POLICY TOOLKIT

THE WILDLIFE SOCIETY
CONSERVATION AFFAIRS NETWORK

October 2014
INTRODUCTION

The mission of The Wildlife Society (TWS) is to inspire, empower, and enable wildlife professionals to sustain wildlife populations and habitats through science-based management and conservation. The Society works toward that mission, in part, by engaging in the policy arena to ensure wildlife-related policies enacted by governmental agencies and legislatures are scientifically-based, support wildlife professionals in their work, and further the wildlife profession’s objective of conservation.

The Wildlife Society has long been engaged in the policy arena. TWS Bylaws were revised in 1957 to permit Council the authority to develop resolutions on wildlife policy concerns. Staff at TWS has been involved in tracking wildlife legislation at the federal level since 1972, and the membership approved hiring the Society’s first Policy Director in 1991. These actions laid the foundation for what has now become the Government Affairs & Partnership program at TWS.

The Government Affairs & Partnership program has the primary objective of ensuring wildlife professionals and the knowledge they provide play an active role in the formation of wildlife management and conservation policies, laws, and regulations, thereby ensuring these are scientifically-based and practical. Part of the process for achieving this goal is engaging our membership in policy issues at the national, regional, and local scales.

Policy activities and initiatives pursued by TWS and our members are grounded in wildlife science. We utilize the vast scientific knowledge and expertise within our membership to write letters, submit comments, and otherwise advocate on behalf of all wildlife professionals and advance the goal of the wildlife profession – the conservation of our wildlife resources.

This policy toolkit provides TWS members, and in particular those engaged within the Conservation Affairs Network, with guidance and knowledge regarding policy advocacy. With this deepened understanding our members will be better able to engage the policy arena and do their part to advance the mission of TWS and the work of their professional careers.

This document is intended to be organic; it will be periodically added to and revised to incorporate new information and identified needs in order to make it most useful to our membership. Suggestions for content or any questions about engaging in policy activities with your TWS Chapter or Section can be directed to TWS Government Affairs staff.

This toolkit will provide you with a basic knowledge of the policy process and advocacy techniques to ensure you are ready to effectively engage and make the voice of wildlife professionals heard.

For information regarding the Conservation Affairs Network or the TWS Policy Toolkit, contact:
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Several sections of this guide were largely adapted from the CHADD Advocacy Manual, with perspectives from TWS Government Affairs & Partnerships staff, TWS Section Conservation Affairs Committee Chairs, and multiple other sources incorporated within.

Additional resources on engaging in policy:
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*Sections that will be included in future editions of this toolkit
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SECTION 1: CONSERVATION AFFAIRS NETWORK FRAMEWORK
1.1 CONSERVATION AFFAIRS NETWORK OVERVIEW

Increasing the Society’s effectiveness in wildlife conservation policy through communication and collaboration

The Conservation Affairs Network engages and unifies the efforts of The Wildlife Society, its 200+ units, and nearly 10,000 members to advance wildlife conservation policy issues at the national, regional, and local levels.

The Network creates a venue for streamlined communication, collaboration, and cooperation on policy matters important to wildlife professionals. This initiative gives wildlife professionals an effective method for bringing their valuable and crucial perspectives into the policy process, to impact decisions made by legislatures and agencies for the betterment of wildlife conservation, the wildlife profession, and TWS members.

The Network operates through Conservation Affairs Committees (CAC) established within TWS Sections and Chapters. These committees are charged with identifying and addressing policy priorities within their region, and communicating their activities and policy needs to other CACs and TWS Staff. CACs and TWS Staff support each other in their policy activities, lending experience and expertise to enhance efforts.

Through the Conservation Affairs Network, you have the strength and support of TWS’s entire network of wildlife professionals behind your policy activities. We are now able to more effectively bring science into the policy process and ensure policies are soundly based in the scientific understandings and principles of wildlife ecology.

You can become involved in the Conservation Affairs Network by contacting your TWS Chapter or Section Conservation Affairs Committee or Executive Board.
The Wildlife Society’s Conservation Affairs Network

Collaboration & Coordination:
- Unified TWS voice
- Efficient and effective policy actions
- Stronger engagement at all levels of gov’t

Greater impact on decisions made by legislatures and agencies for betterment of science-based wildlife conservation, the wildlife profession, and TWS membership

Communicate regularly within and between via:
- TWS GAP program
- Annual Conference Workshop
- WPN, Wildlifer, TWP, Action Alerts
- TWS-CAN Website
- Bi-monthly Newsletters
- Emails, Conference Calls

Collaborate and coordinate in these activities at local, regional, and national levels
- Identification of current and upcoming wildlife conservation policy issues
- Development of Position Statements regarding wildlife conservation issues
- Taking policy actions: writing letters, delivering testimony, meeting with decision makers, etc.
- Engagement of membership in policy activities
- Establishment of partnerships and coalitions to further TWS policy positions
1.2 COORDINATION AMONG CACs

The success of the Conservation Affairs Network relies on the integration and activities of Conservation Affairs Committees within TWS Sections and Chapters.

Conservation Affairs Committees (CAC) are established by TWS Local units. Most CACs are charged with:

- Tracking major policy issues at state/provincial, regional, and national levels
- Advising their local unit’s executive committee on recommended policy advocacy actions and/or taking policy actions as directed by the executive committee
- Participating in state/provincial and/or regional level partnerships and coalitions and related advocacy events
- Drafting Position Statements or Resolutions to be approved by their executive committee
- Communicating with and engaging their TWS Local membership in policy activities

CAC engagement in the Conservation Affairs Network is a symbiotic relationship – an individual CAC benefits from the larger network of support, experience and policy knowledge while also providing support, experience, and knowledge to other CACs. The end result is more effective involvement in wildlife policy topics at all levels of government.

Framework of Committees

How a CAC is established and the committee’s charge within a particular Section or Chapter will impact its framework, but in general:

- Chapter CACs are typically led by a Chair and are composed of topical or geographical area representatives and other interested members.
- Section CACs are typically led by a Chair and Vice Chair and are composed of Chapter CAC Chairs which serve to represent their region’s issues, and other interested members and topical experts.
- Section CAC Chairs regularly communicate with TWS GAP staff to discuss policy issues and initiatives within CACs and at the national level.

This integration of Chapter and Section CACs and TWS GAP staff allows for essential communication and coordination on policy issues and activities that comprise the Conservation Affairs Network and add to our collective strength.

Communicating within and among CACs

Communication is essential to the strength of the Conservation Affairs Network and is what makes this initiative effective. Through regular communication we are able to leverage the strength, expert knowledge, and policy experiences of other CACs and wildlife professionals across the entire TWS membership.
It is recommended that both Chapter and Section CACs have regular (monthly or bi-monthly) conference calls in order to coordinate policy activities and alert each other to policy actions. Regular email communication is also encouraged; you might consider establishing an email listserv in order to facilitate quick communication among your committee.

CACs should also regularly communicate with TWS Government Affairs staff. TWS Staff should be made aware of any policy activities that CACs undertake in order to provide assistance when necessary and ensure compliance with TWS policy positions (Section 4.1). TWS Staff are available to provide advice and assistance, and help coordinate the involvement of other wildlife experts – use this resource!

Be sure regular communication is a part of your CAC to maximize your efficiency and effectiveness in addressing policy concerns in your area.

**Document Sharing and Editing Techniques**

Development of **position statements**, **letters**, comments, etc. often necessitates rounds of editing by members of the entire committee. Committees need to ensure that each member is working on the most up-to-date version of the document. Several programs are available that assist with document sharing. Below are some ideas to help you organize and coordinate document sharing and editing:

1. **Use Track Changes:** Microsoft Word allows users to “track changes” and add comments to the document. This enables changes to be proposed without actually changing the document until they are accepted by the coordinating author.

   Initiate “Track Changes” under the “Review” tab in Microsoft Word.

2. **Reply-to-All:** When emailing documents, and providing edits or comments, it is important that you choose the “Reply to All” function in your email. This will ensure that all interested parties receive and are aware of the most updated version of the document and will help keep editing and other communications efficient.

3. **Naming files as YYYY.MM.DD_TOPIC_DRAFT/FINAL_editorinitials.docx:** Saving files with this manner will allow for easy sorting of all editions of the file, and can bring the most up-to-date version to the top of the list.

   **Example:** 2014.06.30_CANtoolkit_DRAFT_KN.docx

   This style quickly indicates the most recent date the document was edited, what the document is, whether or not the document is finalized, and who provided the edits.

4. **Use a file sharing program:** Several programs are available that enable you to seamlessly share files without the need of email. Essentially, these programs create a shared hard drive between all of those users permitted access. When a file is added or updated by one user, it becomes instantly available to other users on the same shared folder.
Suggested software includes:

- Dropbox: operates like any other folder; allows you to share the folder with others. Free, with limited file storage. Available for download: [www.dropbox.com](http://www.dropbox.com)

- Google Drive: operates through a Google account; allows you to upload and share files, or simply create files online. Free, with limited file storage. [drive.google.com](http://drive.google.com)

- Microsoft Sharepoint: a program that offers a suite of file sharing and group organizing functionality; cost $3 per user per month. [www.office.microsoft.com/en-us/sharepoint](http://www.office.microsoft.com/en-us/sharepoint)
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SECTION 2: ENGAGE IN POLICY
2.1 **YOU ARE THE EXPERT AS A WILDLIFE PROFESSIONAL**

Engaging in policy advocacy can often be an intimidating concept. It is not unusual to feel a bit anxious or nervous about the idea of asserting your opinion to those individuals who make big decisions that impact our country every day. You might think, “Why should they listen to me?”

But you are exactly the person decision-makers want to hear from. You understand and can explain to them how their policies will directly or indirectly impact wildlife populations, ecosystem processes, or essential wildlife habitat. As a wildlife professional, **you are the only one capable of explaining the realities of how their policies and decisions impact everyday, on-the-ground situations in wildlife conservation.** You have the specialized knowledge and information regarding wildlife science that legislators and agency administrators want – *and need* – to hear.

You do not need an in-depth understanding of the legal concepts and frameworks in order to be an effective advocate. Don’t be intimidated by the legal jargon and processes that are inherent in public policy situations. A basic understanding of the policy processes and legal frameworks (Section 5) will enable you to be an effective advocate for wildlife conservation and the wildlife profession. **Providing your real-world knowledge and experiences is all you need to do to educate policy makers** so they can make the best decisions possible for our wildlife resources.

You carry the single most powerful tool for policy advocacy with you – your personal story. Nothing is as effective as the person who can communicate their story and give a face to an issue for a policymaker – and you are the one with the effective story regarding the wildlife conservation and our profession. Once your issue gets the personal attention of an elected official or the press you have a much better chance of getting appropriate action.

Generally, policy makers are not going to know much about wildlife issues or what is important to you or the wildlife profession. If you aren’t there to bring attention to the issue and grab their personal interest with your own story, who else will do it?

