

About this Plan

The AIC Strategic Plan will be implemented through action items listed in this internal Action Plan. The Action Plan is intended to be a dynamic working document and a working copy of the action item table will be housed on the AIC Google Drive so that it is accessible to POCs and the Secretariat to update, as needed. Additionally, the will be formally updated on an annual basis during Fall AIC Meetings, with feedback and input from all POCs and guidance from the AIC Secretariat. Because the Action Plan is a working document it is maintained as separate from the Strategic Plan.

Each action item listed herein is linked to an AIC objective with the intent of helping to achieve that objective. Each action item requires inputs (e.g., POC or Secretariat time, resources); however they are not included in this Action Plan as they will be determined as the AIC undertakes that action item. The action items below are realistic, feasible, and achievable in the timeframe noted.

In order to gauge performance and measure the progress towards achieving the objectives and goals of the AIC Strategic Plan, each action item has a measurable output¹. Outputs can typically be measured quantitatively and be seen, touched, handled, or moved about (Figure 1).

Outcomes¹ are also listed in this plan to help tie outputs together towards achieving the goals set forth in the AIC Strategic Plan. Outcomes herein are changes in the knowledge or actions of the user or resource and typically more difficult, but not impossible, to measure (Figure 1).

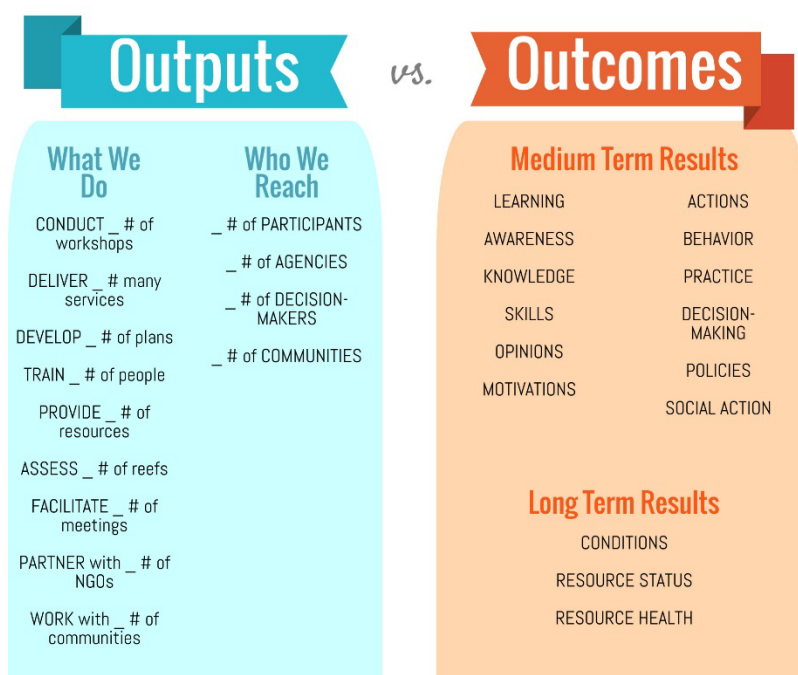


Figure 1. A visualization of outputs versus outcomes.

¹Definitions and descriptions from the NOAA National Centers for Coastal Ocean Science website at <http://coastalscience.noaa.gov/funding/recipient/outcomes>.

Actions, Outputs, and Outcomes

Components of the AIC Strategic Plan are listed below, including action items, outputs, and outcomes. These latter components should also be updated, along with the actions themselves, as needed throughout the 5-year implementation of the AIC Strategic Plan.

The Action Plan uses the following format:

- **Action Items:** Actions that will be undertaken/implemented between 2016 and 2020 to help achieve the objectives and goals of the AIC Strategic Plan.
- **Timeframe:** Timeframe and current status of the action item.
- **Lead:** Person who will lead and coordinate this action.
- **Status:** Color-coded current status of the action item. Updated on an as-needed basis.
- **Outputs (short-term outcomes):** Tangible results of actions that will be used to gauge performance and measure the progress towards achieving the objectives and goals of the AIC Strategic Plan.
- **Outcome (medium- and long-term):** Ties outputs together towards achieving the goals of the AIC Strategic Plan & vision.

