



## ASSOCIATION OF STATE WETLAND MANAGERS (ASWM) STRATEGIC PLAN 2009-2012

### **Mission:**

The ASWM mission is to promote the protection and restoration of wetlands and related aquatic resources, to apply sound science to wetland management, and to provide training, education and capacity building for our members and the public.

### **Goals:** Strategic plan goals include:

- A. To be a recognized leader in advocating for science-based wetlands conservation, protection and management.
- B. To build the capacity of wetland managers and public officials at all levels of government to participate in wetland policy development and to build strong, science-based wetlands programs.
- C. To educate wetland managers, public officials, and others with regard to current wetland science and the use of new technologies and techniques for wetland planning, assessment, restoration, mitigation, and management.
- D. To integrate wetlands into broader water programs including water quality protection, flood protection, watershed management and ecosystem-based planning.
- E. To sustain an active and growing membership.
- F. To be fiscally competent and administratively responsible.

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### **Goal A: To be a recognized leader in advocating for science-based wetlands conservation, protection and management.**

#### Activities to achieve Goal A:

- Identify priority needs for wetland research and applied science.
- Conduct science and management studies and publish results on the Web. Such studies will continue to address a broad range of timely subjects such as wetlands and natural hazards (e.g. flooding), restoration, stream restoration, and wetlands and climate change.
- Publish reports on new wetland management methods and technology and provide review drafts and final documents on the web.
- Increase the reach of *Wetland Breaking News*.

- Include a wetland science section in *Wetland Breaking News*.
- Make wetland science information available on our website and organize it by management or policy issue.
- Have an active science committee whose members represent the association at scientific meetings, report on the progress of wetland research and technology and identify research priorities of wetland managers.
- Conduct forums, workshops, webinars, conference calls, discussion boards and symposia to provide opportunities for wetland scientists and wetland managers as well as other resource professionals to share information and integrate sound science into management and regulatory programs.

**Goal B: To build the capacity of wetland managers and public officials at all levels of government to participate in wetland policy development and to build strong, science-based wetland programs.**

Activities to achieve Goal B:

- Provide direct technical assistance to states and others requesting our assistance.
- Analyze the implications of proposed policy changes on wetland resources from an ecological perspective and provide a summary of findings in a 'plain English' format to help assist and inform decision-makers. Likewise analyze the implications of proposed policy changes from a legal perspective and provide a 'plain English' analyses to help assist and inform scientists and resource managers.
- Distribute information to wetland managers and others.
- Host forums for sharing information.
- Establish a procedure for identifying wetland program and policy development issues strategic to the Association and for reaching agreement on an action plan for each identified issue.
- Establish a procedure for responding to hot-button issues in a timely manner. Respond effectively and promptly to hot-button issues (such as wetlands and climate change) as they arise.
- Actively pursue partnerships with federal agencies, tribes, states, nonprofit organizations, the regulated community and other organizations and interest groups.
- Prepare analyses of important legal, science, and policy issues in partnership with other organizations, e.g., state nonprofit organizations, academic institutions, scientific organizations, law schools, etc.
- Hold online discussions, conference calls, webinars, training seminars, workshops, and symposia pertaining to a broad range of topics.

- As approved by the Board, provide formal comments to the public record on proposed rules, guidance, and other policies and programs and participate in the preparation of amicus briefs.

**Goal C: To educate wetland managers, public officials, and others with regard to current wetland science and the use of new technologies and techniques for wetland planning, assessment, restoration, mitigation, and management.**

Activities to achieve Goal C:

- Increase the availability of wetland information to members and others, including providing forums and opportunities for interested parties to share information and discuss solutions to current issues.
- Identify key partners, describe the purpose(s) of partnering with them and formalize relationships with them.
- Adopt a standard issue paper format (that provides flexibility to fit with different strategic issues). Develop issue papers on:
  - Section 404 Assumption
  - State Programmatic General Permits
  - Section 401 Certification
  - Wetland mapping
  - Carabell/Rapanos Supreme Court Decision
  - Clean Water Act jurisdiction
  - Wetland and water quality standards
  - Wetlands and global warming
  - Wetland ecological services
  - Sudden wetlands dieback
  - New issues as they arise
- Publish *Wetland Breaking News* on a monthly basis.
- Publish a bi-monthly newsletter.
- Develop a series of web-based information pages, fact sheets and Q's and A's on identified strategic and hot button issues.
- Hold monthly conference calls with tribes and states on wetland issues.
- Conduct workshops and conferences on topics consistent with strategic goals/annual plan.
- Conduct an annual tribal-state-federal meeting.
- Conduct an annual membership meeting.
- Hold online discussions, webinars, and training seminars pertaining to a broad range of topics.

**Goal D: To integrate wetlands into broader water programs including water quality protection, flood protection, watershed management and ecosystem-based planning.**

**Activities to Achieve Goal D**

- Identify opportunities to integrate wetlands with other water quality, water quantity, floodplain management, and biodiversity-focused programs.
- Develop materials and host forums to share information about joint opportunities and common interests.
- Participate in forums hosted by other water programs and organizations.
- Identify specific program and science areas where there are opportunities to integrate wetlands into related and/or larger programs, and disseminate that information.
- Maintain existing partnerships and establish new partnerships with organizations working on related but not wetland-specific activities.
- Identify opportunities to change and revise public policy and programs to better integrate wetlands with other water programs.
- Hold meetings, webinars, conference calls etc. to explore, share and better understand issues and challenges. Provide wetlands program information at cross-discipline meetings and conferences.
- Develop and distribute information on the web and through other avenues to provide ideas and direction on how to include wetlands in related and broader programs.
- Develop joint policy statements or science white papers with related organizations and programs on wetland/water program issues and opportunities.

**Goal E: To sustain an active and growing membership.**

**Activities to achieve Goal E:**

- Have a systematic plan to recruit and retain members.
- Provide opportunities and services meaningful to our members such that they value their membership.
- Have a process for encouraging, recruiting, preparing, mentoring and honoring members actively participating in the Association.
- Have an annual membership drive and analyze the results. Retain 90% of current members.
- Have state agency membership in 50 states.
- Provide our members with an annual report card.

**Goal F: To be a fiscally competent and administratively responsible organization and have the financial resources to assure ASWM's ongoing and future operations.**

Activities for achieving Goal F:

- There is a written fiscal policy and financial guidelines and procedures for staff and officers. Income and expenses are tracked accurately.
- There is an active fundraising program. We have written and implemented a fundraising plan. The plan seeks to draw income from diversified sources - foundations, government, individual contributions, memberships, businesses, sales and other earned income.
- The current annual plan is reviewed and the upcoming plan approved at each December Board meeting. The Secretary/Treasurer is actively involved in oversight of finances and provides the Board with quarterly reports on aggregated income and expenses. The Board approves the annual budget.
- Develop an attractive, professional funding request package to be used in soliciting support for the association.
- Actively utilize our website to request support for Association activities.  
(note: for example this could include selling and placing of 'sponsor' spots on web products)