



## **2025-2026 Executive Director Plan of Work**

**– DRAFT –**

### **Required Elements, with reference to the Draft 2025-2029 Strategic Plan**

- Maintain relationships with TWS, WMI, AFWA, ASA and TRCP. Attend associated meetings (i.e. AFWA Annual Meeting, North American, ASA Sportfishing Summit). (KPI 1.1)
- Enhance relationships and better engage state agency leadership, universities through NAUFWP, and federal agencies. Maintain regular presence on monthly State Fish Chief calls; insure NAUFWP presence at AFS Annual Meeting, attend NCC meetings; complete meetings with fisheries leads within NOAA, USGS (Coop Units, Fish and Aquatic Species), USFWS, USFS, BLM. (KPI 1.1)
- Apply for at least 2 AFWA Multistate Conservation Grants. Comply with all requirements for MCGP activities. (KPI 1.1)
- Remain engaged with CASS, help it to define its future structure and purpose. Continue planning efforts for 2028 JASM. (KPI 1.1, 1.2)
- Ensure that AFS Columbus (2026) and Pittsburgh (2027) are effectively planned. Provide solid meeting scheduling for 2028-2030. Maintain sponsorship funding of at least \$75,000 for Annual Meeting. (KPI 1.1, 1.2)
- Ensure that Publications are completed and published as planned. Journals will distribute in publication month. Journal production schedule will achieve submission to first decision in less than 60 days, and will move toward target of 40 days. Fish Hatchery Management book will publish in the first quarter of 2026. (KPI 1.2)
- Continue regular email communications with members and partners via Newsletter, LeaderLine, social media and Fishy Friday. (KPI 2.1, 2.3)
- Distribute Governing Board and Management Committee agendas and packets a minimum of one week prior to meetings. Distribute meeting minutes in a timely manner after meetings, no more than two weeks post meeting. Conduct quarterly Governing Board meetings and monthly Management Committee meetings, and provide appropriate updates at these meetings. Complete 2026 Elections. (KPI 2.1, 2.2)

- Update AFS Procedures to comply with Governing Board and Management Committee actions. (KPI 2.2)
- Update AFS banking services, accounting software, and payment processing to improve efficiency and enhance cost effectiveness. Establish virtual office solution. (KPI 2.2)
- Commence process of membership management system upgrade, engage with consultant. (KPI 2.2)
- Develop a plan for AFS historical materials digital and physical archiving. (KPI 2.2)
- Continue AFS Community Check-In, add partnership with AFS President to these webinars. Increase number of units utilizing AFS meeting planning services. Conduct First Timer event at Annual Meeting. (KPI 2.3)
- Continue Unit Leader Town Hall twice annually, conduct Unit Leader Workshop and Leading at all Levels at Annual Meeting, continue LeaderLine, distribute summary of unit reports, conduct at least 10 meetings with new unit leaders. (KPI 2.4)
- Finish 2025 with expenses reduced to less than 90% of approved budget. (KPI 2.5)
- Develop 2026 budget with expenses within 10% of expected revenue. (KPI 2.5)
- Employ a contracted comptroller to assist with financial management and oversight. (KPI 2.5)
- Complete Communications, Development, and Meetings Program Reviews. Work with AFS President to establish a Meetings Scientific Program Evaluation Special Committee to review scientific program of recent meetings and provide guidance for Meetings Program Review. Commence Policy Program Review. (KPI 2.5)
- Employ a safety officer to establish, implement and maintain safety standards for the Annual Meeting. Ensure that all attendees agree to AFS Meetings Code of Conduct. (KPI 3.1)
- Continue elements that welcome and support all members, including the Community Social at the Annual Meeting, the Respectful Meetings Working Group, and FishCAST. (KPI 3.2)
- Conduct at least 12 topical webinars. Active Fishbook usage by at least 50 members. Provide one virtual Continuing Education course. Provide Continuing Education Courses at Annual Meeting. (KPI 4.1)
- Continue to support student planning team activities at AFS Annual Meeting. Provide presentation and AFS materials for members to share with Student Subunits. (KPI 4.2)
- Transition Professional Certification applications to online format. (KPI 4.3)

