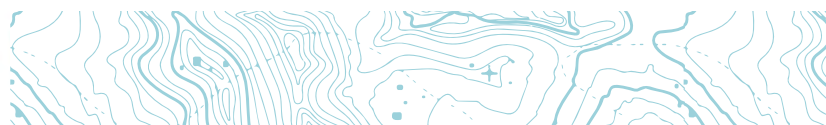


Meeting the Moment

Ensuring Wildlife, People, and Ecosystems Thrive



Strategic Plan
2024 - 2030



Our Vision

In a critical time of accelerating climate and biodiversity crises, we envision improved ecological balance and safe, equitable access to clean water, air, and land to ensure that all wildlife, people, and ecosystems thrive. Achieving our mission is now our mutual, unwavering goal.

The National Wildlife Federation commits to achieve their vision statement by:

Working across the Federation to implement effective and innovative practices, policies, and programs that benefit wildlife, people, and our planet.

Upholding the [We Believe](#), [We Envision](#), [We Commit](#) statements adopted by NWF Affiliates.

Expanding our impact, built through authentic relationships with existing Affiliates and with partners and communities that have been traditionally excluded.

Moving with integrity and courage to affect transformational change at the intersection between wildlife conservation and environmental justice.





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Glossary of Terms

In line with our commitment to fostering a unified approach to wildlife conservation, we've curated a dynamic glossary of scientific and cultural terms from this document. Please be aware, definitions may evolve to align with advancements in science and our changing culture. Look for the underlined words throughout the document.

JUN2024

Meeting the Moment

Federation Family, Conservation Partners, and Fellow Americans, we are living during unprecedented times. The Intergovernmental Panel on Climate Change stresses that decisive action by 2030 is critical for stabilizing the climate and preserving biodiversity. Scientists overwhelmingly agree. If we have any hope of confronting the interrelated crises of rapid biodiversity loss, accelerating climate change, and pervasive environmental injustice over the next six years, we need to rapidly reduce emissions, responsibly shift to renewable energy, and enhance resilience and community-driven conservation. Achieving monumental progress by 2030 is crucial to mitigate long-term risks like extreme weather events and biodiversity loss, underscoring the importance of public health and ecosystem restoration in global climate strategies.

Will we have the courage and
wherewithal to act boldly and with
sufficient urgency to change the
trajectory that we're currently on?

We must.

This is the determinative decade to act with purpose and in authentic partnerships at a level and depth never before seen. Failure is simply not an option.

The National Wildlife Federation was formed in 1936 to bring people together behind the common goal of conservation. At a time when a national voice for conservation was lacking, the Federation united state-level conservation groups as one body, making Affiliates the backbone of the organization.

**Current rates of
climate change
will likely exceed
the ability of many
species to adjust
to new conditions,
leading to higher
extinction rates.**

— CLIMATE SMART
CONSERVATION, PUTTING
ADAPTATION INTO PRACTICE

They provide governance and set policy for the organization and throughout the years have proven that, together, we can have a profound impact for conservation. With lessons learned from the past, we must rise to meet this moment as One Federation to achieve a better future for wildlife and people.

Over the past six years, we have worked relentlessly with Affiliates and partners to enable transformational change, focusing on sharpening the conservation priorities of the nation; securing an unprecedented \$650 billion in dedicated resources for habitat restoration, climate action, and community revitalization; and working to bring together conservationists, environmentalists, land preservationists, climate advocates, and environmental justice leaders in common cause, despite the most divisive political environment since the Civil War.

Nearly all of these priorities and subsequent successes were catalyzed by the previous National Wildlife Federation strategic plan, “Saving America’s Wildlife: Toward a Common Agenda FY2018-FY2021.” This plan was written before we could even envision the significant global uncertainty and upheaval: a global pandemic, economic turmoil, a racial justice awakening, environmental degradation, and accelerating wildlife decline, all compounded by rapidly cascading and pervasive impacts of climate change. Despite many successes, our current pace of progress is woefully inadequate to confront the challenges of this decisive decade. We recognize that we must achieve a significantly greater speed, scale, and integration in our efforts to address the inseparable threats to wildlife, habitat, and people. Our solutions must match the magnitude of the crises we face.

We also need to ensure that decisions are made inclusively and equitably. We play an essential convening role, bringing together diverse conservation viewpoints.



The Rocky Mountain Regional Center is a founding member of the Green Dot Coalition, an equity-focused organization supporting climate-resilient and pollinator-friendly communities.

We are committed to doing an even better job ensuring that the wisdom and power of people who have been historically excluded are engaged as partners in our work. Just as we cannot untether the threats we face, we cannot achieve the ambitious goals of this plan without collaboration and authentic partnerships.

We are first and foremost a wildlife conservation organization in the most critical period in history for wildlife and its habitat. We understand that in many cases the challenges facing frontline and fenceline communities cannot, and should not, be separated from wildlife and habitat conservation issues.

Our organization has committed to using its power in the conservation field to address environmental inequities that have overburdened communities of color and those with lower wealth.

It is particularly important that we champion nature-based solutions that restore, revitalize, and reconnect habitats from urban to wilderness, on private and public lands and in forests, grasslands, wetlands, and other ecosystems, and in all fresh and saltwater environs. These solutions mitigate climate change, while improving habitat for wildlife, making outdoor spaces more appealing, and boosting resilience for communities. Nature-based solutions also advance our environmental justice goals for the self-identified challenges of frontline and fence-line communities by reducing air pollution, mitigating severe flooding, increasing access to healthy foods, and more.