AIC VISION

Thriving coral reef ecosystems, effectively managed to protect their cultural, ecological, social, and economic value for future generations.

AIC MISSION

To be a unified voice for the effective management of coral reef ecosystems in the U.S. and Freely Associated States.



Below is the Action Plan spreadsheet as of 9/20/16. Finalized at AIC Meeting on 9/18/16 in Guam.

#	Action Items Will be undertaken/implemented between 2015-2019 to help achieve the objectives and goals of the AIC Strategic Plan	Timeframe	Lead	Outputs Will be used to gauge performance and measure the progress towards achieving the objectives and goals of the AIC Strategic Plan	Outcomes Ties outputs together towards achieving the goals of the AIC Strategic Plan & vision
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Goal 1	Sufficient capacity to meet coral reef management needs in the AIC jurisdictions and Freely Associated States.	Dec-20	--	--	
Obj 1.1	At least every two years, the AIC will collaborate with partner(s) to build skills and training capacity within jurisdictions and FAS through a minimum of one new training opportunity.	Dec 2018, Dec 2020	ALL	--	
1.1.1	Partner with an entity that has the expertise and capability to offer skills training to jurisdictions of the AIC and make at least one event happen.	Ongoing; every 2 years	ALL	Partnership with at least 2 entities. Training opportunities to jurisdictions and FAS. - NOTE: Atlantic/Carib to think about other opps and groups that may be able to assist (e.g., CAMPAM, Ridge to Reef; bring to US locale)	Medium-term: Increased knowledge and skillset of jurisdiction and FAS coral reef management personnel. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from increased local capacity to manage coral reef resources.
1.1.2	Add institutions for capacity development support	ongoing	Bob	Support opportunities for students to obtain AS, BS, MS and Ph.D. degrees and return home - NOTE: AIC engaging to provide input in/to academia (e.g., course content and curriculum; making institutions responsive to jurisdictional needs)	- Students with both resource and management skills/knowledge

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1.1.3	Provide web access to appropriate educational materials for students, starting in K-12	ongoing	Wil/Kristine/ USCRTF Edu/Out WG	Prime the pipeline for college-bound students in the marine and environmental sciences - NOTES: AIC website to be hub - POCs compile info for TF Edu/Out WG (Kristine to facilitate and reach out to POCs) in time for next meeting	
Obj 1.2	By Dec. 2018, the AIC will work with USCRTF federal agencies to implement recommendations that address at least one cross-cutting outcome of the NOAA CRCP jurisdiction capacity assessments.	Dec 2018, Dec 2020	ALL		
1.2.1	Review cross-cutting national capacity gaps, results of the capacity assessment workshop (Sept. 2014), and POC feedback, and identify 1 priority capacity gap for AIC focus.	Dec-16	POCs	AIC priority capacity gap for AIC focus. - NOTE: CRCP needs to send out the summary document - Cross-cutting = all 7 jurisdictions; may depend on the summary results	Medium-term: Increased coral reef managment personnel capacity in the jurisdictions. Medium-term: Increased knowledge and skills of coral reef managment personnel in the jurisdictions. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from increased local capacity to manage coral reef resources.

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1.2.2	Discuss and come up with actions the AIC, jurisdictions/FAS, and USCRTF can feasibly undertake to begin addressing the AIC priority capacity gap.	Aug-17	POCs	List of AIC, jurisdictions/FAS, and USCRTF actions to address the AIC priority capacity gap.	
1.2.3	Begin moving forward on AIC actions to address AIC priority capacity gap.	Dec-17	ALL	AIC actions taken + results.	
1.2.4	Work with USCRTF to begin concertedly addressing that priority capacity gap across all 7 jurisdictions and FAS.	Feb-18	ALL	USCRTF actions taken + results.	
Obj 1.3	By Dec. 2020, the AIC will work with partners to establish and secure at least one capacity-building program (e.g., Coral Reef Management Fellowship Program, Sunia Internship Program).	Dec-20	ALL		

