



**2018**  
**ACTION**  
**REPORT**



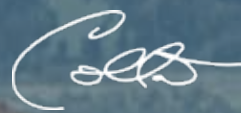
Dear Friends,

From the Gulf of Mexico to the Arctic, wildlife across our nation face unprecedented threats to survival. With the sobering news that one-third of all wildlife species are at risk of or vulnerable to extinction, the National Wildlife Federation adopted an ambitious four-year strategic plan—Saving America’s Wildlife: Toward a Common Agenda 2018–2021—which is a clear roadmap for restoring our extraordinary wildlife heritage.

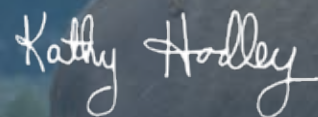
This annual report—2018 Action Report: Advancing a Common Agenda for Wildlife—highlights the important progress we’ve made over the first year to recover wildlife. Despite deep partisan gridlock, we achieved significant conservation wins for clean water, forest restoration, and private-lands conservation by working collaboratively with our powerful family of state and territorial affiliates and partners. We are also taking essential steps to evolve as an organization to become an even more effective, resilient, equitable, and collaborative force for wildlife.

We hope that you will take a moment to learn more about our vision for the future, the concrete steps we plan to take, and our progress over the past year. We firmly believe that when we save wildlife, we save ourselves. And by working collaboratively across this great country, we can ensure wildlife thrive.

In conservation,



**COLLIN O’MARA**  
President and CEO of the  
National Wildlife Federation



**KATHY HADLEY**  
Chair, Board of Directors of the  
National Wildlife Federation

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# Goal 1: Protected Habitats



Protected habitats are essential for sustaining and rebuilding fish and wildlife populations, providing species with the critical factors they need for successfully foraging, breeding, and raising young. A well-connected network of protected areas — including national parks and monuments, wildlife refuges, state wildlife management areas, and private conservation easements — is not only vital for wildlife now, but will become increasingly important in the face of continued habitat conversion and climate change. Unfortunately, over the past year

there have been unprecedented attacks on the nation's protected habitats, resulting from a sharp federal pivot toward “energy dominance” and other policies that favor economic development over responsible stewardship and wildlife conservation. As a result, the National Wildlife Federation has had to focus much of its resources in this strategic plan goal area on defensive actions, even as we continue to push for more proactive solutions to protecting, restoring, and connecting core habitat areas.

## Major Accomplishments

We played a lead role in the successful campaign to include a federal wildfire funding fix as part of the spending bill passed in March 2018. Addressing this longstanding U.S. Forest Service budget issue will dramatically increase funding for forest and wildland restoration and enhance wildlife habitat on the agency's nearly 193 million acres of lands.

We and our affiliates mounted a vigorous effort to keep national monument designations in place in the face of an unprecedented administration effort to reduce or eliminate them. Although two monuments in Utah (Bears Ears and Grand Staircase-Escalante) were severely compromised, we were successful in maintaining protections for 25 other monuments.

We and our Wyoming affiliate successfully petitioned the Department of the Interior to remove some oil and gas lease sales in the celebrated Red Desert to Hoback wildlife corridor, which supports the nation's longest known mule deer migration. We are continuing our efforts to remove the remaining lease sales from this migratory corridor.

In partnership with several Western affiliates and sporting organizations, we have eliminated disease conflict between bighorn and domestic sheep in central Idaho by retiring the 86,000-acre Cape Horn grazing allotment.

We have crafted a new climate adaptation guide and training course for Department of Defense natural resource managers to help them carry out climate-smart habitat management on the department's 25 million acres, which include some of the most significant areas in the nation for endangered and imperiled species.

We successfully retired the 75,000-acre Hartnet grazing allotment within Capitol Reef National Park in southern Utah, benefitting numerous wildlife species.



PHOTO: ISTOCK

As part of our work to support the Southeast Conservation Adaptation Strategy, we assisted state and federal partners in creating version 2.0 of a Southeast conservation blueprint, which maps out the core habitat areas and corridors that will be needed to protect wildlife in this rapidly changing region.

The Federation played a lead role in bringing veterans to lobby Congress to prevent a rider on the National Defense Authorization Act, which would have prevented listing of the greater sage-grouse under the Endangered Species Act. Along with our western affiliates, we have been fighting to protect sage-grouse conservation plans, which are under attack by the administration, and were part of a coalition that generated more than half a million comments in support of the plans.

### New Starts

The strategic plan has been instrumental for elevating the importance of corridors and connectivity within the National Wildlife Federation, leading to creation of a corridors working group and serving as the focus for a regional summit with our western affiliates. This effort is designed to enhance and expand the corridors work already being undertaken by many affiliates. For example, the Wyoming Wildlife Federation helped pass a bill for the state to issue license plates that educate the public about corridors and that generate income for corridor protection.

Our National Advocacy Center in Washington, D.C., is working with affiliates and colleagues to build support for and pass legislation providing federal infrastructure funding for wildlife crossings and creating a national wildlife corridors system; providing national support for regional corridors; and promoting federal policies on wildlife connectivity.

We and our New Mexico and Colorado affiliates are working with federal and state agencies in the Upper Rio Grande Watershed to include protection of wildlife corridors in agency management plans.

We and our affiliates are in the midst of an operation to reauthorize the Land and Water Conservation Fund, running a robust field campaign, paid ads, and earned media effort.



PHOTO: ISTOCK



## Goal 2: Working Lands



Expanding our collaborative work with private landowners is critical to advancing wildlife conservation. The National Wildlife Federation’s focus on working lands over the past year continued this collaborative work while at the same time making progress on long-standing efforts to adjust conservation policy. Our approach ranges in scale from very local (e.g., cover-crop champions at a farm level) to regional (e.g., longleaf pine restoration) to national (e.g., Farm Bill and ethanol mandate) to international (e.g., bioenergy and high-carbon-stock approach). Across each of these scales and issues, our goal is to transform the largest

single category of land use — “working lands” — into lands that not only work for people but that also provide significant co-benefits for wildlife and ecosystem services.

Overall, working lands are a critical and growing area of importance for our efforts to reverse the decline of America’s wildlife. While these lands are, by definition, primarily used for economic benefit, our approach to building partnerships that provide co-benefits to wildlife and ecosystems was very successful in 2018, achieving many positive outcomes for conservation.

### Major Accomplishments

We reached more than 6,000 farmers with our Cover Crop Champions program, which uses a peer-to-peer model to promote adoption of this sustainable farming practice. This year, the program, advised by the Prairie Rivers Network, expanded from the Midwest into Pennsylvania and the Chesapeake Bay watershed.

We sponsored the development of an important new monitoring tool, called Visipecc, which for the first time enables Brazilian meatpackers and retailers to trace cattle to their origin location, check for deforestation and avoid producers who deforested.

We secured key improvements in a global set of monitoring rules, now being tested by over two dozen major companies, to prove their food products and other supply chains are free from deforestation and other impacts on high-carbon forests with rich wildlife habitat.

We successfully lobbied for passage of a Senate Farm Bill containing strong conservation provisions. A broad array of affiliates has been actively involved in working with our staff in advocating for a strong conservation title in the Farm Bill, making calls, doing action alerts, meeting with legislators, and helping with radio interviews, letters to the editor, etc. An impressive 38 affiliates recently signed a letter to the conference committee, joining us in pushing for the best conservation outcomes of the House and Senate bills. We also provided mini-grants to several affiliates: Minnesota, Missouri, Montana, South Dakota, Colorado, and Iowa.

With coalition partners, we persuaded almost 100 major global brand companies to sign a statement of support to save the Cerrado forest (500 million acres of endangered tropical dry forest in Brazil) from clearing for soy and cattle production, with commitments to map their sources and clean up their supply chains.

The Federation closed a major loophole in the organic food standards that imperiled wildlife habitat in the U.S. and across the world.

Helping secure a new wildlife area in Ohio from reclaimed mining land.

We produced the Wood Furniture Scorecard, which ranks the largest furniture retailers in North America on the sustainability (including impacts on wildlife habitat) of their wood sourcing policies and whether they are implementing them. See <https://furniturecard.nwf.org/>

We introduced the "GREENER Fuels Act" in the U.S. House and Senate to overhaul the ethanol mandate in a way that would generate funding to restore habitat lost to agricultural expansion and prevent future damage. Over the past 15 months, we have funded several affiliates to help run a field campaign in support of our ethanol mandate work: Delaware Nature Society, Planning and Conservation League, New Jersey Audubon, New Mexico Wildlife Federation, Association of Northwest Steelheaders, PennFuture, and Vermont Natural Resources Council. Additionally, 22 affiliates signed a letter in support of the GREENER Fuels Act.