You might have some concerns about being an advocate for wildlife and the wildlife profession. *You might feel that you...*

- *Don’t know enough about the issues.*
  
  Odds are that you know a lot more than you give yourself credit for – you are the one working daily with these wildlife issues and have a broad understanding of the wildlife profession. Plus, you can always develop your understanding of issues by:
  
  1. Reading TWS resources available at [wildlife.org](https://www.wildlife.org) that can help you learn more about current policy topics.
  2. Discussing the issues with other wildlife professionals to obtain a broader understanding of the issues
• **Don’t know the ropes at the legislature or in agencies.**
  You need not be intimidated by people serving in the legislature or agencies; the people you will be meeting with and interacting with are just that – people. Do not be afraid to talk with them, even if you don’t feel like you “know the ropes.” Plus, other sections in this toolkit provide you with a basic understanding that will help you get on your way.

• **Don’t have the necessary contacts.**
  Finding out who to talk with about your issue is pretty simple. Much of the information about who serves on specific legislative committees or in administrative posts in agencies is available on the web. If you still aren’t sure, ask! TWS Staff are here as a resource to help your policy efforts.

• **Are only one voice.**
  One voice can - and does - make a difference! You are the only one who can tell your story - your story and knowledge about wildlife conservation is what policy makers need to hear; you are potentially the only one who can or will bring wildlife science to them.

• **Don’t have the needed skills.**
  Practice makes perfect! Get out there and do your part – you will learn what you need along the way, and this toolkit will help you with the basics.

• **Don’t have the budget.**
  While money could help with just about everything, you can have a big impact without spending lots of dollars travelling or launching big campaigns. Simply making a phone call or sending a letter are less expensive ways of getting involved that can really make a difference in the outcomes.

Many organizations advocate for the general concept of wildlife conservation. But remember –

**You are the Expert!**

As a professional in the wildlife field, you have a unique and valuable perspective that can truly advance the issues. You have the on-the-ground information legislators and agency administrators need to improve wildlife management policies.
2.2 RULES FOR SUCCESS

An effective advocate is largely determined by how well one can communicate his or her issue(s) or position(s) to policymakers. Numerous communication techniques are available; there is no one best method to achieve your goals. There are, however, some basic things you can do to enhance your advocacy efforts. These basic rules are mostly common sense, common courtesy, or both.

- **Understand the basics of the legislative process.** This will help you speak intelligently in regards to proposed solutions or ways of moving forward with your issue. See Section 5 for an overview of the process.

- **Be able to provide a concise, clear description of the issue.** Realize that most legislators likely do not know the details about wildlife issues. You need to be able to provide a quick and complete explanation of the issue(s) and why it is important to their constituents and wildlife conservation. This “elevator speech” synopsis should be able to be given in 1-2 minutes.

- **Develop a powerful personal story.** You are the one with the first-hand knowledge of how these policies impact your ability to manage and conserve wildlife – use that to your advantage.

- **Know how to win – and lose – with grace.** Be respectful of those who agree and disagree with your position. You won’t win every battle, but how you lose one battle might impact your ability to win the next.

- **Be generous in your thanks and praise.** Take the time to express appreciation and support to legislators and agency members that make tough decisions in your favor. Use letters, phone calls, and emails to express your gratitude.

- **Find common ground on issues.** Work to find issues in common with other people and speak with one voice on the issues whenever possible. Partnerships with other organizations can really help strengthen your arguments and elevate your issues in the eyes of decision-makers.
Effective engagement in the wildlife policy arena in an official capacity for your Chapter or Section of TWS requires that you pursue issues for which you have a perspective backed by sound wildlife science. We advocate for the use of science in policy making - you need to be sure to ground your policy statements in scientific facts.

Involvement of your Conservation Affairs Committee will depend on the specific charge and goals established by your Chapter or Section’s Executive Board. Generally speaking, issues that may warrant your committee’s involvement include those that…

1) involve the ability of wildlife professionals to conduct their work,
2) impact wildlife populations,
3) impact wildlife habitats, or
4) impact how wildlife or their habitats are managed by an agency

Ask yourself these questions; if the answer to one or more of these questions is “yes”, then you might consider engaging your committee on the topic. Does the policy…

- relate to one or more of our identified policy priorities?
- impact wildlife professionals in our region?
- impact the capacity of wildlife professionals to perform their work?
- impact wildlife populations in our region?
- impact wildlife habitat in our region?
- impact how society views and values wildlife resources?

Remember that it is important to not only voice your opposition to those policies that negatively impact wildlife professionals or wildlife conservation, but to also voice your adamant support for those policies which advance wildlife professionals and wildlife conservation.

**Establishment of Priorities**

Policy priorities are specific topics that are tracked by a CAC. The identification of policy priorities helps maximize the effectiveness of the CAC by providing focus for policy activities.

Priorities for the Section or Chapter can be identified in several ways. Consider surveying your membership for issues they feel are of current and future importance or discussing policy topics with members of your Executive Board. The Wildlife Society has established policy priorities (e.g. Wildlife Health, Invasive Species, etc.) that help dictate activities – consider stepping down these priorities to your regional focus. For example, TWS’s priority of “Energy & Wildlife” can be tailored to primary energy development occurring in your specific region – “Solar Energy & Wildlife,” “Wind Energy & Wildlife,” or “Oil and Gas Development.”

Identified priorities need to be broad enough to allow for action, yet specific enough to provide focus and direction for your CAC. You should revisit your policy priorities on a regular basis to determine if they need to be modified. Consider reevaluating your priorities at the start of each new Congressional or State legislature session (every two years).
Establishing Objectives for Priorities
Once your policy priorities are established, it may be helpful to determine objectives for those priorities to direct your actions and give you a goal to work toward. This can enable your CAC to be more proactive in working toward certain policies rather than reactive and constantly responding to policies already in motion.

Start by asking yourself what your vision is for this policy area. What is the desired outcome? Once you have this goal for how you would like things to be, you can start to develop ideas on how to get it accomplished.

For example, if the policy priority is “Invasive Species,” you might establish a vision that says something like,

“We desire policies that prevent the spread of invasive species and enable natural resource professionals in their efforts to eradicate these harmful species.”

Once you determine and agree upon what you want, it is easier to determine how to get there. Objectives for this goal could be:

1. Introduce and support legislation that regulates or restricts the spread of invasive species.
2. Encourage and support actions by agencies to control and remove invasive species.
3. Meet with legislators to make them aware of the issue and encourage their action on invasive species.

The more specific you can make the objectives, the better.

The establishment of objectives may be supported by the formation of policy position statements that are developed by your committee (Section 4.1).
2.4 STEPS FOR INVOLVEMENT

Your CAC should generally follow these steps in its policy engagement activities:

1. Monitor legislature and agency actions for issues related to you Policy Priorities.

2. If identified wildlife issues fall within the scope of involvement (Section 2.3), proceed. If not, continue with step 1.

3. Determine if the identified wildlife issue falls within scope of a current TWS or subunit Position Statement. If yes, proceed with step 6. If no, proceed with step 4.

4. Determine if the policy issue relates to a larger wildlife conservation issue which warrants development of position statement. If yes, continue to step 5. If no, you may consider not getting involved in this issue.

5. Develop a committee to draft a position statement (Section 4.1). Use current TWS position statements as guidance.
   a. Draft statement should be scientific-based; avoid emotional or inciting language
   b. Submit draft statement to TWS GAP Staff prior to subunit Executive Board approval to ensure statement falls within framework of TWS Position Statements
   c. Position Statements should be approved by subunit Executive Board to become official statements of the subunit

6. Determine if the policy issue involves any existing or potential partnerships or coalitions you may have. Involve other groups in the issue where possible and practical – there is strength in numbers.

7. Use the relevant position statements to frame your actions on the current issue. Determine what action would be best based on the content of the issue and at what step in the policy process the issue is currently (Section 5). Potential options include (Section 3), but are not limited to:
   - submit a letter to legislature or executive agency administrators
   - write a Letter to the Editor of a local newspaper or other media outlet
   - submit comments on proposed agency rules
   - meet with agency or elected officials to discuss the issue

8. Engage larger membership in your actions, if applicable and possible. Actions taken with congressional representatives, in particular, can be heavily influenced by the involvement of your members that live in their districts. Be sure to keep your members aware of the work you are doing on their behalf.

9. Follow-up on your actions. Thank members of the legislature or agency for meeting with you and listening to your concerns. If they made a favorable decision, express your support, and consider doing it publicly.

10. Report activities and results to your members to keep them informed and engaged.
2.5 LOBBYING FOR NONPROFITS

Lobbying is an attempt to influence legislation including bills, referenda, and Constitutional amendments. Lobbying activities can be either direct or indirect.

**Direct lobbying:** any attempt to influence any legislation through communication with any member or employee of a legislative body or with any government official or employee who may participate in the formulation of the legislation and grassroots lobbying.

**Indirect lobbying:** any attempt to influence any legislation through an attempt to affect the opinions of the general public.

Nonprofit organizations, like TWS and our subunits, are legally allowed to lobby. However we must remain within certain restrictions in order to maintain our tax-exempt 501(c)(3) status designated by the IRS.

Funds expended on lobbying efforts must be reported to the IRS. For example, hiring someone to represent your subunit or spending money to travel to your legislator’s office are expenses that must be reported.

If more than 5% of all subunit resources are spent on lobbying, then you need to complete Form 5768. If you file this form, your unit can spend 20% of the first $500,000 of annual expenditures on lobbying.

If less than 5% of all subunit resources are spent on lobbying, all expenses must still be reported on Schedule C of Form 990 or Form 990EZ each year. Form 990N (the e-postcard) cannot be used if your unit has expended money on lobbying.

Lobbying does not include:

- Actions by volunteers that otherwise meet the definition of lobbying, as long as there is no expenditure of funds by the organization.
- Contact with the executive or legislative branches in support of or opposed to agency, department, or other governmental regulations.
- Communicating a position in support of or against legislation to members of the organization, as long as the communication does not ask members to take action.
- Providing testimony requested by a legislative body.
- Making available the results of legislative analyses.
- Discussion of policy issues, as long as the merits of specific legislation are not part of the discussion.
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SECTION 3: TAKE ACTION ON POLICY
3.1 CRAFTING YOUR MESSAGE

There are many ways to take action on policy or legislation development, but it all starts with a clear, consistent, and concise message crafted for the right audience. Use the guidelines below to help craft your message for maximum impact.

Use these questions as a guide to forming your messages:

- **What do you want the legislator or policy maker to do?**
  See if you can summarize it in just one sentence. Be as concrete and specific as possible.

- **How do you want them to do it?**
  Be clear and as specific as you can about what you think the appropriate course of action entails.

- **How does this issue relate to you?**
  What effect has this issue had on your job as a wildlife professional? Remember that the point of telling your story is to put a face on the issue and to educate the policy maker on the impact of the issue on your life and our public trust wildlife resources.

- **Are others affected by this issue? If so, how?**
  Describe how this issue impacts others who enjoy, rely upon, or are otherwise impacted by our wildlife resources. Relate the issue back to the broader constituency, and explain how it will impact ecosystem services, the economy, private landowners, wildlife recreationalists, etc.

