1. **ON-THE-GROUND IMPLEMENTATION (OBJECTIVES, STRATEGIES, AND ACTIONS)**
   1. OBJECTIVE: Conserve[[1]](#footnote-2) and connect priority aquatic habitats to improve ecosystem function and increase climate resilience for fish, people, and nature.
      1. STRATEGY: Fund on-the-ground projects that conserve and/or connect Subregional Priority Habitats.
         1. ACTION: Annually fund at least two habitat conservation projects: one of which is a barrier removal/passage project.
         2. ACTION: Annually seek funding for at least one project that conserves or reconnects subregional priority habitats or improves water quality[[2]](#footnote-3) and hydrology.
         3. ACTION: Track project outcomes for the purpose of reporting conservation results to stakeholders and NFHP.
      2. STRATEGY: Improve access to fish habitat conservation funding for organizations working in/with under-resourced communities.
         1. ACTION: Revise proposal criteria to promote selection of projects in under-resourced communities[[3]](#footnote-4). Work to fund at least one project per year.
         2. ACTION: Create a compendium of relevant funding opportunities and connect established habitat conservation partners with under-resourced communities.
   2. OBJECTIVE: Collectively advance and elevate the work of ACFHP partners to support transformational[[4]](#footnote-5) conservation projects on priority habitats.
      1. STRATEGY: Leverage relationships to support transformational projects at the landscape scale that conserve and/or connect Subregional Priority Habitats.
         1. ACTION: Submit a grant proposal integrating focused habitat conservation.
         2. ACTION: Use integrated habitat assessment tools to plan and support grant application projects.
      2. STRATEGY: Support projects that conserve and/or connect Subregional Priority Habitats.
         1. ACTION: Endorse habitat conservation projects, at least 1 of which advances aquatic habitat conservation in and/or for an under-resourced community.
2. **SCIENCE AND DATA (OBJECTIVES, STRATEGIES, AND ACTIONS)**
   1. OBJECTIVE: Develop and synthesize information and products that help identify or assess fish habitat conservation activities that support ACFHP goals.
      1. STRATEGY: Evaluate, update, and maintain ACFHP’s existing science and data products.
         1. ACTION: Maintain an interactive online map of projects funded/supported by ACFHP that provides a brief narrative highlighting projects.
         2. ACTION: Provide access to ACFHP project monitoring data via the NFHP project database when developed.
         3. ACTION: Determine status of Species-Habitat Matrix and Fish Habitat Conservation Assessment and prioritization maps and update if required.
      2. STRATEGY: Evaluate the status of ACFHP’s fish habitat restoration projects.
         1. ACTION: Implement monitoring survey created by Science and Data Committee.
         2. ACTION: Use information from monitoring survey to update ACFHP’s interactive online map with brief narratives, photos, links to project and partner websites, etc.
         3. ACTION: Compile and report on the status and outcomes of past-funded projects.
      3. STRATEGY: Develop fish habitat conservation tools and resources that support managers and practitioners.
         1. ACTION: Collaborate with the Alliance for SAV Enhancement (ASAVE) on Atlantic Coast SAV mapping and monitoring standardization initiatives[[5]](#footnote-6).
         2. ACTION: Work with SARP and other partners on culvert assessments.
         3. ACTION: Collaborate with the Northeast Marine Fish Habitat Assessment on fish habitat products.
      4. STRATEGY: Develop the fish habitat conservation tools and resources that support under-resourced communities in whichever ways are most relevant to said communities.
         1. ACTION: Engage with under-resourced communities to understand their needs as it relates to fish habitat.
         2. ACTION: Incorporate under-resourced mapping into the project funding prioritization process.
         3. ACTION: ACFHP SC member(s) identify and attend 2 or more conferences or workshops on ACFHP’s behalf.
         4. ACTION: Hold a virtual meeting with regional representatives of underserved community leaders or their representatives that access fishery habitat and hold a fish habitat resource listening event geared toward developing a list of priority needs. USE IN NEXT ACTION PLAN
      5. STRATEGY: Strategically utilize science and data tools to focus project solicitation and selection on high priority areas identified in ACFHP’s mapping efforts on habitats, DEIJ, and climate change.
         1. ACTION: Develop an approach to use fish habitat climate vulnerability work in project selection and other ACFHP work.
         2. ACTION: Develop and implement a strategy to address the ACE Act economic requirements.
         3. ACTION: Incorporate S&D tools into NFHP funding proposal development requirements.
         4. ACTION: After re-engaging with all ACFHP partners, conduct an internal analysis to evaluate overlap with existing ACFHP partners to facilitate partner engagement.
3. **OUTREACH AND COMMUNICATION (OBJECTIVES, STRATEGIES, AND ACTIONS)**
   1. OBJECTIVE:Promote ACFHP’s mission and vision to target audiences to grow our influence and impact.
      1. STRATEGY: Develop new and evaluate/update current printed and digital content.
         1. ACTION: Develop a plan for developing and disseminating selected outreach materials in languages other than English to target audiences.
         2. ACTION: Review and update communication materials (website, printed materials, etc.) with the intent of making them more user-friendly and ACFHP brand-specific (every 5 years, next time: 2023).
         3. ACTION: Explore opportunities for non-traditional artistic collaboration projects for fish habitat conservation awareness.
   2. OBJECTIVE: Share and disseminate information about the products, projects, and services of ACFHP and its partners to further the conservation of fish habitat.
      1. STRATEGY: Disseminate communication materials via digital platforms and via participation at professional conferences/tradeshows to extend our coverage.
