Shasta Dam Fish Passage Evaluation Stakeholder Communication and Engagement Plan

Prepared by:

United States Department of the Interior
Bureau of Reclamation
Mid-Pacific Region

U.S. Department of the Interior
Bureau of Reclamation

March 2014

Mission Statements

The mission of the Department of the Interior is to protect and provide access to our Nation's natural and cultural heritage and honor our trust responsibilities to Indian Tribes and our commitments to island communities.

The mission of the Bureau of Reclamation is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.

Contents

Tables

Figures

Abbreviations and Acronyms

BO	Biological Opinion
CDFW	California Department of Fish and Wildlife
CVP	Central Valley Project
DPS	distinct population segment
DWR	California Department of Water Resources
ESA	Endangered Species Act
IAP2	International Association of Public Participation
IFPSC	Interagency Fish Passage Steering Committee
LSA	Landowner and Stakeholder Analysis
MAF	million acre foot
NEPA	National Environmental Policy Act
NHPA	National Historic Preservation Act
NMFS	National Marine Fisheries Service
Plan	Stakeholder Communication and Engagement Plan
Project	Shasta Dam Fish Passage Evaluation
Reclamation	U.S. Department of the Interior, Bureau of Reclamation
RPA	Reasonable and Prudent Alternative
SWP	State Water Project
SWRCB	State Water Resources Control Board
UCD	University of California, Davis
USFS	U.S. Forest Service
USFWS	U.S. Fish and Wildlife Service

This page left blank intentionally.

Chapter 1
Introduction

The Shasta Dam Fish Passage Evaluation (Project) is being led by U.S. Department of the Interior, Bureau of Reclamation (Reclamation), in coordination with the National Marine Fisheries Service (NMFS) and other state and Federal agencies. The overall goal and objective of this Project is to determine the feasibility to establish self-sustaining populations of federally-listed Chinook salmon to tributaries above Shasta Lake and implement actions/features to transport migrating juvenile fish to the Sacramento River below Keswick Dam.

This Stakeholder Communication and Engagement Plan (Plan) is intended to provide strategic guidance, an organizational structure, and a generalized task outline to engage local, regional and statewide landowners, stakeholders, project influencers, interested organizations, and the public in the Project. This Plan contains near-term activities primarily focused on local and regional engagements to foster participation and input to technical studies. Long-term communication and engagement actions will be incorporated to the Plan over time based on feasibility study results.

The Plan details the approach, methodology and activities for communication and engagement actions for the Project process in a way that provides the Project Team critical information needed to understand the needs and opportunities to improve the Project.

Project Background

Since the 1993, Reclamation and the California Department of Water Resources (DWR) have operated the Central Valley Project (CVP) and State Water Project (SWP) under a series of Biological Opinions (BOs) issued by the NMFS and the U.S. Fish and Wildlife Service (USFWS) resulting from formal consultation under Section 7 of the Endangered Species Act (ESA).

On June 4, 2009, NMFS issued the *Biological Opinion and Conference Opinion on the Long-Term Operation of the Central Valley Project and State Water Project* (. The new BO concluded that, as proposed, the CVP and SWP operations

were likely to jeopardize the continued existence of four federally-listed anadromous fish species: Sacramento River winter-run Chinook salmon, Central Valley spring-run Chinook salmon, California Central Valley steelhead, and Southern distinct population segment (DPS) of the North American green sturgeon. The BO set forth a Reasonable and Prudent Alternative (RPA) with actions that allow for continued operation of the CVP and SWP in compliance with the ESA. The RPA actions include covering revised water operations, habitat restoration and enhancement, and fish passage.

The NMFS RPA includes a Fish Passage Program (Action V) to evaluate the reintroduction of winter-run and spring-run Chinook salmon and steelhead. Action V applies to three dams operated by Reclamation: Shasta, Folsom, and New Melones. The Shasta Dam Fish Passage Evaluation is the first effort to be launched in response to Action V.

The near-term goal for Action V is to increase the geographic distribution and abundance of the listed fish. The long-term goal is to increase abundance, productivity, and spatial distribution, and to improve the life history, health, and genetic diversity of the target species.

Consistent with Action V, the Project features the development a Pilot Implementation Plan which includes experimental efforts to determine the feasibility to reintroduce Chinook salmon to tributaries above Shasta Lake and transport migrating juvenile fish to the Sacramento River below Keswick Dam. The Pilot Implementation Plan will evaluate possible approaches to capture, transport and release of fish at different life stages. It will review existing information on the species and existing habitat conditions, and be supported by additional field surveys to determine the condition of existing habitat and potential locations for the collection/release of fish. If shown as feasible, lessons learned during the experimental studies will be applied to a long-term fish passage program at Shasta Dam.

Organizational Structure

In 2010, Reclamation led formation of the Interagency Fish Passage Steering Committee (IFPSC) in coordination with NMFS, the USFWS, the U.S. Forest Service (USFS), the DWR, and the California Department of Fish and Wildlife (CDFW). The California State Water Resource Control Board

joined the IFPSC in 2012. The purpose of the IFPSC is to provide guidance, resources and expertise for the Project. To guide the development of the Pilot Implementation Plan, the participating agencies formed six, multi-agency subcommittees in the following task areas:

- **Habitat** – Conduct fish habitat-related work, including stream habitat surveys, data collection, and habitat mapping, and address fish habitat-related issues and decisions. This work will culminate in a fish habitat assessment report.

- **Fish Passage Technology** – Develop and assess technologies for the safe and effective collection, passage, and transport of juvenile and adult Chinook salmon necessary to reach the Project goals. The Fish Passage Technology Subcommittee will study passage efficacy, design, reservoir hydrodynamics, fish screen criteria, and operations.

- **Fish Health and Genetics** – Assess the health of existing fish populations in tributaries above Shasta Lake, and identify broodstock options, and the health and genetics of the potential broodstock.

- **Pilot Plan** – Develop a fish passage pilot plan using information from the Habitat, Fish Passage Technology, Fish Health and Genetics, and Policy and Regulatory task areas, and identify other management activities and monitoring programs for successful fish reintroduction.

- **Policy and Regulatory** – Define and comply with National Environmental Policy Act (NEPA), National Historic Preservation Act (NHPA), California Wild and Scenic Rivers Act (Wild and Scenic), California Forestry Management Practices, and ESA permits and regulations as they relate to reintroduced Chinook salmon.

- **Public Outreach** – Coordinate and foster broad awareness and transparency of the Project among the public, agencies, landowners, organizations, elected officials, and other interested parties.

The subcommittees meet periodically for coordination and progress review of major tasks. Results of subcommittee work are reported up to the IFPSC as necessary.

Landowner and Stakeholder Analysis Interviews:

The issues are very political; there is major opposition to Safe Harbor provisions. It looks like it will take congressional action. North state counties don't have the same political leverage that the Central Valley has.

