



UPPER COLUMBIA
SALMON RECOVERY BOARD

10:10 am	Letter of support for the USDA Pacific Northwest Research Station Forest Sciences Laboratory (Dr. Carlos Polivka). Questions and discussion Approve and sign letter of support	Amanda Ward Directors Directors
10:20 am	SRFB update – Summary of 2026 projects Questions and discussion Legislative tour (fall) update	Ariel Edwards Leslie Selgestad, Ariel Edwards
10:40 am	Short break	
10:50 am	Methow All-H workshop summary - Questions and discussion 2025 Adaptive Management Report (Legg) 2026 Adaptive Management Short Report (Camp) - Questions and discussion	Meghan Camp Directors
11:15 am	2026 Strategic Plan and Vision Statement - Updates for review and approval - Questions and discussion Approve 2026 Strategic Plan updates	Amanda Ward Directors Directors
11:45 am	Lunch	
1:00 pm	Bureau of Reclamation (BOR) update - Questions and discussion	Steve Kolk
1:45 pm	Foster Creek Conservation District - Small grants award FY25 update - Salmon related work in northern Douglas County	Becca Hebron, FCCD District Manager
2:15 pm	Cascadia Conservation District -	TBC
2:55 pm	Items for future Board meetings Presentations, topics of interest, more information required, etc.?	UCSRB staff and Directors
3:00 pm	Wrap-Up and Adjourn Meeting	Chair Adams

Next Finance Committee meeting :
Next Executive Committee meeting :

Wednesday September 9, 2026
Wednesday September 9, 2026

Next UCSRB Board meeting :

Thursday September 24, 2026

April 23, 2026

Draft UCSRB Board of Directors Mtg. Summary

Wells Dam – Chelan, WA

9:00 am to 3:00 pm



Formal Approvals

Item	Action-Decision
NO QUORUM PRESENT	

Present: Board Chair Shannon Adams (Yakama Nation), Vice Chair Commissioner Andy Hover (Okanogan County), Treasurer Charles “Chuck” Brushwood (Confederated Tribes of the Colville Reservation), UCSRB Executive Director Amanda Ward, and UCSRB Staff: Ryan Niemeyer, Shelly McMullen, Leslie Selgestad, Karen Berg

Others present: Steve Kolk (Bureau of Reclamation), Tom Kahler (Senior Fisheries Scientist, Douglas PUD).

Remote: Erik Neatherlin (Director, Governor’s Salmon Recovery Office), Elizabeth Spaulding (Habitat Policy Specialist, Governor’s Salmon Recovery Office).

1. Welcome and Introductions

Chair Adams welcomed everyone to the meeting at 1:05 pm and participants introduced themselves. Board thanked Tom Kahler for the tour of the dam.

2. Regular Business

No quorum present to formally approve April 23, 2026 agenda and February 26, 2026 summary.

3. Public Questions and Comments

Chair Adams asked if there were any public questions or comments. None were noted.

4. Finance and Operations

Accounting Manager Shelly McMullen reviewed the UCSRB financial reports:

Budget vs. Actual

Based on the 12-month budget from January 2026 through December 2026.

- Outreach is well below planned but activities are ramping up.
- Data Collection is over budget – BPA’s Lichen contract, originally expiring 11/30/2025, was extended to 2/28/2026. Invoices expected in the prior budget period were therefore delayed and paid in the first quarter of 2026.
- \$299,738 is held as contingency funds and remain unallocated at this point, due to funding uncertainties

Current Grant Activity

BPA –FY24-26 contract has been spent down. New contract FY26-27 contract is ready to sign.

CTCR –New contract FY26 is now fully executed and underway. Shelly will check on Total Funding Source Award line item and report back to Board.

TWS –TWS has contributed another \$5,000 towards Karen’s wages for NCWFHC facilitation.
DNR – The contract for \$10,000 for NCWFHC activities has been spent down.
RCO LE/Admin – At 8 months into the FY25-27 contracts, on track with 39% of RCO LE funds and 22% of RCO Admin funds spent.
WSU –On track.
YN –FY25-26 contract underway and tracking as expected.
CFNCW – 73% of the \$15,000 awarded has been spent down, funding Karen’s work with NCWFHC.
Icicle Fund – A new award of \$20,000 towards NCWFHC facilitation has no expenses yet.

Statement of Financial Position

As of March 31, 2026. Accrued leave higher than previous year due to larger staff, annual COLA raises and PTO accrued. Taxes accruing and paid quarterly.

Operating Reserve Activity

Reporting January 2026 through March 2026. Operating Reserve Income is at \$22,300.16 after Science Conference and Money Market interest income. Vice Chair Hover asked why there is a difference between that and the \$36,486.43 Net Income line item in the Statement of Financial Position. Shelly will look into that and report back to the Board.

Statement of Activity

Reporting January 2026 through March 2026. No concerns noted.

Disbursement and revenue summaries for January - March 2026

Disbursements January 1 – March 31, 2026 - \$321,666.05
Revenue January 1 – March 31, 2025 - \$313,955.34

Updating Bank Signatories

No quorum present to approve Resolution 26-02 to update bank signatories.

5. Contracts – Status and Updates

CTCR 2026 Contract

The new FY25-26 contract for \$98,104 is now fully executed and underway. Although delayed, the team still expect to complete the deliverable by the close-out date of 10/31/2026.

2026 UCSRB Small Grants

Amanda provided a summary of the FY 2026 awards. The RFP received 5 applications, with a total allocated budget of \$40,000 awarded to fully fund 4 projects and partially fund one:

- Chelan County Natural Resource District – Monitoring winter juvenile fish use in the lower reaches of the Wenatchee River. Fully funded - \$10,000.
- Cascade Fisheries – Project WOW, an all-ages, community-based watershed stewardship and education program. Fully funded - \$9,957.
- Friends of Northwest Hatcheries –Kids in the Creek, a program providing experiential environmental education to high schoolers in order to increase accessibility to salmonid education. Fully funded - \$2,036.
- Trout Unlimited – Methow Steelhead All-H Integration Pilot: Workshop preparation and launch of a collaborative opportunities assessment framework. Fully funded - \$10,000.
- Cascadia Conservation District – Beaver and Stream Health Interpretive Signage in Stormy Preserve. Partially funded - \$8,007.

6. NCWFHC Update

Karen presented an update on the NCWFHC and the need for more cross-collaboration with UCSRB. There is a clear scientific connection between terrestrial and aquatic health. Environmental conditions are changing faster than our systems can respond, and regulatory and funding ‘silos’ slow our response. Integrated treatments outperform isolated actions, both ecologically and financially. Designs that integrate the needs of both healthy rivers and healthy forests lead to improved resilience for salmon recovery, wildfire mitigation, and benefits for local communities.

7. GSRO Update

Erik Neatherlin and Elizabeth Spaulding from the Governor’s Salmon Recovery Office presented an update. Federal PCSRF funding is currently held up at the Department of Commerce but an update is expected in the next week or two. The request for FY26 has increased to \$100 million across states and tribes. GSRO is working with agencies on salmon funding line items. The State budget request for increased Targeted Investment programs funding did not make it. A number of salmon-related budget reductions included reduced funding for RFEGs. Money from the General Fund was put toward CCA funds.

GSRO is working with agencies to consolidate regional and tribal salmon budget priorities to be submitted to the Governor by the end of October 2026. FY2026 will also see considerable legislative turnover, with the loss of a number of key salmon recovery supporters. GSRO is assessing potential new legislative knowledge gaps that might need to be addressed, and how they can help support regional priorities.

GSRO is compiling information now for the 2026 State of Salmon report which will be out by the end of this year. The report helps to elevate regional messages and priorities. A Gaps Analysis will be out in June to assess statewide science gaps and how SRFB can invest its monitoring funds. A Riparian Roundtable will convene to determine language and actions to inform the next biennium.

Chair Adams asked if the state will be covering the gaps left by the federal funding cuts. Erik said that the level of urgency to secure federal funding has increased and that most salmon recovery funds have made it back into the current administration’s budget. At this time, the state has a stronger focus on healthcare and education so it’s important to translate salmon restoration work in a way to increase public knowledge and express to the legislature what the budget cuts mean for both salmon and communities. Ryan asked if GSRO is working to tell the story of the flooding and how restoration work helped salmon

and communities. Erik said that Puget Sound Partnership is working on determining which legislators to target with this message. Vice Chair Hover asked if avian predation is being discussed with legislators. Erik said that the state has funded a study and report on avian predation.

8. Invasive Species Letter

Amanda presented a letter asking legislators to maintain funding for WDFW to continue to mitigate for the potential spread of Zebra and Quagga mussels, an aquatic invasive species identified in ID, into Washington. It was decided that Amanda can sign off on the letter on behalf of the organization.

9. Items for Future Board Meetings

Chuck mentioned three ideas for presentations for future board meetings:

- Updates from partners on outreach and education projects and how we can support them
- A deep dive into hatchery programs in our region
- A high-level overview of watersheds and what challenges and opportunities exist

Chair Adams adjourned the meeting at 2:45 pm.

