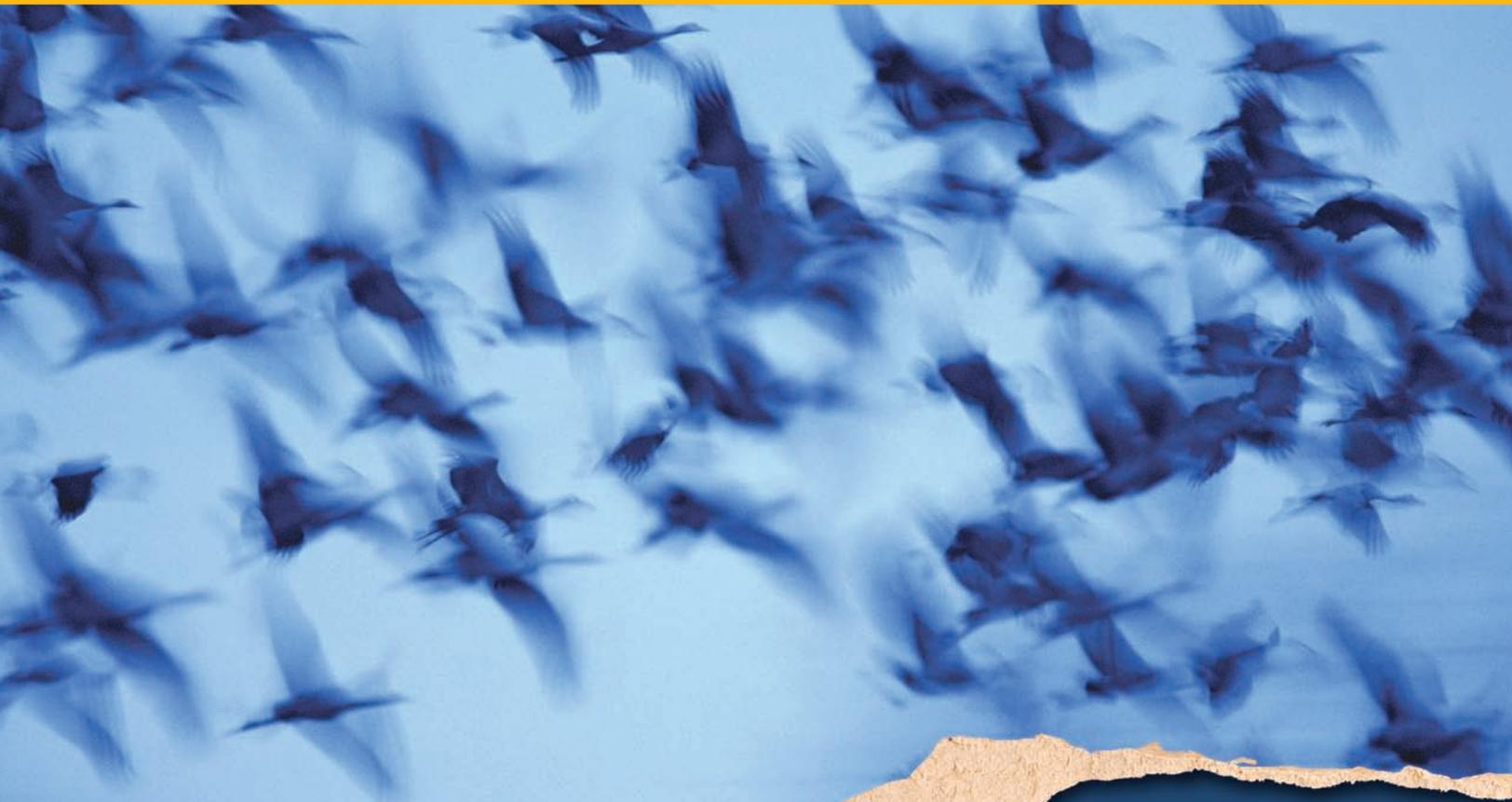


STRATEGIC PLAN



Mission and Vision



The National Fish and Wildlife Foundation

sustains, restores and enhances the Nation's fish, wildlife, plants and habitats. Through leadership conservation investments with public and private partners, the Foundation is dedicated to achieving maximum conservation impact by developing and applying best practices and innovative methods for measurable outcomes.