## **Opportunity-based Elements**

- Acquire grant funding from USFWS OCI NOCP for Communication Stewardship Program. Provide communication training to state agency biologists. (KPI 1.1)
- Apply for at least 3 AFWA Multistate Conservation Grants. (KPI 1.1)
- Attend ICAST, AFS representatives participate in TRCP Fisheries Conservation Summit. (KPI 1.1)
- Complete in-person meetings with fisheries leads within NOAA, USGS (Coop Units, Fish and Aquatic Species), USFWS, USFS, BLM. Plan and execute USFS symposium at AFS 2026 in Columbus. (KPI 1.1)
- Complete SFR Fact Sheets for all 50 states, approved by State Fish Chiefs. (KPI 1.1)
- At least one representative from AFWA, ASA, and TRCP attend AFS Annual Meeting. Attain \$100,000 in sponsorship funding for Annual Meeting. USFWS OCI hosts a booth with a local industry partner at Annual Meeting. (KPI 1.1)
- Journal production schedule will achieve submission to first decision in less than 50 days. (KPI 1.2)
- Revise AFS Procedures to correct inaccuracies following staffing updates and business changes. (KPI 2.2)
- Complete digital archiving of 50% of AFS historical elements, transition completed items to fisheries archives at DC Booth. Reduce to one rental storage unit. (KPI 2.2)
- Enhance file storage capabilities for units, provide better email communication tools. (KPI 2.2)
- Conduct individual meetings with all new Governing Board members. Conduct individual meetings with chapter presidents hosting division meetings. Conduct meetings with all new Committee Chairs. (KPI 2.4)
- Complete additional program reviews to assess financial viability of programs. (KPI 2.5)
- Finish 2025 with expenses reduced to less than 80% of approved budget. (KPI 2.5)
- Develop a balanced budget for 2026. (KPI 2.5)
- Establish, implement and maintain an AFS member Code of Conduct. (KPI 3.1)
- Develop Memorandum of Understanding between AFS, Respectful Meetings Working Group, and local organization for Columbus 2026. (KPI 3.2)
- Conduct at least 18 topical webinars. Provide 5 virtual Continuing Education courses available to all members. Provide internal Continuing Education courses for BLM staff. (KPI 4.1)
- FishBook usage grows to over 100 active members, at least 2 committees utilize this tool for document management. (KPI 4.1)
- Reestablishment of mentor-mentee matchups at Annual Meeting. (KPI 4.2)
- Increase number of certified professionals, FPC > 250, FPA > 125. (KPI 4.3)

## **Aspirational Elements**

- AFS garners one additional Platinum Level private sector sponsor. (KPI 1.1)
- Apply for at least 4 AFWA Multistate Conservation Grants. (KPI 1.1)
- Journal production schedule will achieve submission to first decision in less than 40 days (KPI 1.2)
- Complete process of membership management system update. (KPI 2.2)
- Complete digital archiving of all AFS historical elements, transition completed items to fisheries archives at DC Booth. Reduce to a smaller rental storage unit. (KPI 2.2)
- Conduct individual meetings with over 50% of all unit leaders, including chapters, divisions, sections, and committees. (KPI 2.4)
- Finish 2025 with expenses reduced to less than 70% of approved budget. (KPI 2.5)
- Develop a revenue-positive budget for 2026, increase amount in board-obligated fund. (KPI 2.5)
- Conduct at least 24 topical webinars. Provide 10 virtual Continuing Education courses available to all members. Provide internal Continuing Education courses for USFS, NOAA staff. (KPI 4.1)
- FishBook usage grows to over 250 members, at least 5 committees utilize this tool for document management. (KPI 4.1)
- Increase number of certified professionals, FPC > 300, FPA > 200.