# Upper Mississippi River Basin Association
# 2018-2022 Strategic Plan

*UMRBA Overview* — The Upper Mississippi River Basin Association (UMRBA) was formed in 1981 as a successor to the former Upper Mississippi River Basin Commission (UMRBC). When that joint federal-state Commission was terminated by a Presidential Executive Order in 1981, the Governors of Illinois, Iowa, Minnesota, Missouri, and Wisconsin signed a joint resolution calling for "the continuation of an interstate organization to maintain communication and cooperation among the states on matters related to water planning and management." Each Governor subsequently issued an Executive Order establishing his state's membership in the Association.

Since 1981, UMRBA has represented the five states' common interests across a wide range of issues. Initially, the Association's major focus was working with Congress and federal agencies to implement key recommendations from the UMRBC's Master Plan for the Upper Mississippi River System (UMRS), including construction of a second lock at L&D 26 and establishment of an ecosystem restoration and monitoring program. Over the years, commercial navigation and ecosystem management have remained central to UMRBA's work, while other issues such as water quality have grown in importance, and still others like hydropower have been somewhat cyclical. However, one common theme has marked the states' approach to all issues — i.e., a commitment to collaborative, integrated management of the UMRS for its multiple purposes.

*Mission* — The purpose of UMRBA is to facilitate dialogue and cooperative action regarding water and related land resource issues. More specifically, the Association endeavors to:

- Serve as a regional interstate forum for the discussion, study, and evaluation of river-related issues of common concern to the states of the Upper Mississippi River Basin.
- Facilitate and foster cooperative planning and coordinated management of the region's water and related land resources.
- Create opportunities and means for the states and federal agencies responsible for management of water resources in the Upper Mississippi River Basin to exchange information.
- Develop regional positions on river resource issues and serve as an advocate of the basin states' collective interests before Congress and the federal agencies.

*Fundamental Principles* — The following principles are central to UMRBA and its member states:

1. *Consensus* — UMRBA values its strong tradition and culture of building consensus
2. *Integrated Management* — The Upper Mississippi and its watershed are a nationally significant economic, environmental, and social resource that requires balanced, integrated, and collaborative management, exceeding the capacity and authority of any one entity
3. *Regional Focus* — UMRBA focuses on issues of multi-state interest and does not typically address matters internal to one state or of a bilateral nature

4. ***Board Leadership*** — UMRBA is a Board-led organization, with staff advising and otherwise serving the needs of the Association's member states, that does not advance perspectives, positions, or interests beyond those held jointly by its member states

5. ***Flexibility*** — With respect to both longstanding and emerging issues, UMRBA seeks to anticipate and be responsive to evolving state needs and interests

6. ***Collaboration*** — UMRBA places a high value on collaboration, whether the states are collaborating internally or engaging with federal agencies and other partners

7. ***Best Available Information*** — UMRBA holds that water resources management decisions should be informed by the best available information, while recognizing that decisions must frequently be made in the absence of all information that might be desired

8. ***Best Achievable Policy*** — UMRBA supports the best achievable water resources policies that are in the collective interests of its member states

*Institutional Structure and Governance* — UMRBA is structured as a 501(c)(3) non-profit association, with its sole members being the five states of Illinois, Iowa, Minnesota, Missouri, and Wisconsin. Pursuant to UMRBA's Articles of Association and Bylaws, each Governor appoints one or more representatives and alternates to UMRBA. The mix of representatives and alternates is entirely at the individual Governor's discretion, and those appointees are responsible for coordinating across agencies within their state as needed. The Association's Board of Directors is composed of all duly appointed representatives and alternates, but each state has one vote on matters coming before the Board. Federal agencies with significant water resources responsibilities in the UMRS basin are invited to name non-voting liaisons to UMRBA. The Board meets quarterly in public session and also relies on several work groups, many of which include both state and federal agency members.

