



ASSOCIATION *of*
FISH & WILDLIFE
AGENCIES

The **Association of Fish & Wildlife Agencies** is the collective voice of State, Provincial and Territorial fish and wildlife agencies.

Mission: To support and advocate for State, Provincial, and Territorial responsibility for science-based fish and wildlife conservation.

Vision: Sustainable fish and wildlife populations and habitat managed in trust for and supported by the public.

Goal #1: Fish & Wildlife Funding

FUNDING GOAL	INITIATIVES	STRATEGIC OBJECTIVES	STRATEGIC OUTCOMES	PERFORMANCE INDICATORS
<p>Secure and sustain comprehensive and dedicated funding for fish and wildlife conservation.</p>	<p>Protect and Enhance Trust Funds</p>	<ul style="list-style-type: none"> • Protect and enhance the Wildlife Restoration Fund and the Sportfish Restoration and Boating Trust Fund. • Strengthen support in Congress and the Administration for fish and wildlife excise tax laws. 	<ul style="list-style-type: none"> • AFWA leadership and staff are fully engaged with congress as needed on issues impacting trust funds and trust fund administration. • Threats to trust fund effectiveness and sustainability are responded to. 	
	<p>Secure Conservation and Wildlife Associated Recreation Funding</p>	<ul style="list-style-type: none"> • Secure funding for State Fish & Wildlife Agencies through passage of the Recovering America’s Wildlife Act. • Maximize federal appropriations for priority conservation programs. • Improve processes for, and increase involvement to inform the U.S. Administration's annual proposed federal budget. • Secure conservation funding to address new, emerging or nationally significant issues (e.g., impacts of energy development, natural resource adaptation strategies, invasive species, over-abundant species and fish and wildlife health) 	<ul style="list-style-type: none"> • Funding for programs such as: State & Tribal Wildlife Grants; North American Wetlands Conservation Fund; Neotropical Migratory Bird Conservation Fund; Magnuson-Stevens Fishery Conservation & Management Act; Farm Bill; Land & Water Conservation Fund; National Fish Habitat Conservation Partnership; Endangered Species Act. • Congressional appropriations that affect state fish and wildlife agency priorities are more effectively influenced by means of enhanced relationships with Congressional staff/members, the Administration and AFWA partners. 	<ul style="list-style-type: none"> • Extent to which AFWA's annual funding priorities are used by Congressional members/staff and the Administration. .



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<p>Secure and sustain comprehensive and dedicated funding for fish and wildlife conservation.</p>	<p>Secure Conservation and Wildlife Associated Recreation Funding (cont'd)</p>	<ul style="list-style-type: none"> Secure broader dedicated funding to address the full range of conservation mandates of states and U.S. territorial fish and wildlife agencies including dedicated funding for State Wildlife Action Plan implementation. Maximize fish and wildlife funding support for member agencies by leading, facilitating and participating in conservation coalitions, including industry, state, federal and NGO partners. Support appropriate funding for federal agencies. 	<ul style="list-style-type: none"> State fish and wildlife agency funding priorities are identified and communicated proactively and effectively to influence the federal budget. AFWA priorities are communicated and implemented at regional and state levels through AFWA's involvement in and leadership role in the larger conservation community. Dedicated and sustained funding for the full array of species and habitats is secured (e.g., Recovering America's Wildlife Act). Members of Congress are champions or supporters of dedicated funding. 	<ul style="list-style-type: none"> Number of state fish and wildlife agencies engaged with AFWA policy/legislative briefing calls. Progress toward implementation of Blue Ribbon Panel recommendations.