         1. ACTION: Develop an outreach plan for reaching target audiences (including under-resourced communities).
         2. ACTION: Ask each SC member to identify and engage with one sportsman/fishing/trade show or exhibition in their state.
         3. ACTION: Minimum of 10 social media posts/mo., 4 blog/website posts/yr., and 2 conferences/tradeshows/workshops/yr.
         4. ACTION: START ACTION ITEM REVIEWING HERE Invite partners who are not on the SC to do a short presentation on their current projects, what role ACFHP played, or could play in advancing their habitat missions. This can be at the quarterly(?) virtual session or at the onsite meetings. We could also ask for their input on DEI related projects.
         5. ACTION: Assimilate information gathered from project monitoring database to produce supported project one-pagers and include them on the ACFHP website.
      2. STRATEGY: Seek opportunities to expand media engagement with ACFHP products, projects, and services.
         1. ACTION: The SC chooses a few good story “hooks” and works with partners to pitch 2 media outlets to cover stories that feature ACFHP projects.
      3. STRATEGY: Publicize partners’ actions, projects, and products via various communication platforms.
         1. ACTION: Establish a requirement for NFHP funded project partners to link their project websites to the ACFHP website.
         2. ACTION: Write 2 blogs featuring representatives from under-resourced communities to communicate pertinent challenges (ACFHP members would do interviews).
      4. STRATEGY: Promote effective practices and methodologies for conservation of Subregional Priority Habitats.
         1. ACTION: Publish what didn’t work, with good alternatives.
         2. ACTION: Conduct a lit review of new/recent white and grey literature and add select items to the ACFHP website and post them on social media.
         3. ACTION: Identify/list of BMPs related to various priority habitats.
         4. ACTION: Literature review to rank effectiveness or list pros & cons of BMPs (do not want to promote BMPs that do not actually work).
         5. ACTION: Invite partners who are not on the SC to do a short presentation on their current projects, what role ACFHP played, or could play in advancing their habitat missions. This can be at the quarterly(?) virtual session or at the onsite meetings. We could also ask for their input on DEI related projects.
   3. OBJECTIVE: Engage with those directing funding streams to promote our conservation priorities.
      1. STRATEGY: Influence funding sources to consider ACFHP’s priorities when identifying conservation projects to support.
         1. ACTION: Set up 2 or more meetings with federal funders to discuss ACFHP’s mission, projects, capacity, etc.
         2. ACTION: Share ACFHP Strategic Plan and outreach materials with NOAA and USFWS. Link to appropriate sections of the websites.
4. **Operations (Objectives, Strategies, and Actions)**
   1. OBJECTIVE: Utilize funding and expertise to achieve the greatest benefits for fish habitat conservation.
      1. STRATEGY: Provide and direct funds to high quality conservation projects through annual requests for proposals (NFHP, ACFHP general, NMFS Habitat and Recreational Fisheries, etc.).
         1. ACTION: X number of projects at a minimum.
         2. ACTION: Pursue new funding and collaborations to support on-the-ground restoration, science, and outreach projects.
         3. ACTION: Implement the Business Plan, and periodically update.
         4. ACTION: Hire a fundraiser to meet with potential new funders, solicit donations, and run a long-term development campaign.
         5. ACTION: Hire a part-time Communications Specialist, or continue Communications internships.
         6. ACTION: Create better (continue to update) web materials.
         7. ACTION: ACFHP SC members approach 2 potentially funded with solicitation requests/pitches.
         8. ACTION: Establish an ACFHP fundraising committee led by an SC member, but incorporating volunteers with the ability to regionally fundraise.
   2. OBJECTIVE: Enhance administrative capacity for receiving, distributing, and maintaining ACFHP funding in order to increase Partnership productivity.
      1. STRATEGY: Explore alternative means to administer grant awards and donations for conservation, science, and outreach projects.
         1. ACTION: Work with Beyond the Pond to expand their functional role supporting ACFHP.
         2. ACTION: Find other organizations to help us manage grants (one to do it all, or multiple groups: one for each grant).
      2. STRATEGY: Pursue new sources of stable, long-term funding to expand organizational capacity.
         1. ACTION: Incorporate a line item in grants and large donations to support operations.
         2. ACTION: ACFHP SC members approach 2 potential funders with solicitation requests/pitches.
         3. ACTION: We have spent a lot of time discussing this, paid for a consultant but have not been able to initiate any actions. Is there a Plan B if this is not feasible for ACFHP? Can we investigate funding sources, i.e., trusts, etc whose mission is funding habitat related projects and invite those organizations/trusts to be members of the SC?
         4. ACTION: Implement Sharity-derived guidance on linking ACFHP to a foundation with fundraising and grant management infrastructure.
         5. ACTION: Investigate funding sources (i.e., trusts, etc.) whose mission is funding habitat related projects and invite those organizations/trusts to be members of the SC?
      3. STRATEGY: Ensure alignment between ACFHP and NFHP’s priorities.
         1. ACTION**:** ACFHP Coordinator liaises with NFHP as needed and provides updates to SC; SC provides high-level thoughts to convey to NFHP as needed.
         2. ACTION: ACFHP Director attends all NFHP and FHP coordinator meetings.
   3. OBJECTIVE: Achieve a fully inclusive Partnership in order to engage and empower existing and new members.
      1. STRATEGY**:** Evaluate the composition of the ACFHP members and committees toward increasing capacity, expertise, engagement, and diversity.

