **Objective:** Continue to forge effective partnerships and coalitions with local, statewide, and national NGOs.

3.2.1. **Action:** Identify areas where project areas or concepts overlap to develop projects and apply for funding together.

3.3. **Objective:** Strengthen and maintain contacts with staff of natural resource agencies with responsibilities in the Yuba River.

3.3.1. **Action:** Meet with the USFS resources team bi-annually to discuss current and new projects.
3.3.2. Action: Identify areas where project areas or concepts overlap and develop and apply for funding together.

3.3.3. Action: Work with the Sierra Nevada Meadow Restoration Research Partnership, funded through CA Department of Fish and Wildlife, to encourage scientifically credible data collection in meadows in the Yuba watershed and across the Sierra range.

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**River Science: River Restoration**

**Core strategy:** Improve the resiliency of the Yuba watershed by implementing projects that create salmon habitat, restore the health of mountain meadows, and protect the river corridors from threats.

**SYRCL’s goals are to:**

1) Improve habitat conditions in the Yuba River watershed so that salmon, steelhead, and other wildlife thrive.

2) Restore the health of mountain meadows to improve the quality and quantity of Yuba water at its source.

3) Improve access to the Yuba River and protect it from invasive species and other threats.

**Background:**

SYRCL’s science-based restoration work is focused on creating fish spawning and rearing habitat, promoting meadow health, and protecting the river corridor from invasive species and other threats. We are rehabilitating and monitoring critical watershed features in the face of historic habitat degradation and ongoing impacts.

In the past, SYRCL’s restoration projects focused on recruiting volunteers for large work days like the Annual Yuba River Cleanup and smaller scale work days where a few dozen volunteers removed invasive plants, planted native riparian cuttings, removed conifers from aspen stands, removed graffiti, and placed erosion controls. Currently, these efforts continue but are augmented by large-scale restoration efforts that require multi-agency partnerships, contractors, large equipment, and that place an emphasis on long term monitoring.

*Lower Yuba Restoration*

Restoration in the lower Yuba is focused on creating fish spawning and rearing habitat. Restoration in the lower Yuba (including riparian planting, and gravel and wood augmentations) will improve the survival of juvenile salmonids.

After successfully implementing a 5-acre riparian planting project on Hammon Bar in 2011 and 2012, SYRCL continues to work on lower Yuba Restoration projects that target the restoration or rehabilitation of salmon spawning and rearing habitat and riparian/wildlife habitat. This action plan calls for SYRCL to implement a second large-scale restoration project in the Lower Yuba region in partnership with local landowners, the USFWS, BLM, the Army Corps, Yuba County, and others.

*Meadow Restoration*

Meadow restoration will purify and store groundwater. Over the past several years, SYRCL’s mountain meadow restoration program has grown from cutting down encroaching conifers in aspen stands on meadow edges to full scale hydrologic restoration efforts with co-benefit monitoring in a handful of meadows across the Yuba watershed. SYRCL partners with the USFS, local land trusts, universities, the Sierra Meadow Restoration Research Partnership (SMRRP), and others to complete this work.
Invasive species and other threats
Removing invasive plants will reduce fire risk and improve biodiversity. Remediating abandoned mine lands will protect the watershed from legacy mining impacts like mercury and sediment contamination. Promoting sustainable farming practices and remediating illegal grow sites will protect the Yuba watershed from the cumulative impact of cannabis farms as the industry grows.

Improved access to restored areas
SYRCL is working to improve public access to the river with new conservation easements, trails, and educational “interpretive” signage. We have projects underway in the mountain meadows and along the lower Yuba River.

Much of our restoration work is undertaken in partnership with government agencies and NGOs. Engaging volunteers wherever possible in this restoration work is a priority. SYRCL will continue to seek funds for volunteer-based restoration projects such as working with the USFS to remove conifers to support aspen regeneration in headwater meadows and to help support the monitoring efforts in conjunction with restoration projects.

Whether our restoration projects are large or small, they will actively improve watershed-wide resiliency, will be monitored to evaluate success, and will engage and educate the community about the benefits of restoration.

Goals, objectives and actions:

1. Goal: Improve habitat conditions in the Yuba River watershed so that salmon, steelhead and other wildlife thrive.

1.1. Objective: Prioritize habitat restoration project sites in the lower Yuba River for implementation (e.g. enhanced riparian vegetation and large wood materials).
   1.1.1. Action: Complete a review of restoration project locations and rank them for future restoration actions.
   1.1.1. Action: Use SYRCL’s model project at Hammon Bar to plan for the broader application of riparian enhancement techniques at other sites.
   1.1.2. Action: Encourage the Army Corps of Engineers to implement effective projects as part of their Large Woody Material Management Program for the lower Yuba River.
   1.1.3. Action: Advocate in the FERC dam relicensing process for riparian enhancement and additions of large woody material to mitigate for dam-related impacts to these components of a healthy river system.
   1.1.4. Action: Seek funding from U.S. Fish and Wildlife Service (USFWS) and other sources for participating in the implementation, monitoring, and outreach involving the creation of new riparian planting and/or large wood projects.

1.2. Objective: Design and construct new side-channels, backwaters or functional floodplain areas that contribute to the productivity, diversity and survival of salmon and steelhead in the lower Yuba River.
   1.2.1. Action: Work collaboratively with the River Management Team (RMT) to plan and implement projects providing new side channels or other off-channel rearing habitat.
1.2.2. Action: Work in collaboration with Teichert, Western Aggregates, CBEC, and Cramer Fish Sciences to implement a side-channel project at the Teichert-Hallwood site.
1.2.3. Action: Obtain funding from USFWS and other sources for participating in the implementation, monitoring, and outreach for projects involving the creation of new off-channel habitat.

2. Goal: Restore the health of mountain meadows to improve the quality and quantity of Yuba water at its source.

2.1. Objective: Collaborate with partners to assess Yuba headwater meadows and to plan, implement, and monitor Yuba headwater meadow restoration projects.
2.1.1. Action: Continue to work with the USFS to enhance aspen stands by removing small conifers in meadows on Tahoe National Forest land.
2.1.2. Action: Complete CABY grant-funded work to remove aspens in Butcher Ranch and Rucker Lake.
2.1.3. Action: Complete a survey of aspen stands in Loney, Rucker Lake, and Butcher Ranch every 3 years to determine if restoration actions are successful.
2.1.4. Action: Complete Sierra Nevada Conservancy funded work at Loney Meadow.

2.2. Objective: Work with partners to assess meadows for identifying meadows that require restoration actions.
2.2.1. Action: Work with the Tahoe National Forest, Truckee-Donner Land Trust, Sierra Watch, and other partners to restore Van Norden Meadow, Loney Meadow, Deer Meadow, and Bear Trap Meadow by 2020.
2.2.2. Action: Monitor meadow restoration projects to determine how vegetation, greenhouse gases, groundwater, surface water, and aquatic species are impacted by restoration actions.