UCSRB

Budget vs. Actual - Total for All Programs

January 1-Decemeber 31, 2026

05/31/2026

As of 5/31/2026 = 45%

	As of 5/31/26	2026 Budget	Budget Remaining	% of Budget Utilized to Date
Grants & Donations Revenue	\$573,805	\$1,447,237	\$873,432	39.6%
6079.10 Science Conference Revenue	\$22,035			
9915 Advertising/Promotional	\$0			
9916 Professional Fees	\$0			
9917 Science Conference Expenses	\$0			
Science Conference, Net		\$0	\$1,244	100.0%
6150 Miscellaneous Income/reimbursements	\$81	\$25,000	\$24,919	0.3%
Total Revenue	\$594,677	\$1,472,237	\$877,560	40.4%
Expenditures				
Total Payroll Expenses	\$391,755	\$704,832	\$313,077	55.6%
8078 Training Travel	\$4,760	\$14,000	\$9,240	34.0%
8079 Teambuilding Event	\$300	\$5,000	\$4,700	6.0%
8105 Professional Association Dues	\$200	\$1,000	\$800	20.0%
8077 Training	\$1,494	\$4,000	\$2,506	37.4%
Total 8000 Personnel Expenses	\$398,509	\$728,832	\$330,323	54.7%
9100 Outreach Activities				
9160 Website	\$276	\$6,000	\$5,724	4.6%
9150 Consultant - podcast editing and producing	\$0	\$2,400	\$2,400	0.0%
9130 Advertising - promotion	\$0	\$0	\$0	0.0%
9135 Promotional Materials	\$131	\$1,200	\$1,069	10.9%
9145 Travel (General)	\$1,826	\$17,500	\$15,674	10.4%
9140 Meeting Expenses	\$1,781	\$800	-\$981	222.6%
9110.1 Chelan County LE Outreach	\$2,318	\$25,000	\$22,682	9.3%
9110.2 Okanogan County LE Outreach	\$1,243	\$25,000	\$23,757	5.0%
9120 Partnership Outreach/Small Grants ED	\$10,817	\$40,000	\$29,183	27.0%
Total 9100 Outreach Activities	\$18,392	\$117,900	\$99,508	15.6%
9200 Data Collection & Stewardship				
9210 GIS Contractor - Prioritization Support	\$21,381	\$10,000	-\$11,381	213.8%
9220 Consultants Data Collection	\$38,700	\$30,000	-\$8,700	129.0%
9230 GIS Software Subscription	\$326	\$10,000	\$9,674	3.3%
9235 Consultants - Adaptive Management	\$7,425	\$25,000	\$17,575	29.7%
9245 Data Management Hosting	\$921	\$2,500	\$1,579	36.8%
Total 9200 Data Collection & Stewardship	\$68,753	\$77,500	\$8,747	88.7%

	As of 5/31/26	2026 Budget	Budget Remaining	% of Budget Utilized to Date
9300 Community Engagement				
9310 Implementation Team (IT)	\$0	\$1,000	\$1,000	
9320 Regional Technical Team	\$7,282	\$40,000	\$32,718	18.2%
9330 Wenatchee WAT	\$2,086	\$10,500	\$8,414	19.9%
9340 Methow WAT	\$2,449	\$10,500	\$8,051	23.3%
9350 Entiat WAT	\$4,792	\$10,500	\$5,708	45.6%
9370 NCW Forest Health Collaborative	\$0	\$15,000	\$15,000	0.0%
9380 Project Sponsors	\$0	\$2,500	\$2,500	0.0%
9390 Other Community Meetings	\$0	\$2,500	\$2,500	0.0%
Fall Workshop	\$0	\$10,000	\$10,000	0.0%
Science Workshops	\$0		\$0	0.0%
SRFB Packets	\$0		\$0	0.0%
Total 9300 Community Engagement	\$16,609	\$113,000	\$96,391	14.7%
Board Engagement				
9410 Board Meeting Expenses	\$965	\$2,000	\$1,035	48.3%
9430 Board Legislative Outreach	\$0	\$10,000	\$10,000	0.0%
9440 Board Consultants / Strategic Planning / Retreat	\$0	\$5,000	\$5,000	0.0%
Total Board Engagement	\$965	\$17,000	\$16,035	5.7%
9800 Administrative Expenses				
9810 Occupancy - Rent	\$22,103	\$55,828	\$33,725	39.6%
9815 Occupancy - Cleaning & Maintenance	\$850	\$2,520	\$1,670	33.7%
9825 Copier Lease & Expenses	\$817	\$2,350	\$1,533	34.8%
9830 Audit Fees	\$0	\$15,000	\$15,000	0.0%
9835 Professional Services - Other	\$1,000	\$3,000	\$2,000	33.3%
9840 Commercial Insurance	\$500	\$1,250	\$750	40.0%
9845 Taxes & Licenses	\$100		\$0	100.0%
9850 Computer Security & Maintenance	\$8,274	\$20,443	\$12,169	40.5%
9855 Software Subscriptions	\$5,315	\$7,875	\$2,560	67.5%
9860 Office Supplies	\$624	\$2,500	\$1,876	25.0%
9865 Equipment	\$674	\$6,000	\$5,326	11.2%
9870 Phone & Internet	\$596	\$1,500	\$904	39.7%
9875 Staff Cell Phones	\$2,100	\$4,200	\$2,100	50.0%
9880 Conferencing Services	\$60	\$1,300	\$1,240	4.6%
9885 Postage	\$87	\$400	\$313	21.8%
8118 Misc Expenses	\$0	\$200	\$200	0.0%
Total 9800 Administrative Expenses	\$43,100	\$124,366	\$81,366	34.7%
			\$0	0.0%
Contingency		\$299,738		
Total Expenditures	\$556,349			
Total Revenue	\$594,678			
Net Operating Income	\$38,329	\$0	\$0	100.0%
Science Conference expenses	\$8,289			
Other Revenue				
9010 Interest Income	\$413		-\$413	100.0%
Total Other Revenue	\$413	\$0	-\$413	100.0%
Net Revenue	\$38,742			

UCSRB
Grant Activity - Current Grants
January 1st-May 31st, 2026

	BPAAdmin #98702 26-27	CTCR 2026	RCO LE #25-1258	RCO Admin #25-1258	TWS 24-01	WSU - NASA
	03/01/26-02/28/2027	3/1/2026-10/31/2026	07/01/25 - 08/31/2027	07/01/2025 - 08/31/27	01/01/2026-09/30/2026	2023 - 2027
Payroll Expenses	\$29,867	\$8,362	\$99,413	\$272,451	\$0	\$13,350
Outreach	\$0		\$25,680	\$3,126	\$513	
Travel/Training	\$488		\$181	\$5,593	\$526	
Data Collection & Stewardship						
GIS/Data Software	\$222		\$309	\$1,400		
Consultants					\$0	
Total Consultants	\$30,577	\$8,362	\$125,583	\$282,570	\$1,039	\$13,350
Board Engagement				\$1,284	\$0	
Community Engagement				\$4,710		
RTT / BioAnalyst		\$7,118	\$11,439			
Methow WAT		\$1,225	\$12,414		\$0	
Wenatchee WAT	\$0	\$1,043	\$14,811		\$0	
Entiat WAT	\$0	\$867	\$1,365		\$0	
NCWFHC	\$0					
Other Community Meetings	\$0		\$185			
Total Community Engagement	\$0	\$10,253	\$40,214	\$5,994	\$0	\$0
Administrative Expenses	\$4,553		\$1,738	\$62,388	\$0	\$0
Sponsored Workshop	\$0		\$3,000			
Total Expenditures	\$35,130	\$18,615	\$170,535	\$350,952	\$1,039	\$13,350
Total Funding Source Award	\$159,136	\$98,104	\$325,585	\$1,543,870	\$5,000	\$39,905
Expenses to date	\$35,130	\$18,615	\$170,535	\$350,952	\$1,039	\$13,350
Balance Remaining	\$124,006	\$79,489	\$155,050	\$1,192,918	\$3,961	\$26,555
Percentage of Grant Funds Expended	22%	19%	52%	23%	21%	33%
Percentage of Contract Period Completed	25%	37%	42%	42%	55%	65%
Total Expenses Billed to Date	\$35,130	\$18,615	\$170,535	\$350,952	\$1,039	\$13,350
Unbilled Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$35,130	\$18,615	\$170,535	\$350,952	\$1,039	\$13,350
Beg of contract	3/1/2026	3/1/2026	7/1/2025	7/1/2025	2/5/2026	11/1/2023
end of contract	2/28/2027	10/31/2026	8/31/2027	8/31/2027	12/31/2026	10/31/2027
# days	364	244	791	791	329	1460
End of month	05/31/2026	05/31/2026	05/31/2026	05/31/2026	05/31/2026	05/31/2026
# days to expired	273	244	334	334	115	942

Yakama Nation 2025-26	Icicle Fund Grant
12/04/2025 - 09/30/26	4/1/2026-3/31/2027

Payroll Expenses	\$28,187	\$8,811
Outreach		
Travel/Training		\$713
Data Collection & Stewardship		
GIS/Data Software		
Consultants	\$0	\$0
	\$0	\$0
Total Consultants	\$28,187	\$9,524
Board Engagement		
Community Engagement		
RTT / BioAnalyst		
Methow WAT	\$1,225	
Wenatchee WAT	\$3,947	
Entiat WAT	\$5,679	
NCWFHC	\$0	\$0
Other Community Meetings		
Total Community Engagement	\$10,851	\$0
Administrative Expenses	\$7,050	
Sponsored Workshop	\$0	\$0
Total Expenditures	\$46,088	\$9,524
Total Funding Source Award	\$64,346	\$10,000
Expenses to date	\$46,088	\$9,524
Balance Remaining	\$18,258	\$476
Percentage of Grant Funds Expended	72%	95%
Percentage of Contract Period Completed	58%	17%
Total Expenses Billed to Date	\$46,088	\$9,524
Unbilled Expenses	\$0	\$0
Total Expenditures	\$46,088	\$9,524