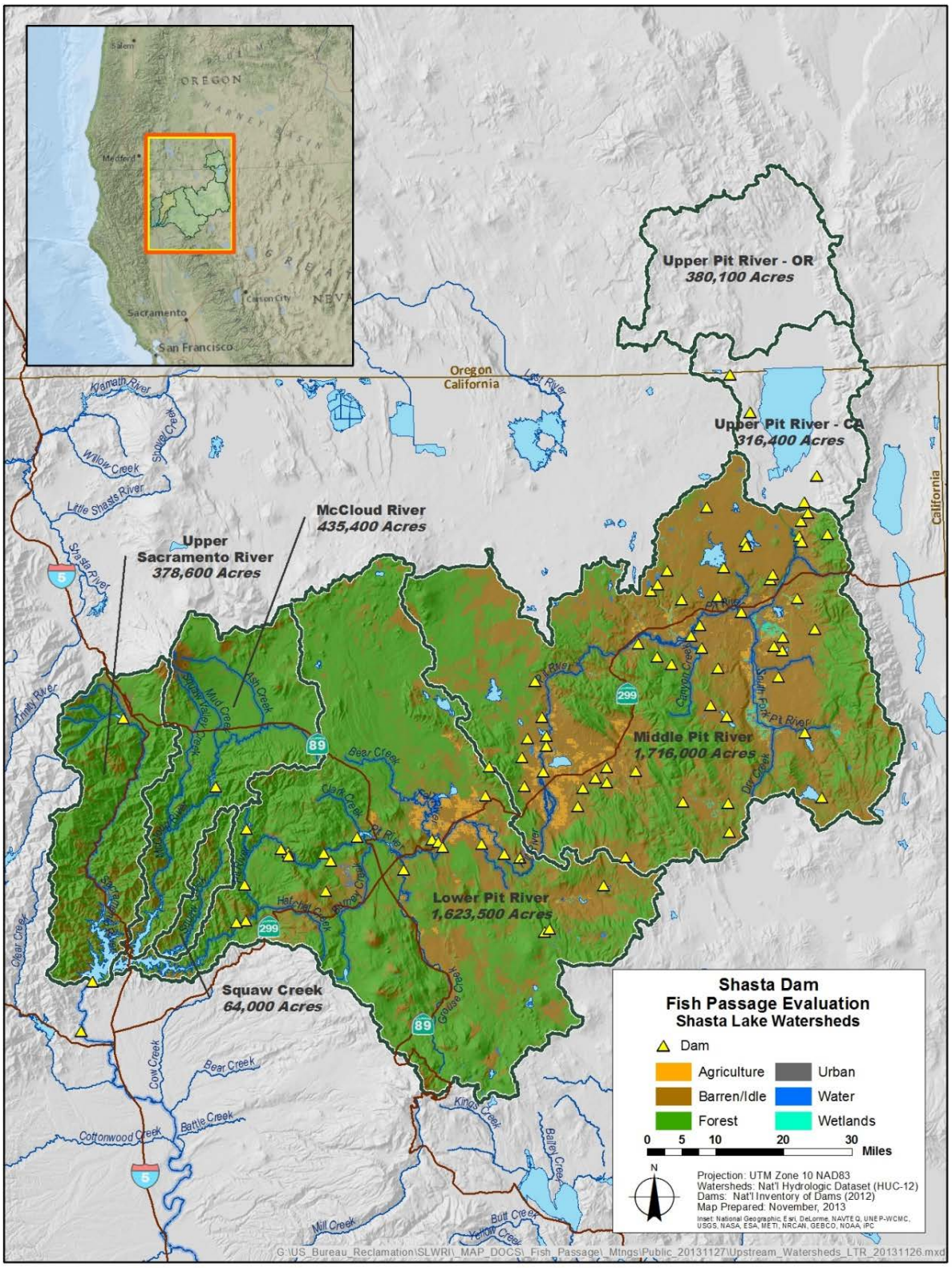
Stakeholder: Elected Officials/Local Government

This page left blank intentionally.

Chapter 2
Project Area and Community Setting

The core geographic boundary of the Project includes the Shasta Lake watershed, in counties of Shasta and Siskiyou, and areas downstream of the Shasta Lake. The four main tributaries to Shasta Lake include the Sacramento River, McCloud River, Squaw Creek, and Pit River (Figure 2-1). Each is renowned for their high-quality recreational trout fisheries.

Land use along the main Shasta Lake tributaries upstream from the reservoir is largely a mix of Federal (primarily USFS) and privately managed forest and recreational lands. Much of the area is lightly developed except for sparse residential developments, several small municipalities, and the hydropower projects on the Pit, McCloud, and Sacramento rivers. Table 2-1 provides an overview of the watersheds, by land use percentage. The data in the Shasta Lake watershed column is for the entire Shasta Lake watershed, including the Upper Sacramento River, McCloud River, Squaw Creek, Lower Pit River, and Middle Pit River sub-watersheds.



Note: Land use data unavailable for the Upper Pit River subwatersheds

Figure 2-1. Shasta Lake Watershed Land Use

Table 2-1. Land Use in the Shasta Lake Watersheds, by Area

Land Use	Shasta Lake Watershed	Upper Sacramento River Sub-watershed	McCloud River Sub-watershed	Squaw Creek Sub-watershed	Lower Pit River Sub-watershed	Middle Pit River Sub-watershed
Forest	**59%**	74%	85%	73%	70%	37%
Barren/Idle	**36%**	20%	13%	23%	26%	56%
Agriculture	**2%**	0%	0%	0%	2%	3%
Water	**1%**	3%	1%	3%	1%	1%
Wetlands	**0%**	0%	0%	0%	0%	1%
Urban	**1%**	2%	1%	1%	1%	1%

Note:
Due to rounding, the columns may not equal 100%

Initial Project Area

While four main watersheds drain into Shasta Lake, the upper Sacramento River between Shasta Lake and the base of Box Canyon Dam and the lower and upper McCloud River will receive initial technical studies. Each system has more than 30 miles of high-quality, fish-bearing riverine habitat and a watershed suitable to support anadromous fish species. The McCloud and Upper Sacramento rivers are the rivers targeted for reintroduction in the Biological Opinion and draft Recovery Plan. While the Pit River is the largest in the Project area, its numerous hydroelectric project dams make much of it unsuitable for experimental studies. Squaw Creek features good habitat but lacks the cold water required by the target species. The Pit River and Squaw Creek, however, may be considered at a later date if pilot reintroduction of fish to the McCloud River and/or upper Sacramento River is found successful.

