A Marketing Assets Inventory for the North American Waterfowl Management Plan

Produced by

DJCase
& associates

For

ASSOCIATION of
FISH & WILDLIFE
AGENCIES

North American Waterfowl
Management Plan
Plan nord-américain de
gestion de la sauvagine
Plan de Manejo de Aves
Acuáticas de Norteamérica

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Introduction

Since its inception in 1986, the North American Waterfowl Management Plan (NAWMP) has grown into one of the world's most successful conservation initiatives by:

- developing what is today a series of independent, locally-directed, public/private migratory bird conservation partnerships spanning the continent;

- recognizing the inextricable link between healthy economies, healthy wildlife, and wetland resources;

- adopting a relentless quest to improve the science and drive innovation in voluntary, incentive-based conservation actions; and

- embracing collaboration.

Yet, there are serious concerns about the status of wetland habitats, waterfowl, and other wildlife that depend on them for survival. In 2020, the NAWMP Plan Committee endorsed a NAWMP Communication Strategy that identified four key issues:

1. decreased financial support for Joint Ventures and NAWMP infrastructure;

2. concerns expressed in relevant reports regarding insufficient communications about NAWMP;

3. political challenges resulting from lack of understanding about NAWMP that exists at all levels—from government leaders to duck hunters; and

4. the looming declines in waterfowl populations.

On January 25, 2022, DJ Case & Associates (DJ Case) was contracted by the Association of Fish and Wildlife Agencies (AFWA) to conduct a Marketing Assets Identification project to be used as a foundation for building out and implementing the Communication Strategy. The project will result in two key deliverables from DJ Case:

- A comprehensive electronic inventory of existing marketing assets for the North American Waterfowl Management Plan (NAWMP) such as print materials, social media content, website content, research, data, schematics, flow charts, notes, text, graphics, video, editorial content, and the like used in connection with past or proposed marketing and communication campaigns.

- Product requirement definitions, prototype specifications (brand guide), and recommendations for development of new marketing assets.

This document represents the final project deliverables from DJ Case.

Methods

An inventory of digital marketing assets can broadly be described as a systematic way of collecting and synthesizing existing products. This inventory creates a foundation for development and advancement of NAWMP marketing and communication strategies. In addition to synthesizing existing products, it provides an overview of communication objectives and target audiences, uncovering gaps and areas in need of more communication. To accomplish this, an overall review approach was laid out for identifying relevant digital assets. This included selecting relevant websites, identifying search terms, and deciding on inclusion and exclusion criteria. Descriptive statistics and qualitative assessment of identified assets are used where appropriate.

DJ Case used a multi-step search process to conduct the inventory review. We focused our efforts on assets that were created since 2017. Since the NAWMP has undergone multiple updates since its original adoption, we wanted to make sure identified assets were relevant to the most recent plan version, which was updated in 2018. Narrowing the time frame of our search also focused our efforts on the assets most likely to reflect contemporary marketing strategies. First, websites for NAWMP primary partners and supporters were identified. This served two purposes. By focusing on sites believed most likely to have NAWMP marketing assets, we were able to search for assets more efficiently and refine our search parameters on a smaller sample prior to broadening the search. Not surprisingly, initial Internet searches yielded many results; therefore, a protocol was established to identify which results were relevant. Inclusion criteria for the review was guided by two elements: apparent target audience and relation to broad NAWMP communications objectives. To be included in the inventory, upon initial review, an asset must appear to target either government decision makers (i.e., Agency Directors, Legislators, or other leadership) or decision-maker influencers (i.e., waterfowl hunters, birder/wildlife/wetland conservation community, outdoor recreationists, private landowners). We used four broad NAWMP communication objectives (synthesized from the NAWMP Communications Strategy) to also determine message relevancy:

1. Audiences think NAWMP is a valuable investment;

2. Audiences think healthy wetlands and waterfowl rely on NAWMP funding;

3. Audiences feel that through NAWMP, they are part of the solution to waterfowl/wetland conservation issues; and

4. Audiences engage and actively support the NAWMP enterprise.

Since NAWMP is not an entity unto itself (it's a plan, not a corporation or formal organization), search terms were used to help identify appropriate marketing assets. The terms selected are based on words and concepts that are directly related to the project's objectives. Given the broad nature of concepts commonly identified with NAWMP (i.e., bird conservation, wetland conservation, waterfowl conservation, etc.), initial searches yielded numerous results that were not relevant to the NAWMP communication objectives.

Search terms were further refined using Boolean operators for the Internet searches. These are words or symbols used as conjunctions to combine or exclude keywords in a search. Using these operators (i.e., AND, OR, NOT, etc.), we are able to focus our search on the results that will be most relevant to the project. When websites did not have a built-in search function, we used Boolean operators in Google Advanced Search to focus our search terms on a specific site. In addition to searching targeted websites, we also used Boolean operators to search for assets more broadly on the Internet using Google Advanced Search and for assets on social media platforms via social listening tools. We restricted our Boolean search parameters to a date range of any time after December 31, 2016. In addition, we verified the production date of all assets we reviewed to ensure they were produced during the period of 2017 to current. As a result, any assets produced prior to 2017 are not listed in the inventory.

When a link was selected for review, we opened the link to the possible asset and reviewed its content (messaging, keyword inclusion, etc.) to determine if it was a useful asset or not. To assist with data collection, organization, and initial evaluation, we used a Google Form to catalog asset location, initial inclusion/exclusion of results, and initial subjective evaluation of products' usefulness. Google Forms provided an easy-to-use interface, allowed real-time collaboration, and behind the scenes dataset compilation via Google Sheets (which can be exported in several different formats). To ensure quality and reliability of the data collected, we used a team of 4 DJ Case staff familiar with the NAWMP enterprise to perform initial searches and asset assessments.