Through its mission and vision, the Foundation is committed to achieving measurable outcomes and will use the best science available to focus its efforts and regularly define, evaluate and reevaluate where and how it makes its conservation investments. With this clear "stake in the ground," the Foundation intends to put itself at the forefront of a movement to drive accountability for sustainable conservation results.



The National Fish and Wildlife Foundation (NFWF) is a private, nonprofit, tax-exempt organization chartered by Congress in 1984.



NFWF Strategic Plan adopted on October 27, 2006.



Core Values

- **EXCEL IN MAKING CONSERVATION GRANTS:** Be the best conservation grant maker through focused planning, clearly articulated goals, and diligent selections of grantees to maximize sustainable outcomes from on-the-ground investments.
- **PROVIDE THOUGHT LEADERSHIP:** Support best practices while being entrepreneurial and experimenting and investing in innovative solutions. Apply scientific rigor, integrity and continuous learning to define and evaluate outcomes achieved by organizations in which the Foundation invests.
- **CONVENE PUBLIC AND PRIVATE PARTNERSHIPS:** Bring together talent and resources to develop effective solutions to complex conservation issues.
- **BUILD CAPACITY:** Invest in regional and community-based organizations to create capacity and scale, in order to deliver sustainable conservation outcomes.
- **ENSURE FINANCIAL LEADERSHIP AND ACCOUNTABILITY:** Leverage funds to innovate and expand conservation efforts, maximize impact and returns for funders, and maintain a balanced mix of revenues for financial stability.
- **RECOGNIZE AND DEVELOP THE FOUNDATION'S STAKEHOLDERS:** Provide opportunities for all partners, board, and staff, in order to nurture future conservation leaders.

Keystone Initiatives

The Foundation will operate a portfolio of eight to twelve Keystone Initiatives in four major conservation areas (Birds, Wildlife and Landscape Scale Habitats, Freshwater Fish and Habitats, and Marine/Coastal Life and Habitats). Future Keystone Initiatives may be developed in the areas of Invasive Species, Wildlife and Agriculture, Wildlife and Energy Development, and Future Conservation Leaders.

Within each of the Keystone, Charter, and Venture Initiatives the Foundation operates a number of programs. Individual grants will be made within the context of these programs.



NFWF is a "working foundation," which means it must raise any funds that it grants as well as operational expenses.

Strategy and Initiatives

The Foundation will operate three types of initiatives that will enable it to focus on achieving maximum sustainable conservation impact while being responsive to funders, attracting more money to conservation, investing in innovation and best practices, and managing its own financial health.

CHARTER

- Partner driven
- Needs-based
- Financially Sound
- Efficient delivery
- Ensure positive conservation impact

KEYSTONE

- Core portfolio of select multi-year initiatives
- Issue specific, Foundation drives conservation agenda
- Achieve long-term impact with measurable outcomes
- Ongoing evaluation of outcomes and refinement of objectives/approach

VENTURE

- Forward thinking
- Non-traditional
- Incubation
- Higher risk, potential for high impact
- Innovative opportunities to grow new and significant capital for conservation

Convener of Choice for Conservation Community

CHARTER INITIATIVES are typically partner-driven, with a well-defined, narrow scope.

Charter initiatives provide an opportunity to engage in community or regional conservation issues and be responsive to a federal agency, corporate partner or other sponsor seeking the Foundation's expertise and assistance in achieving specific conservation goals.

Charter initiatives enhance the Foundation's brand in the conservation arena, and include escrow mitigation projects.

KEYSTONE INITIATIVES represent a core portfolio of issue-specific initiatives with clear long-term goals, well-articulated strategies, and defined budgets to reach desired outcomes.

Keystone Initiatives will drive the conservation agenda, lead by example, set goals and strategies, and achieve measurable impact.

The Foundation will take a proactive role to identify grantees, evaluate best practices and innovative solutions proposed by grantees, and work with grantees or groups of grantees to assure the collective results achieve the Foundation's objectives in "moving the needle."