We blocked Congressional efforts to increase blending of ethanol into gasoline.

We hosted a major, national "America's Grasslands" conference, which brought together more than 200 attendees to strategize on ways to conserve the nation's disappearing grasslands.

We have secured key improvements in a global set of monitoring rules, now being tested by over two dozen major companies, to prove their food products and other supply chains are free from deforestation and other impacts on high-carbon forests with rich wildlife habitat.

The Federation has expanded longleaf pine restoration in the Southeast beyond Alabama to include new work, in collaboration with our affiliates, in Florida and Georgia.



PHOTO: ISTOCK



PHOTO: ISTOCK



## Goal 3: Water for Wildlife



PHOTO: LYNN CLEVELAND

**For wildlife and people alike, water is life. For that reason, improving the capacity of the nation’s water bodies to both sustain fish and wildlife and protect and support human communities is a top priority for the National Wildlife Federation. Indeed, the protection and restoration of water bodies and aquatic hab-**

**itat have been among the Federation’s most active areas of work. Accordingly, the “Water for Wildlife” goal in the strategic plan has a wide array of strategies that address both the quality of water in the nation’s waterways and wetlands and the quantity of water flowing through these systems.**

## Major Accomplishments

In August 2018, a U.S. District Court in South Carolina struck down the administration’s two-year suspension of the Clean Water Rule, reinstating its critical wetland protections in 26 states. The North Carolina Wildlife Federation was a plaintiff in this suit, and we were heavily involved in multiple lawsuits and other actions aimed at thwarting efforts to roll back crucial clean water protections for rivers, lakes, streams, and other waters that feed drinking-water sources for 117 million people across the country.

In 2018, as part of our ongoing defense of the Clean Water Act, we successfully thwarted numerous legislative riders aimed at weakening protections afforded by this act. The National Wildlife Federation submitted detailed comments opposing Clean Water Act rollbacks, and filed new lawsuits opposing delay and repeal of the Clean Water Rule. We are also leading the Clean Water for All Coalition, which organizes and deploys allies at the state level to defend against federal attacks on Clean Water Act protections.

Led by our Great Lakes office’s Healing Our Waters Coalition, we and our partners successfully advocated to restore the Great Lakes Restoration Initiative to its full funding level of \$300 million after it was zeroed out in the president’s budget. These dollars help restore water quality and habitat in the Great Lakes and protect these waters from invasive species like the Asian carp.

The Federation and its partners in the Coalition for the Delaware River Watershed secured a first-ever federal appropriation of \$5 million to support on-the-ground restoration projects in the Delaware River Basin. These projects will help improve water quality in the basin and otherwise build resilience. Our New Jersey, Delaware, and Pennsylvania affiliates were heavily involved in this effort.

Through the leadership of the Gulf team in the National Advocacy Center and advocacy by our Vanishing Paradise team, both the House and Senate included a critical Everglades restoration project — the Everglades Agricultural Area Reservoir south of Lake Okeechobee — in the 2018 Water Resources Development Act. This reservoir will reduce harmful, algae-causing discharges into the St. Lucie and Caloosahatchee estuaries, and enable the conveyance of freshwater south to the Everglades.

We led the Choose Clean Water Coalition, securing \$73 million for the Chesapeake Bay Program, which included \$6 million for Small Watershed Grants and \$6 million for Nutrient and Sediment Reduction Grants. Affiliates from Delaware, Maryland, New York, Pennsylvania, Virginia, and West Virginia were all engaged in this successful effort.

Following strong advocacy by the Federation, our Oregon and Idaho affiliates, and other partners in the Save Our Wild Salmon Coalition, a federal district court in January 2018 ordered the Corps of Engineers to spill more water from four Lower Snake River dams and four others on the Lower Columbia River to aid migrating salmon. This order was a clear sign that the court was willing to place salmon recovery above energy production and bodes well for the eventual removal of these hydro-power dams.

Our Texas Living Waters project prevailed in a legal challenge to a major water-right permit that would have degraded aquatic habitat along a 250-mile stretch of the Lower Colorado River in Texas. We negotiated a permit that will improve protections for 133,000 acre-feet of water in the river.



PHOTO: NWF

**Following up on the National Wildlife Federation’s 2016 action to secure \$100 million in federal funds to clean up the Flint, Michigan, water system, our National Urban Initiative continued to help the people of Flint — sponsoring a Water Camp, raising funds for community groups to raise their voice in government proceedings, increasing the profile of Flint Mayor Karen Weaver within the Congressional Black Caucus and with other key decision-makers, and further facilitating cooperation between Flint community members and government officials. We also assisted Waterproof, Louisiana, in obtaining funding from the U.S. Department of Agriculture to upgrade its water system to reduce lead levels.**

Following advocacy by our Great Lakes office, the state of Ohio declared its portion of the Western Basin of Lake Erie an “impaired water” under the federal Clean Water Act, paving the way for reductions in the nutrient pollution that is causing harmful algal blooms and other problems in the lake.

Our Great Lakes office — in partnership with a 100-member Great Lakes Business Network the Federation helped organize — secured a commitment from Michigan Governor Rick Snyder that he would support decommissioning the aging Mackinac Straits Oil Pipeline, which poses an ongoing pollution threat to a vulnerable area of the Great Lakes. Though the prospect of a replacement pipeline looms, this commitment nevertheless represents a clear win for the Great Lakes.

Thanks to advocacy by us and the Water Protection Network, which includes many of our affiliates, both Senate and House versions of the 2018 Water Resources Development Act include provisions that will help advance the Corps of Engineers’ use of natural features, like wetlands and floodplains, for flood- and storm-damage reduction. Additional progress was made in improving the Corps’ disposition study process and in laying the groundwork for important improvements to the Corps’ benefit-cost analysis process. These provisions were included in the final bill and should lead to important changes to Corps planning that will protect natural systems.

With strong support from the Federation and other conservation groups, we successfully defended against a legislative rider that would have revived the Corps of Engineers’ highly damaging, wetlands-destroying Yazoo Pumps Project in Mississippi. We opposed that project — which was vetoed by the EPA in 2008—because it would have destroyed 200,000 acres of wetlands.

With numerous partners, including the Prairie Rivers Network, we preserved an Obama-era agreement that effectively prevented construction of the Corps of Engineers’ St. Johns New Madrid Project, which would have destroyed 50,000 acres of wetlands in Missouri, eliminated important backwater fisheries habitat, and increased flood risk for communities.

## New Starts

The Northern Rockies Office, with support from the Turner Foundation and in partnership with the Montana affiliate, launched a new effort in Montana to restore beaver populations for the benefit of fish, wildlife, and people. Beaver dams help restore riparian areas, improve instream flows, and enhance the climate resilience of watersheds, especially in drought-prone regions.

Our Rocky Mountain Office and our Tribal Partnerships Program are set to launch an effort to engage tribes in the West on the management of the Colorado River. Tribes hold significant water rights along the Colorado, but have been traditionally marginalized or ignored in water-management decisions. We will help bring tribal water values, needs, and priorities into current water-management planning and decision-making, with an eye toward keeping tribal water in the Colorado River for cultural, ecological, and economic benefits.

The Federation and its affiliates in Pennsylvania, West Virginia, Virginia, Ohio, Kentucky, Illinois, and Indiana worked collaboratively in 2018 to resist efforts by the Ohio River Valley Water Sanitation Commission to back away from watershed-level pollution-control standards for the Ohio River and instead allow individual states to set their own (likely weaker) standards. This joint lobbying effort was the first step in developing a Great Waters-style coalition to advocate for the restoration of the Ohio River and its wildlife.



PHOTO: STEPHEN MAY





## Goal 4: Coasts

Broadly recognized as a leader in protecting and restoring coastal ecosystems for the benefit of fisheries, wildlife and people, the National Wildlife Federation is committed to growing this critical work. The Federation is employing a range of strategies to increase the resilience of coastal communities and wildlife populations in the face of rising seas, more frequent and severe coastal storms, and other stressors on marine and coastal ecosystems.