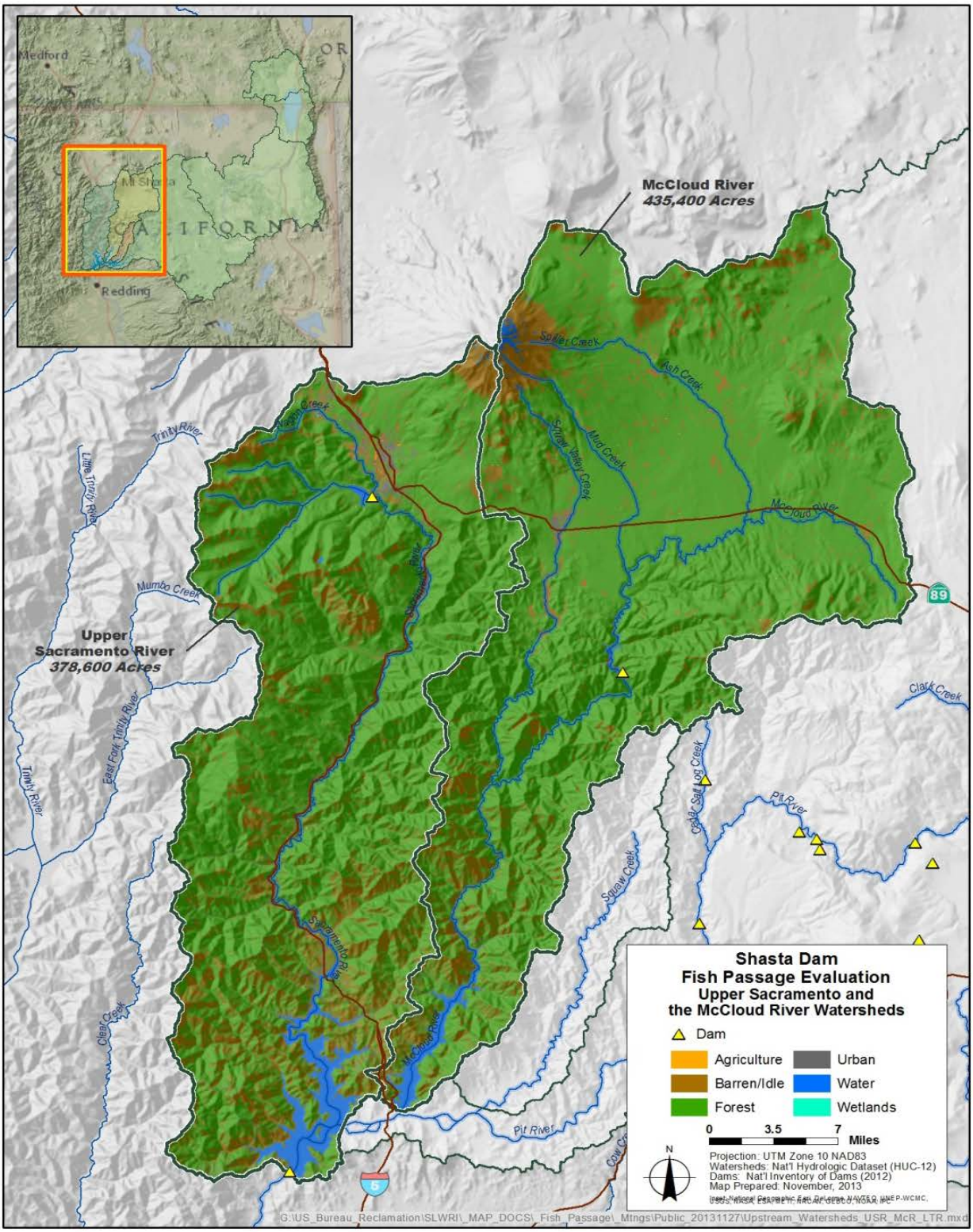


Figure 2-2. Upper Sacramento and McCloud River Watershed Land Use

Upper Sacramento River Watershed

From its origins in the Klamath Mountains and Mount Shasta at an elevation of 14,162 feet to the watershed's outlet at an elevation of 1,000 feet at Lake Shasta, the Upper Sacramento River Watershed encompasses an area of approximately 600 square miles in Siskiyou and Shasta County. As the river flows south, it is fed by springs, rainfall, and snowmelt; annual rainfall ranges from 50 to 70 inches, from the headwaters to the lower watershed.

Approximately 95 percent of the Upper Sacramento River subwatershed is barren/idle or forested land, including commercial forests with stands of pine, fir, and cedar. The Sacramento River above Shasta Lake is paralleled by a major interstate highway and railroad transportation corridor. Three percent of the watershed is water and two percent of the watershed is urban.

Reclamation operates Shasta Dam, completed in 1945, that impounds the 4.5 million acre foot (MAF) Shasta Lake and controls the releases of flow in the main stem of the Sacramento River. Higher in the watershed, Box Canyon Dam, completed in 1970, impounds the 26,100 AF Lake Siskiyou and is owned and operated by Siskiyou County.

McCloud River Watershed

The McCloud River Watershed, located in Siskiyou and Shasta County, spans approximately 800 square miles, contains approximately 50 miles of river, and an elevation of 6,252 feet to the watershed's outlet at an elevation of 1,000 feet at Lake Shasta. Annual rainfall in the area is approximately 70 inches. In the upper water shed, the land is primarily flat and the river is primarily spring fed; further downstream the river receives streams draining from the southern slopes of Mount Shasta and flows through a deep canyon into Lake Shasta.

Approximately 98 percent of the McCloud River subwatershed is forested or barren/idle land. One percent of the watershed is water and one percent of the watershed is urban.

Approximately 23 river miles above Lake Shasta, is the McCloud Dam which impounds Lake McCloud. The dam, completed in 1965, is owned and operated by PG&E as part of the McCloud-Pit Hydropower Project. A significant portion of the flows in the Upper McCloud River flows are diverted at the

McCloud Dam through a pipe into Iron Canyon Reservoir on the Pit River.[1]

Community Setting

While technical studies are initially focused on the upper Sacramento and McCloud river watersheds, communication and engagement activities for the Project will focus on the entire watershed, the adjoining communities, other interested local, regional and statewide stakeholders.

The U.S. Census Bureau estimates the 2012 population of Siskiyou and Shasta counties at 44,154 and 178,586, respectively. Additional community details are shown in Table 2-2.

Table 2-2. Siskiyou and Shasta County Community Details

	Shasta County	Siskiyou County	California
Homeownership rate (2007-2011)	65.3%	64.8%	56.7%
Median value of owner-occupied housing	$246,800	$232,200	$421,600
Per capita income (2011 dollars)	$23,691	$23,335	$29,634
Median household income, 2007-2011	$44,058	$37,865	$61,632
Persons below poverty level, 2007-2011	17.2%	18.4%	14.4%

**Source: U.S. Census Bureau*

Population data for communities within or near the Project area are:

Shasta County:

- Redding (pop. 90,755)
- Shasta Lake City (pop. 10, 213)
- Lakehead (pop. 461)
- Castella (pop. 240)

Siskiyou County:

- Dunsmuir (pop. 1,602)

[1] Source: Sacramento River Watershed Program (www.sacriver.org)

- Mt. Shasta (pop. 3,330)
- McCloud (pop. 1,101)
- Weed (pop. 2,941)
- Yreka (pop. 7,769)

Tribes

Federally recognized and non-Federally recognized Native American tribes and tribal organizations have a presence in the Shasta region and have a key stake in the outcome of the Project. Tribes and tribal entities preliminarily identified as being in the watersheds or have heritage interests in the Project include:

Federally Recognized

- Pit River Tribe
- Redding Rancheria

Non-Federally recognized Native American tribes and tribal organizations

- Shasta Indian Nation
- Winnemem Wintu Tribe
- Inter-Tribal Council of California
- California Indian Basket Weavers
- Native American Heritage Commission
- California Rural Indian Health Board
- California Indian Manpower Consortium

For more on Reclamation's commitment to working with tribal entities, please view Reclamation's Indian Policy (http://www.usbr.gov/native/naao/policies/policy.html).