DJ Case engaged a group of key NAWMP influencers via Zoom to review a presentation of the inventory project results to:

1. Identify gaps; and

2. Discuss the insights and implications for marketing and communications efforts.

Individuals who participated in the Zoom call were also offered the opportunity to review the draft deliverables and provide comments via email. Feedback was reviewed and incorporated, as appropriate, into the inventory and report.

Comprehensive Inventory

Several search methods were employed - direct searches, Boolean searches, and social media, as outlined in further detail:

Direct Searches

A total of 117 websites were selected for direct searching. These included federal agencies, state and provincial agencies, non-governmental organizations, joint ventures, and flyways. Sites were reviewed and collected from the United States, Canada, and Mexico. Terms used to search these websites included: NAWMP, North American Waterfowl Management Plan, NAWCA, and North American Wetlands Conservation Act. While the USFWS website was inventoried for possible content, it should be noted that the FWS.gov website was recently overhauled and relaunched. Subsequently, much of the previously available content for the Migratory Bird Program and NAWMP is missing until it's added back onto the new FWS.gov site by Migratory Bird Program staff.

Boolean Searches

In addition to the direct searches of websites, a Boolean search using Google Search returned 1,140 results for the following search criteria: After:2016 12 31 "North American waterfowl management plan". We used the search engine to sort the most relevant results and viewed 140 of the entries; therefore, some entries were not reviewed because they were judged very similar to the 140 reviewed. Most entries found using this search method were duplicative of the results from our direct search of websites. A Google search using the term "North American Wetlands Conservation Act" was also performed and resulted in similar relevant results along with results related to wetland conservation more broadly.

Social Media Searches

Finally, we used Boolean searches to repeat searches for NAWMP or North American Waterfowl Management Plan on social media sites (using keywords and/or hashtags). While this search yielded a handful of social media posts, we also employed a more robust search using social listening tools to identify additional social media posts as well as relevant hashtag use. Social media listening tools allow us to build an understanding of how audiences think about the NAWMP brand by analyzing what is said on social media channels. Using social listening tools, we searched for mentions and conversations related to the NAWMP brand. Social media listening goes beyond just counting the number of times the NAWMP brand is mentioned by employing sentiment analysis to better understand how audiences feel about the brand.

There are two different ways to search for posts during a social listening query. The first is to select posts based on content. Content queries look for posts that contain the topic within the actual content of the post. The second is to select posts based on the author of the post. This type of query looks for posts about the topic based on the entity posting it. We use both types of queries to see what social media assets may be found. Some of the information that can be collected via social listening are information regarding authors of posts based on self-reported information in social media profiles, textual analysis of post content, and use of hashtags. This helps create relevant content that is more discoverable in on-platform searches and effectively reach more people.

Initial social listening searches produced several thousand returns, with many being less relevant. The social listening search was refined using Boolean exclusion parameters to remove unrelated posts. Unlike the searches performed via Google Advanced Search, the social media listening searches were limited to within the past 3 years due to search tool limitations. In searches for NAWMP or North American Waterfowl Management Plan, a total of 43 posts were identified from April 2019 to April 2022.

Asset Inventory

The current [NAWMP Marketing Assets Inventory](#) contains 227 links to NAWMP related assets, with 73 percent of these links being considered relevant to NAWMP messaging. Only a small number (less than 5 percent of the "considered relevant" links), however, are directly related to the NAWMP brand or promotional/marketing materials and are identified as such in the online database. All other assets are supportive assets. As supportive assets, these resources refer to NAWMP, but that reference is secondary to the assets' primary messages or objective. Another distinction made between identifying a resource as directly related or supportive was whether the resource was persuasive in nature, intending to change attitudes or behaviors, or simply providing information. Resources focused solely on providing information, an important and necessary but not sufficient ingredient for behavioral change, were classified as supportive assets.

It is important to note that the selection of assets chosen for inclusion in the inventory is not an exact science. Arguments can be made for including resources that were not included or conversely excluding resources that were included that would change the inventory composition.

Think, Feel, Do

Overall, messages related to what audiences *think* about NAWMP were most common (figure 1). The majority (81%) of assets were broadly related to audiences *think NAWMP is a valuable investment*, and 54 percent of assets related to *audiences think healthy wetlands and waterfowl rely on NAWMP funding*. Messaging relating broadly to what audiences feel and do regarding NAWMP were found less frequently with about 40 percent of messages being related to *audiences feel that through NAWMP they are part of the solution to waterfowl and wetland conservation issues*, and *audiences engage and actively support the NAWMP enterprise*.