- **List the key points that the legislator must know to understand the issue and its impact.**
  Try to limit your key points to no more than three on any issue. Remember that your time and their interest are limited.

- **Why is the issue important to the legislator or to other constituents in his/her district?**
  Potential votes always make a difference. Look into these links to the issue:
  - This is an area of personal interest to the legislator (they enjoy wildlife)
  - The legislator serves on a legislative committee that would cover this issue
  - There is the possibility of getting positive press coverage
  - A large number of voters in his/her district are affected
Meeting in-person with legislators and agency administrators can be an effective method of advocacy. While more time-consuming than simply writing a letter, in-person meetings provide several advantages; face-to-face time with decision makers and/or their staff is extremely valuable to your efforts.

Benefits of a Meeting
In-person meetings provide four main benefits:

1. **Personal conveyance of your position on the issue to policymakers.**
   An in-person meeting allows you to have an actual conversation about the topic. You will be able to express your passion, personal insights from working in the wildlife field, and concerns effectively. In-person meetings allow prompt discussion about specific details, concerns, and potential solutions.

2. **Raise attention for the issue in that policymaker’s office and provide valuable education on the subject.**
   In-person meetings may aid greatly in raising the profile of the wildlife policy issue in the office. They will take the time to listen to you and will do their best to understand the issue. Meetings enable you to educate the office on the topic and leave behind additional information.

3. **Obtain a better understanding of the policymaker’s perspectives, priorities, opinions, and approach regarding your policy issue.**
   A meeting allows you to have a two-sided conversation. Rather than simply being able to state your perspectives as you would in a letter, you will also get a chance to ask about and listen to the policymaker’s thoughts and perspectives. This provides valuable insights into how they feel about the subject, whether or not they might support your efforts, and whether or not they really see this as a priority item that warrants pursuit.

4. **Establishment of a trusting relationship with the policymaker’s office.**
   Trust is built over time – and trust can go a long way in the policy world. Face to face meetings allow you to really make progress in building a working relationship with the office. In-person meetings build understanding and allow for open dialogue – through relationship building, you can start to find ways to work together to address the issues.

Which Offices to Meet
Since in-person meetings require more of your time and potentially more of your resources, you want to be sure to make them as worthwhile as possible. To do that, you need to strategize on who would be the best person to meet with; this is likely going to be based on who is

1) in a position of power that can move your issue forward.
2) is someone that has the potential to support your issue, but doesn’t currently.
3) is someone that supports your issue, but could use some encouragement to continue doing so or address it in a new way.
Generally speaking, it is not overly helpful to spend time meeting with people who are adamantly opposed to your issue and have made several public statements opposing your desired action. These individuals will be a tough sell in getting them to switch their positions publicly. But if you have the extra time it doesn’t hurt to try to change their minds!

People in powerful positions within legislatures usually include Majority and Minority Leaders and Committee Chairs and Ranking members. You also have some good leverage when meeting with your own elected representative, as you are their constituent. If you are initiating a new concept, or want to have a general meeting, try meeting with a legislator who has a personal connection to wildlife in some way (hunter, birder, hiker, etc.) that will likely be supportive of your efforts.

Within a government agency, you should try to meet with someone as high up as possible that oversees the wildlife management or policy regulation you wish to discuss. This will likely include program directors, agency chiefs, operations managers/directors, assistant/deputy directors, etc.

Arranging a Meeting
There are several opportunities and venues by which you may choose to meet with your elected representatives. Which method you choose will likely depend on your overall goals of the meeting and how formal of a discussion you wish to have with the office. You can attend a “town hall” meeting as a constituent, schedule an in-person meeting in their home district office, attend public functions hosted by the representative, invite the policy maker to your group’s meeting, or choose to meet them at their state or federal capitol office.

You can schedule a meeting with a legislator simply by calling their office and asking to speak with their scheduler. Let them know what you wish to discuss with their office and provide them with a couple of days that you are available to meet. They will likely assign you to a meeting with a staffer.

When scheduling a meeting, consider scheduling around events on the annual and congressional calendar. It may be best to meet:

- *Between congressional sessions or during other recesses:* Elected officials may be easier to meet within their home districts when congress is not in session; their staff is also usually less busy during these times.
- *When a bill has been introduced, prior to committee markup or hearing:* It might be beneficial to meet and discuss a particular bill after that bill has been assigned to a committee, prior to the committee’s markup or hearing on the bill.
- *Start of a new congressional session:* this is a good time to meet new members of the legislature and introduce yourself and your organization. Refer to your state legislature’s website regarding the congressional calendar.
- *Start of the budgeting process:* If your issue involves the budget, you may want to meet with the legislature after the Executive Office has released their proposed budget and prior to action by the legislature’s appropriation committee.

More information on when to become involved in the policy process is available in Section 5.1.
Preparing for the Meeting
You want to go into the meeting well prepared, with a well-identified purpose, a solid understanding of your main points, and some insight into where the individual(s) you are meeting with stands on the subject.

Prepare for the meeting by quickly researching the policymaker’s background. Try to get an understanding of their history with related issues; their political affiliations and what that might mean regarding potential support or opposition to your issue; what their constituency is like, what the primary concerns are in their district, and how your issue may relate to their constituency. Also look into the policymaker’s staff. Odds are high, particularly with legislators, that you will ultimately meet with the staff member in charge of subject matter related to your topic rather than the legislator. Even if you do meet directly with the legislator or agency director, you can count on their staff being a part of the meeting. You might be able to find some insightful background information on these people as well that will help you understand their perspectives.

Use your first-hand wildlife experience and understanding of the issue as well as insights gained in your background research of the policymaker to develop a few key points you want to make on the topic. Be sure to make these very clear and fairly concise – these are the “take-home” messages you want the policymaker to remember.

You may consider creating a packet of some educational and informational materials to leave with the policymaker’s office on the subject, particularly if this is a new topic or an issue the policymaker is otherwise unfamiliar with prior to your meeting. Letters you have written on the subject, bulleted fact sheets, brief handouts of your main points, and related agency budget information all may be good things to include in the packet. Plus, having these materials can help prompt talking points during your discussion – you can point to figures and photos on these handouts that help explain the issue and make your points. Be sure to keep any sheets concise and to the point; lengthy handouts are likely to not get read and will not serve your purposes well.

Don’t forget to plan your attire for the meeting. Looking professional helps add merit to your arguments and makes you look prepared and well thought out on the issues. Typically, you should plan to wear business formal clothing to the meetings; this might vary a bit depending on the subject and location of the meeting and the level of staff member you are meeting.

What to Expect at the Meeting
Timing. You should plan to arrive at the meeting 5-10 minutes early. If other partners or individuals from your organization are joining in on your meeting, you might consider arriving a little earlier in order to have time to review your “game plan” for the meeting.

Don’t be surprised if your meeting begins a little late, particularly in a legislator’s office. The staff in these offices are often very busy and have several (10 to 20+) meetings and other events per day. As such, their schedule may fall behind. Along those same lines, don’t expect to have a long meeting. These people often need to keep a fairly tight schedule, which might make you
feel rushed. Expect about 15-20 minutes of total time to discuss the issue and make your points, so be concise and clear.

**Where you will meet.** If going to a meeting in a legislative office, you can likely anticipate meeting in one of several small meeting rooms. Depending on the time of year and legislative calendar, the office may become overbooked; in that case, don’t be surprised to find your meeting taking place in the hallway or on the couch in the receptionist area.

In an agency meeting, you can anticipate meeting in a conference room or at a table in a private office.

**Who you will meet.** It is unlikely you will meet directly with the policymaker. When meeting with a legislative office, your meeting will likely be placed on the schedule of a staffer in charge of that subject matter. In an agency, you might meet with mid-level or operational managers or other assistants. Don’t let this disappoint or discourage you – these are very competent people who work on these issues every day - and don’t underestimate the power of a policymaker’s staff to influence actions and bring attention to an issue.

**Discussion content.** Expect the discussion to be friendly and respectful, and do your best to keep it that way. You should plan to provide a solid background on the subject– don’t overestimate what the policymaker or their staff may know about the specifics of the issue.

You can likely expect the office to avoid taking any real stance on the issue, particularly if this is a new subject to them. They will want a chance to become more informed on the subject and will resist taking a specific stance.

**Meeting Process**
When you enter an office for a meeting, introduce yourself to the receptionist and let them know you are there for a scheduled meeting with person X. If you have a business card, plan to give it to them – they keep this in their records of the meeting and it allows the receptionist to remind the staff who they are meeting.

At the start of the actual meeting, be sure to introduce yourself and let them know you are there representing your TWS Section or Chapter. Remind them what you wanted to discuss during this meeting. If you brought a packet of information along with you, don’t give it to them at the start of the meeting - they might start reading through this information instead of listening to you. Instead, hand them individual sheets of information out of the packet as you discuss the information. This will help emphasize your points and keep them focused on the specific topic you are discussing at the time.

If this is your first meeting with a legislative office, you might make the focus be simply an introduction of who you are (a TWS Subunit), what your organization’s mission is, and what sort of specific issues your TWS Subunit is concerned about. Make them aware that your organization exists and offer yourself up as a resource for issues related to wildlife; provide a few examples of issues with which you could assist. You can lead that introduction into arranging a future meeting regarding a specific topic you wish to discuss.
Keep small talk and tangential chit-chat to a minimum. Time during the meeting is valuable, and you don’t want to waste it getting side-tracked on other bits of conversation. Keep your discussion to the point, but also friendly. Use this meeting to build your relationship with the office.

When the staffer asks you questions you don’t know the answer to, do not provide an answer! Simply let them know you are uncertain of the answer and commit to getting back to them after you have confirmed the facts. This shows that you are dedicated to the proper facts of the situation and gives you an opportunity to connect with the office again regarding your issue – more connections and communication about an issue likely translates into more potential for action.

Provide specific solutions to an issue, where possible. Offer draft language to revise legislation, provide reasons for budget increases, outline ways the agency should change its policies to improve wildlife management.

**Delivery of your “Ask”**
You meeting likely has an end goal – you want a commitment of support from the individual regarding a certain policy. Near the end of your discussion, it might be appropriate for you to ask a question like, “Can I count on you to support this issue?” Politely press for a commitment, unless they are clearly against the issue.

**Ending the Meeting**
When the meeting is ending, shake hands and thank the individual for their time. Express your desire to have their (continued) support and how you look forward to connecting with them in the future to further wildlife policy issues (if applicable). Leave them the materials you brought with you along with your contact information and be sure to collect their contact information. Offer yourself as a resource for them on issues related to wildlife conservation. Re-emphasize that you will be in touch with them regarding any unanswered questions they may have had.

**Follow-up**
In the next day or two after your meeting, send an email directly to the person you met. In the email, thank them again for taking the time to meet with you to discuss issue X. Then remind them of your main points in the issue, and again make yourself available as a resource for them.

The follow-up email is also a good time to send them additional information on the subject. You can attach files or send links that will provide them with more in-depth information on the topic.