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1.3.1	Identify which capacity-building program to focus on.	Dec-16	POCs to Secretariat	AIC capacity-building program focus. - NOTES: Coral Fellowship Program as AIC focus	Medium-term: Sustained funding for a capacity-building program for coral reef management in the jurisdictions and FAS. Medium-term: Increased coral reef management capacity in the jurisdictions and FAS. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from increased local capacity to manage coral reef resources.
1.3.2	Develop a strategy to sustainably fund the capacity-building program.	Dec-17	Secretariat	Sustainable funding strategy for the Coral Reef Management Fellowship Program. - NOTES: Insular areas to speak with Esther Kiaaina - Internal AIC convo re: \$ commitment for future years - NOVA can accept \$ from various other federal agencies; on a term contract - Need to look at other funding options; need to explore NFWF more	

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1.3.3	Implement the strategy to sustainably fund the capacity-building program	Aug-18	ALL	AIC actions taken + results.	
Goal 2	Adequate and sustained funding for coral reef ecosystem management priorities in the AIC jurisdictions and Freely Associated States.	Dec-20	--	--	
Obj 2.1	During each Winter USCRTF meeting in Washington D.C., all POCs will meet and brief their respective Congressional representative on AIC priorities, successes, and main issue areas.	Every Feb USCRTF Meeting	ALL		
2.1.1	AIC Secretariat Executive director should compile and maintain an updated list of all jurisdictional congressional representatives, including contact information.	Ongoing	Sec ED	Maintained list of all jurisdictional congressional representatives, including contact information.	Medium-term: Increased visibility, at the Congressional level, of the importance of funding and support for coral reef management at the local level. Medium-term: Increased funding to jurisdictions and FAS for coral reef management. Long-term: Coral reefs benefit from increased management resources (e.g., measures of coral health / ecological performance measures).
2.1.2	Every effort should be made, during each February DC meeting week, for all 7 POCs to meet with and brief their congressional representative.	Yearly	Sec ED	Number of meetings/briefings with congressional representatives each year.	When done, summary report from each POC re: mtng.

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				- NOTES: Think about in terms of AIC Business Plan;	
2.1.3	Look into the possibility of finding a champion for the FAS in another congressional district, such as Hawaii or Guam, for coral reef matters.	Ongoing	AIC Chair	Number of Congressional "champions" for the FAS. - NOTES: Find something concrete for Marianas Meeting.	- NOTES: Need to note targeted expectations. Maybe a state department issue. - NOTES: How to get them more at the table w/out taking away from jurisdictions. They have access to other pots of funding. - Consider Congressionals/Reps to bring up to State Dept.; Jonathan Kelsey & Sally Yozell @ State Dept.
2.1.4	POCs articulate, develop, and prioritize AIC's request to Congress each year.	Yearly	Sec ED	Articulated and agreed upon AIC priority request(s) to Congress.	- NOTES: Refined and updated annually. Note: messages need to fit the audience.
2.1.5	Create and maintain AIC briefing handout that can be used by all jurisdictions with key messages.	Yearly	Sec ED	Maintained AIC congressional briefing handout with key messages and AIC funding request(s).	- NOTES: Refined and updated annually. Note: messages need to fit the audience.
Obj 2.2	At least once a year, POCs will provide, either directly or indirectly through a liaison, appropriate local legislators or key jurisdictional decision-makers information on AIC priorities, successes, and main issue areas.	Yearly	ALL		
2.2.1	POCs should compile and maintain an updated list of all appropriate local elected officials and decision makers, including contact information.	Ongoing	POCs	Maintained list of all jurisdictional legislative bodies, including contact information.	Medium-term: Increased visibility, at the local legislative/political level, of the importance of funding and support for coral reef management at the local level.

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2.2.2	POCs articulate and develop AIC's main issue areas and priorities appropriate for local political/decision maker outreach.	Yearly	POCs	Articulated and agreed upon AIC priority request(s) to local legislative bodies.	
2.2.3	Create and maintain AIC briefing handout that can be used by all jurisdictions with key messages.	Yearly	Sec ED	Maintained AIC local briefing handout with key messages and AIC funding request(s).	
Obj 2.3	By December 2017, the AIC will work with at least one USCRTF federal agency (other than NOAA and DOI) to identify a source of funding that could be used to support coral reef ecosystem management in the jurisdictions or FAS.	Dec-17	ALL		
2.3.1	Work with AIC Secretariat to come up with a list of USCRTF federal agencies with funding opportunities that could potentially be used for coral reef projects/activities (e.g., USDA NRCS' Regional Conservation Partnership Program).	Dec-17	Sec ED + Rep from each jurisdiction	List of federal agencies and their coral-related funding opportunities. - NOTES: Go beyond NOAA and DOI/OIA; branch out - ID other sources to show leverage	Medium-term: Increased flexible funding to jurisdictions and FAS for coral reef management. Long-term: Coral reefs benefit from increased management resources (e.g., measures of coral health / ecological performance measures).
2.3.2	Find a federal agency willing and able to help in this (funding opportunities that could potentially be used for coral reef projects/activities).	Dec-17	Sec ED + Rep from each jurisdiction	Federal agency partner. - NOTES: Ideas from USFWS and Navy (see Coral Fellowship Google doc)	