Assets were evaluated based on the apparent target audience for the message (figure 2). The two audiences seemingly targeted most frequently were the conservation community (91%), followed by other leadership in government (70%). This is likely a reflection of most of these assets being found on agency and organization public-facing webpages, which are targeted to broad audiences. The next group of audiences in order of number of assets targeting them were waterfowl hunters, private landowners, and outdoor recreationists. Agency Directors and Legislators had the fewest assets seemingly targeted to them.
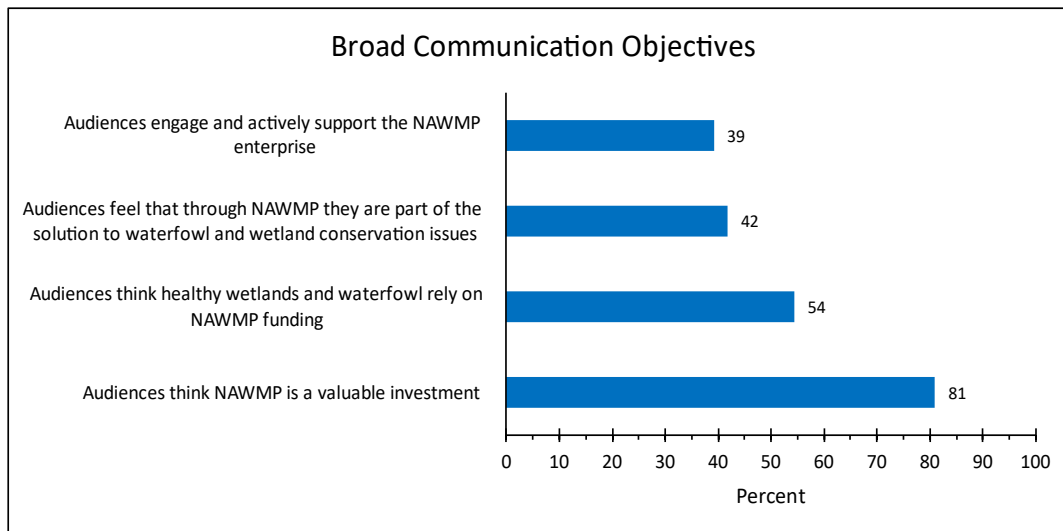

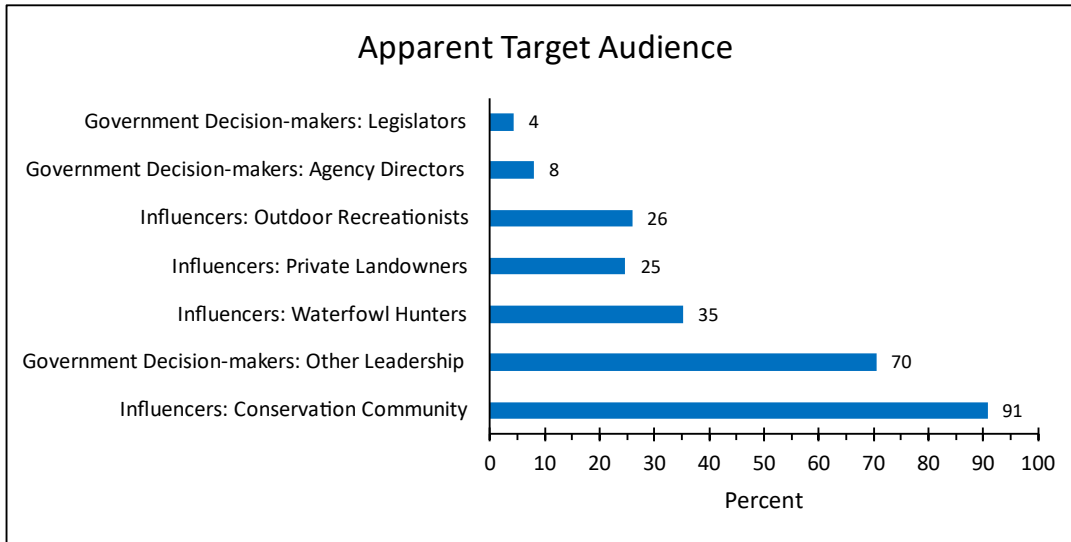**Figure 1: Communication objectives marketing assets appear related to**

Figure 2: Marketing asset apparent target audiences

While NAWMP is continental in scope, only about 16 percent of the assets identified pertain broadly to all 3 signatory countries (Canada, United States, and Mexico). Over three-quarters (79%) appeared to be specific to a single nation, and the remaining 5 percent pertained to efforts in 2 nations. Overall, 75 percent of identified assets were relevant to the United States, 45 percent were relevant to Canada, and 17 percent were relevant to Mexico (figure 3).
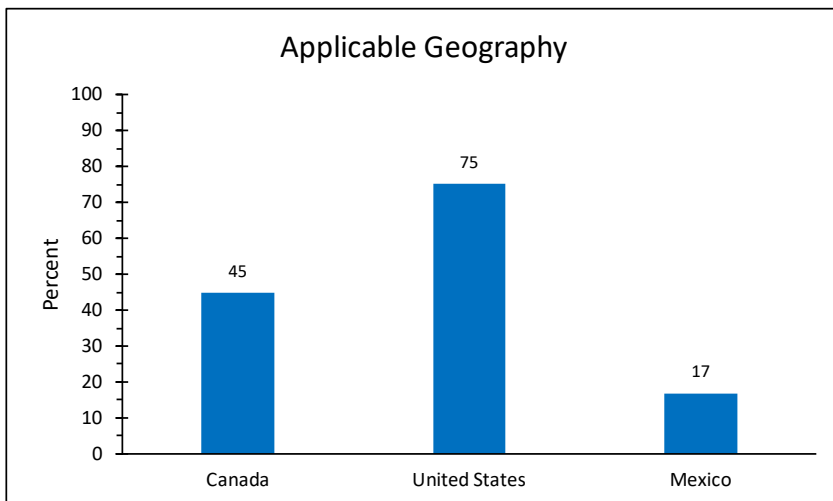