Goal #2: Policy & Legislative Advocacy

ADVOCACY GOAL	INITIATIVES	STRATEGIC OBJECTIVES	STRATEGIC OUTCOMES	PERFORMANCE INDICATORS
<p>Promote policies, legislation, laws, regulations and legal strategies that enhance and protect member agencies' ability to conserve and manage fish and wildlife resources and their habitats, consistent with the North American Model of Wildlife Conservation.</p>	<p>Enhance State Authority to Manage Fish and Wildlife</p>	<ul style="list-style-type: none"> • Increase member, partner, and congressional understanding of state responsibility and jurisdictional issues. • Strengthen understanding of state authority within the legal profession. • Engage state and federal legal advisors to build consensus and to establish comprehensive review and coordinated response to legal issues. • Engage in international forums to protect and promote state, provincial and territorial authority, management and conservation policy and encourage sustainable use principles. • Develop mechanisms to educate and inform members and partners of legal issues and law cases with the potential to impact state conservation responsibilities. 	<ul style="list-style-type: none"> • A think tank of legal experts (including state legal advisors, AGs, interns) functions effectively to review fish and wildlife law cases, as recommended by AFWA, and advances appropriate legal and legislative actions and strategies. • Capacity to review and respond to legal issues affecting state authority is enhanced within AFWA. • Participation and interest by state and private lawyers is increased through collaboration, legal committee programs, and greater outreach. • Understanding of the importance of state-led conservation is enhanced among lawyers, law students, and the judiciary by means of educational initiatives. • State, provincial and territorial authority for conservation, management and sustainable use is promoted and protected by staff, committee, and regional association representatives engaging in international fish and wildlife management and sustainability forums. 	<ul style="list-style-type: none"> • Effectiveness of legal or legislative efforts or tools to restore state authority recommended to AFWA leadership (assessed based on the impact to restore state authority). • Level of understanding about wildlife legal issues of students involved in courses, law clinics, CLE seminars, or other legal educational programs supported by AFWA. • Completion of BMPs that meet the AIHTS requirements by end of 2016. • Level of engagement in international fish and wildlife management and sustainability issues that state, provincial and territorial staff are engaged in or taking action on with AFWA.



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<p>Promote policies, legislation, laws, regulations and legal strategies that enhance and protect member agencies' ability to conserve and manage fish and wildlife resources and their habitats, consistent with the North American Model of Wildlife Conservation.</p>	<p>Build Congressional Support for State Fish & Wildlife Agencies</p>	<ul style="list-style-type: none"> • Leverage the Alliance for America's Fish & Wildlife to increase congressional support for Fish & Wildlife Agencies. • Strengthen the understanding and support in Congress and the Administration for sound, science-based conservation. Increase director engagement in Congressional outreach opportunities. • Enhance understanding and appreciation of the North American Model at national and international political level. • Promote state fish and wildlife interests in Congressional and Administration policies concerning conservation laws (e.g., CWA, ESA, MBTA) 	<ul style="list-style-type: none"> • Congress, the administration, federal agencies, industry, and universities better understand and support state agency roles and responsibilities, because AFWA staff and committees develop tools to help states educate their publics. • Barriers that restrict state director outreach to Congressional members are identified, and solutions are developed to communicate state agency perspectives to members of Congress and their staff. 	<ul style="list-style-type: none"> • Number of directors who engage Congress, Members of Congress, or their staff, when requested by AFWA.
	<p>Secure Authorization/ Reauthorization of Conservation-related Legislation</p>	<ul style="list-style-type: none"> • Secure authorization for key legislation including State Wildlife Grants Program through the Wildlife Conservation and Restoration subaccount under Pittman-Robertson. 	<ul style="list-style-type: none"> • Legislation that affects state fish and wildlife agency priorities is effectively influenced ; relationships with Congressional members/staff, the Administration, and AFWA partners are maintained and strengthened. • Authorize programs such as: NAWCA; NMBCA, WSFR, LWCF, JVs, ESA, Magnuson-Stevens; Farm Bill; National Fish Habitat Conservation Act; NFWF; Marine Mammals Protection Act. 	<ul style="list-style-type: none"> • Number of bills introduced and considered by Congress that include the Association's recommendations and/or priorities.