With these learnings in mind, the National Wildlife Federation has completed a journey to develop a new strategic plan, entitled “Meeting the Moment: Ensuring Wildlife, People, & Ecosystems Thrive FY2024-FY2030.”

We thoroughly reassessed and defined essential strategies in three critical areas:

- 1. Wildlife Recovery and Habitat Restoration**
- 2. Climate Solutions and Clean Energy**
- 3. Environmental Justice and Community Resilience**

Each of these pillars lays out specific actions that the National Wildlife Federation will take in partnership with the broader environmental and conservation movement over the next six determinative years to effectively support conservation at the Tribal, local, regional, national, and even global levels.

One significant enhancement in this strategic plan is that climate and environmental justice have evolved from subsections into full pillars. This is reflective of evolving understanding of how these crises are interrelated and the need for our Federation to show up in the right spaces to achieve essential transformational change in these perilous times. As our mission states, we must unite ALL Americans.

Underpinning the work of all three Pillars is the foundation of One Federation – the manifestation of the long-standing union between NWF and its Affiliates to achieve a better future for wildlife and people and a commitment to work together as primary partners. One Federation recognizes that our strength lies in our structure as a tightly knit, integrated Federation. We value our shared governance and mutually pledge trust, support, and open communication to leverage and uplift one another. We work together on shared priorities and issues from the local, state, and regional levels to the federal government. We jointly pursue shared goals, while respecting independence and differences of opinion and priorities. We recognize and respect that each partner has its own unique structure, programs, and governance..

Never in the 88-year history of the National Wildlife Federation have the stakes been as high for wildlife and people. The interrelated biodiversity, climate, and environmental injustice crises demand solutions that effectively meet the moment and set us up for success for decades. The conservation needs of this country have arguably never been greater, nor have our potential contribution to wildlife, society and this planet more profound. We must be united and resolute on our objectives and precise in our strategies to achieve them.

We hope that reading this Plan inspires you to think big about how we seize this once-in-a-generation opportunity to act with purpose to create change that can bend the arc of conservation for generations. We hope you also recognize that if we fail to act at scale, we may never again have such an opportunity. It’s now or never. If we truly embrace the goals and strategies in this plan and act together to achieve them, we will meet this moment and leave a legacy for wildlife and people for generations to come.

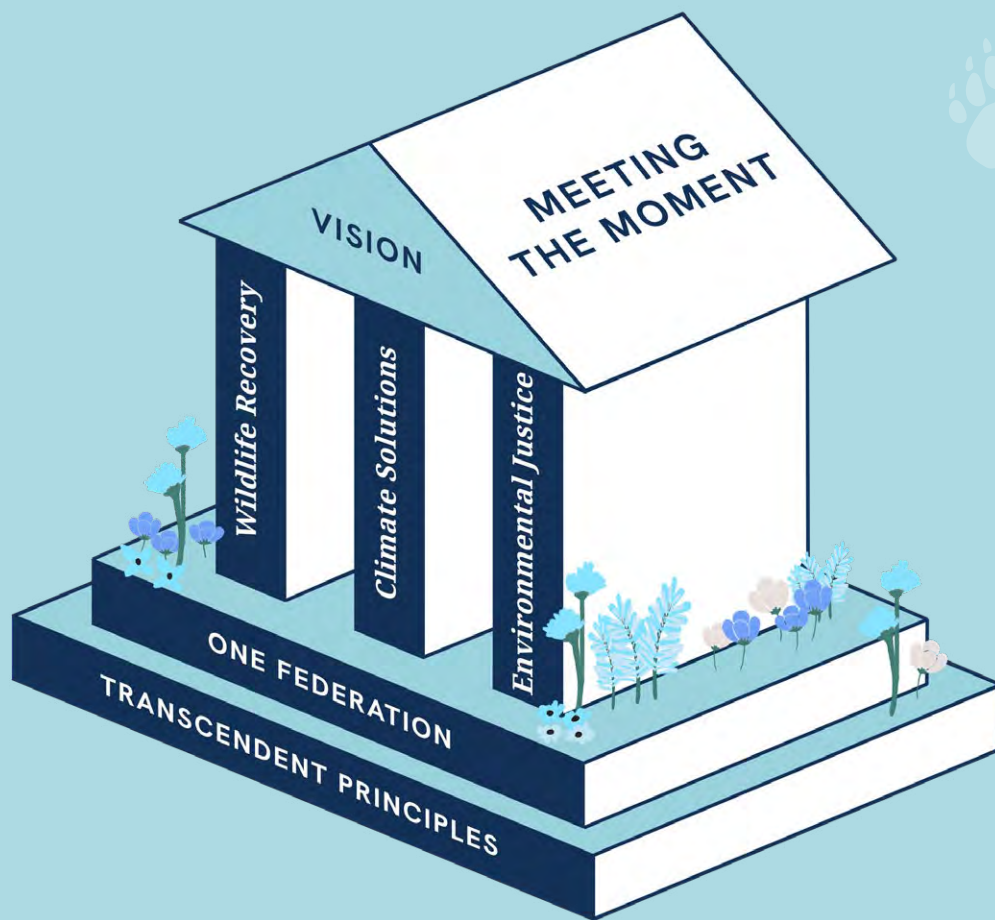
Onward, together,



Collin O'Mara
President and CEO



John Robbins
Chair, Board of Directors



This Strategic Plan Includes Three Pillars:

1

Wildlife Recovery and Habitat Restoration

will urgently confront the biodiversity crisis and sixth mass extinction.