Landowner and Stakeholder Analysis Interviews:

One of the biggest challenges will be the juvenile collection part of it and depends on where collection happens. If they use a small tributary, should be easy. A juvenile collection on a larger part of the river will be a lot more expensive and difficult.

Stakeholder: Environmental/Non Governmental Organization

Project Schedule

The Project schedule, found below in Figure 2-3, outlines the major milestones identified for development of an Environmental Assessment for the initial reintroduction of fish. The Project began in late spring of 2013 and is scheduled to be completed in the fall of 2014. The public, stakeholder, and landowner outreach portion of the project spans the project lifecycle and includes a landowner and stakeholder analysis

work product, two large public meetings, and five small group landowner and stakeholder meetings. The public outreach meetings are timed to support major project milestones and deliverables; the timing of the outreach is subject to change as the technical work product timelines change.

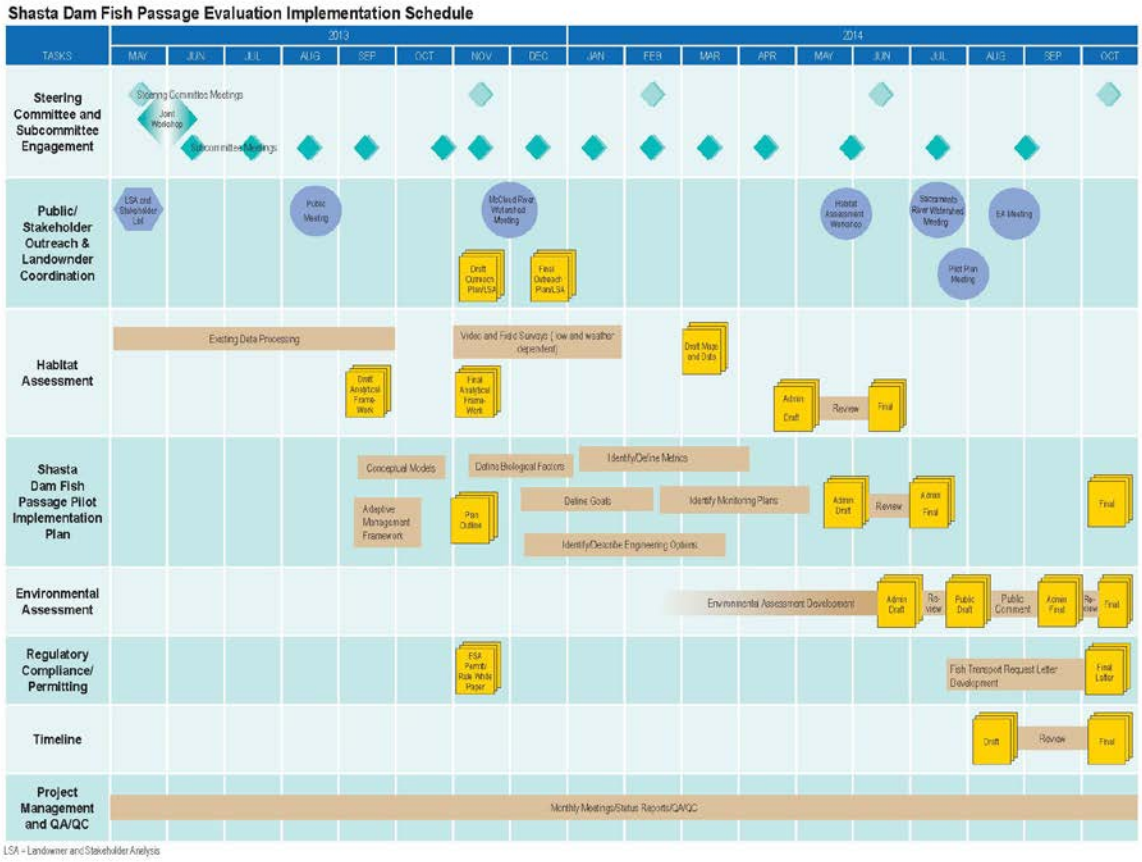


Figure 2-3. Project Schedule

Chapter 3
Public Outreach Goals and Objectives

Stakeholder, landowner, and public involvement are an integral component of the Project process. Local knowledge and viewpoints provide the Project team with valuable on-the-ground perspectives. Successful outcomes can only be realized with the input of project stakeholders. The outreach and engagement approach for the Project has four landowner and stakeholder participation goals:

- **Inform the public regarding the process and progress for the Project**; including development and distribution of background and technical information, availability for information interviews and briefings, and timely updates to the program Web site.

- **Support meaningful and sustainable stakeholder engagement in the Project process** with primary stakeholders through regular and efficient communication, common-sense scheduling of meetings within the project area, and tailoring presentations and communication methods to the unique needs of each stakeholder group.

- **Document stakeholder insights, recommendations, and concerns for incorporation into the planning process** by creating open and reliable communication channels, recording detailed meeting minutes, and by making staff time available to stakeholders. Consideration of disadvantaged community issues, environmental justice, and engagement with both federally –recognized and non-federally recognized tribes.

- **Set the foundation for successful future collaborative partnerships** between the Project Team and primary stakeholders beyond pilot reintroduction of fish.

A major foundation of this communication and engagement plan is the application of the International Association of

Public Participation (IAP2) Spectrum of Public Participation (see Table 3-1) (IAP2, 2007). The IAP2 identifies five basic approaches to public engagement: [Source: http://www.iap2.org/associations/4748/files/spectrum.pdf

Table 3-1. Spectrum of Public Participation

Level	Goal	Public Expectation	Tools
Inform, Educate	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions	We will keep you informed	• Fact sheets • Web sites • Open houses
Consult	To obtain public feedback on analysis, alternatives and/or decisions	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision	• Public comment • Focus groups • Surveys • Public Meetings
Involve	To work directly with the public throughout the process to ensure that the public concerns and aspirations are consistently understood and considered	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	• Workshops • Deliberative polling
Collaborate	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	• Citizen advisory committees • Consensus-building • Participatory decision-making
Empower	To place final decision-making in the hands of the public	We will implement what you want to decide	• Citizen juries • Ballots • Delegated decision

Source: International Association of Public Participation.

This Plan calls for a blended approach to *inform*, *consult*, and *involve* stakeholders to achieve overall Pilot Implementation Plan goals. The Project Team will depend on stakeholders to bring an understanding of local conditions directly into the planning process at various points of engagement. Primarily those will be on the ground meetings in the Project area, and through written comments on draft documents. Reclamation will keep interested parties informed though the project Web site, and up to date through mailing lists and regular communications at the levels deemed appropriate by the stakeholder identification process (described in Chapter 6).