Priority strategies include: accelerating restoration of large-scale coastal ecosystems and estuaries; expanding the use of nature-based coastal features such as restored dunes, wetlands, and living shorelines; reforming flood insurance and disaster preparedness/response programs to reduce development in flood-prone areas and focus on nature-based risk mitigation approaches; and advancing actions to protect coastal and near-shore marine ecosystems, including marine canyons.

We are well-positioned to increase our leadership in the coastal resilience space in the years ahead, building on new initiatives and recent successes.



### Major Accomplishments

We collaborated with the State of New Jersey and other partners to carry out a Superstorm Sandy recovery project focused on helping New Jersey coastal communities adopt ecological approaches to enhance their resilience. As part of this award-winning effort, we published a new guide to using ecological approaches for coastal protection and resilience.

The Federation completed a \$4-million-dollar restoration effort focused on the Great Marsh of Massachusetts. Funded as part of Superstorm Sandy recovery efforts, the project included multiple partners that worked to enhance the resilience of 20,000 acres of salt-marsh habitat and protect more than 10 vulnerable coastal communities.

Our Mississippi River Delta restoration program reached an important milestone for its signature Mid-Barataria Sediment Diversion project this year when the Corps of Engineers, the state of Louisiana, and the Deepwater Horizon Natural Resource Damage Assessment Trustees Council agreed to accelerate by two years the timetable for permitting this project. By diverting sediment, nutrients and fresh water from the Mississippi River into a highly degraded wetland area, the project will build or maintain 34,000 acres of wetlands, sustain the health of existing estuarine marshes and bays, and increase coastal communities' resilience to sea-level rise and storm events. Our affiliate, the Louisiana Wildlife Federation, helps to build support for coastal restoration through outreach to coastal hunters and anglers, as well as state policymakers.

Our Gulf Restoration Program, together with partners that included our Mississippi, Louisiana, and Florida affiliates, was successful in advocating for the funding of 15 of our highest priority coastal habitat and estuarine restoration projects. Ten of these projects have received nearly \$65 million in oil-spill funds.

We completed a project in collaboration with the Town of Essex and the Massachusetts Office of Coastal Zone Management agency to develop a geographically transferable model to enable coastal communities to integrate hazard-mitigation planning and coastal-resiliency enhancement.

### New Starts

In 2018 we secured a major grant from the Doris Duke Charitable Foundation to scale-up the use of "living shorelines" for coastal protection along the Atlantic and Gulf coasts. The project, being carried out in collaboration with the Coastal States Organization, involves a collaboration across multiple regional offices.

In the wake of Hurricane Harvey, the Walton Family Foundation provided us a significant grant to help advance a resilience agenda in Houston and along the Texas coast. This effort is identifying and promoting policies and practices that encourage use of natural and nature-based protections in vulnerable coastal environments.



## Goal 5: Communities

The National Wildlife Federation grew participation in its programs that expand the amount of native habitat and wildlife-friendly gardens and open spaces in cities, towns, and counties. The April 2018 launch of a new online platform will allow the Community Wildlife Habitat® program to continue to grow to scale and meet the four-year strategic plan target.



### Major Accomplishments

We reached our four-year goal of 400 cities, counties, and towns participating in the Mayors' Monarch Pledge. These communities, at the direction of their chief executives, are taking jurisdiction-wide steps to increase milkweed and nectar plant habitat for the monarch butterfly and for other pollinator species. We saw a surge of nearly 100 pledges this year, which helped the program reach its four-year goal in the first year. These 400 communities have pledged to take more than 3,000 direct actions to plant and otherwise increase pollinator habitat.

We have been co-leading and working with a coalition of organizations — including garden clubs, garden centers, public gardens, park agencies, pollinator organizations, and others — to generate a total of 1 million new or enhanced gardens that will support pollinators with nectar plants and habitat. We reached 950,000 gardens in 2018 or 95 percent of our goal. These gardens are being maintained by the members of the participating organizations and are well distributed nationwide. They are particularly critical to the native pollinator species and migrating species.

The Federation expanded our Community Wildlife Habitat® program to 202 participating communities by adding 19 new cities and towns in the past year. These jurisdictions increase wildlife management and habitat in their parks and on other public lands, help schools create habitats, and support habitat development at businesses, places of worship, individual homes, utility lands and rights of way. This 2018 progress puts us at 68 percent of our goal of 300 cities, counties, and towns by the end of 2021.

The Federation increased its certified habitat program by more than 10,000 sites in the past year. This was its best single year ever. This brings the grand total of habitat certifications to 222,000 or 88 percent of the four-year goal of 250,000 certifications by the end of 2021. Certified habitat sites benefit wildlife by offering food, water, shelter, and places to raise young. Approved sites have included individual homes, businesses, public parks, places of worship, zoos, nature centers, botanical gardens, and more than 7,500 farms.



The #SaveLACougars campaign, being led by the National Wildlife Federation in collaboration with partners such as the National Park Service, reached a milestone this past year with the wildlife crossing project entering its final design and engineering phase. This structure will help mountain lions and other wildlife cross over one of the busiest freeways in the country, and will serve as a model for urban wildlife conservation. Construction of the crossing is slated to begin in 2020.

The average college or university campus is a major part of the physical layout of any community, and in “college towns” campuses are typically dominant, often occupying hundreds, even thousands, of acres. The Federation works to make these spaces greener and more wildlife friendly. In 2018 we supported 300 greening projects and programs on higher-education campuses. This puts us at 30 percent of our 2021 goal of 1,000 campuses.

We made significant progress on our goal of having 18,000 school gardens, across the United States, in place by the end of 2021. In 2018 alone, we added more than 1,000 wildlife gardens through our Eco-Schools USA and Schoolyard Habitats® programs, bringing total school gardens to 11,500, or 64 percent of our goal, by year’s end.

## New Starts

The National Wildlife Federation’s Communities Program is in an expansion mode aimed at increasing urban wildlife and habitat through a comprehensive effort that supports cities, counties, and towns in deploying green infrastructure to help them be more climate-change ready and resilient. The program is focused specifically on the need to incorporate wildlife, natural infrastructure, and climate resilience into municipal planning and public works projects. This major new program and campaign will address the lack of wildlife conservation in local jurisdictions. This work will build on our existing Climate-Smart Communities program and can evolve to a broader urban wildlife and resilience effort.



# Goal 6: Advance 21st Century Wildlife Management

U.S. wildlife managers have many tools and programs to conserve wildlife, but the country's wildlife remain in crisis and face new and increasing threats. Ensuring that wildlife conservation strategies and related funding levels are sufficient to address today's threats is key to fulfilling the National Wildlife Federation's mission.

It was an exciting year with the introduction of the Recovering America's Wildlife Act in the U.S. House and Senate. This bill, one of the most significant strategies in our Strategic Plan, will redirect \$1.3 billion of existing federal oil and gas revenue to state fish and wildlife agencies to prevent species from becoming endangered. In addition to promoting this legislation, we continued to advocate for State and Tribal Wildlife Grants and supported Native American Tribes in securing federal funding for tribal wildlife-management programs.

## Major Accomplishments

Our staff authored a first-ever climate change chapter for the forthcoming 8th edition of *The Wildlife Techniques Manual*, which is widely considered the cornerstone textbook for professional wildlife biologists.

Interior Secretary Ryan Zinke announced his support for restoring grizzly bears to the North Cascades in Central Washington, a major priority for the Federation and our Washington affiliate, Conservation Northwest.

The Recovering America's Wildlife Act was introduced in both the U.S. House and Senate and now has over 100 bipartisan House co-sponsors. We are working with a broad coalition on this bill, and as part of this campaign recently published the report "*Reversing America's Wildlife Crisis: Securing the Future of our Fish and Wildlife.*"

Farm Bills that passed the House and Senate included strong funding for many conservation programs and also included Federation-sponsored language that directs conservation programs and funding to maintaining wildlife corridors.

## New Starts

We and the North Carolina Wildlife Federation established a partnership with the U.S. Fish & Wildlife Service to reopen and staff the Pocosin Lakes Partnership for the Sound Visitors Center and Red Wolf Education Center. We are working with our members and supporters to convince the Service to abandon their proposal to end restoration of red wolves to the wild.

We launched a new initiative, in collaboration with state wildlife diversity managers in the Southeast, to develop a priority list of "Regional Species of Greatest Conservation Needs" to promote cross-state collaboration and conservation across the highly biodiverse southeastern region.