Beg of contract	10/1/2024	4/1/2026
end of contract	9/30/2026	3/31/2027
# days	729	364
End of month	05/31/2026	05/31/2026
# days to expired	607	60

Upper Columbia Salmon Recovery Board
Statement of Financial Position
As of May 31, 2026

	Total	
	As of May 31, 2026	As of May 31, 2025 (PY)
Assets		
Current Assets		
Bank Accounts		
1011 Glacier Checking Account	\$127,845.68	\$90,039.06
1011.2 Restricted Cash	\$11,009.17	\$20,093.11
Total for 1011 Glacier Checking Account	\$138,854.85	\$110,132.17
1011 NCNB Checking Account	\$0.00	\$0.00
1015 Glacier Money Market	\$101,383.80	\$100,237.22
1111 Adjustment Register	\$0.00	\$0.00
1319 Agency Advised Fund - CFNCW	\$0.00	\$0.00
Total for Bank Accounts	\$240,238.65	\$210,369.39
Accounts Receivable		
1510 Accounts Receivable	\$9,829.98	\$6,419.30
Total for Accounts Receivable	\$9,829.98	\$6,419.30
Other Current Assets		
1200 Undeposited Funds	\$0.00	\$0.00
1210 Sci Conference Auction Items	\$0.00	\$0.00
1305 Prepaid Expenses	\$0.00	\$23.14
1305.01 Amazon Prepaid Gift Card	\$0.00	-\$15.37
1305.02 Walmart Prepaid Gift Card	\$0.00	\$0.00
Total for 1305 Prepaid Expenses	\$0.00	\$7.77
1515 Accrued Revenue	\$83,857.57	\$71,283.28
2120 Payroll Asset	\$0.00	\$0.00
Payroll Corrections	\$0.00	\$0.00
QuickBooks Tax Holding Account	\$1,488.14	
Total for Other Current Assets	\$85,345.71	\$71,291.05
Total for Current Assets	\$335,414.34	\$288,079.74
Fixed Assets		
1810 Furniture and Equipment	\$74,992.81	\$74,992.81
1850 Accumulated Depreciation	-\$74,992.81	-\$74,992.81
Total for Fixed Assets	\$0.00	\$0.00
Other Assets		
1350 Intangible Assets (Videos)	\$30,450.00	\$30,450.00
1355 Accumulated Amortization	-\$30,450.00	-\$30,450.00
Total for Other Assets	\$0.00	\$0.00
Total for Assets	\$335,414.34	\$288,079.74
Liabilities and Equity		

Liabilities

Current Liabilities

Accounts Payable

2020 Accounts Payable	\$221.25	\$7,108.71
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Total for Accounts Payable	\$221.25	\$7,108.71
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Credit Cards

2030.10 Credit Card (9545)	\$1,111.71	\$2,041.62
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2035 US Bank NASPO Cards	\$0.00	\$2,631.87
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Total for Credit Cards	\$1,111.71	\$4,673.49
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Other Current Liabilities

2005.001 Payroll Liabilities	\$0.00	\$0.00
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2005.011 Health Insurance	\$0.00	\$0.00
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2005.021 Health Insurance (company paid)	\$0.00	\$0.00
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2005.04 Other Insurance (company paid)	\$0.00	\$0.00
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2005.05 Optional EE Life(taxable)	\$0.00	\$1.26
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2005.111 Dental Insurance (company paid)	\$0.00	\$0.00
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2005.12 HSA EE	\$0.00	\$0.00
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2005.411 Simple IRA - Vanguard	\$0.00	\$0.00
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2005.452 Simple IRA - American Funds	\$0.00	\$0.00
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2005.453 Simple IRA - Fidelity	\$0.00	\$0.00
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2005.460 Simple IRA - Edward Jones	\$0.00	\$0.00
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2005.471 Simple IRA - Schwab	\$0.00	\$0.00
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2005.50 Federal Taxes (941/943/944)	\$0.00	\$0.00
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2005.60 WA SUI Employer	\$235.44	-\$0.01
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2005.66 WA Cares Fund	\$523.82	\$0.00
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2005.64 WA Paid Family and Medical Leave Tax	\$395.06	\$0.00
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2006.62 WA Workers Compensation	\$464.74	\$456.17
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CO Income Tax	\$0.00	\$0.00
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Total for 2005.001 Payroll Liabilities	\$1,619.06	\$457.42
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2005.065 Direct Deposit Payable	\$0.00	\$0.00
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2005.06 Direct Deposit Liabilities	\$0.00	\$0.00
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2005 Payroll Liabilities Payable	\$0.00	\$0.00
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2005.01 Payroll Liab. - EE Life/Disab	\$0.00	\$4.32
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2005.02 Payroll Liab. - EE Health Ins.	\$0.00	\$0.00
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2005.03 Payroll Liab - EE Dental	\$0.00	\$0.00
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2005.11 Payroll HSA Liability	\$0.00	\$0.00
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2005.41 Payroll IRA Liability - Vanguard	\$0.00	\$0.00
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2005.44 Payroll IRA Liab. - Fidelity	\$0.00	\$0.00
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2005.45 Payroll IRA Liab. - Amer. Funds	\$0.00	\$0.00
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2005.47 Payroll IRA Liab - Schwab	\$0.00	\$0.00
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2005.48 Payroll IRA Liab - TRowe	\$0.00	\$0.00
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2005.49 Payroll IRA Liab - Valic	\$0.00	\$0.00
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Total for 2005 Payroll Liabilities Payable	\$0.00	\$4.32
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2006 Accrued Payroll	\$59,592.54	\$56,389.32
2021 Accrued Expenses	\$0.00	\$0.00
2025 Other Current Liability		
2100 Deferred Revenue	\$11,009.17	\$20,093.11
2200 Accrued Leave	\$0.00	\$0.00
2200.10 Accrued Comp Time	\$1,528.00	\$642.00
2200.20 Accrued Vacation Time	\$23,462.00	\$20,005.00
2200.30 Accrued Sick Time	\$26,611.00	\$19,202.00
Total for 2200 Accrued Leave	\$51,601.00	\$39,849.00
2400 Note Payable - NCB LOC	\$0.00	\$0.00
Total for Other Current Liabilities	\$123,821.77	\$116,793.17
Total for Current Liabilities	\$125,154.73	\$128,575.37
Total for Liabilities	\$125,154.73	\$128,575.37
Equity		
3000 Unrestricted Net Assets	\$171,518.01	\$183,396.53
Net Revenue	\$38,741.60	-\$23,892.16
Total for Equity	\$210,259.61	\$159,504.37
Total for Liabilities and Equity	\$335,414.34	\$288,079.74

Accrual Basis Thursday, June 04, 2026 10:24 AM GMT-07:00

UCSRB
Operating Reserve Activity
January 1, 2026 through May 31, 2026

	Prev Reported to Board	Recent transactions	YTD
Operating Reserve Income			
Science Conference, Net	\$22,035.00		\$22,035.00
Credit Card Rebates -FirstBank/Glacier		\$0.00	\$0.00
Credit Card Rebates -USBank	\$0.00	\$81.13	\$81.13
Money Market Acct interest	\$207.58	\$205.04	\$412.62
			\$22,528.75
			-
			-
			-
			-
			-
		-	-
			-
			-
Other Operating Reserve Expenses			
			-
Interest Expense	-	-	
			-
Current Year Activity			
			\$ 22,528.75

Upper Columbia Salmon Recovery Board

Statement of Activity

January-May, 2026

	Total	
	Jan 1 - May 31 2026	Jan 1 - May 31 2025 (PY)
Revenue		
6000 Revenue	\$503,223.59	\$291,602.70
6075 Federal Grants Revenue		
6075.0 Federal Direct Receipts		
6075.1 Federal Indirect Receipts		
Total for 6075 Federal Grants Revenue	\$0.00	\$0.00
6076 State Grants Revenue		\$80,100.19
6077 Donations Revenue	\$1,000.00	\$1,000.00
6078 Other Grants Revenue	\$69,581.88	\$97,855.96
6079 Science Conference, Net	\$14,288.05	
6079.10 Sci Conf Rev - Conf Specific	\$7,746.85	
Total for 6079 Science Conference, Net	\$22,034.90	\$0.00
6150 Miscellaneous Income	\$81.13	\$50.00
Total for Revenue	\$594,977.65	\$472,108.85
Gross Profit	\$594,977.65	\$472,108.85
Expenditures		
8000 Personnel Expenses		
8001 Annual Leave Adjustment	\$51,601.00	\$39,849.00
8061 Wages	\$216,147.00	\$217,412.85
8062 Composite Rate Adj	\$56,961.58	\$54,530.85
8065 Medical & Dental Insurance	\$42,758.03	\$35,833.71
8070 Deferred Comp	\$4,745.90	\$4,654.54
8075 Payroll Taxes	\$19,541.05	\$19,685.64
8076 Life/Dis Insurance		-\$41.34
8077 Training	\$1,493.52	\$2,977.44
8078 Training - Travel	\$4,760.11	\$1,980.11
8079 Teambuilding Events	\$300.00	
8105 Professional Association Dues	\$200.00	
Total for 8000 Personnel Expenses	\$398,508.19	\$376,882.80
8040 Computer/Office Equipment		\$0.00
8080 Reimbursements	\$0.00	\$0.00
8118 Miscellaneous	\$30.00	
8165 Training	\$20.00	
8167 Meeting Expenses	\$1,670.70	\$425.97
8225 Service Charges		\$30.00
8226 Penalties	\$0.00	
9100 Outreach Activities		