2

Climate Solutions and Clean Energy

will urgently confront the escalating climate crisis.

3

Environmental Justice and Resilient Communities

will support an unstoppable movement to confront both the legacy of the conservation movement's inaction on environmental justice and the legacy of degraded and polluted air, waters, and soils.

One Federation Foundation

The foundation of One Federation underpins the work of all three Pillars.

One Federation recognizes the need for bold and collective action and unites NWF staff, board, and Affiliates in Meeting the Moment. We value our shared governance and pledge trust, support, and open communication to leverage and uplift one another.

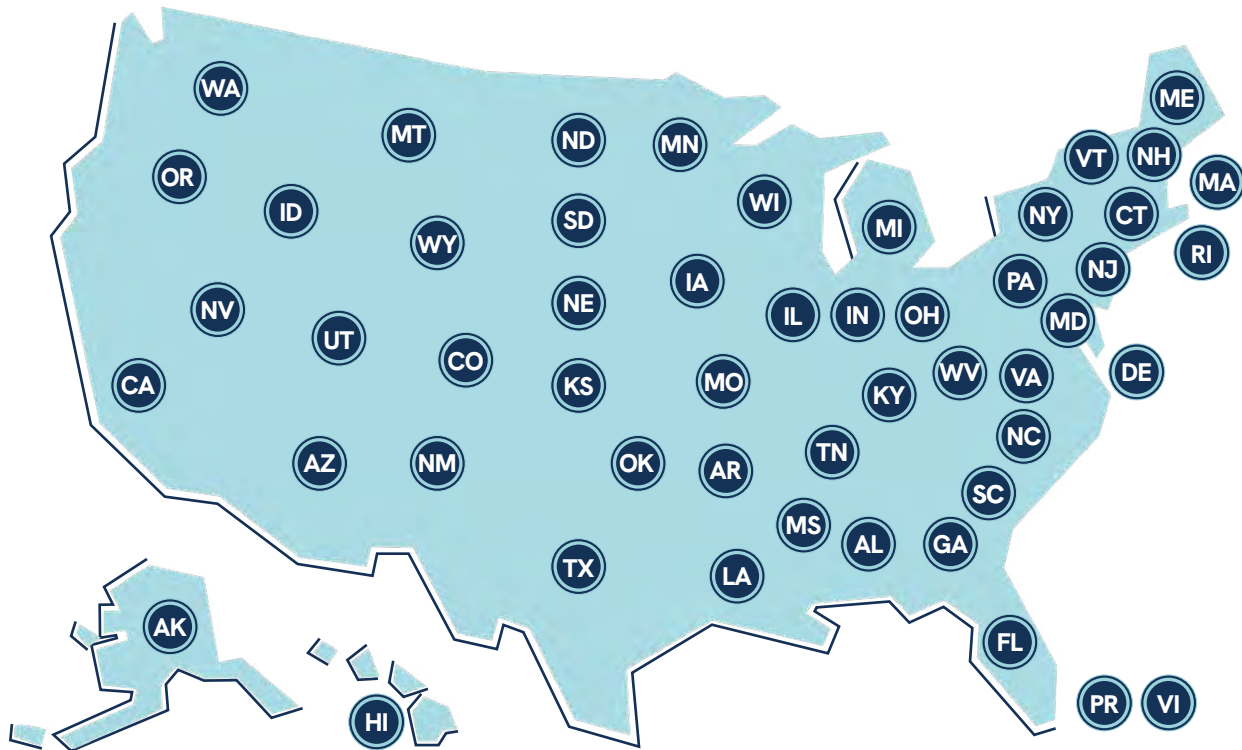
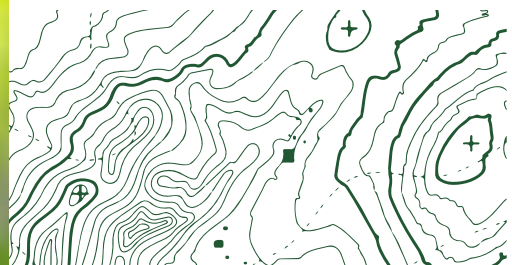


PHOTO: SETH BYNUM, POINT DEFIANCE ZOO AND AQUARIUM, USFWS

State Affiliate North Carolina Wildlife Federation is working to protect the endangered red wolf (*Canis rufus*), a uniquely American species that today only exists in the wild on the Albemarle Peninsula in eastern North Carolina. Currently there are fewer than 25 red wolves surviving in the wild.





Transcendent Principles of our Strategic Plan

In addition to adopting a clear vision for the organization, we've had extensive conversations about the overarching principles across all our pillars. These principles help define how we do our work. They include:

Equity and Justice

Following the guidance of our organizational vision, NWF recognizes the systemic oppression and disinvestment that marginalized communities have faced and will work to ensure that all people have the tools and resources at their disposal to fully participate in the decisions that impact them and their communities to address past harms and support thriving communities. In doing this we will adjust systems, structures, policies, and practices to level the playing field and create just and fair outcomes for all.