3. Goal: Improve access to the Yuba River and protect it from invasive species and other threats.

3.1. Objective: Oversee interpretive and recreational facility development, conservation easement execution, and public access improvements across the watershed in order to educate the public about river issues, and to build support for restoration activities.
3.1.1. Action: Work with public and private stakeholders (e.g. Western Aggregates, Teichert, BLM and the Bear Yuba Land Trust) to secure conservation easements and accomplish land transfers.
3.1.2. Action: Complete Hammon Trail on the lower Yuba in coordination with the BLM.
3.1.3. Action: Work with Yuba County, local Native American tribes, and other partners to provide public access and natural history interpretation at key points along the lower Yuba River.
3.1.4. Action: Complete Loney Interpretive Trail in coordination with the USFS, funded by the Sierra Nevada Conservancy.
3.1.5. Action: Work with USFS, the BYLT, and others to update or create interpretive trails across the watershed.
3.1.6. Action: Partner with BYLT on water quality monitoring, conservation planning and restoration projects in the Yuba watershed including at Rice’s Crossing.
3.2. Objective: Remove invasive plants in order to reduce fire risk and improve biodiversity.
   3.2.1. Action: Annually increase SYRCL’s invasive weed removal activities.
   3.2.2. Action: Organize a series of Restoration Days and increase volunteer participation.
   3.2.3. Action: Increase volunteer participation in the Nevada County Scotch Broom Challenge, focusing our efforts on the South Yuba River corridor.
   3.2.4. Action: Produce a pamphlet about what citizens can do to protect the river from the spread of invasive species.
   3.2.5. Action: Evaluate the need for projects in the Yuba watershed to protect headwater lakes and streams from spread and infestation from aquatic invasive species.

3.3. Objective: Remediate concerns associated with abandoned mine lands along the Yuba River corridor.
   3.3.1. Action: Work with partners to assess and prioritize debris dam removal.
   3.3.2. Action: Work with landowners and partners to prioritize remediation of abandoned mine lands.

3.4. Objective: Collaborate with partners to address the negative environmental impacts of cannabis cultivation within the Yuba watershed.
   3.4.1. Action: Work with landowners and partners to monitor and remediate large, illegal cannabis grows.
   3.4.2. Action: Work with California Growers Association (CGA), Americans for Safe Access (ASA) and other partners to provide education to local growers on sustainable and environmentally friendly cannabis practices through workshops, trainings, and “best practices” materials, etc.

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River Science: River Monitoring

Core strategy:  Identify threats and collect scientifically defensible data to address impacts to the Yuba River watershed with the assistance of trained volunteer citizen-scientists.

SYRCL’s goals are to:

1) Collect quality data to detect and document threats and impacts to the Yuba River and its tributaries.

2) Ensure that water quality monitoring results are used in decision-making processes about Yuba River issues.

3) Demonstrate the scientific value and results of water quality monitoring.

Background:

Since 2000, SYRCL’s citizen-science based River Monitoring program has monitored and assessed water quality conditions across the Yuba River watershed.

Led by a detailed River Monitoring Plan, SYRCL science staff and citizen scientists have identified seven areas of interest and are conducting in-depth sampling efforts to document threats across the Yuba River watershed. SYRCL’s River Monitoring Plan, adopted in 2014, investigates specific water quality concerns including: long term monitoring and trends, mine land streams, dam-affected reaches, development impacts in the upper South Yuba River watershed, nutrient and chemical run-off, and invasive and sensitive species. SYRCL’s River Monitoring Program is at the heart of SYRCL’s commitment to the health and the community value of the Yuba River.

Since 2000, more than sixty active volunteer River Monitors collect high quality data at nearly forty sites on a monthly basis in order to establish baseline conditions, investigate specific concerns, and evaluate trends. The program methods are based on a scientifically credible Quality Assurance Program Plan approved by the Regional Water Quality Control Board. SYRCL publishes River Monitoring data at www.yubashed.org so that the information is publically available and comprehensible to our members, scientists and researchers, and public agencies.

This action plan calls for the continued implementation of the 2014 River Monitoring Plan to collect high quality baseline data while targeting specific concerns with new plans and resources. The program will seek funding to address the areas of investigation highlighted in the Plan and will work with partner NGO’s and agencies to provide scientific oversight and ensure that the data are used by policy and decision makers. In addition, the River Monitoring Program will continue to support our restoration projects by monitoring restoration site hydrology, sensitive and invasive species and collecting before, during, and after data essential for monitoring long term change and respond to new concerns across the watershed.
Goals, objectives and actions:

1. Goal: Collect quality data to detect and document threats and impacts to the Yuba River and its tributaries.

   1.1. Objective: Continue to Implement SYRCL’s River Monitoring Plan.
   1.1.1. Action: Complete CABY funded mercury sampling and watershed assessment work on Spring, Shady, and Scotchman Creek.
   1.1.2. Action: Collect data during storm events on upper South Yuba River to understand salt and turbidity content of I-80 run-off.
   1.1.3. Action: Update the Invasive and Sensitive Species Maps on Yubashed.org.
   1.1.4. Action: Work with partners including the Tahoe National Forest, Nevada Irrigation District, PG&E, and YCWA to assess aquatic invasive species in waterbodies.
   1.1.5. Action: Monitor water temperature and flows above and below dams to document impacts of FERC licenses.
   1.1.6. Action: Monitor water temperature across the Yuba watershed to address climate change and fish habitat concerns.
   1.1.7. Action: Monitor E. coli at highly visited River Monitoring locations to detect potential contamination.
   1.1.8. Action: Monitor nitrates at selected River Monitoring locations to identify areas that are impacted by cannabis cultivation or septic leaks.

   1.2. Objective: Review and update the River Monitoring program to assure quality and utility of data.
   1.2.1. Action: Engage SYRCL’s Science Committee, graduate students, and other partners in a 5-year program review or on an as-needed basis.
   1.2.2. Action: Update River Monitoring Plan according to input from the State Water Board and collect information useful to remaining environmental review for new hydropower project licenses.
   1.2.3. Action: Annually review data with regional Technical Advisory Committee.
   1.2.5. Action: Annually review River Monitoring locations to ensure River Monitoring Plan objectives are being met.
   1.2.6. Action: Ensure that the River Monitoring Plan and any new water quality testing methods are consistent with the Quality Assurance Program Plan filed with the California Regional Water Quality Control Board.

2. Goal: Ensure that River Monitoring results are used in decision-making processes about Yuba River issues.

   2.1. Objective: Increase support and utilization of River Monitoring data in scientific decision making processes and collaborative forums.
   2.1.1. Action: Present River Monitoring data to agencies, the scientific community, and at collaborative forums, specifically in regard to SYRCL’s dam relicensing work.
   2.1.2. Action: Use data to demand corrective action should significant threats be detected.
   2.1.3. Action: Coordinate with partners including the Tahoe National Forest and create a watershed-wide temperature monitoring network.
3. **Goal:** Ensure that our partners and the community is engaged and understands the benefits and results of river monitoring.

3.1. **Objective:** Recruit, train and sustain volunteer River Monitors.
   3.1.1. **Action:** Provide thorough training of volunteers at the beginning of each year and through refresher courses to maintain quality assurance protocols.
   3.1.2. **Action:** Hold annual River Monitoring Breakfast and River Science Volunteer Party. *(See also River People section.)*

3.2. **Objective:** Publish River Monitoring data so that they are accessible and clearly understood by River Monitors, a lay audience and the scientific community.
   3.2.1. **Action:** Annually update data at yubashed.org with easily understood charts and tables that illustrate water quality and streamflow conditions in the Yuba watershed.
   3.2.2. **Action:** Present data at the State of the Yuba event so that the community can easily understand the conditions of various stretches or issues pertinent to the Yuba River.
   3.2.3. **Action:** Communicate River Monitoring Plan updates with key stakeholders, the Science Committee, and River Monitors.
   3.2.4. **Action:** Request feedback via an online poll from community members on threats to the Yuba River.
   3.2.5. **Action:** Hold a public meeting or present at the YBWC on new plan updates.