Consider arranging a field trip for the legislator or staffers you met to give them a first-hand look at wildlife and natural resource conservation efforts on the ground. Trips to National Wildlife Refuges, wildlife management units, state forests, or other natural areas where wildlife professionals work will help them develop a better understanding and personal connection to the issue. This may increase your chances of success.
3.3 Writing a Letter

Writing a letter is an efficient and effective way of delivering your message to influence legislators or agency administrators. Letters can carry a lot of weight, particularly when from organizations and constituents within a legislator’s district or if they involve several, diverse organizations.

For sample letters, see the Appendix.

Consider writing a letter:

- **When the issue is not particularly urgent** – letters can take some time to write, approve, send, and read. Letters sent through regular mail to government offices are often delayed for security purposes. Therefore, letters may not be the best approach for an urgent issue.

- **When you want to educate the policymaker** – letters provide a written record that can be referred to frequently as a resource document on the issue, particularly when you include wildlife science in support of your issue.

- **When you are presenting complex material** – letters allow your thoughts to be logically and clearly organized. They can also be re-read and referred to in order for the policymaker to learn about the issue and understand the topic more clearly.

- **To thank a legislator for supporting your issue** – legislators need to know when they are doing something you like and who their friends are on certain issues. Writing a supportive letter encourages them to keep on track and reminds them that you are involved and watching what is going on with the issues.

- **As a follow-up to a visit** – use the letter to thank them for their time in meeting with you and to re-emphasize your main points

**Outline of a Typical Letter**
An effective letter will flow logically and concisely explain the issue and provide information that supports the action you believe the policy maker should take to address the issue.

**First Paragraph** should state the purpose of the letter. Clearly indicate the issue on which you are writing; if the issue relates to a specific piece of legislation or regulation then include the specific bill number or docket number, respectively. Briefly highlight your concerns or position on the issue and what action you hope they will take.

**Second Paragraph** should introduce your organization. Explain that you are a Section or Chapter of The Wildlife Society, and you represent X number of wildlife professionals in Y region. State the mission of the organization, and as a result of your mission why you are interested in this issue. This paragraph shows the policymaker your credentials and helps bolster your opinion on the matter.
Next Paragraphs explain the scientific-based concerns you have regarding the proposed or ongoing legislation or agency actions. Keep these statements clear and concise and ensure they support your central idea – the action you want taken.

Closing Paragraph should restate your concerns, and draw a bigger picture of the effects of the action. Restate the action you hope they will take about the issue.

Sign-off of the letter can be done by your subunit’s President, the Executive Board, the CAC Chair, or generally the Chapter/Section as a whole. Who you choose may depend on your subunit’s operations manual and/or the specific issue being addressed.

Tips for letter writing
- Include the official letterhead of your subunit. This provides an official and professional look and feel to your letter.
- Short letters are ideal. Say what you need to say, but be as brief as possible; longer letters that are repetitive are less likely to get read or be impactful. If possible, keep the letter to one page of text.
- Focus on one issue in the letter. If you have other issues you are concerned about, write another letter. Letters that involve more than one issue may become convoluted and lose their impact.
- Use a sincere and respectful tone. You can be stern, but don’t be disrespectful. You may not like the person in charge, but at least have some respect for their position.
- Express your appreciation for their consideration. Policymakers are often very busy, and may get inundated with people trying to influence their decision in multiple ways. Express your thanks that they took the time to read your letter.
- Provide your contact information. Policymakers or their staff may be interested in obtaining more information from you regarding the issue; make it easy for them to do this by ensuring your contact information is included somewhere on the letter – either in the letterhead or in your signature.
- Be as specific as you can be. If you desire a change in the language of the bill or regulation, provide specifics on the changes you would like to see happen. This makes it easier for the policymaker to address your specific concerns.

Sign-on Letters
You may consider circulating your letter around to other wildlife and natural resource organizations for them to sign-on. Allowing other organizations to sign-on to your letter helps bolster a broader network of support behind your issue. Letters that have multiple, well-known organizations supporting them carry a large amount of influence.

You may also be asked to sign-on to another organization’s letter. Consider doing so if the
policy issue and advocated position are within the support of your subunit. This activity helps build and reinforce valuable partnerships.

**Sending Letters via mail, email, or fax**
You can choose to send your letter to policymakers via several methods – regular mail, email, or facsimile. Each method has its pros and cons; you may consider using multiple methods with the same letter to ensure the letter reaches its intended target effectively.

**Regular mail**
- **Pros:** tangible, personal letter is delivered to the policymaker
- **Cons:** slow process; letter may be delayed by security measures

**Email**
- **Pros:** quick, effective delivery
- **Cons:** impersonal; lost in heavy email traffic; may not be printed and filed

**Facsimile**
- **Pros:** quick delivery to the office
- **Cons:** may not be picked up by the right people; fax machine may be in another office; multiple pages may become separated

**Submit Letters to TWS Staff**
Letters that are written and submitted to policymakers on behalf of your subunit should also be sent to TWS Government Affairs & Partnership staff. This allows staff to be aware of and assist with policy activities, ensure consistency among TWS policy actions, and maintain a database of policy actions that can be used to inform and support future activities.

Submit letters and other policy actions to:

Keith Norris, AWB®
Assistant Director of Government Affairs & Partnerships
The Wildlife Society
5410 Grosvenor Lane
Suite 200
Bethesda, MD 20814
keith.norris@wildlife.org
Policy Toolkit

SECTION 4: POLICY ACTION SUPPORT
4.1 POSITION STATEMENTS

TWS and TWS subunits have a responsibility as scientific societies for professional wildlife managers and conservationists to address issues that affect the current and future status of wildlife. The diligent development of authoritative, science-based statements on wildlife issues is essential for interjecting wildlife concerns into decision-making processes. Position Statements issued by TWS and TWS subunits fill part of this role.

Position Statements are used to communicate the official position of TWS or a TWS Subunit regarding major issues in wildlife conservation. Statements are developed by TWS members based on their scientific expertise and perspectives of wildlife ecology and management.

Position statements should define the issue; present factual background data; describe the most probable biological, social, and economic results of alternative actions; and may also contain recommended courses of action. They should be relatively broad in scope, and address major areas of concern for wildlife conservation (e.g. spread of invasive species or energy development).

TWS Sections, Chapters, and Working Groups are authorized to create their own Position Statements when 1) the statement addresses a topic upon which TWS does not currently have a position statement, or 2) when the statement would be consistent with existing TWS position statements (Article 9, Section 2 of TWS Bylaws).

The formal approval process for position statements will depend upon your individual subunit’s bylaws, but may include approval by the executive board or the full subunit membership. Depending on your bylaws, position statements may need to be reviewed and reapproved on a regular basis.

Draft copies of subunit Position Statements should be submitted to TWS Government Affairs & Partnership staff prior to subunit approval to ensure consistency with TWS policy positions. Submit drafts to:

Keith Norris, AWB®
Assistant Director of Government Affairs & Partnerships
The Wildlife Society
5410 Grosvenor Lane
Suite 200
Bethesda, MD 20814
keith.norris@wildlife.org

Special Note for Working Groups: TWS Council must approve all position statements developed by working groups prior to their final adoption by the working group.

See www.wildlife.org/position-statements for examples of TWS position statements.
4.2 FACT SHEETS

Fact sheets are communication tools used by TWS staff, subunits, and members to educate decision-makers and other stakeholders on wildlife conservation issues - particularly those tied to current policy and/or management debates.

Individual sections, chapters, or working groups can develop their own fact sheets to elaborate on key issues relevant to their specific region or on issues that are not being covered by current TWS fact sheets (available at [http://www.wildlife.org/policy](http://www.wildlife.org/policy)).

**Guidelines for Developing a Fact Sheet**

Consider this outline when creating a fact sheet for your subunit.

1. Outline questions you want answered in the fact sheet, myths you want to dispel, and terms or acronyms you want to define. Decide on title and subheadings.

2. Thoroughly research the topic by consulting relevant peer-reviewed journal articles, current news articles, and laws or legislation pertaining to the topic. Look out for key numbers and dates that you’ll want to include (i.e. current funding for the issue).

3. Draft and edit the text before placing onto a fact sheet template. It will be much easier to have the text finalized before moving around pictures and text in a template.

4. Format text and pictures into a fact sheet template. Most topics should cover 1 page back and front. Consider creating a template to use for all of your subunit’s fact sheets. Keeping your format consistent among all of your fact sheets can help your subunit create a brand, be more recognizable, and simplify future fact sheet development.

5. Save the fact sheet as a PDF. A PDF is easier to send via email and post on the web.

**Items to Include in a Fact Sheet**

Make your fact sheet more effective by including these following sections or features:

- *Introductory Section* – overview of the topic; include key numbers or facts that will engage the reader on the topic.
- *Call-out box(es)* – quote, definition, or key question that you want to highlight (e.g. what is the difference between wild and feral horses?).
- *Pictures* – use images without copyright provisions. Government agencies have copyright free photos (e.g. FWS Digital Library).
- *Picture Captions* - Pictures and captions should be able to stand alone. In addition to describing the picture, captions should include a source and a broader message about the fact sheet. Try to connect each caption to the central message of the fact sheet.
- *Literature Cited* – Cite information in the text with footnotes and provide a “Literature Cited” section towards the end of the fact sheet.
Other Items to Consider for your Fact Sheet

- *Graphs or charts* – visual representations of the central message can be effective
- *Timeline* – document the history of the legislation or issue
- *Maps* – display the geographic areas being impacted or included in the issue

Distribution of the Fact Sheet

Fact sheets can be brought to meetings with decision-makers and stakeholders where the issue will be discussed. Fact sheets are an ideal document to leave behind for staff to have on hand (Section 3.2).

You should also make your fact sheet available on your website and distribute to organizations that are involved in the issue. Your members can print and distribute the fact sheets to educate the public on issues that affect wildlife. You should also send the fact sheet to the Government Affairs team at TWS headquarters.
Policy Toolkit

SECTION 5: POLICY PROCESS & WHERE TO ENGAGE
5.1 THE STATE & FEDERAL LEGISLATIVE PROCESS AND HOW YOU CAN BECOME INVOLVED

Your advocacy efforts are key to helping shape both state and federal laws and budgets. There are many points in the legislative process at which you can become involved - from the drafting and introduction of a bill to its passage and enactment into law. The importance of getting involved cannot be overstated; most state legislators know very little about wildlife related issues and the impact their policies can have on wildlife conservation and wildlife professionals. They have much to learn from you as a wildlife professional intimately familiar with the issues.

The following is a summary of the typical legislative process for bills and suggestions on how you can become more involved in the process at each step. The legislative process is structurally similar at both the state and federal level, with the exception that the process ends with either the President (federal) or the Governor (state).

Please note there is some variation in the legislative process from state to state. Every state legislature has a web site with information about the legislative process in that state.

1. Bill Drafting:
   A legislator must sponsor a bill in order for it to be drafted by the legislative council. Legislators often work with advocates to craft the language that will be included in legislation or to draft amendments to a bill that has already been introduced. This type of partnership is most common and successful when advocates have an existing relationship with a legislator.