Alignment with One Federation

Affiliates are our primary partners, and we have an essential and productive relationship together as One Federation. One Federation is at the heart of our mission, role, and governance and is embraced in our foundational One Federation statements, "[We Believe](#) (2015)," "[We Envision](#) (2016)," and "[We Commit](#) (2017)." These foundational statements define our shared values about the importance of wildlife and its habitat to our wellbeing, our overall 30-year goal for wildlife and our mutual commitment to work together to common goals. This plan builds on those commitments and presents the One Federation Foundation, comprised of imperatives and strategies to expand the scope and impact of Federation family.

Partnerships

Building upon our One Federation model, NWF is committed to adhering to the Jemez Principles for Democratic Organizing and developing authentic partnership and support among the full diversity of stakeholders, including Tribes and Indigenous communities, hunters and anglers, birders and wildlife-watchers, landowners, and other local, state, and federal partners, to prioritize confronting the biodiversity crisis, identify capacity gaps, needs and potential solutions. These relationships are also essential to our work and impact.

Commitment to Environmental Justice

Environmental justice is about alleviating stressors while also bringing people into the fold so that they have the tools necessary to engage in the civic process and become advocates. By meeting people where they are and engaging on issues relevant to their lives, we will encourage more people to become stewards of the environment and advocate for clean air and water, healthy and safe communities, easy and equitable access to nature, abundant wildlife, and protection from the ravages of climate change. In this way, we will be able to advance holistic, sustainable, and long-lasting solutions that address the needs of communities and provide benefits to wildlife and habitat.

Policy and Laws

NWF will partner with affiliates to advocate for policies, initiatives, and legal decisions that adhere to the priorities of the strategic plan, conservation stewardship ethic; reflect the principles of Free, Prior, and Informed Consent; and are up to the challenge of sustaining the full diversity of America's plant and animal species and ecosystems through conservation stewardship ethic.

Basing Decisions Upon Sound Science

Equitable scientific analysis and interpretation, including western science, Indigenous science, and community science, serve as the basis for NWF's positions on the myriad issues faced by wildlife and people. This allows NWF to maintain a scientifically sound foundation for shaping its policies and strategies.

Education & Engagement

At its core, NWF is an education organization. Instilling essential knowledge and skills consistent with our mission in those who safeguard the planet today, and especially building knowledge and skills in those who will protect it tomorrow, is at the heart of what we do.

Regional Alignment

Our regional structures are fundamental to our Federation's strength and impact. They help deepen our connection to people and place. Through them we have authentic lived experiences and expertise around local and regional conservation issues across diverse geographies and ecosystems. NWF regions enhance direct connections and engagement with stakeholders (communities, partners, members, funders). They also enable us to tailor strategies grounded in local knowledge, to advance solutions at multiple levels (local, state, federal, Tribal) that multiply our reach and impact, and to support stronger affiliate partnerships.





Pillar 1

Wildlife Recovery and Habitat Restoration



Objective

We will urgently confront the biodiversity crisis and sixth mass extinction that threatens more than one-third of all species of wildlife and native plants in the United States and globally by developing, promoting, and enacting science-based solutions so that wildlife and people can adapt and thrive in a rapidly changing world. We will seek innovative, equitable, and transformative approaches to address threats to wildlife, enhance and sustain healthy ecosystems, educate and engage new audiences, and build upon longstanding and newly formed partnerships with governmental decision-makers, Tribes and Indigenous communities, hunters and anglers, environmentalists, private landowners and others.

Strategic Imperatives

To accomplish this objective:

- We will significantly **raise the profile of the biodiversity crisis and the urgency for action at scale.**
- We will **catalyze conservation and recovery efforts for the more than 12,000 wildlife and native plant species of greatest conservation need** across the United States, including more than 1,600 species listed under the Endangered Species Act.
- We will **enhance ecosystem functionality and habitat quality all across the nation**, including sustaining, protecting, restoring, conserving, and bolstering climate resilience of wildlife habitat across public lands and waters (federal, state, and local), private and working lands, Tribal lands and waters, and coastal and island resources across rural and urban landscapes.
- We will **reconnect fragmented terrestrial and aquatic habitat** across the country at a scale that will sustain the full diversity of plant and animal species and meet the movement and migration needs of species for foraging, stopover, breeding, spawning and responding to climatic shifts.
- We will **protect and restore our nation's waters and wetlands** to ensure that all wildlife and people have access to clean water in the face of mounting pollution, development pressures, and climate change especially in ecosystems and communities which have historically experienced disproportionate amounts of water pollution.
- We will **address the direct impact of U.S. consumers** and international trade in commodities on forests globally and other habitats, and on Tribal lands and human communities in other countries, for example the harms associated with agricultural expansion and mining.
- We will **inspire, educate, and engage** people from all walks of life to increase public awareness of the wildlife crisis; support, participate in, and advocate for wildlife recovery, habitat restoration and resilience, and conservation funding; and become stewards for wildlife and habitat.



Sacred Grounds First Baptist
Church of Greater Cleveland, Ohio.