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Goal #3: Coordinated Conservation Initiatives

PARTNERSHIP GOAL	INITIATIVES	STRATEGIC OBJECTIVES	STRATEGIC OUTCOMES	PERFORMANCE INDICATORS
<p>Coordinate and facilitate fish and wildlife conservation initiatives among state, provincial, territorial, federal agencies and other partners, enabling conservation delivery on a landscape scale.</p>	<p>Develop and Strengthen Conservation & Science-oriented Partnerships</p>	<ul style="list-style-type: none"> • Build broad-based partnerships between business, industry, conservation groups and agencies to support systems of conservation for the implementation of State Wildlife Action Plans. • Facilitate coordination of national and international conservation initiatives among state agencies. • Support programs that deliver science to state fish and wildlife agencies, including landscape level delivery mechanisms (e.g., USGS Wildlife Cooperative Units.) • Expand coordination and engagement on marine/ocean policy. 	<ul style="list-style-type: none"> • AFWA facilitates and encourages science-based resource management through partnerships with key organizations and individuals in target sectors (e.g. business, private landowners, academia, land and marine policy and conservation organizations) 	

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			<ul style="list-style-type: none"> The application process for the Multistate Conservation Grant Program is enhanced and an online application system is developed. New funding options are identified and partnerships are advanced for conducting the National Survey. 	
<p>Coordinate and facilitate fish and wildlife conservation initiatives among state, provincial, territorial, federal agencies and other partners, enabling conservation delivery on a landscape scale.</p>	<p>Build International Partnerships</p>	<ul style="list-style-type: none"> Build comprehensive, cross-border support for conservation (e.g. climate adaptation, landscape-scale conservation, fish and wildlife disease issues and invasive species issues). Strengthen relationships between U.S., Canada and Mexico on conservation initiatives. 	<ul style="list-style-type: none"> Conservation of migratory and shared species and their habitats is increased through identification of issues of concern and opportunities for international collaboration. Greater interaction occurs between directors and staff of U.S., Canadian, Mexican and other international wildlife agencies. 	<ul style="list-style-type: none"> Level of engagement of partners in cross-border initiatives/issues: <ol style="list-style-type: none"> landscape scale conservation; fish and wildlife diseases; invasive species; migratory species; or other AFWA international priorities.
	<p>Strengthen Business and Industry Relationships</p>	<ul style="list-style-type: none"> Strengthen agency-industry partnership and industry support for hunting / shooting sports / angling / boating recruitment and retention (e.g., CAHSS, WHHCC, Industry-Agency Coalition, and the Sport Fishing and Boating Partnership Council). 	<ul style="list-style-type: none"> Hunting, fishing and wildlife-associated recreation is promoted through coordination of meetings, development of shared objectives and collaborative frameworks, and clear communication among partners. 	



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<p>Coordinate and facilitate fish and wildlife conservation initiatives among state, provincial, territorial, federal agencies and other partners, enabling conservation delivery on a landscape scale.</p>	<p>Support National Outreach and Education Initiatives</p>	<ul style="list-style-type: none"> • Increase awareness of the work of state fish and wildlife agencies and the societal benefits of state-based conservation (e.g., economic, ecosystemic, recreational and international). • Coordinate outreach and education interests in support of North American Conservation Education Strategy (CE Strategy). • Enhance Project WILD to better reflect the North American Model. • Support strategic R3 efforts. 	<ul style="list-style-type: none"> • National Outreach Conservation Strategy to tell the “state conservation story” and to promote participation in hunting, fishing & wildlife-associated recreation is developed and implemented. • Project WILD adoption grows and the program becomes financially sustainable. • R3 programs are effective in enhancing hunting and fishing participation. 	<ul style="list-style-type: none"> • Number of states participating in the National Conservation Outreach Strategy. • Project WILD financials and programmatic data. • Number of states with R3 coordinator.
	<p>Enhance Relevancy of State Conservation Initiatives</p>	<ul style="list-style-type: none"> • Identify opportunities to enhance state fish & wildlife agencies relevancy. • Implement effective relevancy initiatives in state fish & wildlife agencies. 	<ul style="list-style-type: none"> • Opportunities to study, develop and implement state fish & wildlife agencies’ relevancy initiatives are created (e.g., Alliance for America’s Fish & Wildlife, MAT). 	