   Getting Involved:
   Advocates can go to a friendly legislator and request that a bill be drafted to fund programs or projects, address a problem, change policy, etc. Advocates can also work with legislators to influence proposed or existing bill language.

2. Bill Introduction:
   When bills are formally introduced, they are assigned a bill number and referred to committee(s). Generally, bills can be introduced in either chamber (House or Senate).

   Visit your state or the federal legislature’s website to learn more about which bills are currently being introduced (See Appendix). Once you access the website you can find a specific bill using the bill’s assigned number or text in the bill. You can also find out to which committee(s) it has been referred.

   Getting Involved:
   When favorable legislation is introduced, advocates can issue a press release and/or write letters applauding the bill’s introduction. Legislators appreciate public acknowledgment of their work, especially when it comes from constituents and is shared with others in their district.

   If unfavorable legislation is introduced, it is better to submit your suggested changes to the bill once it is in committee – see next step.
3. **Bills Referred to Committee(s) of Jurisdiction**

Most of the work done on a bill happens in committee; *this is the most common and effective stage at which to take action on the proposed bill*. Committee Chairs and Ranking Members decide which bills will receive the most attention. Committees may hold hearings on a bill, propose and adopt amendments, and vote on approval of a bill—or they can let a bill die by failing to take any action. If a bill is voted on and approved at the committee level, it is reported out to the full chamber for consideration. For hearings, advocates may be asked to suggest witnesses and may be asked to provide witness testimony.

**Getting Involved:**
A common and effective way to influence the content of a bill is to write a letter to the appropriate committee while the bill is under consideration. (See Section 3.3) You may also consider meeting directly with committee members, especially those who serve in important or influential roles on the committee. In person meetings can be very effective at expressing your position and hearing feedback from the member and their staff on the proposed legislation.

Advocates may also write to committee members and encourage a hearing on a bill that is important to them. Advocates may prepare oral and/or written testimony to deliver at hearings. Advocates may also provide suggested questions or comments for a friendly legislator on the committee to ask of witnesses. It is also important to recruit fellow advocates or allies to attend hearings on wildlife related budgets and key legislation to show support.

4. **Floor Action on a Bill**

Bills reported out of committee are placed on the House or Senate calendar for debate by the full chamber. Legislators that support and oppose a bill are given a chance to speak about the bill during the debate. A bill may or may not be placed on the calendar by the chamber leadership, which would mean no action would be taken on the bill and it is effectively dead. When debate concludes, a vote is taken to either approve or defeat a bill.

**Getting Involved:**
Advocates have the opportunity to contact key legislators in advance of a floor vote to ask them to speak either in favor of or in opposition to a bill. Advocates may provide talking points or even draft and distribute a very brief “floor letter” outlining key points.

5. **Conference Committee**

Sometimes similar, but not identical, bills pass in the House and Senate. When this happens, a conference committee must be formed to reconcile the differences in the bills. Once differences are resolved, the House and Senate must again vote to approve the modified legislation.
Getting Involved:
Advocates may petition legislative leadership to appoint friendly legislators to the conference committee.

6. **Action by the Governor/President**
When a Governor/President receives a bill, they may sign the bill into law; veto the bill, or veto and send it back to the legislature with suggestions for reconsideration; or take no action (in some states that will lead to the bill becoming law after a specific period of time). If the Governor/President vetoes a bill, the legislature may override that decision, typically by a two-thirds vote in both the House and Senate.

Getting Involved:
Bills for which the Governor/President signals some reluctance about signing, advocates may write letters or op-eds and/or issue a press release to help sway the decision. When an important, favorable bill is signed into law, advocates may issue a press release and have members attend a signing ceremony, if one is held. This helps build goodwill and generates positive publicity for elected officials.
5.2 U.S. Federal Budgeting Process

The Federal Budget process begins the first Monday in February of each year and should conclude by October 1st, the start of the Federal Fiscal Year.

Step 1: The Executive Budget

Purpose: The President is responsible for submitting a detailed budget request to Congress in February. Estimated levels of spending, revenue, and borrowing are broken down for the coming fiscal year, serving as a template for congressional action.

Process: Assembling the budget is a long administrative process involving each individual agency and the Office of Management and Budget (OMB). OMB and the agencies develop priorities and list funding levels needed to maintain or improve individual programs.

Getting Involved: Contact agencies as they are formulating budget request for the upcoming year. This process starts long before February so make sure to start communication early. Promote your priorities including individual programs and overall strategies to each agency and the OMB personnel working with priority agencies.

Step 2: The Concurrent Budget Resolution

Purpose: Congress is responsible for developing the concurrent budget resolution which governs the rest of the budget process by setting limits on total levels of revenue and spending. The resolution is where Congress expresses its economic goals for the upcoming fiscal year and for the next four years.

Process: The Budget Committees of the House and Senate use the President’s budget request, testimony from agencies, and forecasts from the Congressional Budget Office (CBO) to set a total level of budget authority called the 302(a) allocation level. When the House and Senate have developed their respective resolutions, a conference committee must reconcile the differences. The resolution should be passed by both houses by April 15.

Getting Involved: Contact Congressmen on the Budget Committee or on the conference committee to show your support for a resolution that supports natural resource funding.

Step 3: Setting Spending Allocations

Purpose: Congress must agree on spending allocations, or limits to how much money can be spent on discretionary programs during the coming fiscal year and the next four years. The allocations ensure that Congress is holding to the budget resolution. Discretionary funding refers specifically to money provided each year through the appropriations process.*

Process: The House and Senate Appropriations committees divide up the money specified in the concurrent budget resolution into separate appropriations bills. The subcommittees that produce each appropriations bill must use this allocation as a total dollar ceiling for all of the agencies and programs in their jurisdiction. These are called 302(b) allocations.
Getting Involved: Contact Congressmen on the Appropriations committee. Encourage higher allocations for the appropriations bills that deal with natural resources. The two main natural resources bills are the ones that fund the Interior Department and Agriculture Department (see step 4).

Step 4: Developing Appropriations Bills

Purpose: Appropriations bills set the amount of money specific departments, agencies, and programs receive for a given fiscal year.

Process: Each Appropriations subcommittee is responsible for a set of departments, agencies, and programs and writes one bill each year that divides up their 302(b) allocation into line items for each program. Each bill is drafted, marked up, and voted on by the subcommittee in separate hearings. The full Appropriations committee then holds a hearing to approve and amend the subcommittee bill. There are 12 Appropriations subcommittees and 12 subsequent bills per chamber. The Subcommittees and related bills are:

1. Agriculture, Rural Development, Food and Drug Administration, and related agencies
2. Commerce, Justice, Science, and related agencies
3. Defense
4. Energy and Water Development, and Related Agencies
5. Financial Services and General Government
6. Homeland Security
7. Interior, Environment, and Related Agencies
8. Labor, Health and Human Services, Education and Related Agencies
9. Legislative Branch
10. Military Construction, Veterans Affairs and Related Agencies
11. State, Foreign Operations, and Related Programs
12. Transportation, Housing and Urban Development, and Related Agencies

The Appropriations Committees that address natural resources are:

House
- Agriculture, Rural Development, Food and Drug Administration, and Related Agencies
- Interior, Environment, and Related Agencies

Senate
- Agriculture, Rural Development, Food and Drug Administration, and Related Agencies
- Interior, Environment, and Related Agencies

Getting Involved: Contact Appropriations subcommittee (Agriculture and Interior) and full committee members as they hold hearings and markups on the bills. Make sure to identify and support specific aspects of the bills as well as general funding levels that line up with your priorities. Find other organizations that have similar funding priorities and work together to send coalition letters that represent diverse groups and individuals.
Step 5: Passing the Appropriations Bills

*Purpose:* Each appropriations bill must be approved by both chambers.

*Process:* After Senate and House Appropriations committees approve each of the twelve appropriations bills in their respective chambers, the full Senate and House vote to approve them. Once each bill passes each chamber, conference committees made up of both chambers must reconcile the differences and develop a bill that both chambers can then vote to approve. Congress is required to have given final approval to all 12 spending bills by October 1 (the start of the new Fiscal Year), although this deadline is rarely met.

*Getting Involved:* Contact Congressmen in the conference committee. Support versions of each provision in a given appropriations bill (House or Senate) that most closely aligns with natural resource priorities.

Step 6: Presidential Approval of Appropriations Bills

*Purpose:* As an executive check on the legislative branch, the President can decide to veto or approve the appropriations bills.

*Process:* The President has ten days in which to decide:
   a) To sign an appropriations bill, thereby making it law;
   b) To veto the bill, thereby sending it back to Congress and requiring much of the process to begin again with respect to the programs covered by that bill; or
   c) To allow the bill to become law without his signature after 10 days, thereby making it law but doing so without his express approval.

Step 7: The Bill Becomes Law

If the process goes as planned, all 12 spending bills have been signed by the President and become Public Law by October 1st, the start of the new Fiscal Year. Since 2011, the October 1st deadline has not been met and Congress has had to pass a Continuing Resolution (CR) to fund the government. A CR, for the most part, allows programs to continue with the same amount of funding as the year before while Congress works to approve new appropriations bills. If a CR cannot be passed and the 12 Appropriations bills are not approved, then the Federal government is shutdown.

* Programs that use discretionary funds are funded each year through the Appropriations process. When the program is enacted by law, a funding level, or Authorization, is set by the law. Authorizations are the maximum amount of money that is legally allowed to be spent by the program. Every year, these discretionary programs are appropriated money through Appropriations bills; the amount of money appropriated can vary each year. Mandatory programs, are not funded through annual appropriations bills; spending for mandatory programs is dictated by the laws that created the programs (e.g. Social Security), and cannot be altered by the annual budgeting process described here.
5.3 U.S. AND CANADIAN FEDERAL LAND MANAGEMENT AND NATURAL RESOURCES CONSERVATION AGENCIES

U.S. Federal Government Agencies

- **Department of Agriculture** (USDA)

  *Animal and Plant Health Inspection Service* - The Animal and Plant Health Inspection Service (APHIS) provides leadership in ensuring the health and care of animals and plants. APHIS improves agricultural productivity and competitiveness and contributes to the national economy and the public health.

  Programs of Interest: Wildlife Services; Methods Development

  Appropriations: Agriculture, Rural Development, Food and Drug Administration, and Related Agencies Subcommittee

  *Farm Service Agency* - The Farm Service Agency (FSA) implements agricultural policy, administers credit and loan programs, and manages conservation, commodity, disaster and farm marketing programs through a national network of offices.

  Programs of Interest: Conservation Reserve Program (CRP); Conservation Reserve Enhancement Program (CREP); Farmable Wetlands Program (FWP)

  Appropriations: Agriculture, Rural Development, Food and Drug Administration, and Related Agencies Subcommittee

  *Forest Service* - The Forest Service (USFS) administers programs for applying sound conservation and utilization practices to natural resources of the national forests and grasslands, for promoting these practices on all forest lands through cooperation with states and private landowners, and for carrying out extensive forest and range research. USFS manages 193 million acres of public lands in 43 states and Puerto Rico.