Figure 3: Geographic market of assets

In addition to evaluating the apparent audiences and message objectives, we also provide a subjective evaluation of each asset's usefulness for marketing NAWMP to the target audiences. Each inventoried asset was given a rating on a scale of 1 to 5 with 1 being *not at all useful* and 5 being *extremely useful*. Given that most of the assets are supportive and not directly marketing NAWMP, it is not surprising that the majority (57%) received a rating of 2 or 3. In many cases, these assets contained very brief references to NAWMP. More than one-third (43%) were rated as a 4 or 5 (figure 4).
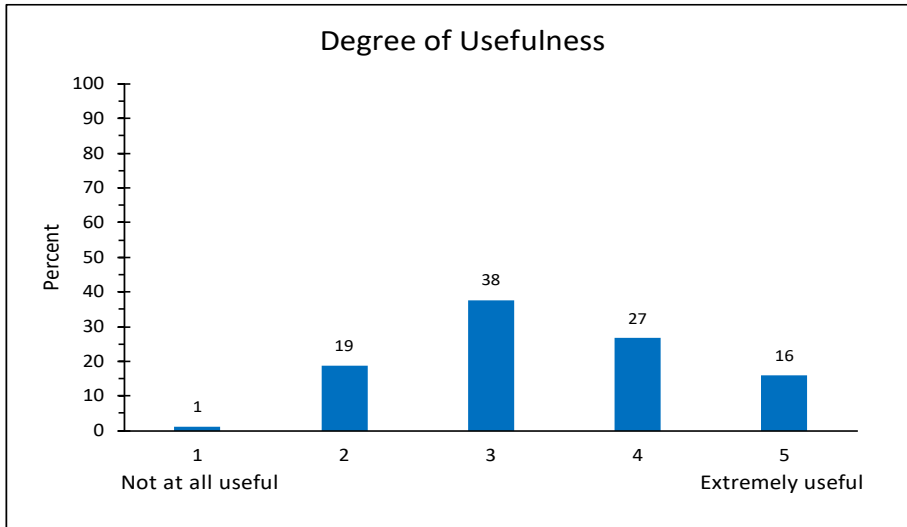
Degree of Usefulness

Figure showing a bar chart with Percent on the y-axis (0 to 100):
- 1 (Not at all useful): 1
- 2: 19
- 3: 38
- 4: 27
- 5 (Extremely useful): 16

Figure 4: Evaluation of asset usefulness for NAWMP marketing

Most of the assets (56%) consist of webpage content (figure 5). The next most common type identified were documents (31%), which were primarily research reports, annual progress reports, or reports of accomplishments. About 15 percent were images or videos, and about 6 percent consisted of traditional media such as magazines or news articles.
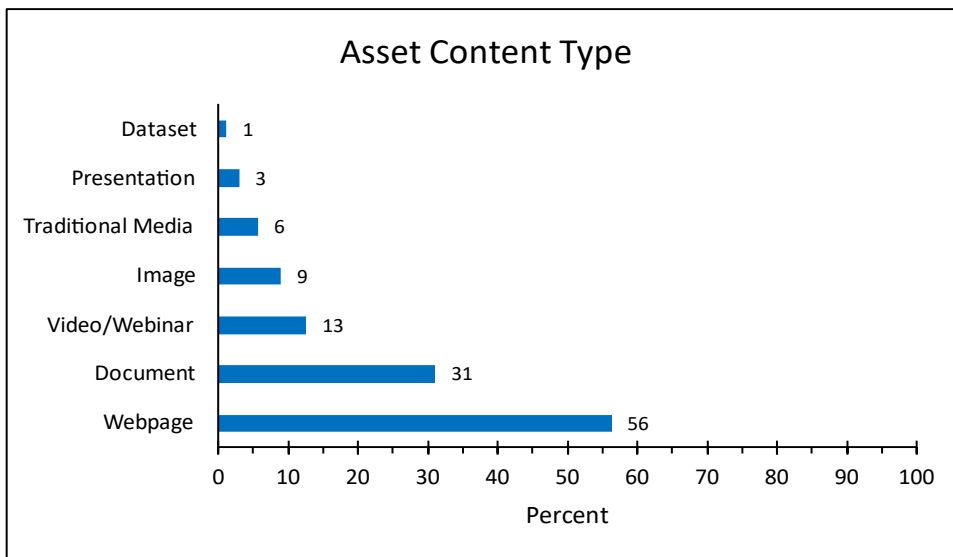
Asset Content Type

Figure showing a horizontal bar chart with Percent on the x-axis (0 to 100):
- Dataset: 1
- Presentation: 3
- Traditional Media: 6
- Image: 9
- Video/Webinar: 13
- Document: 31
- Webpage: 56

Figure 5: Asset content type description

Many people use social media. In the United States alone, about 75 percent of adults are on social media and use an average of 3 social media platforms. This means that at any given time, there are millions of conversations happening online. Social listening can help understand these conversations. The refined social listening efforts found 43 posts related to NAWMP or North American Waterfowl Plan between April 2019 and April 2022 (figure 6). About 14 percent of these posts were unrelated to NAWMP or were no longer accessible due to the author deleting post content. Nearly one-third (32%) were considered either directly related or supportive assets for NAWMP, and the remaining 54 percent were simply mentions.
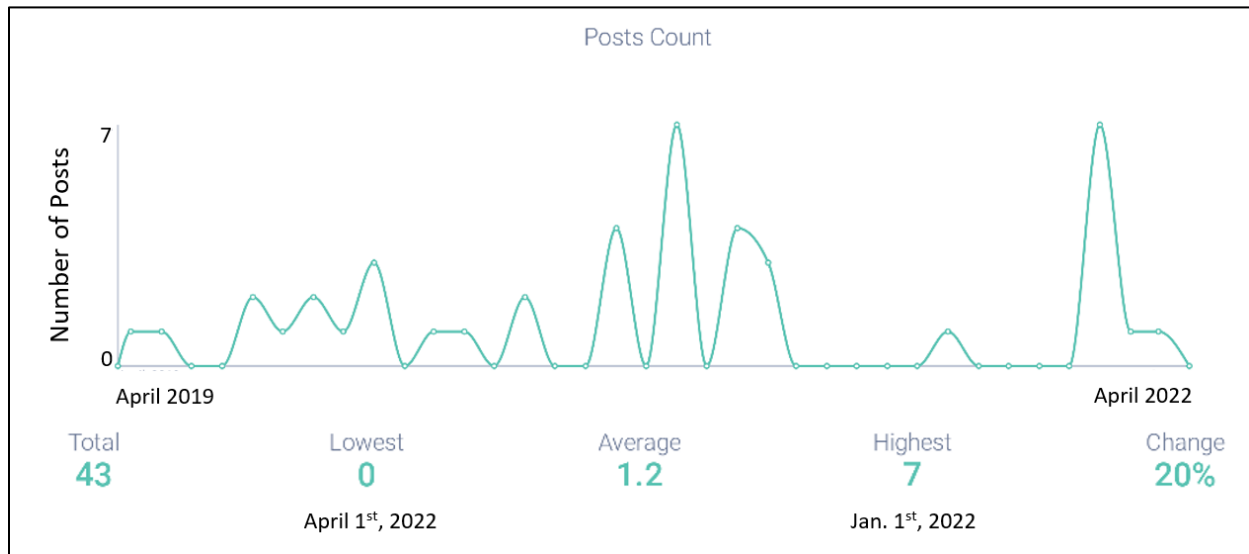
Figure 6: Social media post counts over time related to NAWMP, April 2019 to April 2022.