The IAP2 also describes the approaches *collaborate* and *empower*. Because of Reclamation's legal obligation to develop the Pilot Implementation Plan through the Project in

compliance with the BO, the agency cannot delegate the decision to stakeholders as described in the *empower* quadrant. *Collaboration* as IAP2 defines it may only be suitable for certain settings like stakeholder workshops; Reclamation and its agency partners will look for opportunities to work with stakeholders in this manner. The application of the IAP2 suite of approaches, and the input from the Landowner and Stakeholder Analysis (described in Chapter 6) contributed to developing six communication and public participation objectives for the Project.

Landowner and Stakeholder Analysis Interviews:

It will be challenging to put together a plan that satisfies the ESA and also will result in meaningful recovery of fish. To date, no runs of salmon in California have ever come off of the endangered species list despite many well-intentioned efforts. It would be better to allocate limited public resources to areas where salmon have the best opportunities to survive and thrive.

Stakeholder: Business Landowner

Objectives and Guiding Principles

Objectives for the outreach plan include both communication objectives, and public participation objectives:

Communication Objectives

Communications are activities associated with dissemination of information directly to agency partners, stakeholders and the public through Web sites, mailings, newsletters, blogs, social media, news releases, videos, and other forms of media. Such communication may be provided to inform internal and/or external stakeholders, and may be targeted or broad-based. The primary focus is on transmitting, rather than receiving, information.

The primary communication objectives for the Project are as follows:

- **Consistency** – Fact-based key messages and technical information
- **Clarity** – Key messages and technical information that is not subject to interpretation
- **Compliance** – Key messages and technical information provided consistent to government transparency, accountability, and regulations

Public Participation Objectives

The primary public participation objective is to build support and sustainable decision-making. This will be done by ensuring

the right degree of engagement with the right audience, at the right time, to achieve the best outcomes. Additional participation objectives are to create engagement that results in:

- **Transparency of processes** – Processes are understood and easily monitored.

- **Full accessibility** – Stakeholders have access to the decision process and engagement materials are accessible. In this context, accessibility addresses both physical access and informational access. Effort is made to overcome language barriers and provide information consistent with the Americans with Disabilities Act.

- **Authentic stakeholder engagement** – Implementing agencies and partners demonstrate a commitment to working with and considering the input of stakeholders.

Chapter 4
Project Task Areas and Coordination

As described in Chapter 1, a key component of the Project's organizational structure is the formation of an IFPSC (herein referred to as the Steering Committee) and six multi-agency subcommittees. The Steering Committee and the subcommittees meet periodically to develop, review and coordinate content for the Project. These subcommittees include staff from Reclamation, USFWS, NMFS, CDFW, DWR, USFS, California State Water Resources Control Board, UC Davis, and Project consultants. Members of the Steering Committee and the subcommittees may change periodically as committee members' jobs and duties may change. The Steering Committee reports to a Leadership Team composed of executive management of the participating agencies. While the Leadership Team, the Steering Committee and the subcommittees meetings are not open to the public or stakeholders, Reclamation will communicate the progress and accomplishments of each group to stakeholders during the course of the Project. An overview of each group and their major deliverables for the Project is described below.

Leadership Team

The Leadership Team provides high-level guidance to the Steering Committee. The Leadership Team includes one policy-level representative from Reclamation and its agency partners. This team provides vision, strategy, direction, and policy and regulatory guidance to the Steering Committee. The team also defines goals and timelines, ensures work product matches goals, and resolves issues and potential agency conflicts that are raised. Membership in this team is displayed in Table 4-1.

Table 4-1. Leadership Team Members in 2014

Agency	Representative
Reclamation	Sue Fry
NMFS	Maria Rea
USFWS	Jim Smith
CDFW	Neil Manji & Stafford Lehr

Key:
CDFW= California Department of Fish and Wildlife
DWR= California Department of Water
NMFS= National Marine Fisheries Service
Reclamation = U.S. Bureau of Reclamation
USFWS= United States Fish and Wildlife Service

Steering Committee

The Steering Committee is comprised of management-level individuals and technical specialists with experience and expertise in fish passage from Reclamation and its agency partners. The Steering Committee provides a stabilizing influence so organizational concepts and directions are established and maintained with a visionary view. The committee provides insight on near-term and long-term strategies in support of implementation of the fish passage RPA. Tasks expected from the Steering Committee include establishing regular meeting dates, assuring attendance by key team members, developing agendas, facilitating meetings, providing direction to teams, taking meeting notes and identifying action items, monitoring and review of the project at regular Steering Committee meetings, providing assistance to the project when required, controlling project scope as emergent issues force changes to be considered, ensuring that scope aligns with the RPA, resolving project conflicts and disputes, reconciling differences of opinion and approach, and formal acceptance of project deliverables. Membership in this committee is displayed in Table 4-2.

Table 4-2. Interagency Fish Passage Steering Committee Members

Organization	Representative
Reclamation	John Hannon, Co-Chair
Reclamation	David VanRijn
NMFS	Jeff McLain, Co-Chair
USFWS	Jim Smith
USFWS	Don Ratcliff
USFS	Michael Kellett
USFS	Bill Brock
CDFW	Andrew Jensen
CDFW	Tom Schroyer
DWR	Randy Beckwith
DWR	Marc Commandatore
DWR	Ted Frink
SWRCB	Amber Villalobos

Key:
CDFW= California Department of Fish and Wildlife
DWR= California Department of Water
NMFS= National Marine Fisheries Service
Reclamation = U.S. Bureau of Reclamation
SWRCB= State Water Resources Control Board
USFS = U.S. Forest Service
USFWS= U.S. Fish and Wildlife Service

Subcommittees

The six subcommittees and the associated Project-related subject areas are outlined below. Each subcommittee is comprised of technical experts and other representatives recommended by the Steering Committee.

Habitat Subcommittee

The Habitat Subcommittee provides technical review and oversight of all habitat-related work including the collection of existing information, habitat survey protocols development and implementation, data collection and habitat maps and reports. This subcommittee provides recommendations related to habitat issues and decisions. This subcommittee is responsible for helping select the preferred river for reintroduction based on the suitable habitat availability identified through the

processes described above. Members of the Habitat Subcommittee are listed in Table 4-3.

Table 4-3. Habitat Subcommittee Members

Organization	Representative
Reclamation	John Hannon, Co-Chair
Reclamation	Josh Israel
NMFS	John Wooster, Co-Chair
NMFS	Bill Foster
USFWS	Jim Earley
USFWS	Matt Brown
USFS	Michael Kellett
USFS	Bill Brock
USFS	Joe Zustak
CDFW	Doug Killam
DWR	Marc Commandatore
North State Resources	Keith Marine
MWH	Stephanie Theis

Key:
CDFW= California Department of Fish and Wildlife
DWR= California Department of Water
NMFS= National Marine Fisheries Service
Reclamation = U.S. Bureau of Reclamation
USFS = U.S. Forest Service
USFWS= U.S. Fish and Wildlife Service

Fish Passage Technology Subcommittee

The Fish Passage Technology Subcommittee is responsible for identifying and assessing the various options for the safe and effective collection, passage, and/or transport of different life stages of Chinook salmon necessary to reach the Project goals near-term and long-term. The Fish Passage Technology Subcommittee provides development/assessment and oversight of fish passage bioengineering technology and passage efficacy, design, reservoir hydrodynamics, screen criteria, and operations. The Fish Passage Technology Subcommittee includes bioengineering and fisheries technical experts from participating agencies and Project consultants (Table 4-4).