Strategies

Transform Wildlife Conservation and Lead on the Recovery of the Full Diversity of Wildlife

- Build nationwide support for urgently addressing the biodiversity crisis by waging a strategic marketing and communications campaign designed to influence decision-makers, engage the broader public, and build a stronger more united, inclusive, and vocal movement of hunters and anglers, environmentalists, land conservationists, gardeners, birders and wildlife-watchers, outdoor enthusiasts, and leaders of frontline communities.
- Ensure that wildlife conservation is robustly funded within federal, state, territorial, and Tribal governments for sufficient professional wildlife management, science (both western and Indigenous Science), and habitat restoration.
- Expand on-the-ground work to recover iconic species, cultural keystone species, and imperiled species, including at-risk endemic island species.
- Enhance our policy and restoration work with sporting communities across our One Federation and with partner organizations to elevate sporting priorities, including recovering species, preventing the privatization of wildlife, protecting and expanding public access, and increasing sporting opportunities for youth and historically marginalized communities.
- Build capacity of wildlife agencies and commissions to make equitable, adaptable, effective decisions that will recover and sustain the full diversity of wildlife species in the face of climate change and other systemic threats through an expanded North American Model.



Accelerate Habitat Conservation and Restoration with a Focus on Connectivity and Climate Adaptation

- Increase conservation protections and accelerate the pace of habitat restoration on degraded and financially under-resourced public lands and waters with particular focus on grasslands and shrublands, old growth and mature forests, riparian corridors, lands requiring reclamation and removal of invasive species, sacred Indigenous sites, and lands degraded by environmental injustices.
- Provide land managers with the tools and examples of best practices for conducting climate-smart conservation including [adaptation](#) projects that enhance the capacity of ecosystems to adjust to dynamic conditions caused by a rapidly changing climate and that accommodate the ecological needs, transitions, and shifting ranges for wildlife and native plants.
- Expand habitat connectivity work across the country to ensure that the full diversity of terrestrial and aquatic species have room to roam for migration, foraging, stopover, breeding, spawning, and climate-related shifts by reconnecting and restoring fragmented: landscapes (building road crossings, removing fencing and other obstacles, securing and rewilding rights-of-way, and preventing further degradation); waterways (restoring fish passage, removing dams and other impediments, re-establishing natural hydrology and meanders); and coasts (removing existing obstacles and ensuring energy development does not affect migration).
- Increase wildlife habitat in urban and suburban communities through the re-introduction of native plants into public spaces, yards, schools, businesses, and places of worship; expansion of urban forestry to reduce urban heat island effects and encroachment of invasive species; and restoration and creation of wetlands and rain gardens to improve water quality and manage stormwater, especially in communities that have been underserved.

Reinvigorate National Effort to Protect and Restore Waters

- Re-establish federal protections for surface waters and wetlands and support affiliates and partners as they advance state-level clean water and wetland protection initiatives.
- Significantly increase investment at all levels for restoring wetlands and water quality, especially degraded industrialized waterways, waterbodies of regional and ecological significance, and communities overburdened with polluted waterways.
- Ensure [nature-based solutions](#), including headwaters reforestation, watershed and riparian restoration, beaver reintroduction, eradication of invasive plants, are primary strategies to [mitigate](#) climate-related impacts such as drought, aridification, water scarcity, flood, or fires, and ensure sufficient ecological flows for aquatic species.
- Support Tribal efforts to exercise their Treaty rights to water quantity and quality and healthy populations of aquatic species.
- Expand work to [conserve](#) and restore coastal, marine, and island ecosystems within the United States exclusive economic zone.



We will track

our progress using representative metrics such as the percent of declining species that are stabilized or increasing, the dollars of federal and key state investments in habitat restoration and protection, and the dollars of federal investments in species recovery, the number of hunters, anglers, and outdoor enthusiasts engaged with NWF, the number of companies and policies committed to non-deforestation products, digital engagement, and the number of people reached through NWF's education and engagement work.

Address the Impact of U.S. Consumption and Trade on Global Biodiversity and Habitats

- Advocate that meatpackers in the major cattle production countries associated with the greatest amount of habitat loss and degradation, especially in tropical forests, use state of the art monitoring and traceability tools to avoid purchasing products that contribute to deforestation.
- In partnership with universities and other data scientists, build decision making tools and other systems that can be used by buyers of agriculture and other commodities to avoid purchasing commodities associated with deforestation.
- Promote new legislation on deforestation-free trade, and assist state and federal agencies in the United States and Europe to enact and implement deforestation-free procurement and trade policies.



American Bison
(*Bison bison*)

American Bison, also known as buffalo, were once North America's most widespread herbivore, with a historic population of 30-60 million animals. After near eradication during westward expansion, only about 100 wild bison remained by the early 1900s. Today, thanks to conservation groups and Indigenous peoples, for whom buffalo are culturally significant, over 30,000 wild bison now roam our grasslands and prairies.

Enhance Habitat Quality and Ecological Function of Working Lands

- Ensure farmers, ranchers, and other landowners have equitable access to programs, tools, and resources to improve soil health, water quality, and water conservation, bolster resilience, enhance wildlife habitat, and sequester carbon dioxide.
- Expand incentives and programs that will protect North America's imperiled grasslands in partnership with ranchers and farmers.
- Strengthen and expand partnerships with private landowners and land managers, including farmers of color, to enhance wildlife habitat, combat invasive species, recover at-risk species, improve water quality, sequester more carbon, and mitigate harmful practices
- Deepen and expand partnerships with sporting communities of all backgrounds to collaborate on increasing habitat value and expanding access on working lands.