Of the 43 posts, 71 percent were on Twitter, 17 percent on Facebook, and 12 percent were uncategorized. Authors' posts related to NAWMP were overwhelmingly positive, with 85 percent of posts' sentiment categorized as positive and the remaining 15 percent as neutral in tone. Nearly one-third of the posts were shares/retweets of original posts. The country of origin for just over half (51%) of the NAWMP-related posts was Canada. About 20 percent of posts originated in the United States and there were no posts identified as originating in Mexico. The remaining posts did not have country information attached.

Figure 7 depicts a top line view of the words being used within the larger NAWMP conversation on social media. Based on the number of appearances in posts, the most used words were wetlands, conservation, habitat, and Canada. Other themes that appear through various words are funding, partnerships/collaborations, and duck species. Surprisingly, NAWMP does not appear in this top line view. Like the top line view of words in posts, figure 8 shows the most common hashtags applied to social media posts related to NAWMP. #WorldWetlandsDays and #wetlands were the most used hashtags in these posts, followed by #HumanDimensions and #Waterfowl. The hashtags #NAWMP or #NorthAmericanWaterfowlManagementPlan are not applied commonly enough to appear in top line view. A review of the identified posts show that most posts are related to a World Wetlands Day symposium, research done in collaboration with NAWMP's Human Dimensions Working Group, or links to videos about habitat conservation related to wetlands and waterfowl.
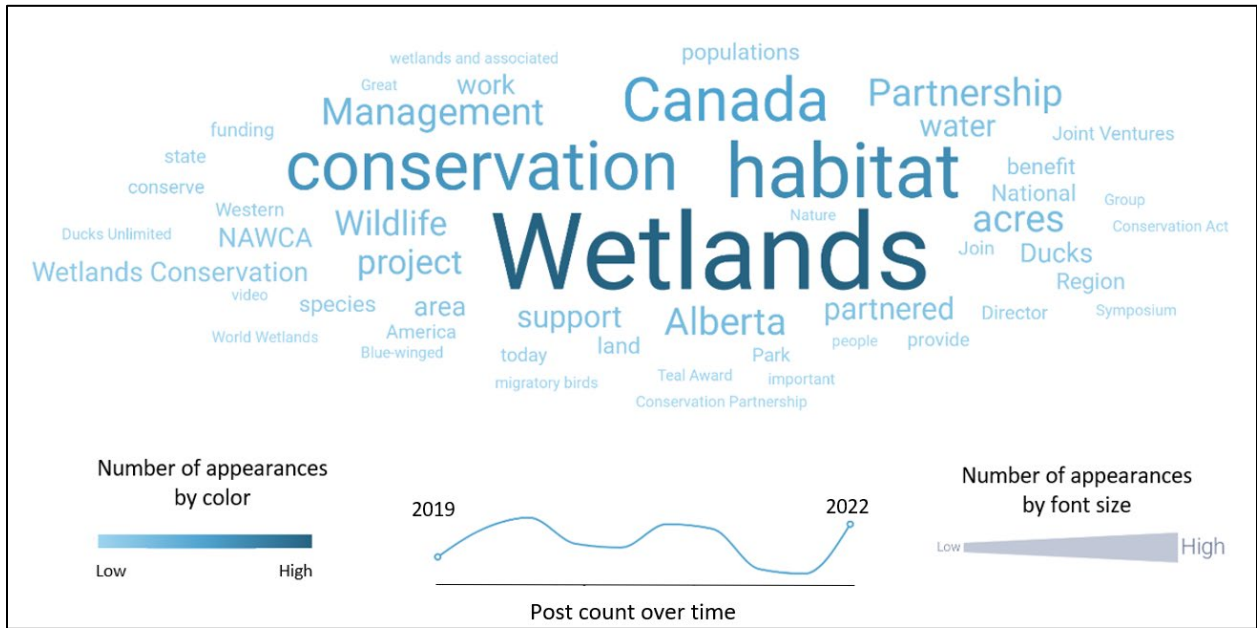
Figure 7: Most common words in NAWMP-related social media posts, April 2019 to April 2022 (visualization as output by Infegy social listening system).
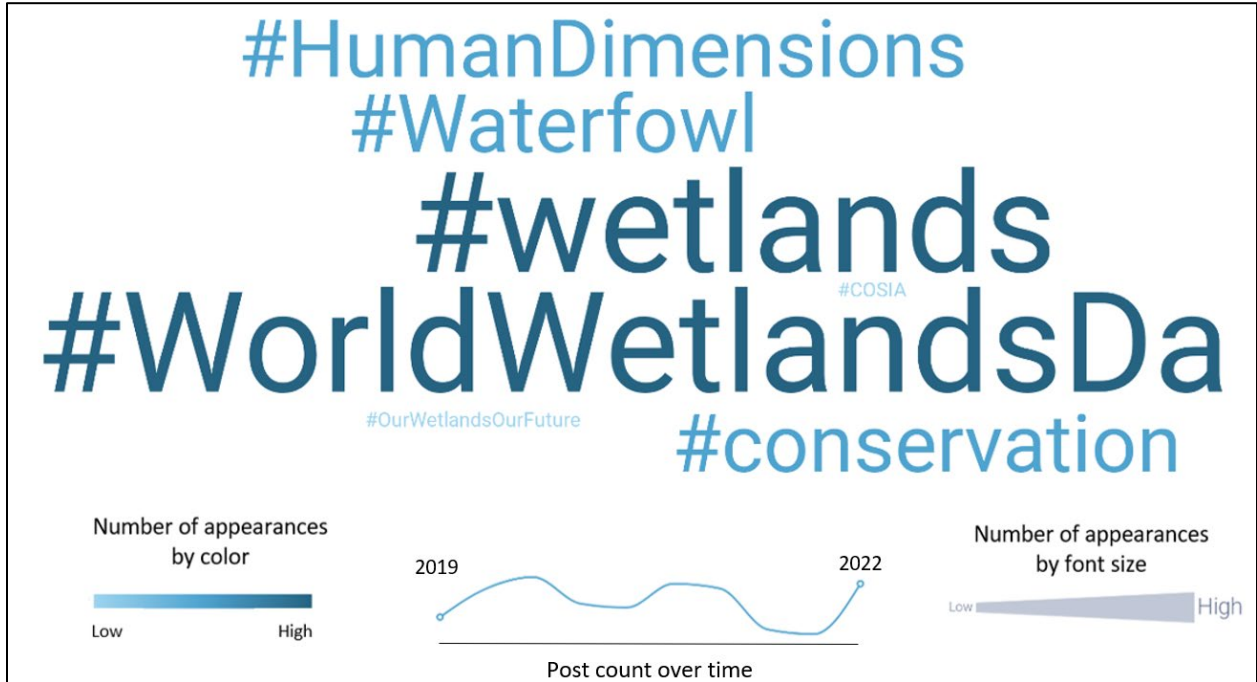