9110.10 Chelan County LE Outreach	\$2,318.38	\$6,387.23
9110.20 Okanogan County LE Outreach	\$1,242.99	\$18,180.35
9120 Partner Outreach Activities	\$10,817.21	\$6,975.51
9135 Promotional Materials	\$130.54	
9140 Outreach Meeting Expenses	\$1,780.59	\$465.21
9145 Outreach Travel	\$1,826.15	\$4,602.05
9150 Podcasts		\$617.71
9160 Website	\$276.00	\$1,272.56
Total for 9100 Outreach Activities	\$18,391.86	\$38,500.62
9200 Data Collection & Stewardship		
9210 GIS Contractor - Prioritization Support	\$21,381.25	
9220 Consultants - Data Collection	\$38,699.50	
9230 GIS Software Subscription	\$326.40	\$1,893.12
9235 Consultants - Adaptive Mgmt	\$7,425.00	\$8,687.50
9245 Data Management - Hosting	\$921.01	\$922.58
Total for 9200 Data Collection & Stewardship	\$68,753.16	\$11,503.20
9300 Community Engagement		
9320 Regional Technical Team	\$7,282.50	\$11,020.00
9330 Wenatchee WAT	\$2,086.05	\$7,039.14
9340 Methow WAT	\$2,449.00	\$6,137.50
9350 Entiat WAT	\$4,791.89	\$4,191.18
9370 NCW Forest Health Collaborative		\$100.00
9380 Project Sponsors		\$1,098.64
9390 Other Community Meetings		\$352.13
Total for 9300 Community Engagement	\$16,609.44	\$29,938.59
9400 Board Engagement		
9410 Board Meeting Expenses	\$964.58	\$781.98
Total for 9400 Board Engagement	\$964.58	\$781.98
9800 Administrative Expenses		
9810 Occupancy - Rent	\$22,103.00	\$22,103.00
9815 Occupancy - Cleaning & Maintenance	\$850.00	\$844.83
9825 Copier Lease & Expenses	\$816.56	\$816.56
9835 Professional Services - Other	\$1,000.00	
9840 Commercial Insurance	\$500.00	\$500.00
9845 Taxes & Licenses	\$100.00	\$100.00
9850 Computer Security & Maintenance	\$8,274.25	\$3,873.48
9855 Software Subscriptions	\$5,315.42	\$4,571.17
9860 Office Supplies	\$624.10	\$295.40
9865 Equipment	\$674.26	\$2,631.87
9870 Phone & Internet	\$595.91	\$538.73
9875 Staff Cell Phones	\$2,100.00	\$1,980.00
9880 Conferencing Services	\$60.00	\$50.00
9885 Postage	\$87.06	

Total for 9800 Administrative Expenses	\$43,100.56	\$38,305.04
9900 Operating Reserve Expenses		\$65.37
9910 Science Conference Expenses		
9917 Science Conference Expenses	\$7,146.91	
9919 Sci Conf Travel	\$1,142.56	
Total for 9910 Science Conference Expenses	\$8,289.47	\$0.00
Payroll Expenses		
Company Contributions		
Health Insurance	\$0.00	\$0.00
Retirement	\$0.00	\$0.00
Total for Company Contributions	\$0.00	\$0.00
Taxes	\$10.71	\$23.16
Wages	\$0.00	\$0.00
Total for Payroll Expenses	\$10.71	\$23.16
Total for Expenditures	\$556,348.67	\$496,238.23
Net Operating Revenue	\$38,329.00	-\$24,129.38
Other Revenue		
9010 Interest Income	\$412.62	\$237.22
Total for Other Revenue	\$412.62	\$237.22
Net Other Revenue	\$412.62	\$237.22
Net Revenue	\$38,741.62	-\$23,892.16

Accrual Basis Thursday, June 18, 2026 02:02 PM GMT-07:00

Upper Columbia Salmon Recovery Board		
Disbursement Summary for April 1-May 31,2026		
<i>The following disbursements have been approved and paid in accordance with UCSRB policies and are hereby ratified:</i>		
Checks:		Total:
April 2026 - Numbers: 8425-8445	\$47,335.58	
May 2026 - Numbers: 8446-8461	\$16,318.75	
April and May 2026 checks total		\$63,654.33
Payroll - Electronic payments:		
Payroll pd April 2026	\$33,734.35	
Payroll taxes pd. April 2026	\$11,208.45	
April Total	\$44,942.80	
Payroll pd May 2026	\$35,149.84	
Payroll taxes pd May 2026	\$10,825.70	
May Total	\$45,975.54	
April and May Payroll Total:		\$90,918.34
Credit cards: - Electronic Payments:		
First Bank + US Bank pd April 2026	\$2,344.36	
First Bank + US Bank pd May 2026	\$3224.58	
Credit Card and EFT Total		\$5,568.94
TOTAL:		\$ 160,141.61

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described, or that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the (city/county/district), and that I am authorized to authenticate and certify to said claim.

Amanda Ward, UCSRB Executive Director	
Date:	
Disbursement summary approved - UCSRB Board Secretary Treasurer	
Board meeting date:	

Supporting documentation has been retained and is available upon request.

Upper Columbia Salmon Recovery Board

Revenue Summary for April 1- May 31, 2026

The following vouchers have been approved and submitted in accordance with UCSRB policies and are hereby ratified:

April VOUCHERS		
BPA Admin 26-27	\$9,680.36	
RCO – LE	\$11,153.29	
RCO – Admin	\$39,029.66	
Yakama Nation	\$10,636.25	
TWS	\$1,039.32	
Icicle Fund	\$2,956.56	
Colville	\$9,921.33	
April Total		\$84,416.77
May VOUCHERS		
Yakama Nation	\$2,005.41	
BPA Admin 26-27	\$13,870.72	
RCO – LE	\$11,384.96	
RCO – Admin	\$28,055.48	
Icicle Fund	\$6,567.60	
Colville	\$8,694.50	
WSU	\$450.00	
Methow Steelhead All-H Project	\$1,103.56	
May Total		\$72,132.23
Total For April and May		\$156,549

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described, or that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the (city/county/district), and that I am authorized to authenticate and certify to said claim.

Amanda Ward, UCSRB Executive Director	
Date:	
Revenue summary approved - UCSRB Board Secretary Treasurer	
Board meeting date:	

Supporting documentation has been retained and is available upon request.

Upper Columbia Salmon Recovery Board
Disbursement Report2
April-May, 2026

1011 Glacier Checking Account	Num	Transaction type	Date	Amount	Name	Memo
	8432	Check	04/01/2026	10,249.22	WA Health Care Authority	900 D43 April 2026 premium
	8434	Check	04/01/2026	1,626.40	Edward Jones	Ward, Amanda 881-60824
	8433	Check	04/01/2026	2,275.57	Charles Schwab	8422-5931
	8425	Bill Payment (Check)	04/01/2026	4,420.60	JDSA	
		Tax Payment	04/01/2026	696.18	WA Labor & Industries	Tax Payment for Period: 01/01/2026-03/31/2026
		Tax Payment	04/02/2026	696.18	WA Labor & Industries	Tax Payment for Period: 01/01/2026-03/31/2026
	DD	Payroll Check	04/03/2026	5,566.85	Meghan J. Camp	Pay Period: 03/01/2026-03/31/2026
	DD	Payroll Check	04/03/2026	3,665.23	Leslie E. Selgestad	Pay Period: 03/01/2026-03/31/2026
	DD	Payroll Check	04/03/2026	3,561.84	Karen H Berg	Pay Period: 03/01/2026-03/31/2026
	DD	Payroll Check	04/03/2026	4,772.17	Ariel N. Edwards	Pay Period: 03/01/2026-03/31/2026
	DD	Payroll Check	04/03/2026	5,438.53	Ryan Niemeyer	Pay Period: 03/01/2026-03/31/2026
	DD	Payroll Check	04/03/2026	4,836.18	Shelly L. McMullen	Pay Period: 03/01/2026-03/31/2026
	DD	Payroll Check	04/03/2026	5,893.55	Amanda J. Ward	Pay Period: 03/01/2026-03/31/2026 null
		Tax Payment	04/03/2026	10,512.27	QuickBooks Payroll	Tax withdrawal
ACH2604						
10		Bill Payment (Check)	04/10/2026	313.35	Microsoft	
		Credit Card Payment	04/14/2026	2,344.36	FirstBank VISA	
					Chelan County Natural	
	8435	Bill Payment (Check)	04/16/2026	2,086.05	Resources	
	8436	Bill Payment (Check)	04/16/2026	200.00	509 Cleaning Service	
	8437	Bill Payment (Check)	04/16/2026	734.40	FireFly	
	8440	Bill Payment (Check)	04/16/2026	4,420.60	JDSA	