VENTURE INITIATIVES provide a structured approach to identifying new and less traditional approaches to investing in conservation.

Venture Initiatives are treated similar to venture capital portfolios, i.e., numerous ideas are explored, proof of concept helps determine viability, and some ventures are approved to move forward while others are terminated based on clear go/no go criteria.

Venture Initiatives provide an avenue for the Foundation to be involved systematically and early to play a leadership role in emerging conservation areas.

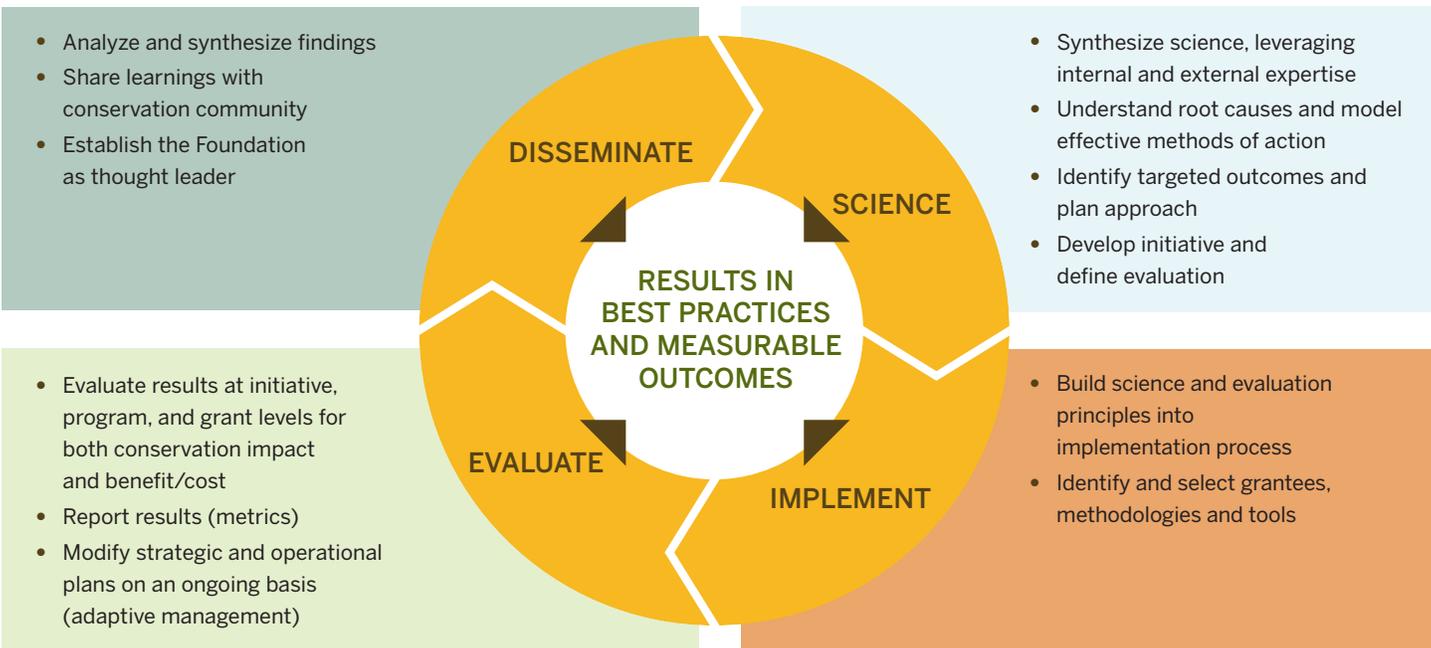




Science, Evaluation and Thought Leadership

The Foundation has set a high bar for outcome-driven conservation investing. Its aspirations are to be the most effective foundation at investing for maximum conservation benefit and to be recognized as a thought leader in how and where to invest. Science and evaluation are collectively the means to choose the right areas to invest, learn whether investments were effective, and adjust investment strategies based on these learnings.