Table 4-4. Fish Passage Technology Subcommittee Members

Organization	Representative
Reclamation	John Hannon
Reclamation	Connie Svoboda, Co-Chair
Reclamation	Don Reck
Reclamation	Brent Mefford
NMFS	Steve Thomas, Co-Chair
NMFS	Larry Thompson
USFWS	John Rueth
CDFW	George Heise
DWR	Randy Beckwith
DWR	Colin Hanley
DWR	Trevor Greene
MWH	Clint Smith
MWH	Dennis Dorratcague
MWH	Stephanie Theis

Key:
CDFW= California Department of Fish and Wildlife
DWR= California Department of Water
MWH = MWH Americas
NMFS= National Marine Fisheries Service
Reclamation = U.S. Bureau of Reclamation
USFWS= U.S. Fish and Wildlife Service

Fish Health and Genetics Subcommittee

The Fish Health and Genetics Subcommittee is responsible for providing: (1) an overall fish health assessment of Chinook salmon introduced above Shasta Dam, (2) input on the Project with respect to how fish health could be affected, (3) input on the Project with respect to how the genetic integrity of the broodstock could be affected, (3) monitoring any changes in disease (4) feedback on broodstock selection, and (5) genetics management This subcommittee is also responsible not only for identifying potential risks to the reintroduced stocks, but also the native resident populations currently occurring upstream from Shasta Dam. Current members of the Fish Health and Genetics Subcommittee are listed in Table 4-5.

Table 4-5. Fish Health and Genetics Subcommittee Members

Organization	Representative
Reclamation	Josh Israel
USFWS	Brett Galyean
USFWS	John Rueth
USFWS	Kimberly True
CDFW	Tom Schroyer, Chair
CDFW	Bill Cox
CDFW	Michael Lacy
North State Resources	Keith Marine
MWH	Stephanie Theis

Key:
CDFW= California Department of Fish and Wildlife
MWH = MWH Americas
Reclamation = U.S. Bureau of Reclamation
USFWS= U.S. Fish and Wildlife Service

Pilot Planning Subcommittee

The Pilot Planning Subcommittee provides oversight of development and implementation for reintroduction of fish to the selected river(s).This subcommittee will compile information derived from the Habitat, Fish Passage Technology, Fish Health and Genetics, and Policy and Regulatory subcommittees and task areas, as well as identify other management activities and monitoring programs for successful fish reintroduction. The Pilot Planning Subcommittee includes fisheries experts from participating agencies and Project consultants (Table 4-6).

Table 4-6. Pilot Planning Subcommittee Members

Organization	Representative
Reclamation	John Hannon - Chair
Reclamation	Ben Nelson
NMFS	Jeff McLain
NMFS	Brian Ellrott
NMFS	Alice Berg
USFWS	Jim Smith
USFS	Bill Brock
CDFW	Mike Berry
CDFW	Tom Schroyer
DWR	Randy Beckwith
DWR	Marc Commandatore
DWR	Ted Frink
SWRCB	Amber Villalobos
MWH	Stephanie Theis
North State Resources	Keith Marine
MWH	Stephanie Theis
MWH	Barbara McDonnell

Key:
CDFW= California Department of Fish and Wildlife
DWR = California Department of Water Resources
MWH = MWH Americas
NMFS = National Marine Fisheries Service
Reclamation = U.S. Bureau of Reclamation
SWRCB = State Water Resources Control Board
USFS = U.S. Forest Service
USFWS= U.S. Fish and Wildlife Service

Policy and Regulatory Subcommittee

The Policy and Regulatory Subcommittee provides oversight on compliance with NEPA, NHPA, Wild and Scenic Act, and other State and Federal regulations as they relate to federally-listed reintroduced Chinook salmon. This subcommittee is also responsible for resolving policy issues on ESA compliance for landowner protection (i.e., Section 10), and timber harvest regulations (i.e., Anadromous Salmonid Protection measures under the California Forest Practice Rules). Members of the Policy and Regulatory Subcommittee are listed in Table 4-7.

Table 4-7. Policy and Regulatory Subcommittee Members

Organization	Representative
Reclamation	Ben Nelson - Chair
Reclamation	David Van Rijn
NMFS	Jeff McLain
NMFS	Brian Ellrott
NMFS	Garwin Yip
NMFS	Alice Berg
USFS	Michael Kellett
USFS	Bill Brock
CDFW	Andrew Jensen
CDFW	Michael Harris
DWR	Ted Frink
MWH	Stephanie Theis
MWH	Meredith Parkin
MWH	Barbara McDonnell
MWH	Lisa Beutler

Key:
CDFW= California Department of Fish and Wildlife
DWR = California Department of Water Resources
MWH = MWH Americas
NMFS = National Marine Fisheries Service
Reclamation = U.S. Bureau of Reclamation
USFS = U.S. Forest Service

Public Outreach Subcommittee

The Public Outreach Subcommittee will coordinate and foster broad awareness and transparency of the Project among the public, agencies, landowners, organizations, elected officials, and other interested parties. Its primary responsibility is to provide oversight and direction for the implementation of this communication and engagement plan by the Project's Public Outreach Subcommittee. The Public Outreach Subcommittee includes public affairs office staff from participating agencies and Project consultants (Table 4-8).

Table 4-8. Public Outreach Subcommittee

Organization	Representative
Reclamation	John Hannon
Reclamation	Fernando Ponce
Reclamation	Louis Moore
Reclamation	Lynette Wirth
Reclamation	Don Reck
NMFS	Alice Berg
CDFW	Andrew Hughan
MWH	Craig Moyle
MWH	Lisa Beutler
MWH	Stephanie Theis

Key:
CDFW= California Department of Fish and Wildlife
MWH = MWH Americas
Reclamation = U.S. Bureau of Reclamation

This page left blank intentionally.

Chapter 5
Stakeholder Database

The Stakeholder Database is a compilation of individuals and organizations with an interest in the Project. These include non-governmental organizations, private business owners, local, State and Federal agencies, elected officials, water users (municipal, industrial and agricultural), Federal and non-Federal tribes, tribal organizations, environmental interest groups, recreation groups, and the general public

These stakeholders are divided into three tiers; primary, influencer, and secondary. These tiers help the outreach team distinguish necessary levels of targeted outreach and engagement activities tailored to support near-term feasibility evaluations. These can include mailing lists, meeting invitations, and Project updates. The database is periodically updated as new stakeholders are identified.

The following sections identify each outreach audience for the Project and describe how each is anticipated to be involved.