8441	Bill Payment (Check)	04/16/2026	2,449.00	Methow Salmon Recovery Foundation	
8442	Bill Payment (Check)	04/16/2026	3,802.50	BioAnalysts, Inc	
8438	Bill Payment (Check)	04/16/2026	746.47	Cascadia Conservation District	
8439	Bill Payment (Check)	04/16/2026	119.14	LocalTel	
8443	Check	04/30/2026	1,626.40	Edward Jones	Ward, Amanda 881-60824
8444	Check	04/30/2026	2,340.71	Charles Schwab	8422-5931
8445	Check	04/30/2026	10,258.52	WA Health Care Authority	900 D43 May 2026 premium
8447	Bill Payment (Check)	05/04/2026	500.00	Town of Winthrop	
8448	Bill Payment (Check)	05/04/2026	2,318.38	Chelan County Natural Resources	
8449	Bill Payment (Check)	05/04/2026	276.00	Northwest Website Development	
8450	Bill Payment (Check)	05/04/2026	1,488.19	Friends of Northwest Hatcheries	
8451	Bill Payment (Check)	05/04/2026	1,477.78	FireFly	
8452	Bill Payment (Check)	05/04/2026	1,755.00	BioAnalysts, Inc	
DD	Payroll Check	05/05/2026	5,514.05	Meghan J. Camp	Pay Period: 04/01/2026-04/30/2026
DD	Payroll Check	05/05/2026	5,972.69	Amanda J. Ward	Pay Period: 04/01/2026-04/30/2026
DD	Payroll Check	05/05/2026	5,142.86	Shelly L. McMullen	Pay Period: 04/01/2026-04/30/2026
DD	Payroll Check	05/05/2026	5,436.31	Ryan Niemeyer	Pay Period: 04/01/2026-04/30/2026
DD	Payroll Check	05/05/2026	4,408.71	Karen H Berg	Pay Period: 04/01/2026-04/30/2026
DD	Payroll Check	05/05/2026	3,733.19	Leslie E. Selgestad	Pay Period: 04/01/2026-04/30/2026
DD	Payroll Check	05/05/2026	4,942.03	Ariel N. Edwards	Pay Period: 04/01/2026-04/30/2026
	Tax Payment	05/05/2026	10,825.70	QuickBooks Payroll	Tax withdrawal
8453	Bill Payment (Check)	05/08/2026	11.98	Sherpas IT	
8454	Bill Payment (Check)	05/08/2026	825.63	Cascadia Conservation District	

8455	Bill Payment (Check)	05/08/2026	408.28	Kelley Connect	WE0412
8456	Bill Payment (Check)	05/08/2026	119.14	LocalTel	
8457	Bill Payment (Check)	05/08/2026	40.00	Wenatchee Valley Fire Department	
	Credit Card Payment	05/12/2026	1,216.92	FirstBank VISA	
	Credit Card Payment	05/22/2026	2,007.66	US Bank	
8458	Bill Payment (Check)	05/26/2026	200.00	509 Cleaning Service	
8459	Bill Payment (Check)	05/26/2026	1,000.00	Ruhnamuk Associates	
8460	Bill Payment (Check)	05/26/2026	1,477.77	FireFly	
8461	Bill Payment (Check)	05/26/2026	4,420.60	JDSA	

Total for 1011 Glacier Checking Account

1011 Glacier Checking
Account:1011.2 Restricted Cash

\$161,171.14

Transfer	04/01/2026	3,806.28
Transfer	05/12/2026	3,305.76
Transfer	05/12/2026	2,956.56
Transfer	05/12/2026	1,039.32

Total for 1011 Glacier Checking Account:1011.2 Restricted Cash

2035 US Bank NASPO Cards

\$11,107.92

ACH2604	15US	Credit Card Credit	04/15/2026	-391.26	Pacific Salmon Foundation	
ACH2604	15US	Expense	04/15/2026	206.72	Jotform	Jotform Annual renewal
ACH2605	15US	Expense	05/14/2026	239.31	Enterprise	
ACH2605	15US	Expense	05/14/2026	68.74	Circle K	
ACH2605	15US	Expense	05/14/2026	8.29	Safeway	
ACH2605	15US	Expense	05/14/2026	50.00	TwispWorks	

ACH2605				
15US	Expense	05/14/2026	113.28	Walmart
ACH2605				
15US	Expense	05/14/2026	232.06	Enterprise
ACH2605				
15US	Expense	05/14/2026	64.86	Circle K
ACH2605				
15US	Expense	05/14/2026	232.25	Rosauers
ACH2605				
15US	Expense	05/14/2026	50.00	Python Anywhere
ACH2605				
15US	Expense	05/14/2026	567.32	Lost Pig Cafe
ACH2605				
15US	Expense	05/14/2026	228.76	FedEx
ACH2605				
15US	Expense	05/14/2026	17.64	lowes
ACH2605				
15US	Expense	05/14/2026	37.48	Target
ACH2605				
15US	Expense	05/14/2026	79.66	Amazon.Com
ACH2605				
15US	Expense	05/14/2026	56.00	Amazon.Com
ACH2605				
15US	Expense	05/14/2026	71.86	Office Depot
ACH2605				
15US	Expense	05/14/2026	74.69	Costco

**Total for 2035 US Bank NASPO
Cards**

\$2,007.66

2030.10 Credit Card (9545)

ACH2604				
15FB	Expense	04/16/2026	500.00	CNA Insurance
ACH2604				
15FB	Expense	04/16/2026	15.85	tax990
ACH2604				
15FB	Expense	04/16/2026	27.59	Office Depot
ACH2604				
15FB	Expense	04/16/2026	22.86	Amazon.Com
ACH2604				
15FB	Expense	04/16/2026	130.54	Amazon.Com
ACH2604				
15FB	Expense	04/16/2026	157.28	Amazon Web Services
ACH2604				
15FB	Expense	04/16/2026	69.24	Amazon.Com
ACH2604				
15FB	Expense	04/16/2026	11.01	Sustainable NCW
ACH2604				
15FB	Expense	04/16/2026	150.28	SmugMug

ACH2604					
15FB	Expense	04/16/2026	14.15	Adobe	Acrobat Standard
ACH2604					
15FB	Expense	04/16/2026	65.30	Adobe	Acrobat Standard DC
ACH2604					
15FB	Expense	04/16/2026	42.82	Mailchimp	
ACH2604					
15FB	Expense	04/16/2026	10.00	Zoom	
ACH2605					
15FB	Expense	05/15/2026	14.15	Adobe	Acrobat Standard
ACH2605					
15FB	Expense	05/15/2026	65.30	Adobe	Acrobat Standard DC
ACH2605					
15FB	Expense	05/15/2026	12.72	Amazon.Com	
ACH2605					
15FB	Expense	05/15/2026	154.14	Amazon Web Services	
ACH2605					
15FB	Expense	05/15/2026	200.00	Government Financial Officers	
ACH2605					
15FB	Expense	05/15/2026	42.82	Mailchimp	
ACH2605					INTUIT *QBooks Online - CL.INTUIT.COM,
15FB	Expense	05/15/2026	471.54	Quickbooks Online	CA
ACH2605					
15FB	Expense	05/15/2026	33.23	Safeway	
ACH2605					
15FB	Expense	05/15/2026	107.81	Soundcloud Inc.	
ACH2605					
15FB	Expense	05/15/2026	10.00	Zoom	

**Total for 2030.10 Credit Card
(9545)**

\$2,328.63

Amendment to Grant Agreement

Project Sponsor: Upper Columbia Salmon Rec. BD
Project Title: Upper Columbia Salmon Recovery Board BN 25-27

Project Number: 25-1258P
Amendment Number: 3

Amendment Type:
Cost Change

Amendment Description:
Adding \$228,839 in LE operating and \$96,745 in LE Capital for a contract total of \$1,340,753

Project Funding:

The total cost of the project for the purpose of this Agreement changes as follows:

	Old Amount		New Amount	
	Amount	%	Amount	%
RCO - SALMON FED ACT	\$689,585.00	67.93	\$689,585.00	51.43
RCO - SALMON-LE ST	\$325,584.00	32.07	\$651,168.00	48.57
Project Sponsor	\$0.00	0.00	\$0.00	0.00
Total Project Cost	\$1,015,169.00	100%	\$1,340,753.00	100%
Admin Limit	\$0.00	0.00	\$0.00	0.00
A&E Limit	\$0.00	0.00	\$0.00	0.00

Agreement Terms

In all other respects the Agreement, to which this is an Amendment, and attachments thereto, shall remain in full force and effect. In witness whereof the parties hereto have executed this Amendment.

State of Washington
Recreation and Conservation Office

BY: _____
FOR Megan Duffy

TITLE: Director

DATE: _____

Pre-approved as to form:

BY: IS/ _____
Assistant Attorney General

Upper Columbia Salmon Rec. BD

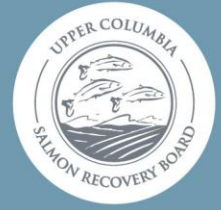
BY: _____

NAME: SHANNON ADAMS

TITLE: UCSRB BOARD CHAIR

DATE: June 25, 2026

Working to restore viable and sustainable populations of salmon, steelhead and other at-risk species through collaborative, economically sensitive efforts, combined resources, and wise resource management of the Upper Columbia Region.