Education and Outreach

- Provide educational and engagement opportunities for young people, the public, and new audiences to enjoy nature, wildlife, and outdoor heritage in their daily lives in order to inspire a growing movement of wildlife and conservation advocates and a broader conservation stewardship ethic.



Pillar 2

Climate Solutions and Clean Energy

Objective

We will **urgently confront the escalating climate crisis** in collaboration with partners to realize a world with thriving wildlife populations, resilient ecosystems, sustainable communities, and equitable access to high-quality opportunities to the clean energy economy.

Strategic Imperatives

To accomplish this objective:

- We will **rapidly accelerate the transition to a clean-energy economy** in ways that minimize impacts upon wildlife populations, habitat, and communities.
- We will **make ecologically-appropriate natural climate solutions a significantly higher priority both nationally and globally** to sequester carbon and bolster ecosystem and community resilience through the protection and restoration of healthy forests, grasslands, shrublands, wetlands, agricultural and working lands, waterways, public lands and urban habitat, and coasts.
- We will **advance climate solutions that empower communities, especially frontline and fenceline communities, to reduce pollution** by ensuring access to clean energy, increase resilience to climate-fueled unnatural disasters, preserve cultural and historical connection to land and place, and create sustainable local economies.
- We will **advance strong and comprehensive international climate agreements** with synergistic action for biodiversity, **and human well-being, and spur the transition of global commodities** toward sustainable, deforestation-free, and socially responsible practices.
- We will **inspire, educate, and equip young people and potential activists** to become leaders in the transition to a sustainable and just climate and clean energy future.



Sage Grouse
(*Centrocercus urophasianus*)

Sage grouse, iconic birds of North America's sagebrush ecosystem, have experienced significant population declines due to habitat loss and fragmentation. Their numbers have dropped by more than 50% since the 1960s. Conservation efforts focus on protecting and restoring sagebrush habitats, controlling invasive species, and implementing sustainable land-use practices. Collaborative initiatives between government agencies, landowners, and conservation groups aim to stabilize and recover sage grouse populations across America's plains.

Strategies

Achieve Bold Climate Action through Policy Leadership at All Levels

Advocate for forward-thinking policies and investments that advance rapid deployment of equitable climate solutions that significantly reduce greenhouse gasses and other pollution through:

- natural climate solutions;
- wildlife-responsible clean energy;
- responsible industrial decarbonization; and,
- pollution reduction from existing sources.

Lead on Nature-Based Solutions

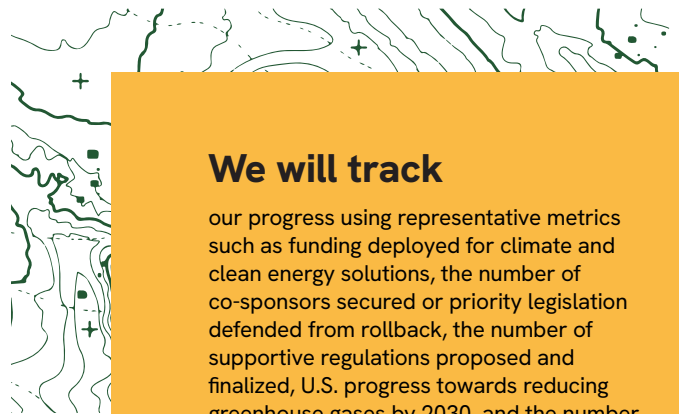
Significantly increase the use of ecologically-appropriate natural climate solutions for carbon sequestration and ecosystem resilience in alignment with the needs and interests of frontline communities by:

- actively engaging in projects that restore healthy forests, grasslands, shrublands, wetlands, waterways, community spaces, and coasts;
- advancing science-based climate solutions for agriculture and working lands;
- improving research, monitoring, and evaluation; and
- conserving critical landscapes, waterbodies, and sacred Indigenous sites.

Advance Clean Energy and Industrial Projects that Support Wildlife and Communities

Collaborate with federal and state agencies, Tribes and Indigenous organizations, and local communities to advance on-the-ground clean energy, transmission and industrial projects that include:

- science-based solutions that address and mitigate any existing or future wildlife impacts;
- robust and efficient environmental permitting reviews;
- authentic, meaningful, and beneficial community engagement; and
- Free Prior and Informed Consent.



We will track

our progress using representative metrics such as funding deployed for climate and clean energy solutions, the number of co-sponsors secured or priority legislation defended from rollback, the number of supportive regulations proposed and finalized, U.S. progress towards reducing greenhouse gasses by 2030, and the number of people engaged, educated, and activated.

Drive Global Sustainable Commodities and Emissions Reductions

- Within the United Nations Framework Convention on Climate Change ([UNFCCC](#)) global climate talks, advocate for climate actions that support and enhance biodiversity, human rights, and human well-being, with an emphasis on the importance of Indigenous-led efforts and reducing land [conversion](#).
- Work with partners, including the [private sector](#), to put in place monitoring, traceability and regulatory systems to transform global commodity production practices to achieve sustainable and habitat conversion-free supply chains, that reduce emissions, sustain and enhance carbon sequestration capacity, and safeguard the health and well-being of people and wildlife.

