## TRCP Strategic Plan

### Vision
Unite and amplify our partners’ voices to strengthen federal policy and funding driven by a legacy of conservation and access

### Mission
Guaranteeing all Americans quality places to hunt and fish

### Core Values
- Bold
- Accountability/Integrity
- Collaboration
- Non-Partisan
- Commitment to Science-based Conservation

### Organization Goals
**Vision**
Leading advocate for protecting and expanding high-quality fish and wildlife habitat and access

**Mission**
To be the most respected coalition builder, bringing together traditional and non-traditional constituencies

**Core Values**
Develop a world-class communication and advocacy capability in support of our goal

### Strategies

1. **Partnership Strategy:** Maximize political expertise, relationships, non-partisan reputation and other partner strengths to achieve conservation goals (Leader: Fosburgh)

2. **Policy Strategy:** Identify conservation campaign priorities and maintain core competencies in key conservation issue areas (Leader: Fosburgh/Wilkins)

3. **Communications Strategy:** Develop integrated communications campaigns to achieve conservation policy & organizational objectives (Leader: Mullins)

4. **Fundraising Strategy:** Diversify/strengthen financial security to achieve conservation and organizational goals (Leader: Fosburgh)

### Activities/Tactics

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<tr>
<th>1a. Maintain diverse and productive Policy Council to foster partner ‘buy-in’ and evaluate policy priorities (Fosburgh/Plumer)</th>
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<tr>
<td>1b. Create/grow national, regional, state coalitions around approved issue campaigns to strengthen effectiveness and likelihood of success (Center Directors)</td>
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<td>1c. Recruit new organizations to become Partners (Fosburgh)</td>
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<td>1d. Provide value to Partners (i.e., through campaign coordination, communications support, policy expertise, etc.) to achieve shared conservation goals and help them succeed in their missions (Fosburgh)</td>
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| 2a. Apply ‘Criteria Screen’ to all policy decision making; identify areas for priority emphasis each year or as needed (Sr. Staff) |
| 2b. Build Sr. Staff expertise to manage policy strategies (Fosburgh) |
| 2c. Reconcile policy objectives with funding/resource expectations (Fosburgh/Plumer) |
| 2d. Establish working group and staff expectations surrounding respective policy centers (Sr. Staff; Center Directors) |
| 2e. Develop campaign plan(s) around consensus conservation priorities for each approved issue (Plumer/Ctr Directors) |
| 2f. Track policy outcomes and corresponding metrics (Fosburgh/Mullins) |

| 3a. Proactively identify opportunities to raise awareness on TRCP approved conservation issues (Brady) |
| 3b. Integrate communications strategies with issue campaigns to achieve conservation & organizational goals (Mullins) |
| 3c. Develop plan for expanded online/digital communications outreach (Mullins) |
| 3d. Increase capacity, resources and expertise through targeted use of communications consultants and other tools (Mullins) |

| 4a. Target foundations to support conservation work, while relying on individuals and corporations to support unrestricted operations and allow the organization to meet unanticipated conservation opportunities. |
| 4b. Strengthen/Grow Board giving (Fosburgh, Henry) |
| 4c. Build operating reserve and JRCF to create a permanent fund (Fosburgh, Henry) |

### Outcome Metrics

- Number of policy goals achieved (or measurable progress made toward achievement) per Policy Center campaigns
- Substance of achieved policy goals as measured by conservation impact (timing, length, scope, # of acres, key species, etc.)
- 3rd-party validation of TRCP role in leading or influencing policy debate/process in pursuit of policy goals
- Ability to access key decision makers
- Number of partner organizations and other allies involved in respective campaign efforts
- Examples of unique constituencies participating in campaigns
- Number of acres available for public hunting and fishing
- Greater awareness and engagement across multiple audiences (e.g., policy makers, media, sportsmen, public, etc.) regarding conservation priorities

### TRCP Criteria Screen

Is campaign aligned with TRCP mission and vision?

Is it strategically important to future of hunting and fishing?

Do we have appropriate level of capacity?

Do we have necessary amount of funding?

Is success clearly defined?

Is there a high-probability for success?

Is this issue a priority for one or more of our Partners?

Does the TRCP have a unique and clearly defined role to play?

What are the consequences of saying No? Yes?
4d. Build a President’s Council and Corporate Council (Fosburgh, Henry/Plumer)
4e. Grow TRCP membership database through corporate partnerships and other means to provide base for grassroots and membership cultivation/participation (Mullins, Henry)
4f. Maintain finance/accounting best practices and identify innovative solutions to further strengthen administration and financial standing (Fosburgh, Hale)