June 25, 2026

To: U.S. Forest Service Leadership
Pacific Northwest Research Station Leadership
Forest Sciences Laboratory Leadership

Subject: Support for Dr. Carlos Polivka and the USDA Pacific Northwest Research Station Forest Sciences Laboratory in Wenatchee, Washington

Dear U.S. Forest Service Leadership,

On behalf of the Board of Directors of the Upper Columbia Salmon Recovery Board (UCSRB), we write to express our strong support for Dr. Carlos Polivka and the continued operation of the Forest Sciences Laboratory in Wenatchee, Washington. As the U.S. Forest Service considers proposed restructuring actions affecting research laboratories in Washington State, we urge the agency to maintain both Dr. Polivka's position in Wenatchee and the long-term viability of the Wenatchee Forest Sciences Laboratory.

The UCSRB coordinates implementation of the Upper Columbia Spring Chinook Salmon and Steelhead Recovery Plan for ESA-listed spring Chinook salmon and steelhead, while also supporting recovery efforts for bull trout throughout the region. A core challenge identified in our recovery planning is the continued need to address critical scientific unknowns and data gaps related to salmonid life cycles, habitat conditions, limiting factors, and the effectiveness of restoration actions. Across the Upper Columbia region, federal, state, Tribal, and local partners collectively invest millions of dollars in habitat restoration and monitoring efforts intended to support species recovery. Dr. Polivka's research plays an essential role in evaluating whether these restoration investments are producing measurable biological benefits for salmonids and contributing meaningfully toward recovery goals.

As a locally based scientist, Dr. Polivka's work is particularly valuable because it is directly connected to the landscapes, rivers, and restoration programs of the Upper Columbia region. His applied research helps answer fundamental management questions regarding habitat connectivity, floodplain restoration, fish response to restoration actions, and ecological processes that influence salmonid survival and recovery. This type of science, based on first-hand knowledge and experience, is indispensable to adaptive management and informed decision-making throughout the Columbia Basin.

In addition to his research contributions, Dr. Polivka is an active and highly valued participant in numerous regional technical and collaborative forums that support local recovery implementation. He is an active member of the Upper Columbia Regional Technical Team (UCRTT) and serves as co-chair of the Monitoring and Data Management Committee (MaDMC), both of which are critical to coordinating science, monitoring, and restoration evaluation across the region. He also regularly participates in Watershed Action Team (WAT) meetings and other collaborative venues where restoration practitioners, scientists, and agency staff coordinate actions and share emerging scientific findings. While some of these meetings occur remotely, many continue to rely on in-person participation and regional engagement to build partnerships, share technical expertise, and support effective collaboration.

Maintaining Dr. Polivka's presence in Wenatchee is essential to sustaining these partnerships and ensuring continued scientific support for recovery implementation in the Upper Columbia. Relocating Dr. Polivka away from the region, or reducing the research capacity of the Wenatchee Forest Sciences Laboratory, would significantly diminish the ability of the Forest Service to contribute directly to the collaborative recovery work occurring across the Upper Columbia Basin. The value of the laboratory extends well beyond its internal research functions; it serves as a vital scientific partner embedded within an active recovery community working to restore ESA-listed species.

The Upper Columbia Salmon Recovery Board respectfully urges the U.S. Forest Service to retain Dr. Polivka in Wenatchee and to maintain the Forest Sciences Laboratory as an active research institution supporting salmonid recovery science in the Upper Columbia region. Continued investment in locally based, applied scientific research is essential to advancing recovery objectives, improving restoration effectiveness, and ensuring that public investments in habitat restoration achieve meaningful ecological outcomes.

Thank you for your consideration and for the continued contributions of the Forest Service research community to salmon recovery in the Pacific Northwest.

Sincerely,

Shannon Adams
UCSRB Board Chair

Andy Hover
UCSRB Board Vice Chair

Chuck Brushwood
UCSRB Board

Shon Smith
UCSRB Board

Randy Agnew
UCSRB Board

Amanda Ward
UCSRB Executive Director

UPPER COLUMBIA SALMON RECOVERY BOARD

Executive Summary

BOIARD MEETING DATE: June 25, 2026
Action item: Strategic Plan amendments
Board action requested: Review and approve

Context

The Executive Director, with input from UCSRB staff, reviewed and updated the UCSRB Strategic Plan on June 01, 2026. The updates includes consideration of and including elements of the 2025 Upper Columbia Adaptive Management Evaluation and elements identified in the Adaptive Management Summary Report of May 2026. Changes to the Vision Statement are shown below.

Summary

SECTION	Sub-section	PAGE	COMMENTS
Vision statement			
Sept 2023:			
The UCSRB will be a responsive organization whose staff is proactively engaged in regional salmonids recovery efforts. We are confident in our ability to provide leadership, relevant support, and adaptive management guidance to sponsors, partners, and local communities. The UCSRB will collaborate with other salmon recovery Boards, tribal governments, state, and federal agencies to drive efforts that contribute to healthy habitat and viable salmonid populations to benefit the cultural and natural resources of communities.			
June 2026:			
The UCSRB will be a responsive organization proactively engaged in regional salmon recovery efforts. Confident in their professional abilities, the UCSRB team will provide leadership, relevant support, and adaptive management guidance to sponsors, partners, tribal and local communities. This will include ongoing collaboration with other salmon recovery Boards, tribal governments, state, and federal agencies to drive efforts that contribute to healthy habitat and viable salmonid populations to benefit the cultural and natural resources of communities.			

Questions addressed:

Conclusions:

Board Input Sought: Review and approve updates to Vision Statement.

UPPER COLUMBIA SALMON RECOVERY BOARD

Executive Summary

BOIARD MEETING DATE: June 25, 2026
Action item: Strategic Plan amendments
Board action requested: None

Context

At the Executive Committee meeting on June 10, 2026, Board Chair Adams asked if comments made by the Board had been incorporated into the draft Strategic Plan (2023).

In additiona to Board comments discussed and captured during the 2022-23 planning process, Board comments made during the September 28, 2023 meeting and subsequent actions are summarized below:

Board meeting: September 28, 2023	COMMENTS
Even though Habitat is the primary “H” for the UCSRB, the objectives try to incorporate the other H’s of salmon recovery as well. Engaging with hydropower, hatcheries, and harvest is still a part of our mandate in the recovery plan.	Incorporated into Leadership: • Increase involvement of the UCSRB in strategic leadership activities relevant to habitat, hatcheries, harvest, and hydroelectric (the 4-Hs).
Is the RTT involved in the objective of increasing the survival rate of salmonoid species and should it be specifically included? RTT is more of an operational than strategic entity. The RTT is captured under the regional descriptor.	Specifc mention of the RTT was removed from the Strategic Plan
Should we seek out additional funding sources?	Funding needs incorporated into Sustainability. • Ensure adequate funding to support organizational activities • Ensure adequate funding from a diversity of sources Additional funding not required at that time. Assessment of needs – ongoing.
Can we look at our budget to make our work more efficient?	Assessment of budget and work – ongoing – Board and staff.
Is the work we are doing the most effective work?	Assessment of work – ongoing – Board and staff.

Questions addressed:

Conclusions:

Board Input Sought: .

UPPER COLUMBIA SALMON RECOVERY BOARD

Executive Summary

BOIARD MEETING DATE: June 25, 2026
Action item: Strategic Plan – 2026 updates (in-house working version)
Board action requested: **Board review and comments.**
Board approval of the updated 2026 Strategic Plan

Context

The Executive Director, with input from UCSRB staff, reviewed and updated the UCSRB Strategic Plan on June 01, 2026. The updates includes consideration of and including elements of the 2025 Upper Columbia Adaptive Management Evaluation and elements identified in the Adaptive Management Summary Report of May 2026. Changes to the Strategic Plan are detailed in the 2026 column, below.

2023	2026
Priority: RECOVERY	Priority: RECOVERY
GOAL: Reverse the decline of salmonid species and their habitat in the Upper Columbia Region	GOAL: Reverse the decline and improve long-term persistence of spring Chinook, steelhead and Bull Trout populations, and their habitat in the Upper Columbia Region
OBJECTIVES: • Increase habitat capacity, structure, and function ○ Continue to collate, synthesize, maintain and validate local, regional, state, and national science data relating to habitat ○ Enhance tools used to quantify the impact of regional restoration and protection work and its contribution toward salmon recovery goal ○ Maintain technical support for partners performing salmon recovery work ○ Improve long-term persistence of viable populations of spring Chinook, Steelhead, and bull trout ○ Maintain engagement with sponsors and partners to support implementation activities that promote salmon recovery	OBJECTIVES: • Strengthen support to the salmon recovery community working to increase the Viable Salmonid Population (VSP) parameters ○ Continue to collate, synthesize, maintain and validate local, regional, state, and national science data relating to predation and migration ○ Enhance tools used to quantify the impact of regional restoration and protection work and its contribution toward salmon recovery goals ○ Lead efforts to compile and disseminate current science-based information relating to effects of climate change on salmon populations and habitat, including stream temperature. ○ Improve technical support for partners performing salmon recovery work ○ Maintain engagement with sponsors and partners to support implementation activities that promote salmon recovery