*Primary Functions* — Consistent with its mission, principles, structure, and governance, UMRBA performs the following primary functions on behalf of its member states, within available resources:

1. Serve as a regional interstate forum
2. Facilitate cooperative action and collaboration
3. Monitor issues
4. Foster communication and disseminate information
5. Identify and voice the member states' collective interests
6. Augment the member states' capacity on river-related issues
7. Foster relationships with federal agencies and stakeholders
8. Shape federal investment and policies

It is important to note that UMRBA has no direct land management or regulatory functions.

*2018 – 2022 Strategies*

| Advocate | Catalyst | Convener | Communicator | Developer |
|---|---|---|---|---|
| Pursue necessary investment and seek solutions to legislative and administration policies to improve federal, state, and local management of the Upper Mississippi River System | Accelerate changes to improve overall river management and advance solutions through integrated, collaborative, science-based approaches | Foster interagency and interdisciplinary collaboration, communication, and coordination | Increase awareness and appreciation of the economic and ecological value of the Upper Mississippi River System to decision-makers, river users, and the public | Create and maintain information or decision-support tools to improve management and knowledge of the Upper Mississippi River System |

***Plan Purpose*** — This strategic plan articulates the states' joint priorities for UMRBA during the period 2018-2022. It also confirms the Association's mission, principles, functions, and governance. By design, the plan is not highly detailed or prescriptive. Rather, it is intended to provide a touchstone for the Association's Board of Directors, committees, and staff. It outlines the central elements of UMRBA's future focus, while preserving the flexibility and responsiveness that have been essential to the organization's past success. As a living document, the plan will guide annual work plan development and execution, while simultaneously accommodating emerging trends and issues and evolving state needs. Reflecting UMRBA's commitment to communication and collaboration, the plan is also intended to inform the Association's many partners about the states' joint water resource priorities.

# AQUATIC NUISANCE SPECIES

*UMRBA promotes aquatic nuisance species (ANS) prevention and control that is compatible with the Upper Mississippi's multiple uses and recognizes the ongoing nature of ANS threats.*

## Overview

The existing and potential impacts of ANS on the Upper Mississippi and Illinois Rivers are substantial, affecting a broad range of river resources and uses. The profile of ANS issues has increased markedly since 2010, with decision makers and the public particularly focused on the potential spread of Asian carp. Several options currently being explored to prevent, monitor, and control ANS spread also have implications for ecosystem health and human uses, such as native biota, commercial navigation, water quality, flood risk management, and recreation. National focus has targeted Brandon Road Lock and Dam as a potential transfer point of ANS between the Mississippi River and Great Lakes basins.

## UMRBA History and Current Engagement

UMRBA's work on ANS issues dates back to a 1992 conference that brought agencies, intake operators, and others together to address the likely implications of zebra mussels on the UMRS. UMRBA adopted a 2001 resolution on ballast water management and has sought to ensure that conditions for native species are improved through ecosystem restoration.

More recently, UMRBA issued a 2014 Interbasin ANS Prevention and Control Resolution and is engaged in the Great Lakes and Mississippi River Interbasin Study (GLMRIS) and other Asian carp-related efforts. UMRBA comments regarding GLMRIS comments call for, among other things, thorough evaluation of the efficacy and impacts of various ANS prevention options, investment in long term controls, and attention to the full range of ANS transfer issues affecting both basins. UMRBA's Executive Director serves on the GLMRIS Executive Steering Committee, and the states of Illinois, Minnesota, and Wisconsin are also represented directly. Additionally, UMRBA recognizes and coordinates with other entities facilitating interstate ANS collaboration at the regional scale.