  Programs of Interest: Integrated Resource Restoration Program; Forest and Rangelands

  Appropriations: Interior, Environment, and Related Agencies Subcommittee

  *National Institute of Food and Agriculture* - The National Institute of Food and Agriculture (NIFA), formally the Cooperative State Research Education and Extension Service (CSREES), works in partnership with land-grant universities and other public and private organizations to provide the focus to advance a global system of extramural research, extension, and higher education in the food and agricultural sciences.

  Programs of Interest: Renewable Resources Extension Act; McIntire-Stennis Cooperative Forestry Program
**Natural Resource Conservation Service**

The **Natural Resource Conservation Service** (NRCS) provides leadership in a partnership effort to help people conserve, maintain, and improve our natural resources and environment.

Programs of Interest: Environmental Quality Incentives Program (EQIP); Conservation Security Program (CSP); Agriculture Conservation Easement Program (ACEP); Healthy Forest Reserve Program; Regional Conservation Partnership Program (RCP)

**Department of the Interior** (DOI)

**Bureau of Land Management** - The **Bureau of Land Management** (BLM) manages 247 million of public lands located primarily in the 12 western states, including Alaska. BLM manages an additional 700 million acres of below ground mineral estate located throughout the country. These lands were originally valued for the commodities extracted from them. Today the public also prizes them for their recreational opportunities and the natural, historical, and cultural resources they contain.

Programs of Interest: Wildlife and Fisheries Management; Threatened and Endangered Species Management; Wild Horse and Burro Management

**National Park Service** - The **National Park Service** (NPS) preserves the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The National Park System comprises 401 areas covering more than 84 million acres across every state, the District of Columbia, American Samoa, Guam, Puerto Rico, and the Virgin Islands. NPS cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

**U.S. Fish and Wildlife Service** - The **U.S. Fish and Wildlife Service** (FWS) is the only agency of the U.S. Government whose primary responsibility is fish, wildlife, and plant conservation. FWS helps protect a healthy environment for people, fish, and wildlife, and helps Americans conserve and enjoy the outdoors. FWS’s major responsibilities are for
migratory birds, endangered species, certain marine mammals, and freshwater and anadromous fish. FWS manages 307 million acres of lands and waters across the U.S.

Programs of Interest: State and Tribal Wildlife Grants; National Wildlife Refuge System; North Americans Wetlands Conservation Act; Neotropical Migratory Bird Conservation Act Grants Program; Ecological Services Program; Partners for Fish & Wildlife Program

 Appropriations: Interior, Environment, and Related Agencies Subcommittee

**U.S. Geological Survey** - The U.S. Geological Survey (USGS) serves as an independent fact-finding agency that collects, monitors, analyzes, and provides scientific understanding about natural resource conditions, issues, and problems. The value of the USGS rests on its ability to conduct studies on a national scale and to sustain long-term monitoring and assessment of natural resources. Because it has no regulatory or management mandate, the USGS provides impartial science that serves the needs of our changing world.

Programs of Interest: Ecosystems Program; Cooperative Fish and Wildlife Research Units; National Climate Change and Wildlife Science Centers

 Appropriations: Interior, Environment, and Related Agencies Subcommittee

**Canadian Federal Government Agencies**

- **Ministry of the Environment**

  **Committee on the Status of Endangered Wildlife in Canada** - The Committee on the Status of Endangered Wildlife in Canada (COSEWIC) determines the national status of wild Canadian species, subspecies, varieties or other units that are suspected of being at risk of extinction or extirpation. COSEWIC uses a process based on science and Aboriginal or community knowledge to assess wildlife species at risk. The 31 voting members of COSEWIC include a Co-chair from each of the 10 Species Specialist subcommittees and a Co-chair from the Aboriginal Traditional Knowledge Subcommittee, one member from each of the 13 provincial and territorial governments, one member from each of four Federal agencies (Canadian Wildlife Service, Parks Canada Agency, Department of Fisheries and Oceans, and the Canadian Museum of Nature), and three non-government science members.

  **Environment Canada** - Directly and/or through partnership arrangements, Environment Canada establishes and manages National Wildlife Areas and Migratory Bird Sanctuaries for the conservation of habitat to protect migratory birds, species at risk and other species of national interest. National Wildlife Areas and Migratory Bird Sanctuaries can be established in either terrestrial or marine environments.
Environment Canada also includes the Canadian Wildlife Service (CWS) which handles wildlife matters that are the responsibility of the federal government. These include the protection and management of migratory birds, nationally significant wildlife habitat, endangered species, control of international trade in endangered species, and research on wildlife issue of national importance.

*Parks Canada* - Parks Canada establishes and manages National Parks and National Marine Conservation Areas, which are intended to protect a representative sample of Canada's 39 terrestrial natural regions and 29 marine regions and to provide opportunities for public education and enjoyment.

- **Ministry of Natural Resources**

  *Natural Resources Canada* - Natural Resources Canada (NRCan) is primarily responsible for overseeing the management of Canada’s forests and timber industry. NRCan also manages issues related to climate change and is responsible for the federal government’s response plans regarding climate change and adaptation.
Policy Toolkit

APPENDIX
Policy Toolkit

APPENDIX: GLOSSARY OF LEGISLATIVE TERMS
GLOSSARY OF LEGISLATIVE TERMS

ACT – the term used to refer to a bill after it has passed both chambers of the legislature.

ADJOURNMENT – Marks the end of a legislative session. The legislature is closed to business until the start of a new session.

ADOPTION – The formal approval or acceptance of amendments or resolutions.

ADVICE AND CONSENT – Constitutionally based power of the Senate to advise the President and give consent to proposed treaties and Presidential appointments.

AMENDMENT – A proposal to change, or an actual change to a bill, motion, act, or the Constitution.

APPORTIONMENT – The allocation of legislative seats by law. The seats in the U.S. House of Representatives are apportioned to states based on each state’s population.

APPROPRIATION – The allocation of funds by the legislature for a public purpose. In most instances, money cannot be withdrawn from the treasury except through a specific appropriation. Congress must pass appropriations bills in order to fund the government; there are 12 separate appropriation bills in the U.S. Congress used to fund the entire federal government.

AUTHOR – The legislator who files a bill and guides it through the legislative process.

AUTHORIZATION – A legislative action establishing the terms of a program and general amounts of money the program is legally allowed to use. Subsequent appropriation bills provide the specific funding amount and can be less than the amount authorized.

BILL – A proposed law that requires passage by both the House of Representatives and Senate. A bill is the primary means used to create and change the laws. Bill types include: Senate and House bills, Senate and House joint resolutions, Senate and House concurrent resolutions, and Senate and House resolutions.

BILL ANALYSIS – A document prepared for all bills reported out of committee that explains in non-legal language what a bill will do. A bill analysis may include background information on the measure, a statement of purpose, and a section-by-section analysis.

BIPARTISAN – A term used to refer to an effort endorsed by both political parties, or a group composed of members of both political parties.

BLOC – Representatives or Senators who are members of a group with common interests.

BUDGET – The executive branch’s annual proposal to congress anticipating revenue and expenditures by the federal government for the upcoming fiscal year.
CALENDAR – A list of bills or resolutions to be considered by a committee, sub-committee, the House, or the Senate.

CAUCUS – A meeting of members of a political party, usually to decide policy or select members to fill positions. The term also refers to the group itself, or of any other grouping of elected representatives focused on a particular issue (i.e. Congressional Sportsman’s Caucus, Invasive Species Caucus).

CHAMBER – One portion of the legislature. The House of Representatives and the Senate are the two chambers in the United States Congress.

CLOTURE – The closing of debate in the Senate, or ending of a filibuster by the required three-fifths vote (60 senators), thereby allowing a bill to be voted on.

COMMITTEE – Group of appointed legislators who write legislation and guide Congressional action on particular issues.

COMMITTEE CHAIR - a member of the majority party, assigned the position by party leadership, who guides the committee and determines legislative action.

COMMITTEE REPORT – The text of a bill or resolution and its required attachments that is prepared when the measure is reported from a committee for further consideration by the members of the full chamber. The committee report includes the recommendations of the committee regarding action on the measure by the full House or Senate and is generally necessary before a measure can proceed through the legislative process.

CONFEREES – Members of a conference committee that is composed of Senators and Representatives named to work out differences between same-subject bills passed by both chambers. Once the conferees have agreed on compromises in the bills, each chamber must vote on the revised bills before the bills can be signed into law by the Executive office.

CONGRESSIONAL RECORD – a daily account of House and Senate debates, votes, and comments published by the Government Printing Office.

CONGRESSIONAL SESSION – The assembly of Congress to conduct business. Each Congress has at least two congressional sessions, one each year.

CONSTITUENT – A citizen residing within the district of an elected representative.

CONTINUING RESOLUTION – Legislation providing continued funding for a federal department or program, usually at the previous fiscal year’s funding level. Used when Congress fails to pass necessary appropriations bills for a new fiscal year.

CONVENE – To assemble or call to order the members of a legislative body.
ENACTING CLAUSE – The initial language in a bill saying “be it enacted.” To prevent the bill from being in effect, a legislator will move to “strike the enacting clause.”

ENGROSSED BILL – Official copy of a bill passed by either the House or Senate.

ENROLLED BILL – Final certified copy of a bill passed in identical form by the House and Senate.

EXECUTIVE SESSION – A meeting closed to the public.

EXTENSION OF REMARKS – Comments that were not spoken on the floor but inserted into the Congressional Record by a Senator or Representative.

FILIBUSTER – Talking and debating a bill in an effort to change it or kill it.

FISCAL YEAR – The 12-month period denoted “FY XXXX” in which funds are apportioned. The U.S. federal government’s fiscal year begins October 1st of the previous year and ends the following September 30th. For example, FY 2015 begins October of 2014.

FLOOR – The meeting chamber of either the House or Senate.

FLOOR ACTION – Action taken by either House or Senate on a bill reported by a committee. Members may propose amendments, enter debate, seek to promote or prevent a bill’s passage, and vote on its final passage.

GERRYMANDER – To divide a state, county, or other political subdivision into election districts in an unnatural manner to give a political party or ethnic group an advantage over its opponents.

HOPPER – The box in which proposed bills are placed.

INTRODUCE – Placing a new bill in the Hopper to start the process of moving a bill through the legislature. This is the first stage of the bill process.

JOINT COMMITTEE – A committee that includes both Senators and Representatives.

MAJORITY LEADER – Leader of the majority party in either the House or the Senate.

MARKUP – A committee session where the members perform a section-by-section review and revision of one or more bills.

MOTION – A formal suggestion presented to a legislative body for action by one of its members while the body is meeting.

NONPARTISAN – Free from party domination.
PAIRING – An agreement by two members of Congress to be recorded on opposite sides of an issue if one or both persons will be absent when the vote is taken. The votes are not counted, but make the members’ positions known.

PASSAGE – Approval of a measure by the full body.

POINT OF ORDER – An objection by a Senator or Representative to a rule being violated.

PRESIDENT PRO TEMPORE - The Vice President is the president of the Senate, but is present only for crucial votes. In his/her place, the Senate elects a president pro tempore (temporary president) who presides, or, when routine measures are being considered, assigns the job to a junior Senator.