UPPER COLUMBIA SALMON RECOVERY BOARD

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| <ul style="list-style-type: none"> • Improve fish passage <ul style="list-style-type: none"> ○ Continue to collate, synthesize, maintain and validate local, regional, state, and national science data relating to fish passage ○ Enhance tools used to quantify the impact of regional restoration and protection work and its contribution toward salmon recovery goal ○ Maintain technical support for partners performing salmon recovery work ○ Improve long-term persistence of viable populations of spring Chinook, Steelhead, and bull trout ○ Maintain engagement with sponsors and partners to support implementation activities that promote salmon recovery • Increase the survival rate of salmonid species <ul style="list-style-type: none"> ○ Continue to collate, synthesize, maintain and validate local, regional, state, and national science data relating to predation and migration ○ Enhance tools used to quantify the impact of regional restoration and protection work and its contribution toward salmon recovery goal ○ Maintain technical support for partners performing salmon recovery work ○ Improve long-term persistence of viable populations of spring Chinook, Steelhead, and bull trout ○ Maintain engagement with sponsors and partners to support implementation activities that promote salmon recovery • Optimize balanced harvest opportunities <ul style="list-style-type: none"> ○ Continue to collate, synthesize, maintain and validate local, regional, state, and national science data relating to harvest ○ Enhance tools used to quantify the impact of regional restoration and protection work and its contribution toward salmon recovery goal ○ Maintain technical support for partners performing salmon recovery work | <ul style="list-style-type: none"> • Increase habitat capacity, structure, connectivity and function <ul style="list-style-type: none"> ○ Continue to collate, synthesize, maintain and validate local, regional, state, and national science data relating to habitat ○ Enhance existing tools and develop new tools to quantify the impact of regional restoration and protection work and its contribution toward salmon recovery goals ○ Improve technical support for partners performing salmon recovery work ○ Maintain engagement with sponsors and partners to support implementation activities that promote salmon recovery ○ Develop and maintain a tool to help track habitat status and trends • Facilitate opportunities for All-H integration <ul style="list-style-type: none"> ○ Continue to collate, synthesize, maintain and validate local, regional, state, and national science data relating to harvest, hydro systems and hatcheries ○ Enhance existing tools and develop new tools to quantify the impact of regional restoration and protection work and its contribution toward salmon recovery goals ○ Improve technical support for partners performing salmon recovery work ○ Maintain engagement with sponsors and partners to support implementation activities that promote salmon recovery |
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○ Improve long-term persistence of viable populations of spring Chinook, Steelhead, and bull trout ○ Maintain engagement with sponsors and partners to support implementation activities that promote salmon recovery through responsive, perpetual fisheries management	
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2023	2026
PRIORITY: ENGAGEMENT	Priority: ENGAGEMENT and COLLABORATION
GOAL: Build and maintain connections, relationships, and integrated efforts with partners, tribal governments, regional communities, public officials, and other governmental entities.	GOAL: Build and maintain connections, relationships, and integrated efforts with partners, tribal governments, regional communities, public officials, and other governmental entities to increase and ensure broad support for salmon recovery efforts.
OBJECTIVES: • Increase strategic opportunities for leadership, advocacy, and engagement ○ Identify and attend the most relevant meetings of partners and sponsors ○ Bring selected regional executive directors, CEOs and elected or public officials together at least bi-annually for information sharing ○ Intentionally invite at least one organization or agency representative to every board meeting • Increase and maintain opportunities for partners to engage and collaborate with one another ○ Re-evaluate the Implementation Team's (IT) function, roles and responsibilities ○ Meet with sponsors, partners, tribal members to discuss current projects and plan for new projects ○ Engage UCSRB staff in projects that involve two or more partners or sponsors	OBJECTIVES: • Increase and maintain opportunities for partners to engage and collaborate with one another ○ Convene the Implementation Team (IT) to guide the implementation of the recovery plan, including adaptive management opportunities. ○ Meet with partners to discuss current projects and plan for new projects (i.e. Watershed Action Team (WAT) meetings) ○ Coordinate, facilitate and provide leadership to the Regional Technical Team (RTT) and associated sub-groups ○ Facilitate outreach to large infrastructure owners (e.g. DOT, BNSF, PUDs) to engage and advocate for opportunities to support regional projects • Revitalize the interest of the public in regional salmon recovery ○ Update and/or develop communications/outreach messaging to generate increased support and interest in regional salmon recovery efforts ○ Promote and provide support for regional outreach resources to implement recovery ○ Communicate with and inform multiple audiences regarding salmon recovery

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• Increase direct interactions with stakeholder representatives ○ Communicate with and inform multiple audiences regarding salmon recovery ○ Develop strategies that improve external communication with regional, state, and federal agencies ○ Engage with public officials and agency employees about salmon recovery	○ Increase UCSRB presence on social media and other online resources ○ Develop strategies that improve external communication with legislators and regional, state, and federal agencies ○ Engage staff and board members in a public information campaign to educate and rally citizen support ○ Engage with public officials and agency employees about salmon recovery
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PRIORITY: LEADERSHIP	PRIORITY: LEADERSHIP
2023	2026
GOAL 1: Strengthen the role of the UCSRB as the regional leader for Salmon Recovery Plan implementation	GOAL: Strengthen the role of the UCSRB as the regional leader for Salmon Recovery Plan implementation.
OBJECTIVES: • Increase involvement of the UCSRB in strategic leadership activities relevant to habitat, hatcheries, harvest, and hydroelectric (the 4-Hs) ○ Attend relevant meetings ○ Meet with Executive Directors and CEOs ○ Support additional projects related directly to the 4Hs • Renew and increase the interest of the public in salmon recovery ○ Engage staff and board members in a public information campaign to educate and mobilize citizens ○ Develop communications/outreach projects that support salmon recovery ○ Increase UCSRB presence on social media ○ Promote and enhance volunteer resources to implement recovery • Increase efficiency of implementation of the Salmon Recovery Plan ○ Identify partner and sponsor needs	OBJECTIVES: • Increase involvement of the UCSRB in strategic leadership activities relevant to habitat, hatcheries, harvest, and hydroelectric (the 4-Hs) ○ Attend relevant meetings ○ Build relationships and meet with key partners at the executive level to develop and implement basin-wide strategies ○ Advocate for strategies or projects that benefit or support an All-H integrated approach. • Increase efficiency of implementation of the Salmon Recovery Plan ○ Address gaps in recovery plan implementation identified by partners and sponsors and identify strategies for meeting those needs and closing gaps ○ Lead efforts to compile and disseminate current science-based principles for salmon habitat protection and restoration ○ Lead efforts to compile and disseminate current science-based principles relating to adaptive management and climate change ○ Support opportunities for sourcing funding for partners to implement salmon recovery work

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○ Assess gaps in program implementation that can be addressed by the UCSRB ○ Assist partners and sponsors to assess and identify strategies for meeting needs and closing gaps ○ Establish an advisory board to identify and discuss inefficiencies ○ Provide partners with assistance in completing the permitting process ○ Coordinate efforts to facilitate a review and simplification of the permitting process ○ Lead coordination and oversight efforts to provide specific guidelines for salmon habitat protection and restoration ○ Lead efforts to coordinate funding sources for and integration of programs and projects ○ Using the best science available, integrate monitoring and research with planning and implementation ○ Develop a clear adaptive management process	○ Develop and implement a clear adaptive management process ● Increase strategic opportunities for leadership, advocacy, and engagement ○ Identify and attend the most relevant meetings of partners and sponsors ○ Bring selected regional executive directors, CEOs and elected or public officials together at least bi-annually for information sharing ○ Intentionally invite at least one organization or agency representative to every board meeting ○ Advocate for increased efficiencies in permitting processes and provide partners with relevant resources and/or assistance, when possible.
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2023	2026
PRIORITY: SUSTAINABILITY	PRIORITY: ORGANIZATIONAL SUSTAINABILITY
GOAL: Create an organization that is vibrant, flexible, responsive, and durable	GOAL: Preserve an organization that is vibrant, responsive, and durable
OBJECTIVES: ● Increase organizational effectiveness ○ Engage in clear and direct communication ○ Create a cohesive team dynamic ○ Build a positive and supportive work environment ○ Build an engaged, collaborative, inclusive culture of work ○ Identify opportunities that provide value added support to regional recovery activities ○ Demonstrate time and task management skills ● Increase organizational efficiency	OBJECTIVES: ● Increase organizational effectiveness ○ Engage in clear and direct communication ○ Maintain a cohesive team dynamic ○ Build an engaged, collaborative, inclusive culture ○ Identify opportunities that provide value added support to regional recovery activities ○ Demonstrate a shared understanding of core strategic priorities ○ Foster a commitment to individual roles and responsibilities that contribute to the organization's core mission ○ Assure team members' priorities are aligned with the strategic plan

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○ Engage in clear and direct communication ○ Provide relevant professional development ○ Build an engaged, collaborative, inclusive culture of work ○ Foster a culture of reasonable risk taking ● Increase opportunities to revitalize the organization ○ Regularly review of organizational values, vision, and mission ○ Identify relevant, current issues ○ Identify clear workstream activities and processes ○ Assure team members' priorities are aligned with the strategic plan ○ Reinvigorate community interest in recovery efforts ● Ensure adequate funding to support organizational activities ○ Set an anticipated funding level each year ○ Apply for more grants, as necessary ○ Seek funding from more sources ○ Seek higher levels of funding from current agencies ● Ensure adequate funding from a diversity of sources ○ Explore donor-, corporate- and events-based funding ○ Register at grants.gov ○ Register for Washington State grants at des.wa.gov ○ Subscribe to at least one additional grant search engine ○ Work with sponsors and partners to determine fundable needs ○ Apply for local, regional, state, federal grants ○ Seek additional sponsor and partner support	○ Foster a culture of reasonable risk taking ● Increase organizational efficiency ○ Engage in clear and direct communication ○ Execute implementation that demonstrates best use of public funds ● Increase organizational stability ○ Provide access to relevant professional development ○ Build an engaged, collaborative, inclusive culture of work ○ Regularly review of organizational values, vision, and mission ○ Identify clear workstream activities and processes ● Ensure adequate funding to support organizational activities ○ Set an anticipated funding level each year ○ Apply for local, regional, state, federal, and other grants, as necessary ○ Seek funding from diverse sources to match organizational needs ○ Explore donor, corporate and events-based funding ○ Seek sponsor and partner support, as necessary
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Questions addressed:

Conclusions:

Board Input Sought: Review and approve updates to Vision Statement.