3.3. **Objective:** Provide updates to River Monitors and community members about the results from monitoring activities and the program.
   3.3.1. **Action:** Send monthly updates on River Monitoring results to River Monitoring list-serve.
   3.3.2. **Action:** Promote interaction on the River Monitoring list-serve between River Monitors by asking for feedback.
   3.3.3. **Action:** Prepare communication materials and presentations to explain River Monitoring data and results to visitors and for community events.

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River People

Core strategy: Ensure that SYRCL remains the Yuba River’s central hub for community engagement, volunteerism, outreach, activism, and information exchange concerning watershed issues.

SYRCL’s goals are to:

1) Engage volunteers in all activities to protect the river.

2) Raise awareness about SYRCL’s programs, events, advocacy, membership, and volunteer opportunities.

3) Keep the river clean and safe through the annual Yuba River Cleanup and summer-time River Ambassador program.

Background:

River People is at the heart of SYRCL’s mission to unite the community. The River People program is where our members and volunteers come together to take action, exchange information, engage with our diverse neighbors and visitors, and volunteer on projects large and small. The River People program’s core functions include volunteer coordination, communications, media relations, community outreach, and grassroots mobilization.

SYRCL Volunteers

Through the strength of our River People program and our incredible volunteers, SYRCL produces numerous people-powered projects, programs and events including the annual Yuba River Cleanup with over 700 volunteers, the annual Wild & Scenic Film Festival with nearly 600 volunteers, the River Monitoring Program with up to 80 volunteers, and much more. SYRCL is also deeply appreciative of the individual contributions from volunteers who give generously of their time and professional expertise such as lawyers, fundraisers, policy experts, engineers, writers, artists and more. The River People program also includes large and small events including watershed excursions, Quiz Night, and State of the Yuba.

Yuba Cleanup

The River People program produces the annual Yuba River Cleanup to engage the community in keeping the river clean. Over the past 18 cleanups (1998-2015), our volunteers have removed more than 154,000 pounds of trash and 40,000 pounds of recyclables (nearly 100 tons!) from 80 miles of rivers and creeks.

River Ambassadors

Another important program, established in 2012, is our River Ambassador program with nearly 40 volunteers in 2015. River Ambassadors speak one-on-one with visitors at crossings, beaches and on trails. Using a friendly, non-confrontational approach, River Ambassadors educate folks about the polluting impacts of trash and dog waste, the dangers of broken glass, and the catastrophic potential of wildfire. To date, River Ambassadors and Captains logged 3,661 hours on the river, spoke to 18,273 people about best stewardship practices, and picked up 25,132 pieces of garbage and dog waste.
Goals, objectives and actions:

1. Goal: **Engage volunteers in all activities to protect the river.**
   
   1.1. Objective: Create effective processes for the recruitment, supervision and recognition of volunteers.
   
      1.1.1. **Action:** Develop a written operational Volunteer Plan for staff, which will address how to recruit, retain, recognize, and train volunteers; it will also include systems to track hours, create reports, and evaluate the volunteer program.
   
      1.1.2. **Action:** Draft a written Volunteer Handbook for all SYRCL volunteers.
   
      1.1.3. **Action:** Solicit volunteer feedback to evaluate SYRCL’s programs using annual volunteer surveys at the end of each major program (River Monitoring, Restoration, River Ambassadors) and major events (Yuba River Cleanup and Film Festival).
   
   1.2. Objective: Provide opportunities for volunteers to get involved in SYRCL’s work year-round.
   
      1.2.1. **Action:** Identify and implement an online volunteer registration and management system to be utilized for all programs and events.
   
      1.2.2. **Action:** Develop corps of SYRCL volunteers to help manage discrete projects to help produce events and complete in-office tasks.
   
      1.2.3. **Action:** Recruit, train and coordinate volunteers to produce the Wild & Scenic Film Festival, Quiz Night, Growing Green Workshops, State of the Yuba, Wild for the Yuba, Yuba River Cleanup, and additional events as needed.
   
      1.2.4. **Action:** Recruit, train and coordinate volunteers to participate in SYRCL outreach activities.
   
      1.2.5. **Action:** Recruit, train and coordinate volunteers to produce the Wild & Scenic Film Festival, Quiz Night, Growing Green Workshops, State of the Yuba, Wild for the Yuba, Yuba River Cleanup, and additional events as needed.
   
   1.2.6. **Action:** Recruit, train and coordinate volunteers to participate in SYRCL outreach activities.
   
   1.2.7. **Action:** Provide support to recruit volunteers for River Monitoring, Restoration, River Ambassadors, and Salmon Tours.

2. Goal: **Raise awareness about SYRCL’s programs, events, advocacy, membership and volunteer opportunities.**

   2.1. Objective: Communicate with the community about SYRCL’s work through radio, video, social and traditional media, enews, the website, community calendars, posters, and mail pieces.
   
      2.1.1. **Action:** Publish SYRCL e-newsletter every two weeks.
   
      2.1.2. **Action:** Draft annual calendar of programs and events with entire staff each fall for upcoming year.
   
      2.1.3. **Action:** Maintain current website content, including up to date event calendar information, on yubariver.org.
   
      2.1.4. **Action:** Produce and screen a feature length and/or short SYRCL videos at the festival and/or online on a regular basis.
   
      2.1.5. **Action:** Produce one to two short (30-60 second) videos about SYRCL’s year-round work to screen before each Film Festival session.
   
      2.1.6. **Action:** Develop a robust social media presence through weekly or daily posts.
   
      2.1.7. **Action:** Schedule radio interviews to publicize major programs and events.
   
      2.1.8. **Action:** Disseminate pre/post program and event press releases.
   
      2.1.9. **Action:** Generate graphics for program and event branding to utilize on posters, postcards, mailers, brochures, programs, etc.
2.2. Objective: Build a robust SYRCL outreach presence throughout the community.

2.2.1. Action: Develop an annual outreach calendar for presentations and tabling at SYRCL and community events.

2.2.2. Action: Draft outreach criteria and clearly identified goals for each outreach activity such as promoting SYRCL’s programs, events, advocacy, membership and volunteer opportunities and developing new relationships.

2.2.3. Action: Schedule staff presentations to civic organizations, clubs, businesses, nonprofits, and schools, which coincide with major events, program launches, and advocacy campaigns.

2.2.4. Action: Recruit and train volunteers to staff information tables at SYRCL and community events. Update SYRCL’s information booths as needed.

2.2.5. Action: Implement a Speaker’s Bureau program to offer staff presentations about SYRCL’s work to local groups.

2.3. Objective: Produce large and small events designed to foster stewardship, educate, socialize, and raise funds.

2.3.1. Action: Produce the annual Quiz Night, a benefit for the Laura Wilcox Scholarship Fund; develop program with MC Janet Cohen, recruit teams, recruit volunteers, hire event coordinator, and manage all logistics; and publicize the Laura Wilcox Scholarship opportunity and its recipients (website, e-news, etc.).