Goal #4: Membership Support & Coordination

MEMBERSHIP GOAL	INITIATIVES	STRATEGIC OBJECTIVES	STRATEGIC OUTCOMES	PERFORMANCE INDICATORS
<p>Support and facilitate education, participation, communication and leadership capacity for and among state, provincial and territorial agencies to enhance fish and wildlife conservation.</p>	<p>Raise Member Awareness of AFWA’s Value to State, Provincial and Territorial Fish and Wildlife Agencies and Conservation</p>	<ul style="list-style-type: none"> • Improve member agency awareness and understanding of AFWA and AFWA-coordinated national and international programs, policies and conservation initiatives and how AFWA’s work contributes to member agency successes. • Increase participation in annual meetings, committees and organizational activities. 	<ul style="list-style-type: none"> • Awareness of AFWA (brand) and member satisfaction and perceived value of membership is increased through continued engagement with member agencies, promotion of state 'success stories' and solicitation of feedback from members. • “New director” onboarding process (e.g., outreach, materials, mentorship, committee chairmanship) is improved and implemented. • Annual work plans including charge assessments are created by each committee and reviewed by the Executive Committee. 	<ul style="list-style-type: none"> • Level of implementation of an AFWA communications plan. • Aggregated results from “satisfaction survey” of Annual Meeting participants.
	<p>Raise Awareness of the Prominent Issues and the Role of Fish & Wildlife Agencies</p>	<ul style="list-style-type: none"> • Conduct outreach on fish & wildlife agency issues and relevancy. 	<ul style="list-style-type: none"> • Public awareness of Fish & Wildlife agency perspective and relevancy is enhanced. 	<ul style="list-style-type: none"> • Measure of success of public awareness programs. • Measure of Public Support for state fish & wildlife agencies



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<p>Support and facilitate education, participation, communication and leadership capacity for and among state, provincial and territorial agencies to enhance fish and wildlife conservation.</p>	<p>Provide Professional Development</p>	<ul style="list-style-type: none"> • Provide leadership and organizational development training and consulting to member agencies. • Build partnerships and support for the National Conservation Leadership Institute. 	<ul style="list-style-type: none"> • Enhanced training opportunities and consulting services are offered to members via implementation of an updated MAT team business plan. 	<ul style="list-style-type: none"> • Number of participants in MAT training programs that are from State Agencies. • Feedback/ratings to course content (Kirkpatrick Level 1). • Participant’s level of understanding and learning of content (Kirkpatrick Level 2).
	<p>AFWA Organizational Effectiveness & Operational Management</p>	<ul style="list-style-type: none"> • Improve the use of technology and social media for communication, education, training, networking, project coordination, outreach and surveys to enable stakeholder collaboration and coordination (e.g. congressional and federal relationships, conservation partners, State Wildlife Action Plan coordinators). • Ensure the sustainability of AFWA programs and operations. • Implement policies that support development, effectiveness and retention of AFWA Staff • Integrate AFWA values into the culture of the organization. • Evaluate opportunities for added value to member agencies through data services 	<ul style="list-style-type: none"> • Digital strategy is developed and implemented. (websites, social media, content, project, and customer relationship management) • AFWA staff are better able to facilitate collaboration among members via skills training and technology proficiency. • AFWA Business Plan is implemented and monitored. 	<ul style="list-style-type: none"> • Level of development/implementation of a formal succession plan for the Association. • Level of development/implementation of a business plan for the Association.