Aquatic Nuisance Species: 2018 – 2022 Strategies and Objectives

| Strategy | Objective |
|---|---|
| Advocate | Develop regional consensus positions on long-term ANS solutions |
| | Support reasonable and appropriate regulatory and non-regulatory prevention measures that do not impede other river users' priorities, including flood risk management, water quality, ecological health, commercial navigation, and recreation |
| | Develop regional consensus positions on short-term actions to prevent further expansion of ANS and long-term prevention, control, and eradication solutions |
| Catalyst | Encourage continued research and monitoring to improve knowledge of prevention, control, and eradication techniques as well as long-term projections of ANS-related impacts to river uses |
| | Support action on a series of near-term measures and further analysis to reduce the risk of Asian carp and other invasive species passing through the Chicago Area Waterway System (CAWS) |
| Communicator | Provide decision-makers with relevant and timely information about the status and trends of ANS populations, technology advances, and policy and investment |
| | Communicate high-level news items regarding regional ANS through a variety of tools and venues, including social media |

# COMMERCIAL NAVIGATION

*UMRBA furthers the Upper Mississippi's function as a Congressionally-declared "nationally significant commercial navigation system."*

## Overview

The Upper Mississippi is an essential component of the nation's land-based transportation network, serving as a vital link in the nation's multi-modal transportation system and relieving congestion on roads and rail. The river is critical to local, regional, and national economies for its ability to efficiently move bulk commodities at a competitive price, including 60 percent of the nation's grain exports as well as road salt and gravel.

Commercial navigation is made possible by a series of 29 lock and dams on the Upper Mississippi, mostly built in the 1930s, and eight lock and dams on the Illinois River. Collectively, these locks, along with active channel maintenance, provide a reliable 9-foot navigation channel. While there are many trends and issues affecting the viability and efficiency of the nation's inland waterway system, perhaps none is more significant than the overall decline in federal infrastructure investment since the mid-1980s. Several recent economic analyses have concluded that a closure of the river channel over a long duration (e.g., navigation season) would severely affect the Midwest economy, particularly impacting Midwest agricultural producers.

## UMRBA History and Current Engagement

Commercial navigation has always been a primary focus of UMRBA's work. Since its creation, UMRBA has worked to ensure adequate federal investment in the operation, maintenance, recapitalization, and capacity of the system's navigation infrastructure, with the goal of maintaining and enhancing its reliability and efficiency.

Of particular note, UMRBA was actively engaged in the Navigation Feasibility Study and the ultimate authorization of the Navigation and Ecosystem Sustainability Program (NESP) in the 2007 Water Resources Development Act. Authorized at $3.9 billion, with a Congressional directive for "comparable progress" in implementing the navigation and ecosystem restoration components, NESP is the first increment of the U.S. Army Corps of Engineers' 50-year recommended plan for the UMRS. Since the program's 2007 authorization, UMRBA has worked closely with an *ad hoc* coalition of supporters, including Waterways Council Inc., The Nature Conservancy, the National Corn Growers Association, labor unions, local governments, and others, to advocate for NESP funding. NESP has received only limited funding for planning purposes, mostly received prior to FY 2011 with very minor funding provided through the Corps' work plans.

More recently, UMRBA has been working in collaboration with the five state Departments of Transportation to improve freight mobility through innovative, integrated strategic approaches on the Upper Mississippi, also known as the Marine Highway M-35. This work includes promoting the inland waterways, advocating for infrastructure improvement, facilitating regional dialogue, marketing the river's existing and potential new services, improving knowledge of market trends and forecasts, and ensuring that the river's multiple uses are sustained and improved.

Commercial Navigation: 2018 – 2022 Strategies

| Strategy | Objective |
|---|---|
| Advocate | Secure federal investment to address critical operations and maintenance and rehabilitation needs throughout the Upper Mississippi and implement NESP |
| | Seek programs, tools, and financial instruments to support M-35 Route service development and infrastructure improvements |
| Catalyst | Elevate the Upper Mississippi's infrastructure needs on a regional and national stage |
| | Enhance freight mobility through innovative, integrated, strategic approaches |
| | Market existing and potential new services to businesses and shippers |
| | Improve knowledge of market trends and forecasts |
| Convener | Facilitate regional and national dialogue about short- and long-term financing mechanisms, Corps' project delivery approaches, economic development opportunities, and federal and state policies |
| Communicator | Promote the inland waterways as a means to relieve land-side transportation congestion and improve the nation's overall transportation system |
| | Develop and implement a strategic approach for marketing the Upper Mississippi's navigation services involving the regional network |
| | Communicate the economic importance of Upper Mississippi navigation system and risk of failure as well as high-level news items through a variety of tools and venues, including social media |
| Developer | Create and maintain a web-based inventory of Upper Mississippi navigation freight and recreation assets |
| | Develop and seek to expand new shipping services – e.g., container shipping |
| | Perform a market competitive analysis |
| | Conduct a meta-study of existing navigation-related research and data |