The Federation's National Advocacy Center launched a new campaign to encourage hunters to use steel ammunition as a way to achieve voluntary reductions in the amount of lead in the environment, which is harmful to wildlife and people.

As part of a broader coalition, we hosted a congressional briefing on wildlife corridors and helped craft a federal wildlife corridors bill, the Wildlife Corridors Conservation Act, to establish a national system of wildlife corridors.

The Federation rejoined a partnership of federal, state, and tribal agencies and NGOs to promote an incentive-based, voluntary program to complete the recovery of the highly endangered black-footed ferret.



# Goal 7: Confront Climate Change

The National Wildlife Federation is developing climate-mitigation strategies to address the underlying causes of climate change (such as greenhouse gas emissions and deforestation), and is also promoting climate-adaptation strategies to address the accelerating impacts of climate change (including rising sea levels and extended droughts). Our climate mitigation work is coalescing around four complementary strategies: market-based approaches to reduce greenhouse gases; increasing carbon sequestration and storage in natural systems; promotion of clean energy sources to reduce emissions; and defense of key environmental policies. Our work on climate adaptation emphasizes the development and promotion of policies and best practices for reducing climate-related risks to land, water, and wildlife management.

The past year has seen dramatic reversals in efforts to responsibly address the climate crisis, with the United States withdrawal from the Paris Climate Agreement, and federal efforts to unwind many cornerstone climate protection policies (e.g., Clean Power Plan, automobile fuel efficiency standards, methane rules, etc.). Even the ability of federal agencies to plan for and carry out climate adaptation plans has in some instances been compromised. As a result, our efforts to maintain and build public understanding and support for climate action has never been more important. Equally important are the Federation's efforts to defend key policies and sustain momentum for federal and state agencies to continue preparing for and reducing climate-related risks to wildlife, natural systems, and human communities.

## Major Accomplishments

The Federation and its partners successfully defended the Bureau of Land Management's methane-waste-prevention rule from repeal under the Congressional Review Act. Methane is a highly potent greenhouse gas whose emissions must be limited as much as possible. We are also party to litigation designed to keep the rule in place.

We are working to advance policies and practices that reduce land-use-related carbon emissions and sequester carbon while improving habitat, and we played a lead role in the wildfire funding fix in the FY18 omnibus spending bill. This funding will allow for greater forest restoration as a means to reduce wildfire risks. As part of that campaign, we published the report "Megafires: The Growing Risk to America's Forests, Communities, and Wildlife."

We are working with the state of Virginia, as well as the Virginia Conservation Network, to support their effort to join a regional carbon pricing initiative — the Regional Greenhouse Gas Initiative — and encourage this state and others to approach energy production from biomass in a way that benefits wildlife.

After years of political deadlock in the global climate talks, the National Wildlife Federation successfully lobbied for a decision about how countries can work jointly to address emissions from agriculture, including adaptation and resilience.

We have been a co-convenor of bipartisan policy dialogues, which helped set the groundwork for the July 2018 introduction of the first Republican-sponsored carbon pricing bill by Rep. Carlos Curbelo. We have also worked to help grow the bipartisan congressional Climate Solutions Caucus, which now has more than 80 members.

Our efforts to promote offshore wind as a clean energy source have paid off with over 8,000 megawatts (MW) of state commitments, new federal lease areas identified, and over 1,400 MW of specific projects approved. Many of these wins are due to partnerships with affiliates in New Jersey (a commitment of 3,500 MW of offshore wind by 2030), New York (a 2,400 MW commitment), and Massachusetts (an additional authorization of 1,600 MW).

Online and in key states, we have continued to expand public understanding of climate change and its relevance for wildlife and other conservation challenges, and have energized advocates in support of climate action. For example, our radio stories on climate effects on summertime, policy rollback consequences for moms, climate consequences of the ethanol mandate, and other topics reached millions of listeners. Since June 2017, we also were able to generate 38,757 individual comments to the Environmental Protection Agency in support of the Clean Power Plan, and 34,408 to the EPA and the Bureau of Land Management in opposition to rollbacks of methane rules.

Our adaptation planning guide, "Climate-Smart Conservation" served as the basis for trainings in 2017 and 2018 offered to federal and state natural resource managers, including the U.S. Fish and Wildlife Service, National Park Service, Department of Defense, and Florida Fish and Wildlife Commission.

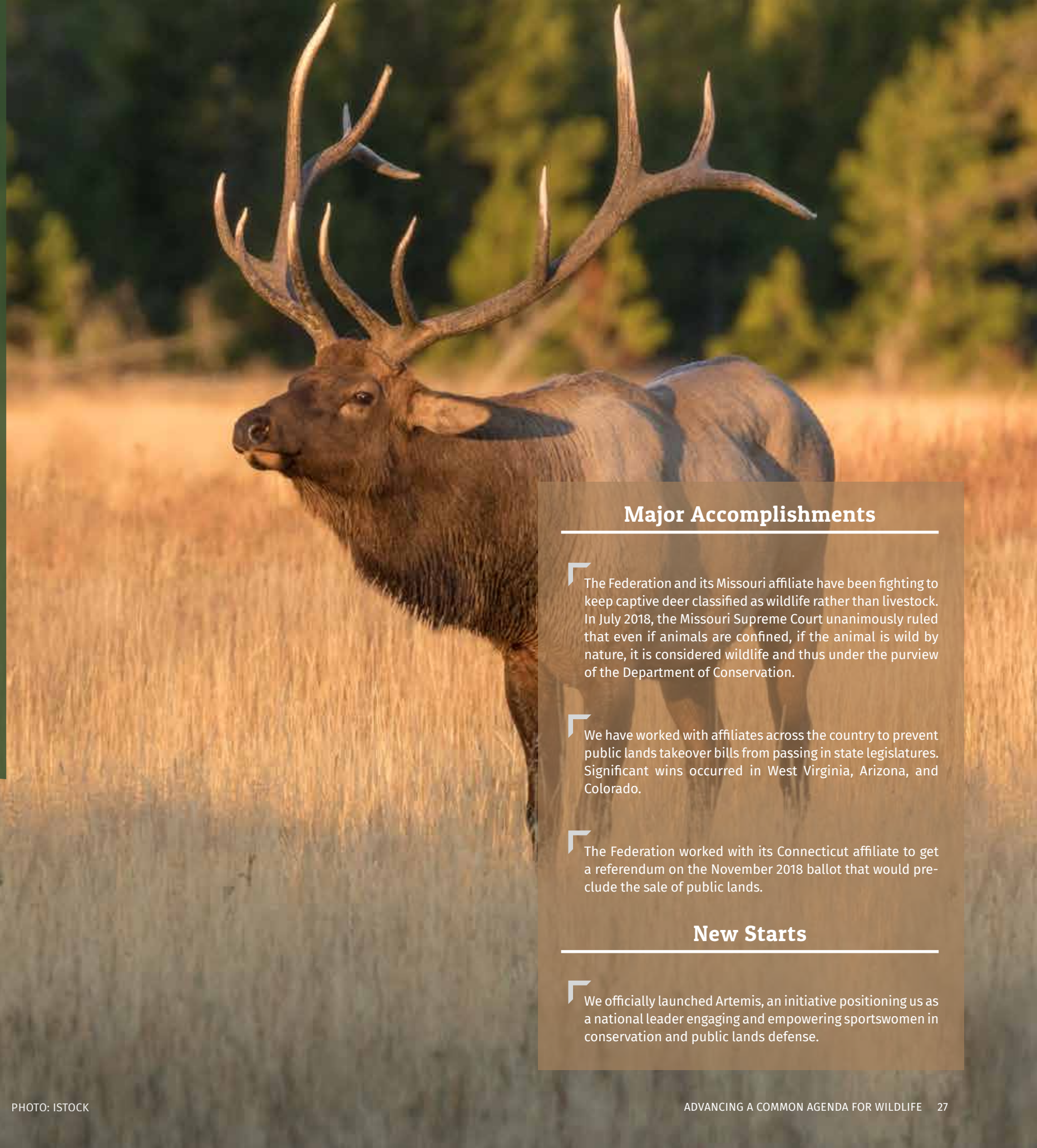
Federation staff co-authored a major review of climate change vulnerability assessment recently published in the peer-reviewed journal *WIREs Climate Change*.