KEY ELEMENTS



As a science user, the Foundation relies on external expertise while maintaining sufficient internal expertise to effectively synthesize scientific thought and operate its initiatives and programs. This combination of external and internal capabilities is brought to bear to develop strategies, set conservation outcome targets, and evaluate the ultimate impact of conservation investments.

The Foundation routinely evaluates the impact of its conservation investments by developing evaluation models, identifying root cause issues, selecting best practice methodologies and tools, and evaluating the

results of its investments. Evaluation strategies are developed and managed at the initiative, program and grant levels.

The Foundation intends to take a thought leadership role in conservation investing and evaluation. The Foundation will analyze and synthesize findings from its conservation investments and share learnings with the conservation community. This will require the development of sufficient processes, procedures, and systems to ensure adequate data is collected, analyzed, and disseminated.

Organization, Administration and Governance

The Foundation's organization and operating infrastructure will be modified to most effectively achieve the strategic goals.

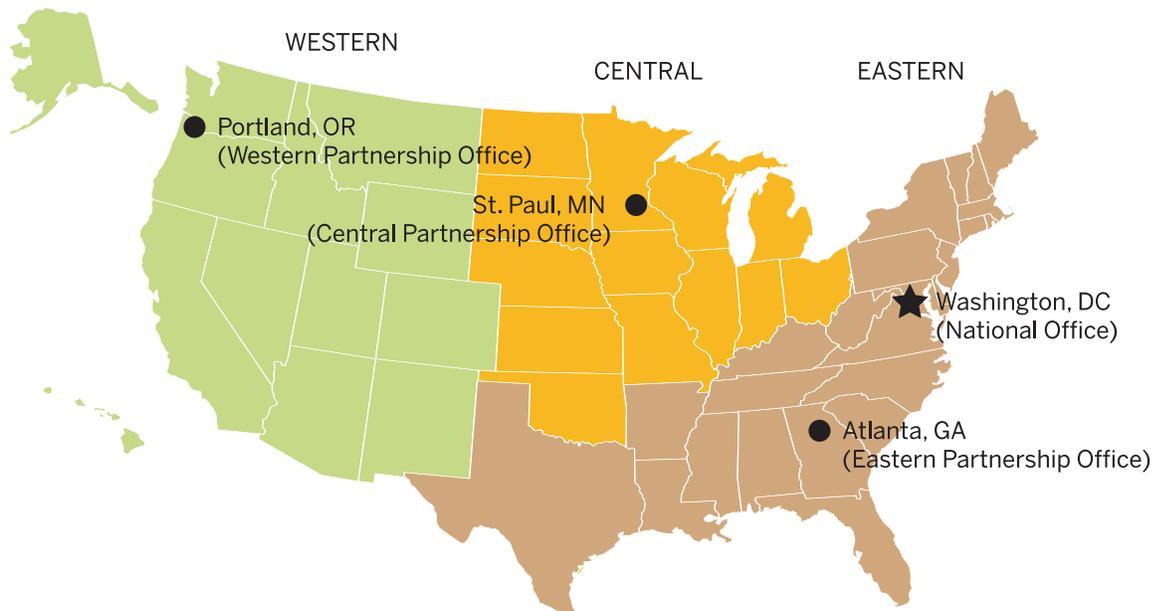
NEW STRUCTURE

Strong National Office: Initiatives (Keystone, Charter and Venture) will be managed nationally with programs operating regionally and locally in a matrix with cross functional teams.

Focused Regional Presence: Local and regional offices will focus on program delivery, maintaining local relationships and fundraising. Offices will be organized into three regions — Western, Central, and Eastern.

Expanded Science and Evaluation Capabilities: A Science and Evaluation Department will be created and staffing expanded to better develop and implement Keystone Initiatives in the four conservation areas.

Program and Grant Administration: The Foundation also has undertaken a multi-year effort to restructure and streamline program and grant administration workflows and systems. The objective is to improve customer service to all its stakeholders and create scalable and efficient systems and processes.



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 NFWF plays the unique role of “neutral convener” among the various constituents of the conservation landscape due to its strong ties to federal agencies and a mandate to engage the private sector.

 NFWF does not have an endowment and it is not a membership organization.



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