PREVIOUS QUESTION – By a motion to “move the previous question,” a Representative seeks to end debate and bring an issue to a vote. Senators do not have this debate-limiting device.

PRIVILEGE – A privileged question is a motion that is considered before other motions. A “question of privilege” relates to the personal privilege of a Senator or Representative.

PUBLIC HEARING – A meeting of a House or Senate committee or subcommittee during which public testimony may be heard and formal action may be taken on any measure or matter before the committee or subcommittee.

QUORUM – The number of members of a legislative body who must be present before business may be conducted.

RANKING MEMBER of a COMMITTEE – a member of the minority party, typically determined by seniority, who is the voice of the minority party in that committee.

RECESS – Suspends legislative business and sets time for the next meeting of the legislative body.

REPORT – A committee’s written record of its actions and views on a bill. The committee is required to report its findings to the House or Senate.

RESOLUTION – A formal statement of a decision or opinion by the House, Senate, or both. A
- Simple resolution is made by one chamber and generally deals with that chamber’s rules or prerogatives; does not need Presidential approval.
- Concurrent resolution is presented in both chambers and usually expresses a Congressional view on a matter not within Congressional jurisdiction; does not need Presidential approval.
- Joint resolutions are procedurally the same as a bill and require approval in both chambers and the President. These are used to authorize “continuing resolutions” to fund the government, declare war, create federal commissions and ad hoc bodies, etc.
RIDER – A provision added to a bill so it may “ride” to approval on the strength of the bill. Generally, riders are placed on appropriations bills.

SERGEANT AT ARMS – Legislative officer who maintains order and controls access to the chamber at the direction of the presiding officer.

SPEAKER – Speaker of the House of Representatives who presides over the House. Elected, in effect, by the majority party in the House. Next in the line of succession to the Presidency after the Vice President.

SPONSOR/CO-SPONSOR – A sponsor of a bill is a Representative or Senator who introduces a bill for consideration. A co-sponsor is a Representative or Senator who adds their name as a supporter of the bill.

SUSPEND THE RULES – A motion in the House intended to quickly bring a bill to a vote.

TABLE A BILL – A motion to, in effect, put a bill aside and thereby remove it from consideration, or “kill” it.

TELLER VOTE – A House vote in which members’ votes are counted “for” or “against” as representatives file past tellers in the front of the chamber. A count is taken, but there is not an official record of how each representative voted.

UNANIMOUS CONSENT – A timesaving procedure for non-controversial measures. Measures are adopted without a vote when a member simply says, “I ask unanimous consent for...” and states the proposal and no Congressman objects.

UNION CALENDAR – The calendar on which bills involving money are placed in order of the dates on which they are to be reported by committees.

WHIP – A legislator who is chosen to be the assistant to the leader of the party. A Whip is chose in each of the House and Senate. The Whip is generally responsible for gathering votes for measures within a party.

(Adapted from the U.S. Congress Handbook and CHADD Advocacy Manual)
Policy Toolkit

APPENDIX: SAMPLE LETTER AND COMMENT SUBMISSION
June 6, 2014

Dear Chairman Reed, Ranking Member Murkowski, Chairman Calvert, and Ranking Member Moran:

On behalf of The Wildlife Society, I am writing today to urge you to include funding provisions from the Wildfire Disaster Funding Act (WDFA), S. 1875 and H.R. 3992, in the Fiscal Year 2015 Interior, Environment, and Related Agencies Appropriations bill.

The Wildlife Society was founded in 1937 and is a non-profit professional society representing nearly 10,000 wildlife biologists and managers, dedicated to excellence in wildlife stewardship through science and education. Our mission is to inspire, empower, and enable wildlife professionals to sustain wildlife populations and habitats through science-based management and conservation.

As professional managers of wildlife and their habitats, we are greatly concerned by the current practice of ‘fire borrowing’ within the U.S. Forest Service (USFS) and Department of the Interior (DOI) where funds are diverted from non-fire accounts within these agencies in order to make up for shortfalls in wildfire suppression funding. The USFS alone has spent $3 billion in seven of the past 12 years from non-fire accounts to fight increasingly large and devastating wildfires. While Congress eventually repaid all but $400 million through emergency funding measures, this still leaves a huge funding gap, and there are typically long delays between when funds are borrowed and when emergency funds are repaid, causing serious disruptions in agency operations, including those critical to wildlife and habitat management.

Wildfires, especially those in the western U.S., are increasing in size and severity due to recent documented changes in weather patterns and climate, increased development in the wildland-urban interface, and excessive forest fuel loads. Heat waves have become more frequent across the U.S. in recent decades and tree ring data indicates the last decade in the western U.S. has been the driest in 800 years. The combination of high temperatures and dry conditions has caused the fire season to increase in length by two and a half months since the 1970s. Unfortunately, studies project the number of extremely hot days will continue to increase over much of the U.S.

Longer wildfire seasons with larger and more severe fires will require more and more funds for wildfire suppression. The cost of fire suppression has already necessitated an average of $375.9 million annually beyond appropriated levels between 2004 and 2012. This level of ‘fire borrowing’ is
simply not sustainable and is detrimental to agency activities that help decrease fire risk, such as managing brush and other fire fuels in national forests.

Many other essential programs agencies are charged with implementing cannot be undertaken because of ‘fire borrowing’. In FY 2013, USFS borrowed $183 million from Restoration of Forest Lands and Improvements, $40 million from the National Forest System, $30 million from Brush Disposal, and $30 million from Capital Improvements and Maintenance. These transfers have resulted in fewer fuels treatment activities in forests, reduced invasive species control efforts, the elimination or interruption of habitat assessment and restoration for threatened, endangered, and at-risk species, deferment of land acquisition, and the delay of storm damage risk reduction. Fund transfers not only affect the agencies themselves, but the many state, local, tribal, and other partners these agencies work with on a regular basis to carry out critical projects that ensure forest health and sustainability.

The WDFA prepares our nation for anticipated wildfire disasters by funding a portion of wildfire suppression through a budget cap adjustment to the Balanced Budget and Emergency Deficit Control Act of 1985. This is the same disaster cap used by the Federal Emergency Management Agency (FEMA) to fund responses to floods, hurricanes, and other natural disasters. As a natural disaster, wildfires should be funded through the same mechanism. WFDA does not add to spending levels beyond the levels agreed to in the Budget Control Act and does not compete with FEMA for funds by reducing the entire disaster cap ceiling by the same disaster cap adjustment of $2.869 billion.

If enacted, WDFA will fund 70 percent of the average cost for wildfire suppression over the past 10 years through the discretionary annual appropriations process. The remaining 30 percent of the 10 year average and anything beyond the 10 year average (up to $2.869 billion) will be funded from the disaster cap.

As heat waves and drought increase in frequency and wildfire seasons lengthen, it is crucial that USFS and DOI have a reliable source of funds to fight the most devastating wildfires. The largest and most intense wildfires are natural disasters and should be provided funds in the same manner as any other natural disaster. Including the funding structure set forth by the WDFA in the Interior Appropriations bill will provide the security agencies need to battle wildfires effectively and allow critical forest health management projects to go forward unabated.

Thank you for considering the recommendations of wildlife professionals. Please contact Laura Bies, Director of Government Affairs at (301) 897-9770 x308 if you require further information or have any additional questions.

Sincerely,

[Signature]

Jon Haufler, President
The Wildlife Society

Excellence in Wildlife Stewardship Through Science and Education

TWS Policy Toolkit Appendix
June 16, 2014

A.J. North
Regulations Program
National Park Service
1849 C Street NW, MS-2355
Washington, DC 20240

RE: Regulation Identifier Number 1024-AE06

Dear National Park Service Regulations Program,

The Wildlife Society thanks you for the opportunity to provide comments and support for the National Park Service’s recent clarifications regarding domestic and feral animal policies.

The Wildlife Society (TWS) was founded in 1937 and is a non-profit professional society representing nearly 10,000 wildlife biologists and managers, dedicated to excellence in wildlife stewardship through science and education. Our mission is to inspire, empower, and enable wildlife professionals to sustain wildlife populations and habitats through science-based management and conservation.

Non-native, feral species are recognized as one of the most widespread threats to native wildlife populations and natural ecosystems. Feral cats are significant predators on small mammals, birds, reptiles, and amphibians. Some studies have estimated feral cats kill over a billion birds each year in the U.S. Feral swine populations have continued to spread across the U.S., including several NPS-managed lands. Feral swine are known disease reservoirs and cause extensive damage to property, agriculture, and natural resources through their aggressive “rooting” behavior that churns up the soil and destroys native habitats.

TWS supports the NPS’s efforts to define feral species and clarify more comprehensive policies regarding at large domestic and feral animal management approaches for the protection of the public’s native wildlife resources.

To improve the proposed rule, TWS suggests some additional clarification in the definition of “feral animals” to indicate these designations are based on the species of animal, and not an individual animal. Many feral species reproduce outside of a domesticated setting and the offspring of those animals should also be regarded as feral. The definition for “feral animal” as currently written could be interpreted to only include individual animals which at one point in their lifetime were tamed to live in the human environment and now exist in an untamed state. This interpretation could prove problematic for NPS’s intention to protect wildlife and native ecosystems from impacts caused by reproducing feral populations and could be avoided with more clarification in the definition.

Excellence in Wildlife Stewardship Through Science and Education

TWS Policy Toolkit Appendix
TWS believes the proposed rules are a good advancement and provide needed updates to NPS’s policies regarding domestic and feral animals that, with some additional modification, will allow NPS employees to appropriately address threats feral populations pose to the public’s native wildlife resources. These provisions will enable NPS to meet its statutory purpose “to conserve the scenery and the natural and historic objects and the wild life [in the parks]… by such means as will leave them unimpaired for the enjoyment of future generations.”

Thank you for considering the recommendations of wildlife professionals and working to reduce the impacts feral species have on native wildlife populations. Please contact Keith Norris, Assistant Director of Government Affairs at (301) 897-9770 x309 if you require further information or have any additional questions.

Sincerely,

Jonathan B. Haufler
Jon Haufler, President
The Wildlife Society

Enclosed: TWS Position Statements “Feral & Free Ranging Domestic Cats” and “Feral Swine in North America”
APPENDIX: U.S. AND CANADIAN FEDERAL POLICY PUBLICATIONS
U.S. Federal Policy Publications

Bills/Laws – Congress writes and passes bills which are signed into law by the President.

*THOMAS, Library of Congress* - thomas.loc.gov
Website that includes links to members of the House and Senate, Congressional committees’ websites, the status of current bills, and the full text of laws, bills and other legislation.

*United States Code (USC)* -
Codification by subject matter of the general and permanent laws of the United States that have been enacted by Congress and signed by the President. Updated every six years.

Regulations - Federal agencies, boards, or commissions write regulations to enforce laws. Federal agencies must consult with the public when creating, modifying, or deleting regulations.