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2.3.3	Begin communications with identified federal agency to learn more about their funding opportunity and best fit for the jurisdictions and FAS.	Ongoing	Sec ED + Rep from each jurisdiction	Calls and meetings with identified federal agency about their funding opportunity.	
2.3.4	Apply for funding through this new funding opportunity (USCRTF federal agency (other than NOAA and DOI)).	Dec-17	POCs	Application submitted to funding opportunity.	
Obj 2.4	By December 2018, the AIC will develop partnerships with two NGOs and foundations that can help promote the importance of effective coral reef management priorities and needs in AIC member areas.	Dec-18	ALL		
2.4.1	Compile a list of potential NGOs and foundations that AIC should reach out to (e.g., TNC, CSO) that may support increased funding for coral reef management in jurisdictions and FAS.	Sep-16	Sec ED, Bob, + Rep from each jurisdiction	List of NGOs that AIC should reach out to. - DONE! (9/17/16): Bob provided list of NGOs that AIC should reach out to. 2.4.1	Medium-term: Increased number of entities directly engaged in supporting coral reef management. Medium-term: Increased visibility of the importance of funding and support for coral reef management at the local level. Medium-term: Increased funding to jurisdictions and FAS for coral reef management. Long-term: Coral reefs benefit from increased

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					management resources (e.g., measures of coral health / ecological performance measures).
2.4.2	Appropriate AIC member (e.g., POC, ED) should reach out to NGOs, that can help promote the importance of effective coral reef management priorities and needs in AIC member areas, to set up meetings/calls (in person if at all possible).	Feb-17	Sec ED + Rep from each jurisdiction	Number of NGOs contacted. Number of meetings/calls with NGOs held.	
2.4.3	Work with NGO partner to develop a strategy (at least outline) increased funding that includes the <i>Why</i> (w/ supporting evidence) & <i>How</i> and a solid plan on how that additional funding will be put to good use.	Feb-18	Sec ED + Rep from each jurisdiction	Strategy for action, which helps map out the most efficient process, timeline, and results. <i>*Note: Think about AIC options (e.g., 501c3, foundation)</i>	
2.4.4	Develop talking points and AIC briefing material(s) with background information and AIC partnership request to take to meetings with NGOs.	Feb-17	Sec ED + Rep from each jurisdiction	The completed handout. Number of NGOs who agree to partner with the AIC. <i>- By 12/15/16: Talking pts updated/developed.</i> <i>- By 12/15/16: Briefing materials to go along with talking points</i>	
Obj 2.5	By December 2020, AIC member efforts will result in an average of 90% of NOAA Coral Reef Conservation Program State and	Dec-20	ALL		

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	Territorial Cooperative Agreement funds obligated.				
2.5.1	Work with NOAA CRCP to continue building out and updating the FAQs document on States and Territories Cooperative Agreement administration.	Once every 3 years	Sec ED + Rep from each jurisdiction	Maintained FAQs document updated on a regular basis. <i>*Note: For both NOAA CRCP and jurisdictions.</i> <i>**Annually - Check in w/ jurisdictions/POCs on CA decisions or concerns; capture in writing (e.g., SOP)</i> - October 2016 AIC Call: Include Cooperative Agreement check-in as standing agenda item on AIC Calls to check-in. 2.5.1 - ASAP: POCs to begin regular comms with Craig.	Medium-term: AIC - NOAA CRCP partnership strengthened. Medium-term: Increase in AIC and NOAA CRCP understanding of fiscal challenges on both sides. Medium-term: Greater resources are spent at the local level to help manage coral reefs. Long-term: Coral reefs benefit from increased management resources (e.g., measures of coral health / ecological performance measures).
2.5.2	Assess the reasons for prior reversions across jurisdictions and identify ways in which the AIC can help affect change (e.g., request training for POCs; identify match opportunities).	Dec-16	POCs	List of reasons for prior reversions across jurisdictions. '- By 12/1/16: POCs to provide Carey with List of reasons for prior reversions across jurisdictions.	
2.5.3	Prior to end of coral funding cycle/cooperative agreement, work with CRCP to find alternatives that appropriately spend funds that are in danger of reverting.	Sep-16	POCs	Expenditure of funds - amount of funds expended of total. - *Midway through grant check-in - after year 1: Prior to end of coral funding cycle/cooperative agreement, work with CRCP to find alternatives that	