Figure 8: Most common hashtags in NAWMP-related social media posts, April 2019 to April 2022 (visualization as output by Infegy social listening system).

The current NAWMP logo/mark has been in use for over 20 years.

Since 2017, the logo has been used in a variety of ways – on websites, official reports or NAWMP Plans and Updates. The logo is used inconsistently across the different platforms or not at all:

- With or without the Plan name spelled out
- Single language or trilingual
- Name above or below the waterfowl silhouette
- Varying shades of blue
- With a maple leaf motif

For official reports and Plan Committee communiques, Plans/Updates to the NAWMP the trilingual version is consistently used. The element that shows up the most is the waterfowl/sun silhouette. Across websites and other sources/platforms, a simpler version is sometimes used with just the waterfowl silhouette and the NAWMP name spelled out. Most often, however, NAWMP is named or referenced in text only (for example – as a list of partners, but only typed out/listed in text and not the logo).

Implications and Recommendations

The primary objective of this effort was to identify existing marketing assets for the NAWMP enterprise. Most assets identified were informational in nature, used very little persuasive language, and were often limited to background information on the creation and adoption of NAWMP. Additionally, many of the assets' messaging regarding NAWMP is secondary to the assets' primary objectives. While key NAWMP influencers were engaged to ensure no vital assets were missed in the inventory, most of the search was done digitally. Some potential drawbacks to searching for digital assets via the Internet are 1) that you miss assets stored only offline; and 2) if websites are cached, then standard searches will not find these assets. While it is possible to search for cached sites using advanced Boolean search terms, target audiences are unlikely to use these types of searches. The following are insights and recommendations that surfaced during the inventory, which can inform efforts to develop a marketing strategy for NAWMP.

1. **Asset Ownership** – Most of the identified assets were not "owned" by NAWMP, which can make consistent messaging difficult. In many cases, messaging about NAWMP becomes secondary to the asset owners' primary goals. Developing assets "owned" by NAWMP that primarily focus on the NAWMP communications strategies is one approach the PC Communications Committee can consider ensuring consistent message content.

2. **Use of Social Media** – The NAWMP assets identified through social media channels were predominantly focused on events and products that mentioned NAWMP but didn't provide specific NAWMP messaging. The words used most often reflected concepts related to the enterprise but not the enterprise itself, and NAWMP related hashtags were used inconsistently and not frequently enough to appear in the top line view of hashtags. One tactic for social media is to promote a product or service in a way that a post spreads far and wide. Consistent and frequent use of hashtags can help facilitate the spread of a message. Additionally, hashtags are the easiest way to search for and find posts related to a specific topic on social media channels.

3. **Directly Related to NAWMP** – Very little (less than 10 percent) of the results were marketing assets directly messaging about NAWMP. Most were promoting other topics with mentions/links to NAWMP, historical background on NAWMP, or NAWMP as a partner in their work.

4. **Visualizations** – Graphic representations of relationships and messages are lacking in current marketing assets. Creation of visual depictions of the relationships and entities that make up the NAWMP enterprise can be a way to help further understanding about NAWMP at all levels, from government leaders to citizens.