## Goal 8: Defend Public Interests in Public Resources

Defending public interests in America's public resources is a core value of the National Wildlife Federation. This includes both efforts to sell off federal public lands as well as efforts to place wildlife in private lands. We are committed to defeating efforts to transfer and privatize public lands and to protecting the authority of state wildlife agencies to manage wildlife, including captive deer and other native species.



### Major Accomplishments

The Federation and its Missouri affiliate have been fighting to keep captive deer classified as wildlife rather than livestock. In July 2018, the Missouri Supreme Court unanimously ruled that even if animals are confined, if the animal is wild by nature, it is considered wildlife and thus under the purview of the Department of Conservation.

We have worked with affiliates across the country to prevent public lands takeover bills from passing in state legislatures. Significant wins occurred in West Virginia, Arizona, and Colorado.

The Federation worked with its Connecticut affiliate to get a referendum on the November 2018 ballot that would preclude the sale of public lands.

### New Starts

We officially launched Artemis, an initiative positioning us as a national leader engaging and empowering sportswomen in conservation and public lands defense.



## Goal 9: Address Systemic Threats to Wildlife

Wildlife and ecosystems are increasingly impacted by the spread of invasive species, new diseases, and toxins. To address these threats, the National Wildlife Federation uses the best available science to develop and promote local, state, and national policy to prevent and mitigate negative impacts.

### Major Accomplishments

The Federation was successful in getting the U.S. Senate to defeat the Coast Guard Authorization Act of 2017, based on its inclusion of the Vessel Incidental Discharge Act, a provision that would have weakened Clean Water Act protections against aquatic invasive species entering the Great Lakes through the ballast water of ships.

We worked to prevent the spread of invasive species through bioenergy production by developing education programs and best management practices for biomass growers in Florida, and by promoting the Growing Renewable Energy Environmentally Responsible Fuels (GREENER Fuels) Act.

Coming out of a coalition formed in partnerships with 12 affiliates, the Federation led a successful effort of hunting organizations to introduce bills in the House and Senate to fund state responses to chronic wasting disease, which threatens deer, elk, and moose populations.

The Federation and its Tennessee affiliate led the effort to introduce bills to increase federal funding to combat chronic wasting disease.

The Federation, its affiliates, and partners successfully pressured the state of Texas to withdraw its intended registration of Kaput, a warfarin-based feral-hog poison, which would have extremely serious impacts on non-target wildlife species.



## Goal 10: Conservation Stewardship Ethic

Advancing a Conservation Stewardship Ethic is a prominent component of the strategic plan and a new and exciting area of work for the National Wildlife Federation. It has generated significant interest from board members, affiliates, and staff. Over the fall, separate conversations began among board members, affiliates, and a staff committee. These efforts were merged in January and joint calls initiated. The committee, currently consisting of 10 staff and four board members, reviewed written materials on ethical frames. Moving forward, the committee will flesh out the cultural values and understandings that can best promote conservation among all Americans and then find ways for the National Wildlife Foundation, affiliates, and partners to promote these sound values and understandings throughout their program work.



PHOTO: ISTOCK





## Goal 11: Next Generation of Conservationists



**The National Wildlife Federation has a strong commitment to wildlife conservation for the long term. Critical to this is the hard work of adequately preparing young people to be lifelong conservationists through education, skill development, and meaningful nature and outdoor experiences. Today, there are significant societal forces working against that commitment including:**

- **The nation's children are now spending the bulk of their time indoors attached to electronic media.**
- **The complex subjects of earth science, environmental science, and resource conservation are not receiving nearly enough time and attention in public education**
- **Most career preparation programs that will surely impact the natural environment are not teaching future professionals about those impacts and what to do about them.**
- **Young people everywhere need to be more engaged in finding practical solutions to our most pressing conservation problems through civic engagement and personal action.**

**To address these challenges we have set out, as a first installment in a longer-term vision, a four-year goal to provide quality programming to connect 30 million — or fully 40 percent — of America's youth to nature, quality environmental and conservation education, greener career training and development, and conservation action programs. The long-term goal will be to offer quality programming annually to every member of the next generation.**

## Major Accomplishments

In 2018, we effectively engaged a total of 11 million youth in nature and outdoor programming; K-12 school environmental, conservation and climate change education programs; young-adult career and action programs, and children's educational publications.

In 2018, the Federation built upon its 50-year history of Ranger Rick® publications supporting nature science education. We inspired conservation reading and photography by launching a newly obtained publication series, *Ranger Rick Zoobooks™*, that helped reach a total of 2.5 million readers in the all-important preschool and early elementary education years.

On the public policy and funding front, the Federation's advocacy efforts, in partnership with others, resulted in approximately \$225 million in federal support for conservation and environment-based education toward our four-year, \$1 billion goal. Most of this came through science education funding under the National Elementary and Secondary Education Act.

More than 4 million children took part in environmental literacy and education programming via our Eco-Schools USA and Schoolyard Habitats®. We are now active in 12,600 partner schools and have recruited 150,000 educators who are assisting with program implementation. These programs cover a range of activities and learning experiences ranging from energy and waste audits to gardening programs to community-based water quality monitoring. Many of the largest and most sophisticated school districts in the United States — Atlanta, Austin, Baltimore, Dallas, Fairfax County, Houston, New York, Philadelphia, and others — have adopted these programs as a way to teach science and meet sustainability goals while instilling team and project skills and a conservation ethic in their students.

In support of One Federation objectives, we developed or strengthened educational partnerships with our affiliates in Delaware, Kansas, Maryland, New Hampshire, New Jersey, North Carolina, Oregon, Tennessee, the U.S. Virgin Islands, and Wisconsin.

Through a nationwide climate change literacy campaign and our Climate Classroom program, we provided curricula and educational materials to 10,000 educators serving 1 million students in U.S. schools. This program addresses 2016 findings that climate education is not being taught in one third of U.S. schools and is only taught for one to two hours per year in the schools that actually cover this vital subject. Importantly, despite a nearly unanimous scientific consensus on the scope and causes of the problem, three of five educators still treat it as a highly debated topic.

The Federation also worked in partnership with the National Science Teachers Association to hold off a climate science misinformation campaign by the Heartland Institute asserting, directly to 300,000 teachers, that there is little scientific consensus on human-caused global warming despite consensus by 97 percent of climate scientists worldwide. And, we received endorsements of our climate change education curricula by the National Oceanic and Atmospheric Administration, home of the National Weather Service.



PHOTO: ERIN FIGY

The Federation also continued a major nature and outdoor recreation partnership with the National Recreation and Park Association so that 500 of its members — city and county park agencies — will increase the amount of nature programming they provide to children. This resulted in 3 million children receiving repeated quality time and experiences in nature through camp programs, after-school programs, nature-center and gardening programs, and more.

On the careers front, the Federation expanded the EcoLeaders program to 2,600, toward our goal of 10,000. These emerging leaders are spread across the United States and are learning supplementary skills such as project implementation and job preparation that will help them go farther in their careers.

We implemented a children's pollinator gardening program via our Butterfly Heroes™ and Monarch Heroes programs in 2018. These programs engaged nearly 200,000 children through schools, scouting, and more in pollinator-garden planting and care.

As part of a commitment to racial, ethnic and cultural diversity, the Federation's work with students ages 5 to 18 included nearly 50 percent students of color.

Through the ECHO early childhood program for nature play in preschools, we are working at 31 locations serving over 2,000 children and 400 educators daily, all of whom directly benefit from the naturalization of the play spaces.

To encourage deeper immersion in nature and help people become more connected to major outdoor experiences, the Federation, with support of key partners, engaged 600,000 people in the our Great American Campout™ in 2018.