2.3.2. Action: Produce the annual State of the Yuba, a free event to report to the community on the health of the river and SYRCL’s work; identify “Partner of the Year” and “Volunteer of the Year” and other recognitions for the event.

2.3.3. Action: Facilitate opportunities for SYRCL members to participate in 2-4 annual excursions within the watershed of scenic, historical, environmental, archeological significance and/or related to SYRCL advocacy and/or program work.

3. Goal: Keep the river clean and safe through the annual Yuba River Cleanup and summer-time River Ambassador program.

3.1. Objective: Produce the annual Yuba River Cleanup to unite the community to clean and restore the river each fall.

3.1.1. Action: Promote the online volunteer registration and “peer to peer” fundraising system in close coordination with Development.

3.1.2. Action: Identify cleanup sites and recruit “Site Leaders” and “Team Fundraising Captains.”

3.1.3. Action: Coordinate with River Science staff to establish restoration projects.

3.1.4. Action: Produce the volunteer appreciation BBQ with live music, beer garden, stone skipping contest, and short program.

3.2. Objective: Manage the River Ambassador program to educate and motivate visitors to the Yuba to become stewards of the river.

3.2.1. Action: Develop a three-year business plan and budget by Spring 2016 in order to inform the FY2016-17 budget.
3.2.2. Action: Evaluate the program annually and recommend how to grow, improve, and fund the program in subsequent years; hold planning sessions with new Stewardship Coordinator at the beginning of new AmeriCorps terms.

3.2.3. Action: Develop a MOU with State Parks.

3.2.4. Action: Update volunteer training materials and scripts, equipment and uniforms, etc.

3.2.5. Action: Draft River Ambassador program management binder and how-to manual.

Please note: Some of the preceding goals are dependent upon additional resources, new staff capacity, and increased volunteer participation in order to be fully implemented. We need your support – please donate today.
River Education

Core strategy: Educate people of all ages to be informed and passionate stewards of the Yuba watershed and effective, lifelong advocates for its protection.

SYRCL’s goals are to:

1) Inspire students to value the watershed and its wildlife and plants especially Yuba salmon.

2) Motivate people of all ages to conserve water use in their homes and schools.

3) Create linkages between the River Education program and the rest of SYRCL’s work in the watershed.

Background:

SYRCL’s River Education program provides premier educational programs about Yuba salmon, water conservation, and watershed health to students and the larger community.

Yuba Salmon Education
Many Yuba watershed residents are unaware that over 300,000 salmon once returned to the Yuba every year before the major dams were built; now as few as 8,000 return annually. That’s why we want people to see for themselves the salmon that do make it back to spawn in the lower Yuba River. We offer rafting and walking Salmon Tours for the public and school groups to learn about the salmon life cycle first-hand. Nearly 500 students participate in our Salmon Tours each fall – and we hope to see that number grow each year.

School Assemblies
Our program reaches students at their schools too. Our school assembly about water conservation, the “Great Water Mystery,” will reach over 6,000 kids at nearly 70 assemblies in 2015. That’s up from 4,000 kids at 33 assemblies the year before thanks to funding from local and regional water agencies. We also have a new “water audit” program where kids learn how to take action to conserve water at their very own schools. And should funding become available, we hope to re-launch our “Journey of the Salmon” assemblies and other in-classroom salmon-focused educational activities for kids in the greater Yuba River watershed.

Field Science
Our “Field Science” Program is engaging high school students to protect the Yuba River. We take large groups of students on overnight field trips to learn about our watershed and assist with our meadow restoration and river monitoring efforts. This experiential learning opportunity allows them to participate in SYRCL’s work, collecting data on the ecology, biology, and hydrology of the Yuba watershed. They learn how removing invasive plants and restoring meadow health purifies and stores our water – important knowledge given the ongoing drought and diminishing snowpack.

To accomplish our goals and objectives, SYRCL’s River Education Program strives to utilize high quality curricula that are in accordance with local, state, and national science standards; empower, engage, and
collaborate with local teachers and administrators; and create linkages between the River Education program and other areas of SYRCL’s work.

Ongoing community education about the Yuba watershed is critical to fulfilling SYRCL’s mission. With greater knowledge, our community members become more effective, life-long advocates on behalf of the river.

Goals, Objectives, and Actions

1. Goal: Inspire students to value the watershed and its wildlife and plants especially Yuba salmon.

   1.1. Objective: Sustain, improve, and expand Yuba Salmon Educational Tours.
   1.1.1. Action: Implement the business plan developed for Salmon Rafting and Walking Tours, including securing sustained funding for the program.
   1.1.2. Action: Increase Salmon Rafting and Walking Tours participants to 500 in 2015-16, and offer scholarships to schools in need. By 2018, increase participation to maximum program capacity of 700 participants.
   1.1.3. Action: Annually review and update Salmon Tours curriculum to align with Common Core State Standards and emphasize leadership, critical thinking, and problem-solving skills.
   1.1.4. Action: Annually recruit and train 15 volunteer naturalists for the Salmon Tours program, including three who can act as lead educators.
   1.1.5. Action: Produce an annual program report that demonstrates the effectiveness of SYRCL’s salmon education programs through evaluation and monitoring.

1.2. Objective: Re-start SYRCL’s Salmon Assembly program in schools.
   1.2.1. Action: Identify and secure funding sources for the Salmon Assembly and associated educational materials (e.g., Salmonid Savers workbook).
   1.2.2. Action: Update the Salmon Assembly program script and hire and train actors.
   1.2.3. Action: By 2018, offer 20 Salmon assemblies in Nevada County and 20 assemblies in Yuba County each year.

1.3. Objective: Facilitate in-classroom activities that complement the Salmon Tours and Salmon Assembly programs.
   1.3.1. Action: Research programs such as Trout in the Classroom and develop an in-classroom salmon curriculum for teachers.
   1.3.2. Action: By 2018, recruit 50% of the teachers involved with Salmon Tours and/or Salmon Assemblies to participate in follow-up classroom activities.

1.4. Objective: Offer educational watershed excursions to community members of all ages.
   1.4.1. Action: Offer a minimum of 3 weekend Salmon Tours raft trips in October and November each year, and 1 weekday trip during fall break.
   1.4.2. Action: Provide up to 5 fee-for-service Salmon Tours trips per year as team-building adventures for local businesses.
   1.4.3. Action: Provide an annual VIP Salmon Tour for elected officials, agency partners and other key stakeholders and decision-makers. (See also River Advocacy section.)
2. Goal: **Motivate people of all ages to conserve water use in their homes and schools.**

2.1. **Objective:** Sustain, improve, and expand the Great Water Mystery water conservation school assembly program.

2.1.1. **Action:** Continue to garner support from local funders, while cultivating new funding sources. Invite funder representatives to see assemblies in person.

2.1.2. **Action:** Hire and train additional actors and program staff to expand program capacity.

2.1.3. **Action:** By 2018, offer assemblies from source to sea by expanding the program into downstream communities, such as Yuba County and the Sacramento area.

2.2. **Objective:** Develop and implement a school water audit curriculum for local students.

2.2.1. **Action:** Design water audit curriculum.

2.2.2. **Action:** Implement pilot water audit program at up to 18 schools in the CABY region in 2015-16 and expand into Yuba County IRWM region before 2018.

2.3. **Objective:** Develop outreach strategies and materials to inform the public about how to take action to conserve water.