5. **Match Audiences, Objectives, Strategy and Tactics –** "Marketing Assets" (or tactics) that one typically thinks of (websites, social media, video productions) may be relatively unimportant communications tactics given the primary target audience of "Agency Directors" and "Leadership." Instead, persuasive communications with those target audiences are likely to be achieved through face-to-face/small group discussions they have with their peers (at AFWA, MAFWA, etc.), agency management teams, trusted advisors, and representatives from key constituencies. Tactics should emerge from and connect to a clear articulation of the target audiences, objectives, strategies, and key messages.

6. **Give "Credit," or Not** – Considerable success in the waterfowl management field and migratory bird conservation arena can be traced back to concepts, decisions, and/or resources that came out of the NAWMP enterprise. Yet, current decision-makers and influencers may be largely unaware of those connections. As straightforward as it might seem, claiming credit too aggressively or at the perceived expense of current programs or partners may be counterproductive. Conversely, it is important to make sure that players within the bird conservation community recognize and appreciate the NAWMP role…and the benefits of that connection. Communications strategies, messages, and products must account for and reflect these subtleties.

7. **Collaborative Competition** – As the Communications campaign is developed, be clear-headed about the classic business assumption of competition. Most "traditional" marketing (rightfully) emphasizes how one product or company is positioned against its competitors. This emphasis does not translate directly to the collaborative model imbedded in the NAWMP enterprise. Be careful of indirectly framing competition as between hunters and birders or waterfowl and declining bird populations. Instead, consider framing the argument for NAWMP/Bird Conservation as just as important as other public service/societal issues. NAWMP/Bird Conservation is a tight knit enterprise of interests, organizations, and government programs. Building on the strength of the NAWMP enterprise, the marketing challenge is how to grow the enterprise (make it bigger, faster, strong, more efficient, more effective) in equitable ways that are synergistic rather than competitive.

8. **The 2023 Update Opportunity** – The PC has said the 2023 NAWMP Update will be "A revitalized update that would return NAWMP to the forefront of partners' various planning processes, update content within the plan, and act as a communications initiative to a large audience." Further development and implementation of the NAWMP Communications/Marketing Strategy should be harmonized and coordinated with the 2023 NAWMP update process and subsequent roll-out.

9. **Articulate the Business Model** – The waterfowl and wetlands conservation strategy captured in the 2018 Update of the NAWMP is embedded within a broader waterfowl conservation enterprise which, in turn, is embedded in a migratory bird conservation enterprise which is embedded in a nature conservation enterprise. Of course, these "enterprises" overlap with each other and are intertwined with human societies at various scales within the three countries. Achieving conservation objectives are influenced by a myriad of issues from global food demands to species' habitat needs and human cultural norms at the local/community level. A clear articulation of the "business model" for how these enterprises fit together and interact (or should) would be useful and be the foundation on which a robust communications/marketing strategy should be built. The recommendations listed above are all influenced by that business model.

10. **Brand Guide** – An effective marketing strategy (and associated campaign(s)) must include consistent, targeted use of not only the messages to be communicated but the name(s), tag line/slogan(s), visual identity (colors, typography, size, imagery) and guidelines for how, when and by whom each of these elements can and should be used. All of this combined is the "Brand Guide." Thus far, NAWMP has lacked a proper Brand Guide, however a Brand Guide should be developed once the Marketing Strategy has been determined. The Implications and Recommendations listed above, especially number 9, will need to be addressed first and will have important ramifications for the specifics to be articulated in the Brand Guide.

Appendix A: Targeted Website Search List

Alabama	https://www.outdooralabama.com/
Alaska	https://www.adfg.alaska.gov/
Arizona	https://www.azgfd.com/
Arkansas	https://www.agfc.com/en/
California	https://wildlife.ca.gov/
Colorado	https://cpw.state.co.us/
Connecticut	https://portal.ct.gov/DEEP/Wildlife/Wildlife-in-Connecticut
Delaware	https://dnrec.alpha.delaware.gov/fish-wildlife/
Florida	https://myfwc.com/
Georgia	https://georgiawildlife.com/
Hawaii	https://dlnr.hawaii.gov/dofaw/
Idaho	https://idfg.idaho.gov/
Illinois	https://www2.illinois.gov/dnr/Pages/default.aspx
Indiana	https://www.in.gov/dnr/fish-and-wildlife/
Iowa	https://www.iowadnr.gov/
Kansas	https://ksoutdoors.com/
Kentucky	https://fw.ky.gov/Pages/default.aspx
Louisiana	https://www.wlf.louisiana.gov/
Maine	https://www.maine.gov/ifw/
Maryland	https://dnr.maryland.gov/wildlife/Pages/default.aspx
Massachusetts	https://www.mass.gov/orgs/department-of-fish-and-game
Michigan	https://www.michigan.gov/dnr
Minnesota	https://www.dnr.state.mn.us/fishwildlife/index.html
Mississippi	https://www.mdwfp.com/
Missouri	https://mdc.mo.gov/
Montana	https://fwp.mt.gov/
Nebraska	http://outdoornebraska.gov/conservation/
Nevada	https://www.ndow.org/#
New Hampshire	https://www.wildlife.state.nh.us/
New Jersey	https://www.nj.gov/dep/fgw/index.htm
New Mexico	https://www.wildlife.state.nm.us/
New York	https://www.dec.ny.gov/23.html
North Carolina	https://www.ncwildlife.org/
North Dakota	https://gf.nd.gov/
Ohio	https://ohiodnr.gov/discover-and-learn/safety-conservation/about-odnr/wildlife/wildlife
Oklahoma	https://www.wildlifedepartment.com/
Oregon	https://myodfw.com/ ; https://www.dfw.state.or.us/