*Federal Register* - [www.federalregister.gov](http://www.federalregister.gov)
Daily publication of the U.S. Federal government that records notices, proposed, and final administrative regulations of federal agencies. The Federal Register contains regulations, proposed rules and public notices, executive orders, proclamations, and presidential documents.

Codification of the general and permanent regulations published in the Federal Register by the departments and agencies of the Federal Government.

Reports

*Congressional Budget Office (CBO)* – [www.cbo.gov](http://www.cbo.gov)
Non-partisan agency that issues economic and budget projections, analytical reports on federal programs, monthly budget reviews, and more.
Canadian Federal Policy Publications

Bills/Laws/Regulations

*Canada Gazette* - [www.gazette.gc.ca](http://www.gazette.gc.ca)
The official newspaper of the Canadian government. The Canada Gazette is issued in three parts:

- **Part one**: published every Saturday and contains public notices, official appointments, and proposed regulations. Proposed regulations are open to public comment.
- **Part two**: published every other Wednesday and contains all enacted regulations, orders, and proclamations.

Website that includes all updated federal Acts and regulations. Updated on a biweekly basis.

*LEGISinfo* - [http://www.parl.gc.ca/LegisInfo](http://www.parl.gc.ca/LegisInfo)
Provides information on legislation before Parliament such as the text of the bill, major speeches at second reading, government press releases etc.

Reports

*Parliamentary Budget Officer* - [www.pbo-dpb.gc.ca](http://www.pbo-dpb.gc.ca)
Provides independent analysis to Parliament on the nation’s finances, trends in the Canadian economy, and issues cost estimate reports on any Parliament proposal when requested by a committee or Member of Parliament.

*Library of Parliament* -
Non-partisan research publications that provide analysis to parliamentarians, parliamentary committees and parliamentary associations on current and emerging key issues, legislation and major public policy topics.
APPENDIX: U.S. STATE AND CANADIAN PROVINCIAL LEGISLATIVE WEBSITES
U.S. State and Canadian Provincial Legislative Websites

U.S. State Legislative Websites

**Alabama**
Alabama Legislature website
- The Alabama Legislative Information System Online (*ALISON*) links to the status of bills and text, the Code of Alabama, and more
- Look up specific bills here
- Members of the House and Senate and their committees

**Alaska**
Alaska State Legislature website
- Create a “Bill Tracking Management Facility” account to track bills
- Use the “BASIS” system to look up specific bills
- Members of the House and Senate and their committees

**Arizona**
Arizona State Legislature website
- Use the Arizona Legislative Information System (*ALIS*) to track bills, you will need to set up a free account
- Archive of bills
- Members of the House and Senate and their committees

**Arkansas**
Arkansas State Legislature website
- Find a specific bill
- Members of the House and Senate and their committees

**California**
California State Legislature website
- Archive of bills
- Members of the Assembly and Senate
- Committees in the Assembly and Senate

**Colorado**
Colorado General Assembly website
- Search for specific bills
- Contact information and Committees for members of both the House and Senate

**Connecticut**
Connecticut General Assembly website
- Search for specific bills
- Members of the House and Senate and their committees
Delaware
Delaware General Assembly website
- Search or browse for bills
- Members of the House and Senate
- Committees in the House and Senate

District of Columbia
Council of the District of Columbia website
- Use “LIMS” to find bills and other legislation
- Council members and their committees

Florida
Florida Legislature website
- Search bills in the Senate and in the House. On the House website, there is a bill tracker on the right side
- Members of the House and Senate
- Committees in the House and Senate

Georgia
Georgia General Assembly website
- Search for bills
- Members of the House and Senate
- Committees in the House and Senate

Hawaii
Hawaii State Legislature website
- Search for bills on the main page on the right hand side
- Members of the House and Senate
- Committees in the House and Senate

Idaho
Idaho Legislature website
- Create a “My Bill Tracker” account to log in and track bills. Use the manual for more information
- Members of the House and Senate and their committees

Illinois
Illinois General Assembly website
- An index of bills and resolutions can be found
- Members of the House and Senate
- Committees in the House and Senate
Indiana
Indiana General Assembly website
- Search for specific bills
- Find Democratic Senators and Representatives
- Find Republican Senators and Representatives
- House and Senate committees

Iowa
Iowa Legislature website
- Find bills or use the “BillBook” bill tracking system
- Members of the House and Senate and their committees

Kansas
Kansas Legislature website
- Index of bills
- Members of the House and Senate and their committees

Kentucky
Kentucky Legislature website
- Search for bills
- Members of the House and Senate and their committees

Louisiana
Louisiana State Legislature website
- Search for bills
- Members of the House and Senate
- Committees in the House and Senate

Maine
Maine State Legislature website
- Search for bills
- Members of the House and Senate
- Committees in the House and Senate

Maryland
General Assembly of Maryland website
- Search for bills
- Sing up for the tracker system
- Roster for both the House and Senate and their committees
Massachusetts
General Court of the Commonwealth of Massachusetts [website](https://www.malegislature.gov)
- Search for specific bills
- To track bills, sign up for the “MyLegislature” service found in the upper right hand corner of the main website
- Members of the House and Senate and their committees

Michigan
Michigan Legislature [website](https://www.legislature.mi.gov)
- Search for bills
- Register to the website to track bills and other legislative actions
- Roster for both the House and Senate and their committees

Minnesota
Minnesota State Legislature [website](https://www.mnleg.gov)
- Search for bills in the House or Senate
- Sign up for “MyBills” to track legislation as it moves through the legislature
- Members of the House and Senate and their committees

Mississippi
Minnesota Legislature [website](https://www.mslegislature.org)
- Search for bills on the left hand side of the main website
- Members of the House and Senate
- Committees for the House and Senate

Missouri
Missouri General Assembly [website](https://www.legislature.mo.gov)
- Search for specific bills
- Sign up for the “Bill Reporting System” to track legislation
- Members of the House and Senate
- Committees for the House and Senate

Montana
Montana Legislature [website](https://leg.mt.gov)
- Find bills and use the “LAWS” system to track them
- Members of the House and Senate and their committees

Nebraska
Nebraska Legislature [website](https://www.nebraskalegislature.gov)
- Search bills and resolutions
- Members of the Senate (Nebraska is unicameral so only one house).
- The committees and committee members

TWS Policy Toolkit Appendix
Nevada
Nevada Legislature website
- Use the “NELIS” system to find bills and other legislature
- Sign up for the “Personalized Legislative Tracking” system to track bills
- Members of the Assembly and Senate
- Committees for the Assembly (on the right hand side of the page) and Senate

New Hampshire
New Hampshire General Court website
- Search for specific bills
- Members of the House and Senate
- Committees for the House and Senate

New Jersey
New Jersey Legislature website
- Search for bills on the main site on the right hand side
- Create a bill subscription service account to track bills
- Roster of Senators and Assemblymen by district
- Committees for the Senate and Assembly

New Mexico
New Mexico Legislature website
- Find legislation and register for the “My Roundhouse” tracking service
- Members of the House and Senate and their committees

New York
New York State Assembly and Senate websites
- Find bills in the Assembly and the Senate
- Members of the Assembly and Senate
- Committees for the Assembly and Senate

North Carolina
North Carolina General Assembly website
- Find bills and other legislation
- Members of the House and Senate
- Committees for the House and Senate

North Dakota
North Dakota Legislative Assembly website
- Search for bill at the top right corner of the main site
- Subscribe to the RSS feed to track bills and other legislation
- Members of the House and Senate by district
- House and Senate committees
Ohio
Ohio General Assembly [website]
- Search for bills and more detailed bill information at the Legislative Service Commission (LSC) website. Look up more information about the LSC
- Members of the House and Senate
- Committees in the House and Senate

Oklahoma
Oklahoma State Legislature [website]
- Find specific bills or browse by subject
- Sign up for the “Legislative Electronic Notification System” (LENS) to track bills
- Members of the House and Senate
- Committees in the House and Senate

Oregon
Oregon State Legislature [website]
- Use the Oregon Legislative Information System (OLIS) to find bills
- Members of the House and Senate and their committees

Pennsylvania
Pennsylvania General Assembly [website]
- Search for bills
- Members of the House and Senate
- Committees in the House and Senate

Rhode Island
State of Rhode Island General Assembly [website]
- Search for bills and other legislation
- Members of the House and Senate and their committees

South Carolina
South Carolina Legislature [website]
- Search for legislation and sign up for the “Legislative Information Tracking System” to track bills and other legislation
- Members of the House and Senate can be found and their committees

South Dakota
South Dakota Legislature [website]
- Search for bills on the upper right hand corner of the main page
- Create an “E-Subscribe” account to track bills
- Members of the House and Senate
- Committees in the House and Senate (See the menu on the left side)
Tennessee
Tennessee General Assembly website
- Search for bills and register for “My Bills” to track legislation
- Members of the House and Senate and their committees

Texas
Texas Legislature website
- Search for bills and sign up for “MyTLO” to track bills
- Members of the House and Senate
- Committees in the House and Senate

Utah
Utah State Legislature website
- Search for bills at the top of the main page and use the tracking service
- Members of the House and Senate and their committees

Vermont
Vermont State Legislature website
- Search for bills
- Members of the House and Senate
- Committees in the House and Senate

Virginia
Virginia General Assembly website
- Search for bills through the “LIS” system
- Members of the House and Senate
- Committees in the House and Senate

Washington
Washington State Legislature website
- Search for bills
- Subscribe to track legislative activities
- Members of the House and Senate
- Committees in the House and Senate

West Virginia
West Virginia Legislature website
- Search for bills and sign up for bill tracking
- Members of the House and Senate
- Committees in the House and Senate
Wisconsin
Wisconsin State Legislature [website]
  - Search for bills and subscribe to updates
  - Members of the Assembly and Senate
  - Committees in the Assembly and Senate

Wyoming
Wyoming Legislature [website]
  - Search for bills
  - Members of the House and Senate and their committees

Canadian Province Legislative Websites

Alberta
Legislative Assembly of Alberta [website]
  - Search for bills
  - Find members of the Assembly and committees

British Columbia
Legislative Assembly of British Columbia [website]
  - Search for bills
  - Find members of the Assembly and committees

Manitoba
Legislative Assembly of Manitoba [website]
  - Search for bills
  - Find members of the Assembly and committees

New Brunswick
Legislative Assembly of New Brunswick [website]
  - Browse for bills
  - Find members of the Assembly and committees

Newfoundland and Labrador
House Assembly of Newfoundland and Labrador [website]
  - Browse for bills
  - Find members of the Assembly and committees

Nova Scotia
The Nova Scotia Legislature [website]
  - Browse for bills
  - Find members of the Assembly and committees
Ontario
Legislative Assembly of Ontario [website]
- [Browse] for bills
- Find members of the [Assembly] and [committees]

Prince Edward Island
Legislative Assembly of Prince Edward Island [website]
- [Browse] for bills
- Find members of the [Assembly] and [committees]

Quebec
Assemblée nationale du Québec [website]
- [Search] for bills
- Find members of the [Assembly] and [committees]

Saskatchewan
Legislative Assembly of Saskatchewan [website]
- [Browse] for bills
- Find members of the [Assembly] and [committees]