## New Starts

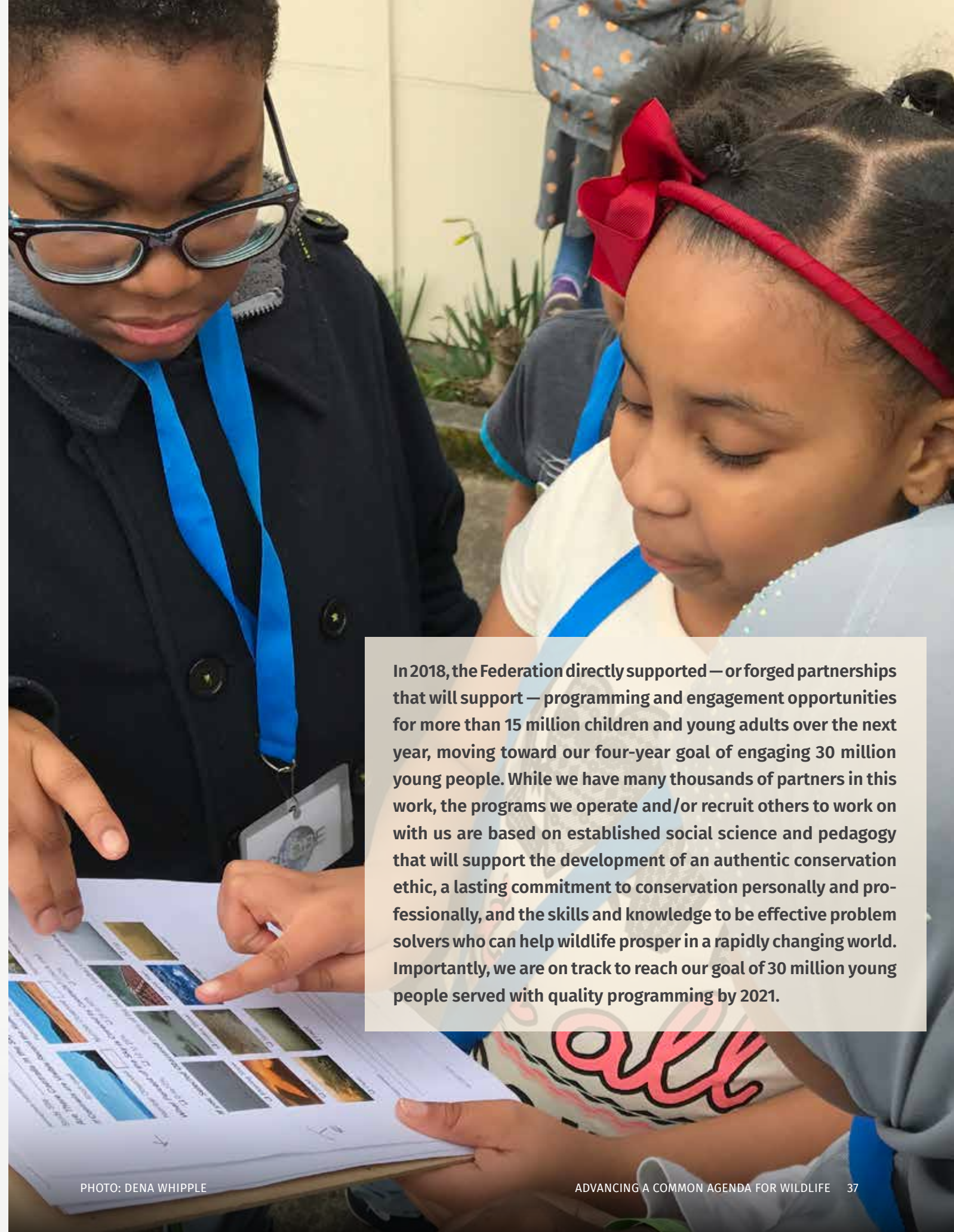
In 2018, to support more wildlife-friendly consumer activities and on-campus advocacy skills, we adopted and launched a new, young-adult program to fight the growing wildlife threat of plastics pollution especially regarding marine and aquatic life. The program, called Recyclemania, involved 320 college and university campuses and 4 million college students in recycling 70 million pounds of waste to keep it out of landfills and/or our waters.

We developed a new partnership with the Take Me Fishing Program (Vamos a Pescar) of the Recreational Boating & Fishing Foundation. Take Me Fishing is a broad-based public education campaign that supports state wildlife agencies in recruiting families to learn about and find enjoyment in fishing and related activities. Each year several hundred thousand young people take part in the program.

We developed a new partnership with the Project WILD teacher conservation education training program of the Association of Fish & Wildlife Agencies. This will help to support core education in schools and through state wildlife agencies around wildlife science, outdoor skills and activities.

The Federation re-instituted the Green Hour parent and caregiver education program for getting kids outdoors, and developed an accompanying website to increase access to useful information on how kids and families can spend more time outdoors in nature.

We are piloting a new Career and Technical Education program in the Washington, D.C., metropolitan area that is designed to increase conservation and sustainability knowledge and skills in the America's 3 million career and technical education students in high schools, community colleges, and technology programs at four-year schools.



**In 2018, the Federation directly supported — or forged partnerships that will support — programming and engagement opportunities for more than 15 million children and young adults over the next year, moving toward our four-year goal of engaging 30 million young people. While we have many thousands of partners in this work, the programs we operate and/or recruit others to work on with us are based on established social science and pedagogy that will support the development of an authentic conservation ethic, a lasting commitment to conservation personally and professionally, and the skills and knowledge to be effective problem solvers who can help wildlife prosper in a rapidly changing world. Importantly, we are on track to reach our goal of 30 million young people served with quality programming by 2021.**



# Goals 12 + 13: Broaden the Wildlife Constituency and Build Power for Wildlife

In an effort to best operationalize the strategic plan, the National Wildlife Federation has combined two complementary goals (Broadening the Wildlife Constituency and Build Power for Wildlife). These goals, central to connecting Americans with wildlife, touch on almost every section of the strategic plan.

Over the past year, we engaged with our affiliates and partners to begin the rewarding work of building an 11-million-person conservation army. The Federation made significant progress toward securing and implementing cutting-edge organizing and constituency-outreach technology, tools, and training.



## Major Accomplishments

We have completed a year-long review of online platforms to engage our members and activists, selecting “Engaging Networks” as our new vendor. It will complete the transitioning of our member data in early 2019. This new platform will allow us to be more targeted and increase our reach and become more relevant and more precise in meeting people where they are. This was a huge undertaking and will result in significant cost savings for the organization.

Working with our affiliates, we have made several significant changes to the affiliate structure. The Regional Representative positions were upgraded to Directors of Conservation Partnerships to better reflect the new capacity-building responsibilities for these staff. We re-imagined the Affiliate Caucus structure to align with the three pillars of the strategic plan, and completed three of eight planned regional summits to discuss paths forward to implement the goals of the strategic plan.

As we look to build an 11-million-strong conservation army, we need to track its members and supporters. This year we established a baseline — of the national organization and affiliates — at 6.4 million through an enterprise database consolidating cross-organizational data. This will allow us to measure our supporters over time and capture demographic information.

The Federation has provided affiliates with multiple list-enhancing services to enable them to better serve and expand their membership and supporter lists. Thirty affiliates have taken advantage of these tools. We are also launching a new program to provide affiliates (at no cost to them) with a legislative tracking service for each of their states.

A new initiative for our digital audiences included email alerts, blogs, and social media around messaging to the U.S. Department of Agriculture and Congress to fight chronic wasting disease. Back-to-back campaigns early in the year resulted in robust engagement from across the diverse membership of the Federation.

Affiliates were strong advocates for numerous conservation related state ballot initiatives across the nation — and particularly in Connecticut (protecting public lands), Florida (opposing offshore drilling), and Georgia (historic dedicated funding for conservation) affiliate leadership helped drive them to victory in the November 2018 elections: California, Connecticut, Florida, Georgia, Montana, Nevada, and Washington. The national organization is providing support in all of these state initiatives.

In partnership with our sister organization, the National Wildlife Federation Action Fund, we engaged hundreds of thousands of digital supporters to urge the Department of the Interior to not weaken the Endangered Species Act, to conserve the conservation plans for the greater sage-grouse, to implement planning processes that protect important wildlife habitat, and to retain common-sense pollution standards on public lands.