ACTION: Update new member application for strengths (DEIJ, projects, etc.).

ACTION: Canvass existing members: status check-in, strengths, engagement, etc.

ACTION: Engage with members via a virtual or in-person workshop to provide input on needs from ACFHP.

ACTION: Look into updating MOU with requirements for partners (e.g., attend one meeting/year, participate on a subcommittee).

ACTION: Develop a database of like-minded conservation organizations.

ACTION: Identify at least 2 groups that could/should be represented on committees and/or SC.

ACTION: Identify SC and partner organizations missing representation (e.g., tribal, under-resourced communities, etc.) and engage them to consider becoming ACFHP partners, SC members.

STRATEGY: Recruit new ACFHP partners representing diverse communities that benefit from healthy fish habitat.

ACTION: Engage groups like Native American FWS Association to diversify the Partnership.

ACTION: Somewhere we need to formalize ACFHP commitment to work with underserved/resourced communities and get a fishing/water quality organization representing this group to serve on ACFHP SC or at least advise the SC on potential actions and projects. EG the Brown Folks Fishing organization [www.brownfolksfishing.com](http://www.brownfolksfishing.com)

ACTION: Recruit 1 or more members.

STRATEGY: Through habitat restoration RFPs, consider proposal criteria and habitat prioritization scoring to promote selection of projects in under-resourced communities.

ACTION: Distribute RFPs to organizations representing under-resourced communities.

ACTION: Partner with black or brown landowners/farmers on projects to protect or enhance water quality and local communities’ health.

ACTION: Dedicate time and energy to pursuing urban watershed restoration initiatives; for example, USGS’ Urban Waters Initiative and RFP.

ACTION: Fully implement ACFHP’s inclusion of indigenous groups/tribes to both partner on projects and learn from their conservation ethic.

ACTION: Examine techniques being employed to support projects for under-resourced communities by groups like NOAA, USDA, and NFWF, and add relevant scoring criteria to project evaluation rubric.

1. Conserve is to protect, restore, and enhance. [↑](#footnote-ref-2)
2. E.g., buffers [↑](#footnote-ref-3)
3. Historically under-resourced counties are those identified as economically distressed with the highest percentages of underserved populations. Underserved populations are those that meet certain racial and poverty criteria, as determined by the DEQ Environmental Justice Program. [↑](#footnote-ref-4)
4. “Transformational” needs to be defined. [↑](#footnote-ref-5)
5. Pew, state, and federal partners [↑](#footnote-ref-6)