2.3.1. **Action:** Create partnerships with local municipalities and water purveyors to develop watershed-relevant outreach materials such as pamphlets, posters, graphics, advertisements, lawn signs, door hangers, and cards for restaurants and hotels.

2.3.2. **Action:** Design a “Water Savers” workbook for kids. Print and distribute the workbook to teachers and students in the watershed and beyond.

2.3.3. **Action:** Develop multi-lingual materials to engage diverse community members.

3. Goal: **Create linkages between the River Education program and the rest of SYRCL’s work in the watershed.**

3.1. **Objective:** Provide opportunities for partners, members, and the general public to learn about current issues regarding the Yuba River.

3.1.1. **Action:** Create a 10-15 minute *Watershed 101* presentation that provides SYRCL members, volunteers, and members of the public with a strong understanding of the Yuba watershed, local water issues, and how SYRCL works to protect and restore the watershed. *(See also River People section.)*

3.1.2. **Action:** Host monthly Rivers Lab study group to discuss scientific papers about relevant river science topics for staff, board, partners, and the general public.

3.2. **Objective:** Create an internship program to educate and empower local high school students to take action in their community.

3.2.1. **Action:** Recruit 3 high school interns in 2015-16 to participate as Salmon Tours naturalists.

3.2.2. **Action:** By 2018, engage 5 interns in a year-round program that is integrated with the Wild & Scenic Film Festival, River Ambassadors, River Advocacy, the Field Science program, and Salmon Tours.
3.3. **Objective:** Implement and sustain an Earthwatch Summer Research Fellowship (Field Science) program for high school students.
   3.3.1. **Action:** Educate and empower high school students each summer, at field science camps in the Yuba watershed, to support SYRCL’s River Science Program.

3.4. **Objective:** Increase the participation of local school groups in SYRCL’s programs.
   3.4.1. **Action:** Outreach to local schools and teachers to recruit classes of all ages to participate in the Cleanup. Investigate the creation of a weekday Cleanup activity for schools.
   3.4.2. **Action:** Make presentations to student Cleanup volunteers about the importance of maintaining water quality (including removing trash) in the watershed.
   3.4.3. **Action:** Schedule restoration field days with local school classes, including Scotch broom removal.
   3.4.4. **Action:** Build mentoring of students and classes into the existing River Monitoring program.
   3.4.5. **Action:** Recruit high school students to act as River Ambassadors during the summer months.
   3.4.6. **Action:** Develop partnerships with schools and teachers who are interested in participating in SYRCL’s advocacy work.

3.5. **Objective:** Produce annual WSFF School Program in coordination with WSFF.
   3.5.1. **Action:** Recruit schools to participate in the WSFF School Program and prepare curriculum and content.
   3.5.2. **Action:** Coordinate with WSFF staff to develop and implement a comprehensive Film Festival school education plan.

*Please note: Some of the preceding goals are dependent upon additional resources, new staff capacity, and increased volunteer participation in order to be fully implemented. We need your support – please donate today.*
**Wild & Scenic Film Festival**

**Core strategy:** Produce a world-class, sustainable, and financially successful Wild & Scenic Film Festival that educates and inspires our watershed community and beyond.

**SYRCL’s goals are to:**

1. Produce an excellent film festival, screening high quality films that inspire activism and show a love and appreciation for the natural world.

2. Raise funds with both the Film Festival and On Tour Program in order to support SYRCL’s other programs.

3. Ensure the festival benefits the local economy, engages local businesses, and demonstrates SYRCL’s role as a community leader and economic driver.

4. Structure and fund the film festival so that staff and organizational stability are priorities.

**Background:**

The Wild & Scenic Film Festival enters its 14th year with a strong foundation and a proven track record of success. What began as a two-day festival with one venue has grown to a five-day festival with more than nine film venues in both Nevada City and Grass Valley. In 2015, more than 6,000 people attended the festival from near and far with 60% of the audience coming from the local area.

The film festival aims to inspire environmental action. We strive for excellence among environmental film festivals by weaving together an exciting and layered program that combines cutting edge films, activist workshops, art, music, and celebrations. The festival is a boost to our local economy through lodging, meals, and temporary hiring.

The Wild & Scenic Film Festival On Tour brings together the best of the home festival’s films in an evening program designed to provide other national and international organizations with a turn-key event to increase their membership, raise funds, and inspire activism in their community. Traveling to more than 150 venues each year, the On Tour program also raises funds to support SYRCL’s other programs.

**Goals, objectives and actions:**

1. Goal: **Produce an excellent film festival screening high quality films that inspire activism and show a love and appreciation for the natural world.**

   1.1. Objective: Develop a dynamic and layered festival program that presents issues in multiple ways (e.g. film, art, music and performance).

   1.1.1. Action: Seek top quality films with breadth of topics for the festival that have won awards, are cutting-edge, been screened at similar festivals, or have relevant environmental messages.

   1.1.2. Action: Offer fun and sociable activities for attendees such as late-night music that widen
1. Objective: Attract representation (filmmakers, producers, “stars”) from 60% or more of accepted films to the festival.
   1.1. Action: Host a filmmaker-only event for professional networking and development.
   1.2. Action: Seek to provide food, transportation and lodging, as necessary.

1.3. Objective: Promote and encourage participation in SYRCL’s current work and campaigns throughout the festival.
   1.3.1. Action: Provide attendees with multiple opportunities to participate such as walking in the Salmon Parade and writing direct action postcards. (See also River People section)
   1.3.2. Action: Incorporate Yuba River issues into the festival program.
   1.3.3. Action: Partner with River Education to continue and expand Wild & Scenic Film Festival school program. (See also River Education section)
   1.3.4. Action: Maintain and promote the Film Library as a perk for SYRCL Members. (See also Development section)

2. Goal: Raise funds with both the “home” Film Festival and On Tour Program in order to support SYRCL’s other programs.

2.1. Objective: Engage sponsors as major financial partners in the Film Festival.
   2.1.1. Action: Create a 3-year Sponsorship Plan for both home fest sponsors and National Partners.
   2.1.2. Action: Sign at least five National Partners each year to meet a budgeted goal.
   2.1.3. Action: Retain current National Partners, solicit new prospects, and advance funders to higher levels of support.

2.2. Objective: Maximize ticket sales with a multi-venue plan that retains a positive experience for attendees.
   2.2.1. Action: Provide tiered ticket pricing with affordable options by offering individual tickets as well as passes and student tickets.
   2.2.2. Action: Survey attendees regarding ticket pricing and options.

2.3. Objective: Expand the festival’s Grass Valley presence over the next three years to create an experience that could stand-alone as a festival but is completely integrated into the Wild & Scenic experience.
   2.3.1. Action: In years one-three, add an additional venue for Saturday film programming for a total of two, not including kid films; add programming in one venue on Sunday.
   2.3.2. Action: Offer unique programming that attracts festival-goers to Grass Valley such as a
2.3.3. Action: Retain the family-friendly vibe of Grass Valley programming.
2.3.4. Action: Offer Thursday night programming at the Del Oro theatre, ideally 3D films.
2.3.5. Action: Offer Saturday and/or Sunday morning kid films in Grass Valley.