Elevate Public Awareness, Inspiration, and Action

- Deploy culturally-appropriate educational tools, training programs, technical assistance, and advocacy campaigns to raise awareness, activism, and [civic engagement](#), especially around wildlife-responsible clean energy and natural climate solutions, to build public support and inspire more people to join the movement for climate action, in partnership with communities, nonprofit organizations, governments, sporting and outdoor enthusiasts, and other new and existing networks.

PHOTO: MARYA FOWLER



Earth Tomorrow Houston students learning about solar energy at the 2023 Earth Tomorrow Summer Institute.



Black-footed Ferret
(*Mustela nigripes*)

Black-footed ferrets were once thought extinct but were rediscovered in 1981—only 18 ferrets remained due to overhunting and widespread sylvatic plague. Advanced conservation efforts, including breeding programs, cloning, and the ongoing development of genetic plague immunity, have increased their numbers to around 300 in the wild. Ferret restoration efforts have contributed significantly to the scientific advancement of conservation methods for species on the brink of extinction.



Pillar 3

Environmental Justice and Resilient Communities

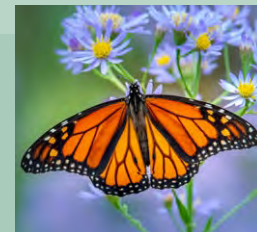
Objective

Amplify the voices of marginalized communities to build and support an unstoppable movement that secures clean water, clean air, thriving and healthy communities, wildlife, and ecosystems for all.

Strategic Imperatives

To accomplish this objective:

- We will **provide communities with capacity building resources, access to funding opportunities, and tools needed to participate in processes** to identify and implement locally developed solutions that address their priority conservation and environmental issues with a focus on areas where NWF has expertise, such as clean air, water, and soil; protection and restoration of ecosystems and natural resources for resilience, recreation, and health; and equitable access to clean energy, equitable transition, and high-quality green jobs.
- We will **advance equitable and environmentally just engagement, access, and stewardship of nature and work collaboratively to create safe spaces** for people, frontline, and fenceline communities by working with partners within Tribal Nations, among Indigenous peoples, and at all geographic and political levels—local, state, regional, and national.
- We will **support and uplift a movement that secures clean water, clean air, thriving, and healthy communities** to achieve resilient, healthy ecosystems and wildlife populations through partnerships, advocacy, and education.
- We will **inspire and educate staff, funders, partners, decision-makers, and other key stakeholders**, in collaboration with experts and communities, to better understand and advance environmental justice and the many intersections with wildlife conservation.



Monarch Butterfly

(*Danaus plexippus*)

Monarch butterflies, renowned for their bright orange colors and up to 3,000-mile migration, have faced severe population declines. The western population has dropped by over 90% since the 1980s, with a 99.4% collapse among those wintering in California, risking near extinction. The eastern population has declined by 80%. Conservation efforts include planting milkweed, their primary food source, along with other nectar plants, and protecting critical overwintering habitats—especially in Mexico

Strategies

Co-Create and Advance Policy and Programs

Co-create policies, legislation, legal strategies, and programs alongside our Affiliates and partners, including the most impacted communities, to identify, prioritize and achieve progress on environmental issues that adversely affect people and wildlife.

Co-Develop a New Funding Approach

Grow financial contributions and donor engagement in collaboration with impacted communities to build capacity, secure sustainable support, and create lasting and positive change in local communities where wildlife and people thrive.

Amplify the Voices of Historically Marginalized and Traditionally Excluded Communities

Uplift environmental justice priorities and assist in advancing related conservation solutions and projects, integrate these priorities throughout our work, and assist local leaders in accessing decision-makers at every level of government to participate in decisions that impact their lives.

Expand Our Partnerships for Environmental Justice

Build new strong, equitable partnerships alongside our Affiliates and partners that drive our collective growth and impact, enhance capacity, share knowledge, and support shared community-led priorities.

Foster an Intergenerational Movement

Build and reinforce a continuum of learning by developing programs and offering opportunities for engagement and leadership that foster an intergenerational and multicultural conservation movement.