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				appropriately spend funds that are in danger of reverting.	
2.5.4	Create a Cooperative Agreement guidance document (included in FAQs) to help each other as POCs (e.g., timelines, tips from other POCs, etc.).	Dec-17	Sec ED and POCs	- By _____: Work with Craig and get him up-to-speed on jurisdictions, CAs, and integration effort.	
Obj 2.6	By December 2020, the AIC will work to establish a program, much like the U.S. Fish and Wildlife Service's Sport Fish Restoration Program, with funding authorized by an act similar to the Sport Fish Restoration Act (Dingell-Johnson DJ) of 1950.	Dec-20	ALL		
2.6.1	Work with AIC Secretariat to come up with a strategy on how best to go about seeking a non-competitive entitlement coral program as part of CRCA reauthorization.	Dec-17	Secretariat and POCs	AIC strategy document/white paper to establish a non-competitive entitlement coral program. *Note: As part of CRCA and not a separate bill.	Medium-term: Increased flexible funding to jurisdictions and FAS for coral reef management. Long-term: Coral reefs benefit from increased management resources (e.g., measures of coral health / ecological performance measures).
2.6.2	Work with AIC Secretariat to implement strategy to establish a non-competitive entitlement coral program.	Dec-19	POCs	A non-competitive entitlement coral program.	
Goal 3	Jurisdiction, FAS, and AIC feedback and priorities integrated into decisions made by the USCRTF, federal agencies, and other	Dec-20	--	--	

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	decision-makers towards resource-focused outcomes.				
Obj 3.1	By Fall 2016, the AIC will increase overall POC involvement (participation in meetings and calls) in the USCRTF Steering Committee.	Sep-16	ALL		
3.1.1	Formally submit the request for AIC ED as 3rd Steering Committee co-chair to the USCRTF and Steering Committee.	Feb-15	POCs	AIC request submitted to Task Force for consideration	Medium-term: A more efficient Steering Committee with increased capacity. Medium-term: Increased jurisdictional/FAS input into Steering Committee priorities, tasks, and issues. Medium-term: Solid and efficient working relationship, built on trust, between federal and local coral reef partners. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.

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3.1.2	If approved, work with Steering Committee to outline division of tasks, roles, and responsibilities.	TBD	POCs	Document defining the tasks, roles, and responsibilities of the Steering Committee co-chairs.	<p>Medium-term: A more efficient Steering Committee with increased capacity.</p> <p>Medium-term: Increased jurisdictional/FAS input into Steering Committee priorities, tasks, and issues.</p> <p>Medium-term: Solid and efficient working relationship, built on trust, between federal and local coral reef partners.</p> <p>Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.</p>

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3.1.3	POCs to increase engagement and participation in Steering Committee meetings and calls and identify and appoint a substitute representative in case they cannot make it themselves.	Ongoing	Carey (lead coordinator) and Fran		<p>Medium-term: A more efficient Steering Committee with increased capacity.</p> <p>Medium-term: Increased jurisdictional/FAS input into Steering Committee priorities, tasks, and issues.</p> <p>Medium-term: Solid and efficient working relationship, built on trust, between federal and local coral reef partners.</p> <p>Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.</p>
3.1.4	AIC will be involved in any strategic planning of the USCRTF Steering Committee.	Sep-16	Sec ED, Advisor(s), POCs	At least 3+ POCs (or their representative) engaged in USCRTF strategic planning -- e.g., participation in strategic planning retreat (Feb. 2015), member of working group, etc.	<p>Medium-term: A more efficient Steering Committee with increased capacity.</p> <p>Medium-term: Increased jurisdictional/FAS input into Steering Committee priorities, tasks, and issues.</p> <p>Medium-term: Solid and efficient working relationship, built on trust, between federal and local coral reef partners.</p> <p>Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures)</p>