# Ecosystem Health

*UMRBA advances the overall health and resilience of the Upper Mississippi as a Congressionally-declared "nationally significant ecosystem."*

## Overview

The Upper Mississippi is a large, complex floodplain ecosystem that is home to highly diverse set of fish, birds, mussels, reptiles and amphibians, and mammals, including a number of rare and endangered species. The river ecosystem also supports important ecological processes and functions, providing tremendous economic and social benefits locally, regionally, and nationally – e.g., clean water for public and industrial use, extraordinary recreation and tourist opportunities. Even though the river retains important elements of its pre-disturbance ecological structure and function, it has been dramatically altered and continues to degrade every year. It is UMRBA's position that the investment in improving the river ecosystem must be accelerated until such time that it is resilient in a healthy, thriving condition.

The Upper Mississippi enjoys a deeply-rooted partnership of federal and state agencies, local governments, and nonprofits that collectively work to reverse the trends of ecological and habitat degradation. This interagency collaboration occurs through the Upper Mississippi River Restoration (UMRR) program, which is the most successful large river ecosystem restoration program in the nation. Other efforts include restoring low water variability through pool-level management to facilitate sediment compaction and vegetation growth that provide for fish, mussel, and wildlife habitat. Congress directs funding to the UMRR through the U.S. Army Corps of Engineers' budget, while the five states, U.S. Fish and Wildlife Service, and U.S. Geological Survey are directly involved in program implementation. The Navigation and Ecosystem Sustainability Program (NESP) was authorized in 2007 to expand UMRR's authorization and funding levels for ecosystem restoration.

## UMRBA History and Current Engagement

Ecosystem restoration and monitoring has been a major focus for UMRBA since its inception in 1981, when advocating for authorization of the Master Plan's recommendations was a top priority for the states. While UMRBA has contributed to many state and federal ecosystem-related efforts, its work has primarily focused on UMRR and NESP. UMRBA was integral to the programs' authorizations and subsequent appropriations and has worked closely with partners in implementing and managing UMRR. This includes advocating for funding and authorization changes, pursuing policy and process changes within USACE, coordinating interagency implementation efforts, and providing various support services under contract with USACE.

In addition, UMRBA seeks to advance other state priorities, such as operation and maintenance of the 9-foot navigation channel and water quality monitoring and assessment, in its restoration-related work. Most recently, this has included facilitating interdisciplinary and interagency discussions regarding water level management.

Ecosystem Health: 2018 – 2022 Strategies

| Strategy | Objective |
|---|---|
| Advocate | Secure federal investment to the UMRR, NESP, U.S. Fish and Wildlife Refuge System, and beneficial use of dredged material |
| | Seek solutions to legislative and Administration policies limiting habitat restoration projects – e.g., project partnership agreement (PPA) reform |
| | Promote the states' perspectives in implementing UMRR and NESP |
| Catalyst | Elevate the Upper Mississippi's habitat and ecological improvement needs on a regional and national stage |
| | Integrate ecological health priorities with other purposes – e.g., island creation with channel dredging, floodplain restoration with flood risk reduction |
| | Promote desired low water variability in managing the 9-foot navigation channel |
| | Encourage continued ecosystem restoration and monitoring through UMRR and NESP |
| Convener | Coordinate interagency implementation of UMRR and NESP |
| | Facilitate dialogue among river managers, navigation industry, and other river users regarding water level management |
| Communicator | Communicate the economic benefits of the Upper Mississippi as a healthy ecosystem as well as the need for investments to improve its overall condition |
| Developer | Provide various support services to UMRR (and potentially NESP) |

# Flooding

*UMRBA fosters a collaborative approach to flood risk management on the Upper Mississippi that is systemic, forward-looking, informed, effective, and cost-efficient.*

## Overview

Large-scale floods on the Upper Mississippi and its tributaries, particularly those in 1993, 2008, and 2011, disrupted tens of thousands of lives and caused billions of dollars in damage to homes, businesses, crops, and public infrastructure. Flood risk management on the Upper Mississippi, with its vast geographic scale, tremendous economic productivity, and globally significant resources, presents extraordinary challenges. The social, economic, and environmental consequences of flood response, recovery, and mitigation decisions can be profound.