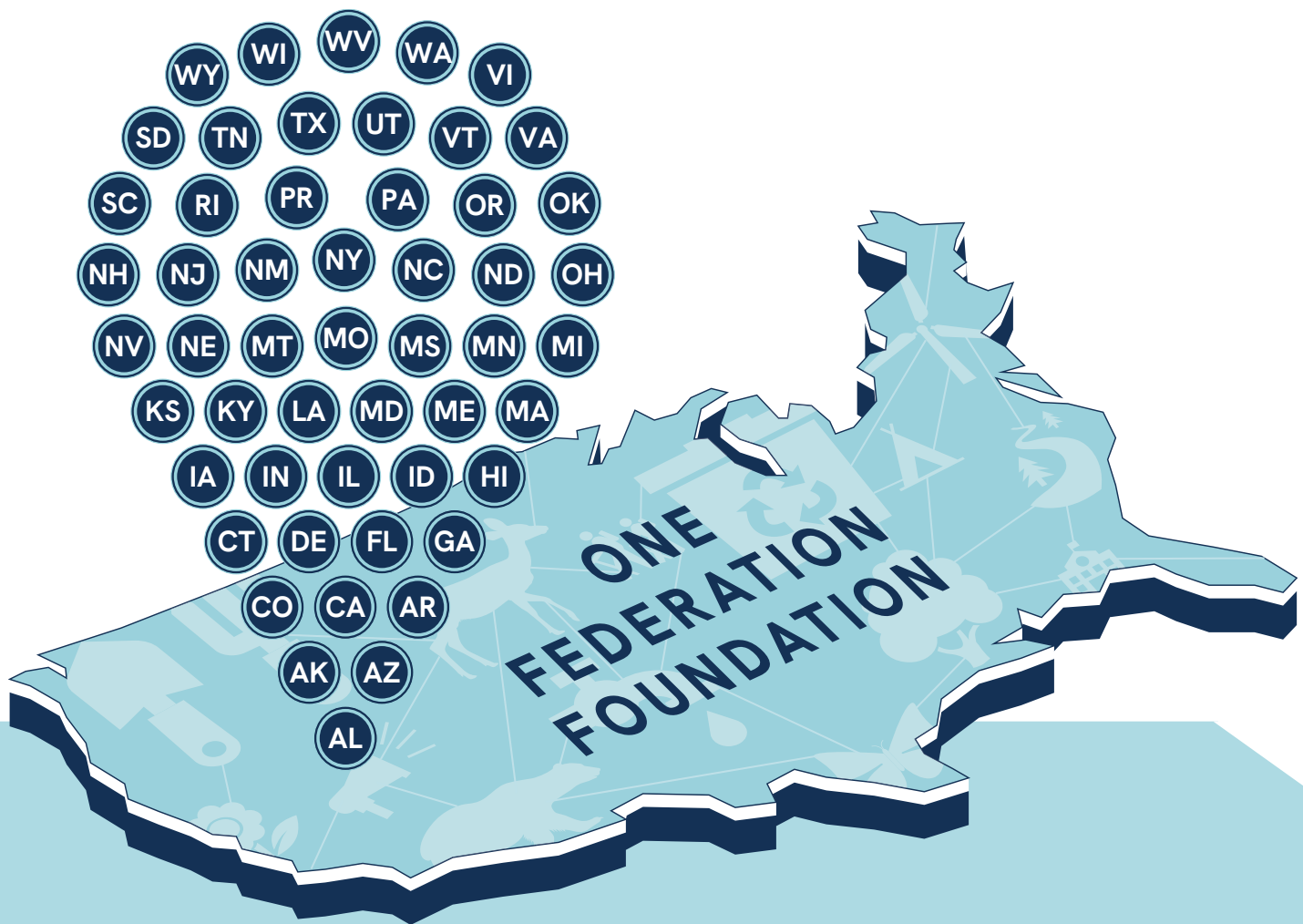
We will track

our progress using representative metrics such as the number of campaigns and policies supported, the percentage of funds passed through to communities, the number of sponsored EJ communities and Tribal/Indigenous partnerships, partner satisfaction, the percentage increase in digital engagement, analytical evaluation and satisfaction determination, and the number and types of community-led projects. Qualitative measurements will also be used to assess effectiveness and impact.



Humpback Whale (*Megaptera novaeangliae*)

Humpback whales, once nearly eradicated by whaling, are recovering due to international conservation efforts and habitat protection measures.



Objective

Build a stronger, cohesive, and collaborative One Federation that can achieve significantly greater results for conservation, embodying the shared values and Affiliate adopted resolutions which together provide a common vision and priorities, and recognizing that strength in each of its members increases the strength and impact of the Federation as a whole.

Strategic Imperatives

To accomplish this objective:

- We will **ensure that relationships are built on mutual respect for the autonomy of Affiliate organizations**; awareness and knowledge of each other's programs, organizations and cultures; robust and timely **communications**; and **trust** that we keep our promises and commitments to each other.
- We will **enhance collaboration and build partnerships** around shared strategies and programs at the local, state, regional, national, and Tribal levels to bring ourselves in closer alignment as One Federation.
- We will **support the development of relationships and partnerships** among Affiliates to facilitate cross regional relations.
- We will **leverage and grow organizational resources, including personnel, financial, and operational support**, to ensure Affiliates and NWF have the strength and sustainability to take bold action together that enhances our One Federation's influence and conservation impact.

Strategies

Affiliate Relations

Establish systems for deepening mutual understanding and trust, supporting transparent communication, and fostering collaboration to enact shared strategies and achieve shared priorities.

Capacity Building

Leverage NWF resources – (un)restricted revenue, staff, technologies and assets – to provide Affiliates with capacity building and organizational support ensuring that Affiliates remain strong, healthy and sustainable.

Collaboration as Primary Partners

Advance mutually-agreed upon priorities and adopted policy resolutions through jointly developed policy agendas, programs, and partnerships.

We will track

our progress using representative metrics such as the number of Affiliates completing training programs, or in peer mentorship, the percentage increase in Affiliate support funds, budgets, headcounts, and membership, the percentage of programs involving Affiliate collaboration, and qualitative feedback on the quality of relationships and collaboration.



Key Takeaways

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- We are at a critical juncture to address the immense and interconnected crises facing wildlife, people, and the planet.
- Confronting the climate crisis by 2030 will require reducing pollution and making communities, habitats, and wildlife more resilient to climate-fueled disasters.
- The National Wildlife Federation must authentically partner with communities to address the climate and environmental injustice crises.
- Our state and territorial Affiliates, our primary partners, have an essential role as partners in realizing this plan.