2.4. Objective: Increase the number of Wild and Scenic Film Festival On Tour events to increase national and international environmental awareness and increase revenues.
2.4.1. Action: Complete a business plan for the On Tour program by the end of FY1516.
2.4.2. Action: Hire staff to accommodate program growth.
2.4.4. Action: Maintain a core of environmental partner organizations, but branch out to include partners such as corporations, senior centers, religious institutions, colleges and universities, and arts organizations.
2.4.5. Action: Celebrate the 50th anniversary of the Wild & Scenic Rivers Act in 2018.

3. Goal: Ensure the festival benefits the local economy, engages local businesses, and demonstrates SYRCL’s role as a community leader and economic driver.

3.1. Objective: Engage with local businesses and Chambers of Commerce in downtown Nevada City and Grass Valley to ensure they have knowledge of and an invitation to participate in the festival.
3.1.1. Action: Hire a Downtown Coordinator to engage local businesses and promote Wild & Scenic activities to the business community.

4. Goal: Structure and fund the film festival so that staff and organizational stability are priorities.

4.1. Objective: Recruit and retain an adequate number of staff and contractors to plan and execute the festival.
4.1.1. Action: Provide for succession planning by cross-training Film Festival staff.

4.2. Objective: Actively recognize, recruit, and train an adequate number of community members to participate in the production of the festival.

Please note: Some of the preceding goals are dependent upon additional resources, new staff capacity, and increased volunteer participation in order to be fully implemented. We need your support – please donate today.
Development & Membership

Core strategy: Meet SYRCL’s financial needs through diversified funding sources and build a sustainable membership financially committed to SYRCL’s long term well-being.

SYRCL’s goals are to:

1) Continue to build and steward a thriving membership base.

2) Engage a community of businesses as financial partners in SYRCL’s events and programs.

3) Involve foundations, agencies and other grantmakers as funders and partners in our conservation, education, science, advocacy, and outreach programs.

Background:

SYRCL membership translates into political power – a large, active grassroots organization has influence on how decisions are made in the watershed. Members’ ongoing financial support also translates into staying power - a reliable revenue stream funds SYRCL’s advocacy, programs, education and outreach for the long haul.

SYRCL aims to have diversified and stable funding sources in order to support the strategic growth of core program areas, staffing and administrative needs. Our Development work seeks to engage watershed residents and local business owners whose support lends credibility to our advocacy and funds our programs.

Currently, we receive funding from the following diverse sources: Emerald Circle (major donors), business sponsors, membership, foundation and agency grants, the Wild & Scenic Film Festival/On Tour, earned income, and other events including Wild for the Yuba and the Yuba River Cleanup’s Clean-a-thon.

Moving forward, we seek to increase the sustainability of our revenue stream by cultivating new members; respectfully stewarding long-time donors to increase their gifts, consider joining the Emerald Circle and including SYRCL in their planned giving; soliciting new business sponsors to support our events; and prospecting for new grants to support our programs.

Goals, objectives and actions:

1. Goal: Continue to build and steward a thriving membership base.

   1.1. Objective: Create multiple, easy-giving opportunities throughout the year for individuals and businesses who support SYRCL.
   1.1.1. Action: Fully utilize SYRCL’s donor database, online giving portal, and other tools to solicit, manage, and track member giving.
   1.1.2. Action: Produce an annual fundraising plan as part of the fiscal year budget process with specific goals for each area of development.
   1.1.3. Action: Create at least two informative direct email and mail campaigns annually.
   1.1.4. Action: Get certified online with GuideStar and/or Charity Navigator, etc.
1.1.5. Action: Practice good donor stewardship with timely thank you letters, personal thank you calls, etc.

1.1.6. Action: Produce and publicize an annual report that will describe the past year’s achievements and assess the state of the organization, distribute to funders, members, and post it on SYRCL’s website.

1.1.7. Action: Promote the SYRCL store (in office and on-line) to expand retail sales of a desirable product selection.

1.2. Objective: Provide a planned giving platform for donors who wish to support SYRCL’s work through gifts of cash, stocks, bonds, IRAs and real estate.

   1.2.1. Action: Create and distribute promotional materials by mail, email, and through the web page annually.

   1.2.2. Action: Work with the Center for Nonprofit Leadership (CNL) to update the Legacy Binders at the offices of local attorneys and financial advisors.

   1.2.3. Action: Host a planned giving information session for members and volunteers.

   1.2.4. Action: Work with planned giving professionals and create an informational packet for members interested in the Legacy League.

1.3. Objective: Offer an opportunity for major donors to continue and increase their commitment through our giving society, the Emerald Circle.

   1.3.1. Action: Promote the benefits of Emerald Circle, solicit new prospects, and steward existing members to reach a goal of 200 Emerald Circle households by 2018.

   1.3.2. Action: Provide annual Emerald Circle donor appreciation events including the “Emerald Evening” and Fall Salmon Tour.

1.4. Objective: Increase the household membership renewal rate to 60% or greater.

   1.4.1. Action: Send 3–4 renewal reminder letters, and send renewal acknowledgement letters promptly.

   1.4.2. Action: Organize phone banks to make renewal reminder calls at least quarterly or monthly.

1.5. Objective: Recruit new members and increase household memberships to 1750 by 2018.

   1.5.1. Action: Develop new prospect lists, produce regular mailings and attractive perks to recruit new members.

   1.5.2. Action: Ensure all outreach activities include a membership ask component, and follow-up with outreach staff about any contacts made while tabling.

   1.5.3. Action: Encourage in-kind donors and volunteers to become dues paying members through personal asks and direct mail.

   1.5.4. Action: Develop a partnership program with local realtors to offer a SYRCL membership and “welcome gift” to new homeowners.

   1.5.5. Action: Partner with the Film Festival to maintain and promote the Film Festival library as a membership perk. (See also WSFF section)

1.6. Objective: Hold annual community building and fundraising events.

   1.6.1. Action: Produce the annual Wild for the Yuba event, a party for the river with live and silent auction, good food, wine and beer tasting, live music and dancing.

   1.6.2. Action: Produce monthly “house parties” to recruit new donors.
1.6.3. Action: Manage the Yuba River Cleanup’s “Clean-a-thon” fundraising effort, including tracking and thanking fundraisers and their contributors, recognition gifts, recruiting and training fundraising “Team Captains,” etc. (See also River People section.)


1.7. Objective: Develop and implement an active membership cultivation strategy for all major events (Film Festival, State of the Yuba, Wild for the Yuba, Yuba River Cleanup).

1.7.1. Action: Assign membership personnel to staff SYRCL booths at major events and train booth staff and volunteers on how to solicit memberships.

1.7.2. Action: Staff event check-in tables with up-to-date membership rosters and collect and revise new contact information as needed.

1.7.3. Action: Produce post-event direct mail thank-you and new membership solicitations.

2. Goal: Engage a community of business as financial partners in SYRCL’s events and programs.

2.1. Objective: Partner with local businesses (large and small) to sponsor SYRCL’s events through donations of cash and/or in-kind services.

2.1.1. Action: Create sponsorship marketing materials for SYRCL events including the Yuba River Cleanup, Wild for the Yuba, State of the Yuba and other events. (The Film Festival staff is responsible for cultivating its own local and national sponsorships.)

2.1.2. Action: Retain current sponsors and solicit new sponsor prospects (for events listed above) in order to meet annual budget goals; recognize and thank sponsors.