## UMRBA History and Current Engagement

UMRBA's engagement in flood risk management issues has tended to be episodic, with upticks in activity following major flood events or study authorizations. After the 1993 flood, UMRBA established a Floodplain Management Task Force that was integral to developing the Association's position statements on flood recovery, hazard mitigation, legislative efforts, the landmark 1994 Galloway Report, and the U.S. Army Corps of Engineers' 1995 Floodplain Management Assessment. UMRBA also worked through its Task Force to develop a 1995 Leveed Floodway Memorandum of Agreement (MOA), which was signed by the five member states as well as Kansas and Nebraska. However, levee and drainage districts voiced strong concerns with the MOA's emergency flood fighting provisions and what they viewed as a lack of consultation prior to the document's signing. This ultimately led some states to withdraw from the MOA and the Board voted to hold the MOA in abeyance in February 1996. In the late 1990s and early 2000s, UMRBA also worked with state floodplain managers to provide extensive state input on the Corps' Flow Frequency Study and Comprehensive Plan, as well as various regulatory and legislative proposals. In 2008, UMRBA authored a flood recovery position statement that both reinforced and updated many of the states' perspectives from the 1993 flood. The Association also participated in the Corps' efforts to address recovery issues through a regional interagency team following the 2008 flood.

UMRBA tracks flood risk management-related issues on behalf of the states, including the Administration's proposed revisions to the water resources planning Principles and Guidelines (P&G) and potential next steps following publication of the 2008 Comprehensive Plan.

Most recently, UMRBA launched a system-wide planning effort to improve flood risk management while also integrating planning for channel maintenance and extended low-water events. UMRBA hosted a summit in 2017 that convened a wide range of flood and channel maintenance stakeholders. Participants called for a long term, systemic planning effort that would result in a more predictable, proactive approach to managing floods and sediment. As a result, UMRBA is pursuing a U.S. Army Corps of Engineers' Section 729 authority to facilitate this planning process.

## Flooding: 2018 – 2022 Strategies and Objectives

| Strategy | Objective |
|---|---|
| Advocate | Secure necessary federal investment for flood risk reduction, response, and mitigation |
| | Seek solutions to legislative and administration policies as well as programs, tools, and financial instruments for coordinated, consistent, effective management of floods |
| | Develop regional consensus positions on flood risk management solutions and policies |
| Catalyst | Seek opportunities to address flood risk management solutions in concert with channel maintenance, environmental sustainability, habitat restoration, and water quality measures |
| | Identify and respond to emerging issues and trends |
| | Encourage continued research and development of decision-making support tools related to water level forecasting and effects of long-term changes in land use and episodic weather events |
| | Support contingency planning to avoid and minimize flood-related damages |
| Convener | Promote thoughtful and inclusive dialogue about managing the complexity of the Upper Mississippi and its watershed |
| Communicator | Communicate the economic benefits of flood disaster preparedness, risk reduction |
| | Communicate high-level news items regarding flood events and risk management efforts through a variety of tools and venues, including social media |
| Developer | Employ an integrated, comprehensive, and systemic planning process to determine the optimal suite of structural and nonstructural measures in the Upper Mississippi floodplain and watershed that collectively minimize the flooding threat to public health and safety and the economy |

# Hazardous Spills

*UMRBA enhances and facilitates a collaborative approach to hazardous spill planning and response on the Upper Mississippi.*

## Overview

Numerous pipelines, roads, and railways cross or run parallel to the Upper Mississippi. The potential for hazardous spills pose significant risk to the river's diverse natural resources, including water supply, industry, transportation, and recreation. The coordination of quick notification and response by all relevant federal, state, local, and private entities is essential to minimize the damages from a spill of hazardous substance on the river. Even though spill occurrences on the Upper Mississippi have been relatively limited, emergency preparedness and coordinated response to contain and clean up the spills have paid tremendous dividends.