Primary: A primary stakeholder is any person(s) or organization(s) ultimately affected, either positively or negatively, by Project actions. For the Project, primary stakeholders have been identified as those stakeholders that are immediately along the McCloud or Sacramento rivers or in close proximity that will be impacted by the implementation of the Project. Primary Stakeholders currently include the following categories:

- Landowner, Industrial/Agricultural
- Landowner, Recreational
- Landowner, Private Cabin
- Utility Providers

Secondary: A secondary stakeholder is any person(s) or organization(s) indirectly affected by Project actions. For the Project, secondary stakeholders may include local and regional businesses which depend on the rivers, and users of natural resources in the region. Secondary stakeholders currently include:

- Fishing Guides/Enthusiasts
- River Rafting Enthusiasts
- Resorts
- Recreational equipment/supply sellers

Influencer: An influencer is any person(s) or organization(s) with significant influence on over the conduct of a project proponent's actions. An influencer can also belong to the first two groups. This stakeholder group includes:

- Local, Regional, State and Federal Government Agencies
- Local, County, State and Federal elected officials
- Native American Tribes
- Non-Governmental Organizations
- Municipal/Industrial/Agricultural Water Users
- General Public
- Media

Landowner and Stakeholder Analysis Interviews:

We're not talking about whether capture and transport works in the abstract, but how it would work in this actual case of moving fish around Shasta and Keswick … Given potential high flows in Sacramento and McCloud, design of recapture facilities will be difficult, but not impossible.

Stakeholder: Environmental/Non-Government Organization

Additional Stakeholder Identification

Additional stakeholder identification has occurred, and will continue to take place throughout the Project. The database will be updated via referrals from stakeholders or agency staff, the Project Web site, and individuals and organizations who comment on public documents. The team will make a case-by-case assessment on each new update as to the category of "primary", "secondary" or "influencer" stakeholder type.

Chapter 6
Landowner and Stakeholder Analysis

An early implementation step of the Project – and a major contributor to inform the development of this Plan – is the Landowner and Stakeholder Analysis (LSA). The LSA is a summary of results from interviews with Project stakeholders on a variety of topics salient to the Project and initial actions for fish reintroduction. These 1-hour, one-on-one interviews measured initial awareness of the Project goals and objectives, served as a vehicle to identify additional stakeholders, assisted in determining preferred communication channels of stakeholder groups, and collected advise for possible communication and engagement activities, tactics and approaches.

A summary of the findings utilized to inform development of this Plan are described below. The LSA and its companion documents are included as Attachments A, B and C to this Plan. The key LSA findings were:

- **Communication** – Respondents overwhelmingly prefer Project communication to be conveyed through in-person meetings. It was also recommended that information regarding the Project is published and distributed, preferably electronically. Table 6-1 summarizes the preferred outreach strategies. Chapter 7 outlines the strategy for outreach meetings and Chapter 8 outlines the distribution of information for the Stakeholder Communication and Engagement Plan.

Table 6-1. Respondent Recommended Outreach Strategies

Engagement Strategy	Percentage of Interviewees who Suggested this Strategy
Hold Meetings	89%
Large/Public Meetings	44%
Small Peer-Group Meetings	22%
One-on-One Meetings	28%
Publish/Distribute Information	56%
Engage Specific Stakeholders/Landowners	50%

- **Engagement** – More than half of the interviewed landowners and stakeholders would like to be involved in the Project in some capacity. These respondents expect to be actively engaged throughout the Project. It is recommended to engage the stakeholders and landowners who are interested in participating going forward.

Table 6-2. Respondents Anticipated Level of Involvement

Involvement	Percentage of Those Interviewed (%)
Unknown	10
Providing Data	5
Informed	25
Possibly Involved	20
Involved	30
Highly Involved	10

- **Task Areas** – Interview results show that Policy and Regulatory, Pilot Plan, and Fish Passage Technology are topic areas rated the highest among tier groups in terms of difficulty to implement and were also considered the most important for communication (see Tables 6-3 and 6-4). While all topic areas are important to the overall completion of the Project, these high-value topic areas should receive additional emphasis during the implementation of the Plan.

Table 6-3. Distribution of Scores for Task Area Difficulty

Perceived Level of Difficulty to Implement	Fish Health and Genetics	Fish Passage Technology	Habitat	Pilot Plan	Policy and Regulatory	Public Outreach
Low	35%	10%	50%	10%	0%	40%
Medium	40%	45%	20%	45%	30%	35%
High	25%	45%	30%	45%	70%	25%

Table 6-4. Distribution of Rankings for Communication, Engagement, and Informational Importance

Importance	Fish Health and Genetics	Fish Passage Technology	Habitat	Pilot Plan	Policy and Regulatory	Public Outreach
Low	55%	30%	35%	5%	35%	45%
Medium	20%	40%	40%	55%	20%	5%
High	25%	30%	25%	40%	45%	50%

Chapter 7
Project Communication and Engagement Recommendations

The LSA results revealed that Policy and Regulatory, Pilot Plan, and Fish Passage Technology are the topic areas rated the highest among the tier groups in terms of difficulty to implement and were considered important for communication with all stakeholders. The LSA results further showed that within these focus areas, stakeholders in different tier groups and categories often held a common understanding of key hurdles facing the Project. Below is an example of this understanding of a key issue facing the Project.

Landowner and Stakeholder Analysis Interviews:

From our standpoint, we do not think that the Federal government understands the impact of introducing endangered species. You put a listed fish into the upper McCloud and all the private timber land becomes subject to ASP (Anadromous Salmonid Protection) rules … Even if there is some sort of (Federal) Safe Harbor or experimental status (temporary) we are concerned about getting saddled with state rules that we weren't subject to before.

Stakeholder: Business Landowner

Such examples of mutual understanding indicate a climate of on-going interaction among stakeholder groups on topics related to the Project, and a stakeholder community setting that is open to active collaboration with the Project Team. Based, in part, on this, the Project Team recommends framing communication and engagement activities in support of development of the Project on the IAP2 Spectrum of Public Participation (see Chapter 3).

As described earlier, the plan calls for a blended approach to, and stakeholders to achieve overall Project goals. The Project team will depend on stakeholders to bring an understanding of local conditions directly into the planning process at various points of engagement. This engagement will primarily include on-the-ground meetings in the Project area, and through written comments on draft documents. Reclamation will keep interested parties informed though the project Web site, and up to date through mailing lists and regular communications at the levels deemed appropriate by the stakeholder identification process (described in Chapter 6).

The IAP2 also describes the approaches *collaborate* and *empower*. Because of Reclamation's legal obligation to develop the Pilot Implementation Plan in compliance with the BO, the agency cannot delegate the decision to stakeholders as described in the *empower* quadrant. *Collaboration* as IAP2 defines it may only be suitable for certain settings like stakeholder workshops; Reclamation and its agency partners

will look for opportunities to work with stakeholders in this manner. The application of the IAP2 suite of approaches, and the input from the LSA (described in Chapter 6) contributed to developing communication and public participation objectives for the Project.