PHOTO: DAVID HARRP

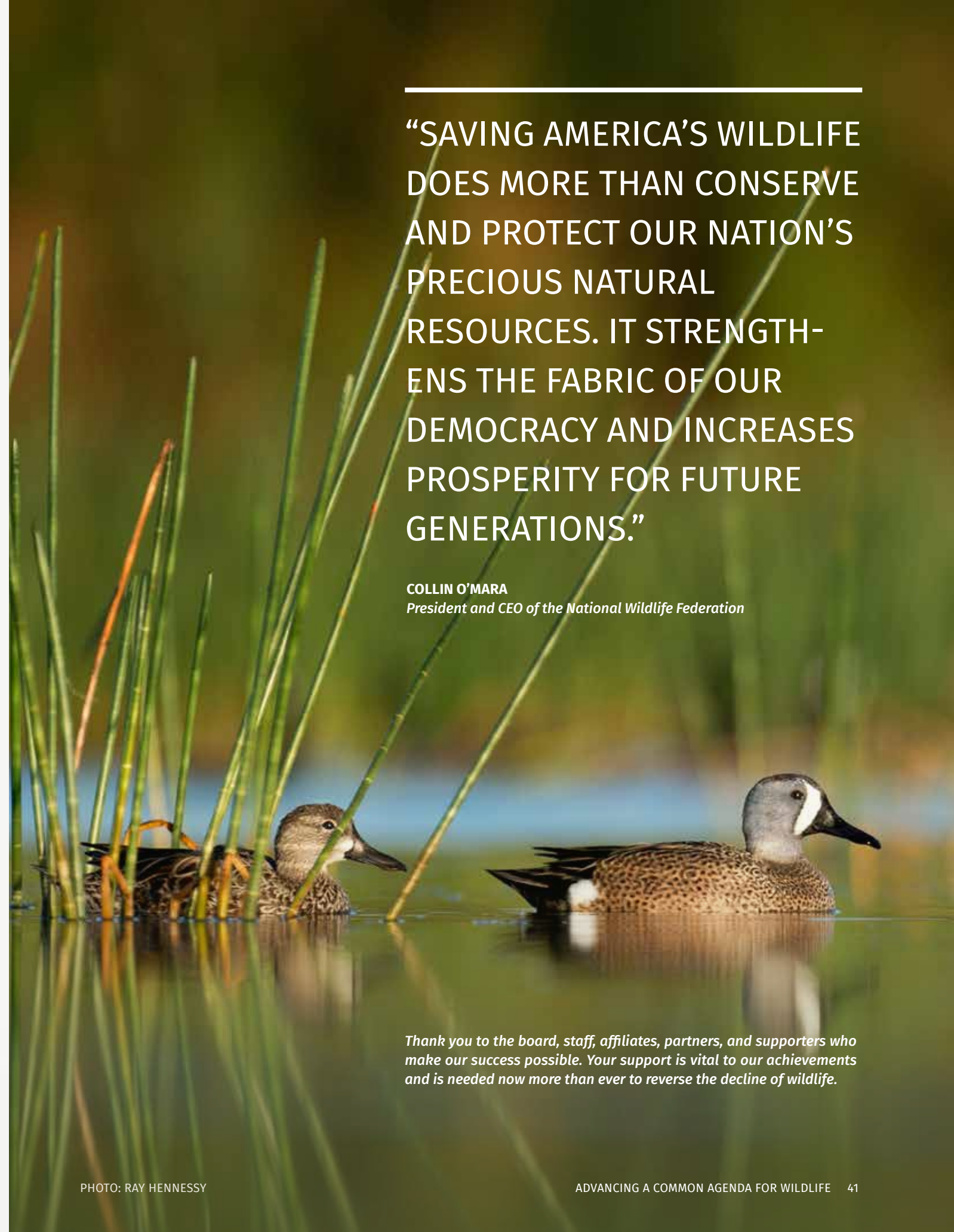
The National Wildlife Federation has made significant progress on engaging women in the fight for conservation. We officially launched Artemis, a new women’s initiative which intentionally engages and empowers sportswomen in conservation. Progress to date includes: completing a strategic framework and two-year action plan, hiring a program manager, and holding trainings. And in 2018, we held a second Women in Conservation Leadership (WCL) summit to empower women’s leadership in the conservation movement through building community, developing leadership skills, and intentional inclusion. The 2018 summit was open to participants from beyond the Federation family, and drew 350 women representing 125 conservation and environmental organizations, businesses, and funders.

The Federation has made significant progress in co-creating a Federation-wide campaign planning tool kit and training program. Over the past year, the Campaigns Team worked with Healing Our Waters Coalition staff, Directors of Conservation Partnerships, and affiliate leaders to create the campaign planning tool kit and training. The tool has been used to build several campaigns, including for the Farm Bill, and for work conducted by the Great Lakes Regional Center and the Montana Wildlife Federation.

The Federation is using cutting-edge technology to build its online activists network through look-alike modeling, using data to refine its use of social-acquisition tools. To build an activist network, we are increasingly using platforms like Facebook and Instagram. These tools get the right message to the right people for the least cost and highest impact. We are piloting these tools with the Recovering America’s Wildlife Act by identifying members of Congress needed to support the legislation and using targeted Facebook content that profiles people who are most likely to take actions.

We partnered with HECHO, an organization that empowers and supports Hispanics/Latinos to engage on public lands and conservation policy. Their platform elevates and amplifies Hispanic/Latino perspectives and ensures Latino leaders and advocates are at the table to represent their community of hunters, anglers, and outdoor enthusiasts who have enjoyed public lands for generations.

A year-long campaign helped build 110+ House co-sponsors for the Recovering America’s Wildlife Act. Bi-partisan advocacy in support of the legislation created an opportunity to educate Members of Congress about the wildlife crisis and the importance of proactive investments to prevent species from becoming endangered.



“SAVING AMERICA’S WILDLIFE DOES MORE THAN CONSERVE AND PROTECT OUR NATION’S PRECIOUS NATURAL RESOURCES. IT STRENGTHENS THE FABRIC OF OUR DEMOCRACY AND INCREASES PROSPERITY FOR FUTURE GENERATIONS.”

COLLIN O’MARA  
President and CEO of the National Wildlife Federation

*Thank you to the board, staff, affiliates, partners, and supporters who make our success possible. Your support is vital to our achievements and is needed now more than ever to reverse the decline of wildlife.*

## Change Starts with Us

The National Wildlife Federation's vision for reversing America's wildlife crisis requires that it execute its conservation, education, and advocacy work with more intention and impact. Our team knows that to be truly successful, this work must be anchored in our commitment to core values, including the collaborations that define the One Federation approach and a renewed emphasis on Diversity, Equity, Inclusion, and Justice (DEIJ). Our team has also been reflecting on and addressing the organization's strengths and weaknesses through investments designed to enhance training, communications, innovation, and effectiveness. For us to be successful in a rapidly changing world, change must start internally!



## Deepening Our Commitment to Diversity, Equity, Inclusion, and Justice

Diversity, Equity, Inclusion, and Justice (DEIJ) are integral to the implementation of the strategic plan and the work we are doing. During the past year, National Wildlife Federation staff and affiliates have worked hard to deepen our commitment to DEIJ and have undertaken an increasing number of DEIJ-related activities through our Tribal Program, National Urban Initiatives, and outreach to HECHO (Hispanics Enjoying Camping, Hunting and the Outdoors). We're also working to diversify staff and programs in offices throughout the Federation. As important as these programs and activities are to achieving our DEIJ goals, there is still a need for a comprehensive framework and systematic approach to change our culture and to institutionalize DEIJ principles within our organization and throughout the conservation movement.

Following the National Wildlife Federation board's leadership in establishing a Diversity, Equity, Inclusion, and Justice Committee in 2016, and its support to establish the Green Leadership Trust, a new DEIJ steering committee consisting of staff from across the organization accomplished the following:

- A DEIJ Statement for use by the National Wildlife Federation
- An in-person steering committee "launch" meeting in June 2018 to forge deeper relationships as well as identify priority actions
- Internal and external strategies to communicate with our staff and determine ways to provide our colleagues a platform to share work they are doing related to DEIJ
- Strategies to help our affiliates advance DEIJ within their own organizations and to provide opportunities to connect to and work more closely with our Board's DEIJ Committee

## Enhancing Our Impact through "Theory of Change"

The National Wildlife Federation has a long and illustrious history of conservation achievement. To fully realize the ambitious vision and goals articulated in our strategic plan, however, we will need to become even more strategic, intentional, and effective in our planning, program development, and project execution — and in our ability to better monitor and evaluate progress. Following a review of best practices in the conservation sector, we are excited to adopt a well-established planning approach for increasing our conservation impact and enhancing organizational effectiveness. "Theory of Change" is a planning approach widely used by organizations and donors to help validate assumptions about what needs to be done to achieve specific conservation outcomes, as well as how to most effectively achieve those outcomes and goals. By clearly mapping out how shorter-term outcomes and activities are expected to lead to longer-term conservation goals, the approach also provides a basis for identifying meaningful progress indicators. This discipline of thinking and planning will help us to be more

effective in our conservation work and more consistently measure the effectiveness and impact of the strategic plan over the coming years.