2.1.3. Action: Host annual “mixer/appreciation” event for business sponsors to learn more about SYRCL.

2.1.4. Action: Create an incentive program for businesses that sponsor 3 or more annual events.

3. Goal: Involve foundations, agencies and other grantmakers as funders and partners in our conservation, education, science, advocacy and outreach programs.

3.1. Objective: Prospect and apply for grants to support SYRCL’s programs and meet budget goals.

3.1.1. Action: Hold Grant Committee meetings twice per month to review new grant opportunities, and track grant status from initial vetting to application through grant reporting and close out using an up-to-date database.

3.1.2. Action: Subscribe to online grant databases and listservs, review regularly and report on prospects at the Grant Committee.

3.2. Objective: Develop long-term relationships with grantmakers.

3.2.1. Action: Meet project report deadlines and maintain good communication with funders about project outcomes.

3.2.2. Action: Regularly communicate with funders about SYRCL’s successes and funding needs by creating an annual report and other materials, such as white papers and cases for support (also see action 1.1.6).

3.2.3. Action: Invite funders and program officers to key SYRCL events that highlight the impact of our work: annual raft trip, hikes, and project tours, among others.
Board Governance & Organizational Leadership

Core strategy: Support exceptional Board governance and organizational leadership that advances SYRCL’s mission and long-term sustainability.

SYRCL’s goals are to:

1) Develop and maintain an effective, active, and informed Board of Directors whose governance and support roles advance SYRCL’s mission.

2) Develop a collaborative and sustainable staff leadership structure and organizational culture.

3) Remain a mission-driven organization that is responsive to community interests and watershed needs.

Background:

SYRCL is governed by a dedicated volunteer Board of Directors. Board Members serve on a variety of formal and ad hoc committees, and engage in partnerships with staff and volunteers on SYRCL’s programs and initiatives. By continuously improving SYRCL’s governance structures, we will be more functional in our administrative, financial, advocacy, and programmatic work.

As a membership organization, SYRCL strives to be responsive to community interests. SYRCL formed a Community Advisory Board to provide feedback when it meets twice per year with the full Board and staff. SYRCL hosts the annual “State of the Yuba” event to report out on our work; we also conduct an extensive Community Survey during the update of the 3-year Strategic Action Plan.

SYRCL’s leadership is provided by the Executive Director as directed by the Board of Directors. The Executive Director works closely with the “Leadership team” (program leads) to promote cross collaboration among the departments and manage day-to-day operations. Regular “all hands” staff meetings are designed to coordinate collaboration and share information.

Goals, objectives and actions:

1. Goal: Develop and maintain an effective, active, and informed Board of Directors whose governance and support roles advance SYRCL’s mission.

   1.1. Objective: Ensure that regular Board meetings are well planned and staffed for maximum effectiveness.

   1.1.1. Action: Prepare and distribute Board packets (agendas, minutes, financials, staff reports, and other materials) at least three days in advance of the meeting.

   1.1.2. Action: Board to perform an annual performance evaluation of the executive director.

   1.2. Objective: Hold annual retreats for Board of Directors and staff to review progress and set annual goals.
1.2.1. Action: Prepare Board Retreat agenda to include review of the Strategic Action Plan implementation; renew Board Member engagement and financial commitments; review the Annual Report; and recognize outstanding contributions.

1.3. Objective: Recruit, develop, retain, and recognize volunteer Board Members.
   1.3.1. Action: Maintain ongoing list of potential Board Members who reflect the Yuba watershed community and increase capacity where most needed to support our mission.
   1.3.2. Action: Provide Board orientation for new Board Members (Executive Director meets with new Members and provides an updated Board binder with key documents including the Strategic Action Plan and budget).

1.4. Objective: Utilize Board and staff committees to advance SYRCL’s administrative, financial, advocacy and programmatic work.
   1.4.1. Action: Run effective Board committee meetings that advance SYRCL’s work and are guided by an annual committee work plan.
   1.4.2. Action: Appoint Committee Chairpersons (Board or staff) to run meetings, prepare agendas and materials, and communicate with committee members.
   1.4.3. Action: Committee Chairperson will draft an annual committee work plan to be presented at the annual Board Retreat.
   1.4.4. Action: Recruit non-Board community members to participate on Board committees.
   1.4.5. Action: Appoint Committee Chairpersons to run meetings, prepare agendas and materials, and communicate with committee members.
   1.4.6. Action: Hold Advocacy Committee meetings (monthly or as needed); convene an ad hoc Legal Advocacy Subcommittee (as needed).
   1.4.7. Action: Hold Finance & Fundraising Committee meetings (monthly or as needed); convene Grants Subcommittee (bi-monthly).
   1.4.8. Action: Hold Education Committee meetings (monthly or as needed).
   1.4.9. Action: Hold Science Committee (annually or as needed).
   1.4.10. Action: Hold Wild & Scenic Film Festival Committee meetings (monthly or as needed).
   1.4.11. Action: Hold an ad hoc “Marijuana is a Watershed Issue” Committee meetings (monthly or as needed).
   1.4.12. Action: Hold an ad hoc River People Working Group (monthly or as needed).

1.5. Objective: Maintain a Community Advisory Board (CAB) that meets twice per year to review SYRCL’s accomplishments and direction, and advises on key aspects of the work plan.
   1.5.1. Action: Recruit new CAB members as needed.
   1.5.2. Action: Encourage CAB members to get involved in SYRCL’s advocacy and programs.

2. Goal: Develop a collaborative and sustainable staff leadership structure and organizational culture.

2.1. Objective: Develop a strong, well-coordinated “Leadership Team” (program leads) who strives to maximize collaboration and break down “silos.”
   2.1.1. Action: Offer professional development training opportunities for staff.
   2.1.2. Action: Provide for succession planning by cross-training department directors on the oversight of the overall organization (administration, finance, programs, and advocacy).
3. Goal: **Remain a mission-driven organization that is responsive to community interests and watershed needs.**

3.1. Objective: Operate SYRCL based on a three-year Strategic Action Plan with annual progress reporting and evaluation.
   3.1.3. Action: Provide a review of the FY2016-17 SAP at the 2017 Retreat.
Finance & Operations

Core strategy: Utilize best practices to ensure sound fiscal management with strong internal controls and oversight, and create an organizational culture that supports staff in fulfilling SYRCL’s mission.

SYRCL’s goals are to:

1) Ensure that SYRCL is financially healthy and follows best business practices.
2) Improve human resources management to support SYRCL’s dedicated staff.

Background:

SYRCL’s staff is passionate about the Yuba River and carrying out our mission to unite the community. As an organization, we are committed to creating a healthy, happy and sustainable work environment.

One important measure of sustainability is our successful effort over the past three years to significantly improve SYRCL’s overall fiscal health. We have focused on a strategy of revenue diversification, responsible budgeting and expense tracking, and keeping overhead and administrative costs low. As a result, we have been able to expand and improve existing programs and create new ones with a staff that has grown from 6.5 FTEs (full time equivalents) in FY2011-12 to a projected 17.0 FTEs in FY2015-16.

In terms of finances, SYRCL income has increased from approximately $981,000 in FY2011-12 to $1.13 million in FY2014-15, representing an average annual increase of approximately 5.21 percent. Revenue diversification has increased through the following program areas:

- Increased growth in earned income primarily as a result in the Wild & Scenic On-Tour program.
- Concerted effort through the Grants Committee to apply for and win grants that align with SYRCL’s goals and mission.
- Focused fundraising through the promotion of SYRCL’s giving society, “Emerald Circle.”
- A focus on new methods of fundraising, such as the Clean-a-thon and business sponsorship revenues for the annual Yuba River Cleanup.