Landowner and Stakeholder Analysis Interviews:

The project needs to engage foresters. Need to have a good sense of the local politics; timber interests are a big landowner base. Their big concerns are about these fish being experimental fish (reducing regulation). One thing timber guys continue to point out that is that there are more strict state forest regulations when there are anadromous fish in the watershed.

Stakeholder: Environmental/Non Governmental Organization

Frequent and ongoing interactions with stakeholders and landowners are vital to the success of the Project, both for public involvement in support of the Project and environmental assessment and for continuing stakeholder engagement throughout the implementation process.

Elements from the Spectrum of Public Participation will be applied for the conduct of public, landowner and other stakeholder communication and engagement activities described below.

Public Meetings

Public meetings are often the venue to inform, consult, and involve a wide range of audiences in a project, particularly the general public. These venues afford the opportunity to distribute technical information and respond to questions that assist in establishing and furthering mutual understanding of a topic.

For the portion of the Project in which the Pilot Implementation Plan is being developed, five public meetings are currently tasked for implementation. These meetings are timed to support major Project milestones and deliverables; the timing of the outreach is subject to change as the technical work product timelines change. Below is an overview of the public meetings. For an overview of the schedule of these meetings see Figure 2-2.

Stakeholder Meeting No. 1 – Project Kick-off

This meeting serves to introduce the project to area landowners and stakeholders. It describes the general framework of the Project and the planning principles and seeks to engage landowners and stakeholders in preliminary identification of habitat and other area knowledge on watershed maps.

Stakeholder Meeting No. 2 – Planning Process Workshop

This meeting seeks to present the various technical, policy, regulatory and economic factors necessary for the development

and implementation of the Pilot Implementation Plan. Landowners interested in participating in habitat assessments in river areas suitable for the release and/or retrieval of fish, barriers to passage, spawning, and rearing will be identified.

Stakeholder Meeting No. 3 – Habitat Assessment Workshop

This meeting seeks to present findings of a detailed habitat assessment of the upper Sacramento River, the upper and lower McCloud River and their tributaries. This session will be map-based and seek to engage landowners in further discussion of the findings and provide corrections/updates as appropriate.

Stakeholder Meeting No. 4 – Pilot Plan

This meeting will present the draft Pilot Implementation Plan to inform the stakeholders about the initial findings.

Stakeholder Meeting No. 5 – Public Draft Environmental Assessment

This meeting seeks to present and receive landowner and stakeholder input to the Pilot Implementation Plan Public Draft Environmental. This meeting will present the report findings and solicit public and stakeholder input for consideration in the Final Draft.

Landowner and Stakeholder Meetings

While public meetings described above provide a venue to inform, consult, and involve a wide variety of audiences in a large gathering, they are forums with limited opportunity for close collaboration with landowners and key Project stakeholders on issues specific to a watershed or a landowner. To provide this forum, the Project Team is tasked to hold two watershed meetings and up to five landowners meetings.

Watershed Meetings

One meeting is planned for landowners, landowner representatives and other interested parties in the upper Sacramento River and the McCloud River. These sessions will discuss all focus areas of the initial phase of the Pilot Implementation Plan, but with an emphasis on Policy and Regulatory, Pilot Plan, and Fish Passage Technology topics specific to the watershed. These meetings will occur after Stakeholder Meeting No. 1.

The intent of these sessions is to gather input to focus areas and collaborate on potential solutions. The project team anticipates it will host these meetings in coordination with an existing stakeholder group or organization, such as the McCloud River Coordinated Resource Management Plan (CRMP), the River Exchange (Sacramento River focus), or the Sweetbriar Cabin Association (Sacramento River).

Landowner Meetings

Landowner meetings can be comprised of one or several landowners with common interests in the Project. Held informally on the landowner's property or another location of their choice, these meetings provide opportunities for one-on-one discussions important to the landowner and the Project Team. Such meetings are anticipated to be held early in the planning process and in coordination with the implementation of watershed-level meetings.

The Project Team intents to focus resources for landowner meetings to Primary stakeholders, and will explore options to include Influencer stakeholders such as members of Native American Tribes.

Project Action Teams

Reclamation anticipates that during the course of the Project, various technical, institutional, regulatory and policy issues will arise that require active collaboration with stakeholders and Project subcommittee members to resolve.

In such cases, Reclamation intends to form Project Action Teams comprised of stakeholders, agency staff and other interested parties. Each Project Action Team will be chartered to focus on a single issue that can be resolved in 90 days or less. An issue with multiple decision points not suitable to this 90-day schedule will be divided into interim deliverables. The exact format of these groups will be described in the Project Action Team charter. Potential application of this format could include a focus on the following topics:

- Federal Energy Regulatory Commission relicensing processes
- 2013 California Forest Practices Rules as they relate to Anadromous Salmonid Protections

Public Information

To support implementation of this Plan, the Public Outreach Team will support a variety of communication and engagement tools and tactics. These will help inform and track stakeholder interest and involvement in the Project; serve as vehicles to communicate results and accomplishments of the Project; and announce engagement opportunities. Below is a list of the tools and tactics available to Reclamation.

Project Web Site

As part of initial implementation of the Project, Reclamation developed and posted a Project Web site[2] as part of the Bay-Delta Office section of Reclamation's Mid-Pacific Region portal. Maintained by Reclamation's Public Affairs Office, this site currently includes the following content:

- Project Description
- Links to background materials
- Project fact sheets and annual reports
- Public meeting presentations and summaries
- Habitat Assessment Framework
- Point of contacts

As one of the major vehicles for communicating Project results and announcements to stakeholders, Reclamation intends to expand the scope of the Web site to include several additional pages based on the implementation structure of the Project. This is anticipated to include updates of progress by Project subcommittees and action teams, a document library, Project calendar, and a sign-up form to be added to the mailing list.

Email Blasts and Mass Mailings

Mass email blasts are effective tools for providing stakeholders, members of the public, agencies, and other interested parties, with timely information and updates about Project activities. Supported by collection of contact information for the Project participant database described in this chapter and through the sign-up prompt on the Project Web site, staff will periodically send email blasts to individuals involved in the Project process. It is anticipated that this tool

[2] http://www.usbr.gov/mp/BayDeltaOffice/Documents/Shasta_Fish_Passage/index.html

will be used for distribution of meeting invitations, materials, and to notify those on the mailing list of updates to the project Web site.

Also using information collected for the Project participant database, the Project Team may periodically send outreach material to stakeholders, members of the public, agencies, and other interested parties via postal mail. A combination of mass mailing and email blasts is recommended for reaching the widest outreach audience, as some individuals may choose to share only either an email address or a mailing address with the Project Team.

Additional needs for mass mailing will be assessed by the Steering Committee and Public Outreach Subcommittee as needed.

Media Relations

Media relations in support of the Project will be led by Reclamation's Public Affairs Office (PAO) in coordination with the Project Manager and support staff. Media relations activities for the Project are anticipated to include the development and distribution of news releases and calendar advisories. Each will be sent to Reclamation's statewide media database and other stakeholder Web sites as suggested by LSA participants. Such notices will be used to announce Project meetings, milestones and other important events.