Pennsylvania	https://www.pgc.pa.gov/Pages/default.aspx
Rhode Island	http://www.dem.ri.gov/programs/fish-wildlife/
South Carolina	https://www.dnr.sc.gov/
South Dakota	https://gfp.sd.gov/
Tennessee	https://www.tn.gov/twra.html
Texas	https://tpwd.texas.gov/
Utah	https://wildlife.utah.gov/
Vermont	https://vtfishandwildlife.com/
Virginia	https://dwr.virginia.gov/
Washington	https://wdfw.wa.gov/
West Virginia	https://wvdnr.gov/
Wisconsin	https://dnr.wisconsin.gov/about/divisions/FishWildlifeParks
Wyoming	https://wgfd.wyo.gov/
Alberta	https://www.alberta.ca/fish-wildlife.aspx
British Columbia	https://www.env.gov.bc.ca/fw/
Manitoba	https://gov.mb.ca/fish-wildlife/index.html
New Brunswick	https://www2.gnb.ca/content/gnb/en/departments/erd/natural_resources.html
Newfoundland + Labrador	https://www.gov.nl.ca/ffa/wildlife/
Nova Scotia	https://novascotia.ca/natr/wildlife/
Ontario	https://www.ontario.ca/page/ministry-northern-development-mines-natural-resources-forestry
Prince Edward Island	https://www.princeedwardisland.ca/en/topic/fish-and-wildlife
Quebec	https://mffp.gouv.qc.ca/the-wildlife/wildlife-conservation/?lang=en
Saskatchewan	https://www.saskatchewan.ca/business/environmental-protection-and-sustainability/wildlife-and-conservation
CWS	https://nawmp.wetlandnetwork.ca/index.php
FWS	https://www.fws.gov/; https://www.fws.gov/partner/north-american-waterfowl-management-plan
USFS	https://www.fs.usda.gov/science-technology/fish-wildlife-plants
USDA/NRCS	https://www.nrcs.usda.gov/wps/portal/nrcs/main/national/plantsanimals/fishwildlife/
USACE	https://corpslakes.erdc.dren.mil/employees/nawaterfowl/nawaterfowl.cfm
AFWA	https://www.fishwildlife.org/
MAFWA	https://www.mafwa.org/
SEAFWA	https://seafwa.org/
WAFWA	https://wafwa.org/
NEAFWA	https://www.neafwa.org/
BLM	https://www.blem.gov
Audubon	https://www.audubon.org/

DU	https://www.ducks.org/
DUC	https://www.ducks.ca/
Delta Waterfowl	https://deltawaterfowl.org/
Max McGraw	https://mcgrawconservation.org/
Theodore Roosevelt Conservation Partnership	https://www.trcp.org/
American Bird Conservancy	https://abcbirds.org
Partners in Flight	https://partnersinflight.org/
NABCI	The Relevance of National Bird Conservation Policy - NABCI (nabci-us.org)
The Wildlife Society	https://wildlife.onlinelibrary.wiley.com/doi/10.1002/jwmg.21391
Cornell Lab of Ornithology	North American Waterfowl Management Plan | Land Trust Bird Conservation Initiative (cornell.edu)
DUMAC - DU Mexico	https://dumac.org/en/
NAWMP.org	https://nawmp.org/
NAWMP Canada	https://nawmp.wetlandnetwork.ca
NAWMP Alberta	https://abnawmp.ca
Other - Wikipedia	North American Waterfowl Management Plan - Wikipedia
The Nature Conservancy- US	https://www.nature.org/en-us/
The Nature Conservancy-Canada	https://www.natureunited.ca/
Mig Bird Joint Ventures	https://mbjv.org/
Black Duck	https://www.blackduckjv.org/
Sea Duck	https://seaduckjv.org/
JV8 Central Grasslands Conservation Initiative	http://jv8.org/
Northern Great Plains	https://ngpjv.org/
Oaks and Prairies	https://www.opjv.org/
Prairie Habitat	https://www.phjv.ca/
Prairie Pothole	https://ppjv.org/
Playa Lakes	https://pljv.org/
Rainwater Basin	https://www.rwbjv.org/
Rio Grande	https://rgjv.org/
Sonoran	https://sonoranjv.org/
JVs- Habitat and Species:	https://www.fws.gov/partner/migratory-bird-joint-ventures
Appalachian Mountains	https://amjv.org/
Atlantic Coast	https://acjv.org/
Central Hardwoods	https://www.chjv.org/
Central Valley	https://www.centralvalleyjointventure.org/
East Gulf Coastal Plain	https://egcpjv.org/
Gulf Coast	http://www.gcjv.org/
Intermountain West	https://iwjv.org/

Lower Mississippi	https://www.lmvjv.org/
Pacific Birds Habitat	https://pacificbirds.org/
San Francisco Bay	https://sfbayjv.org/
Upper Mississippi River/Great Lakes	https://umgljv.org/
Canadian Intermountain	https://cijv.ca/
Central	Central Flyway Council – Migratory Bird Management
Pacific	https://www.pacificflyway.gov/
Atlantic	
Mississippi	
FWS Flyway Overview	https://www.fws.gov/partner/migratory-bird-program-administrative-flyways

Appendix B: Boolean Search Terms

north american waterfowl management plan	51,600 results
north american wetlands conservation act	36,500 results
nawmp	19,900 results
nawca	89,500 results
after:2016 12 31 _north american waterfowl management plan_	1,140 results
after:2016 12 31 _north american wetlands conservation act_	1,190 results
after:2016 12 31 nawmp	653 results
after:2016 12 31 nawca	2,500 results
after:2016 12 31 nawmp site:www.facebook.com	1 result
after:2016 12 31 nawmp site:www.twitter.com	0 results