SYRCL received its first significant legacy gift in FY2013-14. A longtime volunteer made a bequest upon his passing of $200,000 which was received by SYRCL in December 2014. At the direction of the Board of Directors, $100,000 of this gift is set aside in a savings account to act as a first or internal Line of Credit. This is extremely useful as SYRCL’s revenues and expenses tend to be cyclical. The savings (or internal line of credit) allows for the ability to manage cash flow without incurring bank interest charges. SYRCL intends to more actively seek planned gifts as is discussed more thoroughly in the Development section of this Plan.

We treasure every dollar that comes in the door and account for every penny. The Board approves the annual operating budget based on detailed financial plans for each of SYRCL’s projects, programs, and events. The Board and Finance Committee provide monthly oversight and independent auditors provide annual reviews or audits. A full audit is scheduled for FY2014-15. Ideally SYRCL will move to full audits...
for each fiscal year following FY2014-15. These rigorous measures provide the financial oversight to maintain SYRCL’s fiscal health and stability.

Operationally, more administrative staff is needed to support human resources, maintain the facility and equipment needs, and other standard operations. In 2015, SYRCL hired an in-house finance director, who has taken over responsibilities of the previous contract bookkeeper as well as other human resource and administrative oversight. This facilitates a centralized approach to managing the day-to-day operations of SYRCL.

**Goals, objectives and actions:**

1. **Goal:** Ensure that SYRCL is financially healthy and follows best business practices.

   1.1. **Objective:** Operate based on a Board-approved annual budget with regular reporting and annual audits to maximize fiscal transparency and integrity.
   
   1.1.1. **Action:** Create and adhere to detailed program budgets by tracking expenses against the budget throughout the year and reducing expenses as appropriate.
   
   1.1.2. **Action:** Review the finances at the Board and Finance Committee meetings, including budget to actuals by program, income and loss statements, balance sheet, and cash flow projections.
   
   1.1.3. **Action:** Conduct annual audits.
   
   1.1.4. **Action:** Ensure that internal support services, such as administration, finance, communications, as well as outreach services are allocated to programs and costs recovered to the maximum extent practicable.
   
   1.1.5. **Action:** Double our current reserve by FY 2017-18 (from $100,000 to $200,000).

1.2. **Objective:** Maximize the overhead and administration costs that can be recovered through grant programs.

   1.2.1. **Action:** Leadership team and/or finance department to review and provide input on grant applications prior to submission to ensure that all costs of implementing grant have been included in the proposed budgets, such as administration, finance, communication and outreach costs.

1.3. **Objective:** Improve and centralize financial management and fundraising database systems to provide up-to-date, accurate, and useful reporting and programmatic support.

   1.3.1. **Action:** Upgrade accounting software to facilitate:
   
   - All revenue tracking on an accrual basis (including membership support, fundraising and sponsorships, and On-Tour billing).
   
   - A centralized invoicing system for all SYRCL billing.
   
   - A system that can be readily accessed by program directors so that they can stay apprised of the fiscal performance of their respective programs/projects on a daily basis if desired.
   
   1.3.2. **Action:** Ensure that staff using the Raiser’s Edge fundraising database are adequately trained and can maximize the use and functionality of the database.

1.4. **Objective:** Continue to serve as fiscal sponsor of the Laura Wilcox Scholarship Fund.

   1.4.1. **Action:** Disperse scholarship checks as requested, in a timely fashion.
1.4.2. Action: Assure SYRCL is allocated the administrative overhead needed to manage this program.

1.5. Objective: Ensure that SYRCL’s facility, equipment, furniture, information technology and software are adequate, current and healthful.
   1.5.1. Action: Proactively seek to renew the current lease on terms that are beneficial to SYRCL.
   1.5.2. Action: Provide ergonomic workstations for staff as needed.
   1.5.3. Action: Annually review SYRCL’s facility to ensure adequacy of systems, equipment and furnishings.
   1.5.4. Action: Implement an asset tracking and management tool to keep an updated inventory of all SYRCL capital and IT assets.

1.6. Objective: Ensure that SYRCL’s central filing system is well organized in both electronic and hard copy files.
   1.6.1. Action: Ensure continued upkeep of the file directory and keep updated written policies and procedures for managing information that address electronic file naming protocols, document destruction, personnel file maintenance, legal posting requirements, and archives.

1.7. Objective: Create a library of governance and administrative documents and establish an annual monitoring process to ensure a periodic review, and update as needed.
   1.7.1. Action: Create a manual of standard operating and administrative procedures and protocols for SYRCL.
   1.7.2. Action: Review and update Board related documents (notebook of bylaws, corporate minutes, and board manual).
   1.7.3. Action: Review and update employee related documents (employee handbook, policies and procedures manual, and injury and illness prevention program).
   1.7.4. Action: Review the notebook of insurance policies annually and adjust coverage as needed.

2. Goal: Improve human resources management to support SYRCL’s dedicated staff.

2.1. Objective: Provide greater oversight of all aspects of human resources including hiring, salaries and benefits, and annual reviews.
   2.1.1. Action: Ensure that all employees have updated job descriptions on file.
   2.1.2. Action: Hold annual performance evaluations for all employees at their anniversaries of employment with SYRCL.
   2.1.3. Action: Ensure that employee personnel files are complete and secure.
   2.1.4. Action: Ensure SYRCL is compliant with all applicable federal and state legal statutes and posting of required employee notices.

2.2. Objective: Recruit, develop, retain, and recognize quality staff, and ensure that SYRCL remains competitive with regard to employee salaries and benefits.
   2.2.1. Action: Ensure that the employment process follows a routine and transparent procedure that includes public posting of job opportunities, interviews with at least
two qualified candidates, and culminates with signed offer letters (or contracts with clear scopes of work in the case of contractors).

2.2.2. **Action:** Review staff salary and benefit packages annually as part of the budget process and adjust if feasible.

2.2.3. **Action:** Develop plans and strategies for on-going employee development and recognition.
Acronyms list

BLM   Bureau of Land Management
CABY: Cosumnes, American, Bear & Yuba
CHRC: California Hydropower Reform Coalition
DFW: State Department of Fish and Wildlife
EIS: Environmental Impact Statement
FERC: Federal Energy Regulatory Commission
FWN: Foothills Water Network
HEA: Habitat Expansion Agreement
IRWMP: Integrated Regional Management Plan
NGO: Non-Governmental Organization
NID: Nevada Irrigation District
NMFS: National Marine Fisheries Service
OHV: Off-highway vehicle
PG&E: Pacific Gas and Electric
RMT: River Management Team
SMRRP: Sierra Meadow Restoration Research Partnership
SYRCL: South Yuba River Citizens League
TNF: Tahoe National Forest
USFS: United States Forest Service
USFWS: United States Fish and Wildlife Service
YBDS: Yuba Bear Drum Spaulding projects
YBWC: Yuba Bear Watershed Council
YCWA: Yuba County Water Agency
YRDP: Yuba River Development Project
YSF: Yuba Salmon Forum
YSPI: Yuba Salmon Partnership Initiative