## UMRBA History and Current Engagement

UMRBA works directly with emergency responders and resource trustees (i.e., parties with legal responsibilities to monitor and protect natural resources) to coordinate spill response. This includes facilitating information sharing and planning, providing mapping and other planning and response tools, and advocating for federal investment and resources. UMRBA has convened a federal-state UMR hazardous spills coordination group since 1989 to provide a forum for interagency coordination, create a unified voice for the region's responders on spill-related issues, and host training activities. UMRBA developed and now maintains the Upper Mississippi River Spill Response Plan and Resource Manual (UMR Spill Plan), which has been adopted via a Memorandum of Agreement by UMRBA's five member states with the U.S. Army Corps of Engineers, U.S. Coast Guard, U.S. Environmental Protection Agency, and U.S. Fish and Wildlife Service.

UMRBA also engages in an extensive contingency planning and mapping project funded largely by the U.S. Environmental Protection Agency, Region 5. This work has its foundation in the Oil Pollution Act (OPA) of 1990 and has been ongoing since 1992. Products include geographic information system-based sensitivity atlases for the Region 5 states (i.e., Illinois, Minnesota, Wisconsin) and UMR counties within Iowa and Missouri as well as contingency plans for several metropolitan areas and National Wildlife Refuges in the region. Recently, UMRBA partnered with the National Park Service to assess the risk of a hazardous spill within the St. Croix National Scenic Riverway and develop contingency plans and response strategies.

## Hazardous Spills: 2018 – 2022 Strategies and Objectives

| Strategy | Objective |
|---|---|
| Advocate | Secure the necessary federal investment for hazardous spill preparedness and response |
| | Seek solutions to legislative and Administrative policies as well as programs, tools, and financial instruments for coordinated, consistent, effective management of hazardous spills |
| Catalyst | Encourage contingency planning to avoid and minimize damages from hazardous spills |
| Convener | Facilitate regional dialogue, coordination, information sharing, and planning |
| | Sponsor and/or support response exercises, training, and educational opportunities |
| Communicator | Notify UMR Spills Group members of response events affecting the Upper Mississippi |
| Developer | Coordinate updates to the UMRBA-created UMR Spill Plan |
| | Support U.S. Environmental Protection Agency and the National Park Service by developing sensitivity maps, data, and contingency plans (and potentially other organizations) |
| | Develop pool-specific spill response plans in coordination with the U.S. Environmental Protection Agency and U.S. Fish and Wildlife Service |

# Clean Water

*UMRBA improves the overall water quality condition in the UMRS watershed, floodplain, and main stem.*

## Overview

Protecting water quality is critical in sustaining the Upper Mississippi River as a water supply, diverse ecosystem, recreational area, and commercial artery. Water quality on the UMR has improved greatly since the passage of the Clean Water Act (CWA) in 1972, but much work remains to address unresolved and emerging issues and preserve water quality gains. The UMR's physical and biological complexity and its multiple jurisdictions present special challenges for CWA implementation.

## UMRBA History and Current Engagement

UMRBA has engaged in water quality issues, to varying degrees, since its inception in 1981. However, it was not until 1998 that an enduring water quality program emerged. Since then, UMRBA's water quality efforts have grown and evolved. In 2007, the Governors committed to coordinating the five states' UMR water quality efforts through UMRBA. Working through its Water Quality Executive Committee (WQEC) and Water Quality Task Force (WQTF), UMRBA has made significant progress, including a 5-state agreement on unified assessment reaches; publication of reports addressing sediment, biological assessment, fish consumption, and other key issues; and regular consultation on the states' assessment and impairment determinations. Building on this work and engaging with its member states, UMRBA published a comprehensive monitoring strategy in 2014 for water quality monitoring on the UMR. UMRBA also advocates the states' collective water quality interests to federal agencies and Congress.