Category 1 – Project Implementation Efficiency						
	Primary Challenge(s)	Potential Action	Lead Actor(s)	STRATEGIC PLAN PRIORITY		UCSRB LEAD
1	Permitting	Develop guidance tools or regional expertise hubs for key permitting processes	UCSRB, WATs, Sponsors	Leadership (3)	Updates, website information, annual webinar (?)	LS
2	Environmental Compliance	Alleviate capacity limitations at the U.S. Forest Service through MOUs with other federal agencies or contracted support	UCSRB, IT	Recovery (2)	Conversation with Forest. Advocate for capacity funding or options to resolve current lack of – model after BPA test case for improving forest capacity (?) BPA trying to make a MOU (BPA funded project only) – UCSRB facilitate or organize a programmatic approach	AW
3	Funding	Advocate for state and federal funding on behalf of the Upper Columbia region	UCSRB (including BOD), IT	Organizational Sustainability (4)	Expand the federal focus in advocacy Explore federal partnerships in funding	All BOD
4	Funding IN PROGRESS	Advocate for longer contracts and more flexible funding to support project planning and outreach	UCSRB, IT	Leadership (1 & 2)		
5	Infrastructure HIGH PRIORITY	Increase engagement with large infrastructure owners (DOT, PUDs, BNSF) prior to project development	UCSRB (including BOD), IT	Engagement and Collaboration (2)	New line item added to Strategic Plan Facilitate initial conversation – look for opportunities to engage	IT BOD (?)
6	Risk and Liability	Leverage restoration actions (e.g., smaller wood structures, surface roughening, etc.) that carry lower risk from a liability and infrastructure perspective.	Sponsors	Engagement and Collaboration	Facilitate, guide, and educate	

Category 2 – Project Planning: Information and Tools						
	Primary Challenge(s)	Potential Action	Lead Actor(s)	STRATEGIC PLAN PRIORITY		UCSRB LEAD
1	Climate Change [1] IN PROGRESS	Expand stream temperature mapping (FLIR) and make the spatial data available as a layer on the prioritization or other web map so it can be used for project planning	UCSRB, Sponsors	Recovery Leadership Engagement and Collaboration	New line item added to Strategic Plan [1] should we consider a Climate Change Strategy as a whole to encompass these actions?	RN

2	Climate Change IN PROGRESS	Identify thermal holding areas and advocate for periodically closing these areas to fishing	UCSRB, RTT IT	Recovery		RN
3	Climate Change Wish list, lower priority	Create and maintain a dedicated webpage for climate change planning tools, data, and resources with regular updates to ensure information remains current	UCSRB	Recovery Leadership	Keep all relevant information in one area “current state of the science on effects of climate change on fish” with data, links, tools (e.g. WDFW Riparian Tool)	tbd
4	Climate Change	Expand the use of forest treatment/hydrologic planning tools (e.g., Snow2Flow) to increase water storage in uplands	NCWFHC	Recovery Leadership	Bring the tool to PWG and model project areas	RN, KB
5	Climate Change, Prioritization	Integrate thermal refugia potential and/or water storage potential into prioritization framework and barrier prioritization	UCSRB, RTT	Recovery Leadership		RN
6	Climate Change, Information Gaps, Prioritization Wish list, lower priority	Conduct behavioral studies or literature review to better understand how and where fish might move as stream temperatures continue to increase and incorporate this understanding into restoration planning	UCSRB, RTT	Recovery Leadership	Determine if needed (?) ? Contract John Crandall	tbd
7	Information Gaps, Prioritization	Develop basin-wide REMs and floodplain maps, make the spatial data available as a layer on the prioritization web map so it can be used for project planning and proposal scoring	UCSRB	Recovery	Use Relative Elevation Model from LiDAR	RN
8	Information Gaps PRIORITY	Develop a web map to track habitat status and trends using remote sensing and publicly available data, with regular updates to ensure information remains current	UCSRB	Recovery	New line added to Strategic Plan Unification of data will help answer a critical question “is degradation outpacing the work?” and “how much are we accomplishing?” Project metric tracking + habitat status and trends. Start with one watershed (?) – do one at a time	RN, AE, MC
9	Information Gaps	Realign the regional data gaps list with the Recovery Plan to better support evaluation of progress toward recovery objectives (e.g., status and trends monitoring, effectiveness monitoring)	UCSRB, MaMDC	Recovery Engagement and Collaboration	As above	RN

10	Prioritization HIGH PRIORITY IN PROGRESS	Update or modify the prioritization framework to lessen the influence of data gaps, reduce the number of variables (i.e., correlated ones), improve accuracy and clarity, allow for more frequent updates, and make it easier to QA/QC and maintain	UCSRB, RTT	Recovery	Keep the same framework Remote sensing RTT – Make a meeting dedicated to remote sensing use exclusively (small creek issues) Model this summer	RN
11	Information Gaps	Conduct research to compare fitness (r) among different life history characteristics (e.g., compare fitness among stayers and movers, e.g., Euler-Lotka model)	UCSRB, RTT	Recovery	Find a NSF grant? Sub-contract a grad student? Talk with Tom Desgroseillier et al	AE, MC
12	Information Gaps IN PROGRESS	Identify life history bottlenecks (e.g., life cycle modeling). This includes getting more information on what life stages are using which habitats and when (including the Columbia River), and including the information in restoration planning (i.e., prioritization framework)	UCSRB, RTT	Recovery Leadership Engagement and Collaboration	WDFW's monitoring proposal (Tom Desgroseillier) - modelling Help disseminate ARP model	
13	Information Gaps IN PROGRESS	Create a framework for tracking restoration progress and remaining needs (e.g., map layer of completed projects on the prioritization web map)	UCSRB	Recovery	As for #8 about	AE, MC

Category 3 – Coordination, Organizational Roles, and Governance						
	Primary Challenge(s)	Potential Action	Lead Actor(s)	STRATEGIC PLAN PRIORITY		UCSRB LEAD
1	RTT Project Scoring Criteria IN PROGRESS	Update the RTT scoring criteria to include projects outside of anadromy that benefit fish productivity (esp. for the Okanogan, will require RCO approval), address protection vs. restoration scoring on acquisition projects, consider the risk of inaction if waiting to fill data gaps	UCSRB, RTT	Recovery	Discussion relating to projects 'outside' of anadromy Agenda item for RTT in July or August	AE
2	Regional Coordination IN PROGRESS	Evaluate possible barriers to coordination among sponsors and options to improve effectiveness of existing regional coordination/ collaboration forums (e.g. WATs)	UCSRB, WATs	Recovery Engagement and Collaboration		

3	Regional Coordination IN PROGRESS	Facilitate working groups with relevant sponsors centered on an area of interest (e.g., Okanogan, lower Wenatchee)	UCSRB, WATs	Recovery Engagement and Collaboration		
4	Infrastructure, Regional Coordination	Increase collaboration among sponsors on projects involving large infrastructure (roads, powerlines, railroads, etc.)	IT, WATs	Engagement and Collaboration	IT, WATs in discussion Tracy Hillman	
5	Regional Coordination, All-H Integration PRIORITY	Improve leadership of the Implementation Team by appointing and funding, if necessary, one or two people to lead and facilitate meetings	UCSRB, IT	Leadership Engagement and Collaboration	IT – be functional by end of 2026, or dissolve.	AW, KB
6	All-H Integration, Regional Coordination IN PROGRESS	Develop and test a framework for All-H integration and designate a leader or co-leads for this effort	UCSRB	Recovery Engagement and Collaboration	Methow All-H workshop - GSRO will help test it if it works	MC, TU

Category 4 – Outreach and Engagement						
	Primary Challenge(s)	Potential Action	Lead Actor(s)	STRATEGIC PLAN PRIORITY		UCSRB LEAD
1	Landowner Outreach, Climate Change IN PROGRESS	Raise public awareness of existing flow restoration programs (e.g., Trust Water Rights, WA Water Trust) through increased outreach	UCSRB, Sponsors	Engagement and Collaboration	WDFW screening	LS
2	Landowner Outreach IN PROGRESS	Raise public awareness of restoration incentives and easement mechanisms (e.g., channel migration easements) through increased outreach	UCSRB, Sponsors	Engagement and Collaboration		LS
3	Landowner Outreach PRIORITY IN PROGRESS	Develop plain language landowner communication and outreach materials about habitat restoration	UCSRB, Sponsors	Engagement and Collaboration	Don't reinvent the wheel !	LS
4	Policy Support	Coordinate with regional partners to identify priority policy needs and develop a unified strategy for advocating for those policies at the state and federal level	UCSRB (including BOD), IT	Engagement and Collaboration	Local, state, federal Presentation regarding County's policies (fire breaks, water/water withdrawal, land use) Create regional message Take it to IT for policy/advocacy	AW