In early 2018, a group of staff involved in implementation of two strategic plan goal areas participated in a pilot training on the use of Theory of Change and the development of associated progress indicators. Participants in this training were enthusiastic about its application for strategic plan implementation and our work more broadly. That successful pilot resulted in the development of a larger initiative to roll out the Theory of Change framework across all strategic plan goal teams. Over 100 program staff have been trained through two trainings held in 2018. Staff leave this training with the critical knowledge, skills, and insights to apply Theory of Change approaches as a means for determining how to prioritize, implement, and evaluate work being carried out under the applicable strategic plan goals.





## Realizing the Promise of “One Federation”

At the 2017 Annual Meeting, the National Wildlife Federation’s affiliates adopted a “We Commit” statement that embraces the new strategic plan and the concept of “One Federation.” The One Federation concept in practice means that we and our affiliates will be “first partners,” sharing vision, goals, and plans in order to create a force-multiplier effect for conservation. Over the past year, all parts of the Federation — staff, board and affiliates — have been dedicated to taking the One Federation concept and turning it into action. Affiliates and staff provided input into a comprehensive 34-point implementation plan that focuses on deepening relationships within the Federation, building out joint and coordinated programs, and substantially increasing the capacity of all affiliates. Among highlights of our progress in realizing the promise of the One Federation:

- Three regional summits were convened, bringing together affiliates with regional and national staff to plan and conduct joint programming. Five more summits are scheduled for FY19.
- New and expanded Ranger Rick and Certified Wildlife Habitat programs have begun that bring revenue and new members to affiliates.
- Staff support for affiliates was restructured to better promote One Federation efforts through creating the role of regional Director of Conservation Partnerships from the former “Regional Representative” position.
- The conservation caucuses, co-led by affiliates and staff, have been revamped to align with the pillars of the new strategic plan.
- List-enhancement services are being provided for affiliates, and capacity-building grants and services have been awarded to affiliates best positioned to jump to the next level.
- The first annual One Federation survey was conducted to provide a direct conduit for affiliate feedback and guidance.
- A One Federation Advisory Board has been established, composed of affiliate leaders, staff, and board members, to advise on these actions and track progress.

Together, these activities and efforts are leading to real culture change, and there is great optimism throughout the Federation. Affiliates are working together more (often at their own initiative) to help each other with programs and capacity. And we are inventing and innovating new ways to engage with affiliates and the broader conservation community. For example, the Education Department is exploring ways to enable interested affiliates to co-offer the Eco-Schools program in their states.

Progress on the One Federation initiative was movingly on display at the 2018 Annual Meeting, when our affiliates from Puerto Rico and the U.S. Virgin Islands, who suffered immense personal and organizational damage from hurricanes Irma and Maria, stood to thank their peers for their support to aid in recovery efforts, including more than \$70,000 in donations and an outpouring of love and concern.



NATHANIEL GONZALEZ, SOCIEDAD ORNITOLÓGICA PUERTORRIQUEÑA, INC. (SOPI), AND KATHY HADLEY, NWF BOARD CHAIR



## Enhancing Organizational Capacity and Alignment

Over the past year, the National Wildlife Federation has taken a number of steps to increase our organizational capacity through investment, integration, and innovation. Among these steps:

### EXPANDING EXPERTISE AND INNOVATION

- We hired a Vice-President of Innovation and a Chief Marketing Officer who will be responsible for overseeing new products and offerings and will manage the Licensing, Catalog, and Brand Promotions teams.
- We hired a Director of Digital Engagement, and reconfigured that team to advance online philanthropy and advocacy goals.
- We hired an Associate Vice President of Communications to lead our communications team and advance key priorities established in the strategic plan.
- We hired a Grants Accountant on the Restricted Revenue Team in Finance to better support grants management and reporting.

### ENHANCING STAFF PERFORMANCE

- To support a culture of excellence, our Human Resources department has produced a new performance management system, which includes a structured goal-setting and evaluation process.
- New training on team leadership has been introduced, designed to help all staff develop leadership skills. The training includes a module on unconscious bias.

### ALIGNING AND GROWING OUR BUDGET

- In FY18, we realigned our budget to track to the 13 goals of the strategic plan, allowing for more accurate and reliable reporting. The budget alignment also allows for tracking investments in One Federation and Diversity, Equity, Inclusion, and Justice efforts

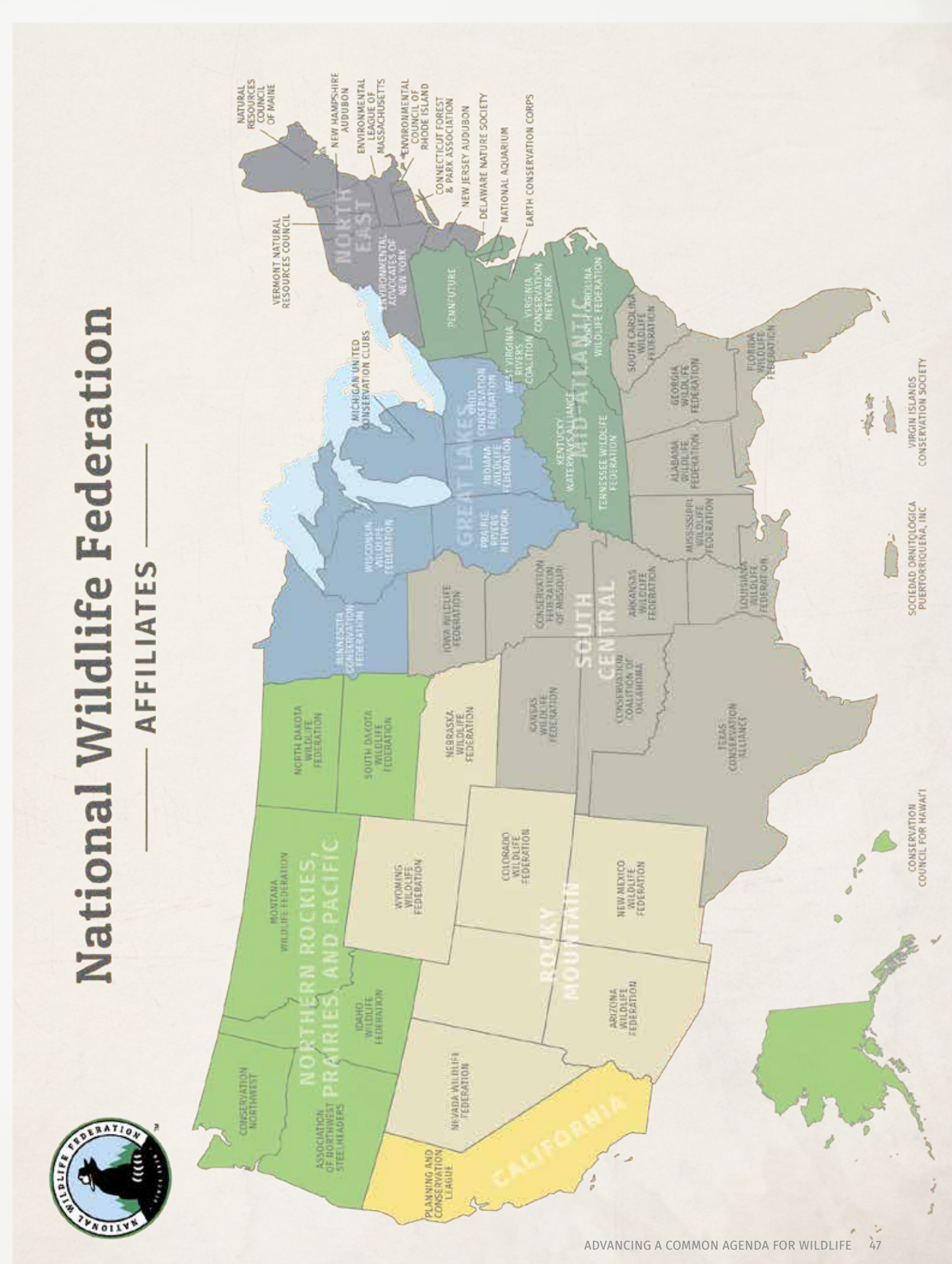




PHOTO: ISTOCK



NATIONAL WILD

SINC

Uniting All Americans to  
Ensure Wildlife Thrive in a  
Rapidly Changing World