## Clean Water: 2018 – 2022 Strategies and Objectives

| Strategy | Objective |
|---|---|
| Advocate | Secure the necessary federal investment to monitor and improve water quality conditions on the Upper Mississippi – e.g., states nutrient reduction strategies, UMR Clean Water Act monitoring plan |
| | Seek solutions to legislative and administration policies – e.g., increased flexibility in executing Section 319 funds |
| Catalyst | Elevate the Upper Mississippi's water quality investment needs on a regional and national stage |
| | Identify and respond to emerging issues and trends – e.g., chloride, emerging contaminants |
| | Encourage continued research and development of decision-making support tools |
| Convener | Coordinate federal, state, and local efforts to implement water quality improvements in the watershed and floodplain |
| | Provide a forum for interagency dialogue and information sharing on water quality law, policy, research, monitoring, and improvement techniques |
| Communicator | Communicate the value of clean water in the Upper Mississippi as well as the UMRBA's priorities, positions, and efforts to improve water quality |
| Developer | Create and maintain a shared database for the states to access sampling data and other relevant information |
| | Develop shared tools and communications materials for the states' to use in implementing the UMR Clean Water Act monitoring plan |

# Collaboration

*UMRBA advances multi-purpose management of the Upper Mississippi and works with partners from across the country to promote integrated water resources management.*

## Overview

The Upper Mississippi River is both a multi-billion dollar economic engine and a majestic, treasured ecosystem abundant with fish and wildlife – generating revenues in excess of $584 billion annually and supporting over 1.86 million jobs in manufacturing, agriculture, tourism, recreation, navigation, and energy sectors. The river also provides an irreplaceable water supply source for citizens and communities throughout the Midwest and a transportation system that connect Midwest shippers to the global marketplace. There exists a deeply-rooted history of interagency partnership on the Upper Mississippi that has been critical to sustaining and enhancing the river's many economic, ecosystem, and social values.

## UMRBA History and Current Engagement

The Upper Mississippi states are strongly committed to the principles of sustainability and multi-purpose use as the foundation of the river's management. UMRBA works to ensure that balance is achieved among the multiple river values and uses in a variety of forms. This includes advocating for integrated, collaborative federal-state river management, facilitating interdisciplinary information-sharing and planning, integrating the best available information into policy and management discussions, and increasing awareness and understanding of the interrelatedness of the river's uses.

UMRBA also works with national stakeholder groups and committees to elevate water resources investment needs and advocate for federal policy changes of common interest. UMRBA serves on the Board or Steering Committee of interstate, regional, and national groups including the Interstate Council on Water Policy and America's Watershed Initiative. UMRBA also engages with organizations and other partners that take an integrated and collaborative approach to river management, including, but not limited to, the Mississippi River Cities and Towns Initiative, National Waterways Conference, and Mississippi River Commission.

Collaboration: 2018 – 2022 Strategies and Objectives

| Strategy | Objective |
|---|---|
| Advocate | Increase federal investment on the Upper Mississippi in an integrated, balanced, adaptive, collaborative, and fairly-funded manner among the river's multiple uses |
| | Seek solutions to legislative and administration policies that promote sustainable and integrated river management |
| Catalyst | Promote investment and management of the Mississippi River watershed that transcend geopolitical boundaries |
| | Identify and respond to emerging issues and trends |
| | Encourage continued research and development of decision-making support tools |
| Convener | Provide a forum for interagency and interdisciplinary dialogue and information sharing |
| Communicator | Elevate the value of the Upper Mississippi and, more broadly, the Mississippi River watershed on the regional and national stage |
| | Serve as a regional voice in national discussions about integrated water resource investment and policy |
| Developer | Serve on the Board of America's Watershed Initiative |
| | Serve on the Board of the Interstate Council on Water Policy |