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					from more effective collaborations and integration between federal and local partners.
Obj 3.2	By Fall 2017, the majority (4 of 7) of the AIC Governors will be engaged and participate in the USCRTF.	Aug-17	ALL		
3.2.1	Consult with experts in strategic communications to map out the best strategy for increasing engagement and participation of Governors in the USCRTF.	Dec-17	POCs	Governor-engagement strategy, crafted with the expertise and help of communications experts. - NOTES: Use insular connection (used to be Pacific Development Council); engagement = attendance; ID a "champion Governor" that can convene others during IGIA; don't discount states, PR; maybe work with Guam and CNMI Govs to invite other Govs to next mtg.	Medium-term: Increased buy-in, knowledge, understanding, support, and participation of Governors in USCRTF and AIC. Medium-term: Increased Governor support of local coral reef management activities. Medium-term: Increased attention paid to jurisdictional priorities at the USCRTF. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.
3.2.2	Look in to if or how the USCRTF might help to engage Governors.	Dec-16	POCs	List of suggestions for how the Task Force can help engage Governors. - Calls between USCRTF Cochairs and high level jurisdictional representatives were made Jan 2016. Also Eileen asked CNMI gov personally; POCs to help facilitate these calls - 30-60 days prior to	Medium-term: Increased buy-in, knowledge, understanding, support, and participation of Governors in USCRTF and AIC. Medium-term: Increased Governor support of local coral reef management activities. Medium-term: Increased attention paid to jurisdictional priorities at the USCRTF.

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				the next meeting, communications will begin; Governor/cabinet-level staff and co-chairs only - NOTE: The governor and high level member that were successfully called did decide to come to the meeting.	Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.
3.2.3	Compile a list of benefits to Governors and their jurisdictions from active participation in the USCRTF.	Dec-16	Secretariat	List of benefits to Governors and jurisdictions for active participation in USCRTF (possibly formal 1-pagers) - Secretariat will draft after ICERS; final by August in time for Marianas meeting - e.g., access to other high level folks	Medium-term: Increased buy-in, knowledge, understanding, support, and participation of Governors in USCRTF and AIC. Medium-term: Increased Governor support of local coral reef management activities. Medium-term: Increased attention paid to jurisdictional priorities at the USCRTF. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.
Obj 3.3	By Fall 2018, AIC will work with the USCRTF and at least two federal agencies to develop an effective process to cross-integrate jurisdiction, FAS, and AIC feedback and information into federal	Aug-18	ALL		

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	planning and processes, and vice versa.				
3.3.1	Meet and discuss with NOAA CRCP the idea of an integrated coral reef conservation program.	Feb-15	Joanna	Meetings, calls, and a partnership proposal.	Medium-term: A closer, more effective partnership between NOAA and the AIC/jurisdictions/FAS. Medium-term: Integration of local coral reef management expertise to federal coral reef decisions and priorities. Medium-term: Integration of federal expertise to local coral reef decisions and priorities. Medium-term: Integration of local viewpoints and expertise in USCRTF issues. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.

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3.3.2	Work with NOAA CRCP to map out a formal process to include POC input to internal NOAA coral projects in the jurisdictions to ensure alignment with jurisdictional/FAS priorities.	Ongoing	Joanna with POC backup	Formalized and agreed upon document that maps this out this integrated process.	<p>Medium-term: A closer, more effective partnership between NOAA and the AIC/jurisdictions/FAS.</p> <p>Medium-term: Integration of local coral reef management expertise to federal coral reef decisions and priorities.</p> <p>Medium-term: Integration of federal expertise to local coral reef decisions and priorities.</p> <p>Medium-term: Integration of local viewpoints and expertise in USCRTF issues.</p> <p>Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.</p>
3.3.3	Request Task Force consideration to develop a process to better integrate jurisdiction, FAS, and AIC feedback and priorities -- perhaps that goes into the Strategic Plan?	Feb-16	POCs	increased involvement in TST and SC -- need to ensure POC commitment to engagement in TST and SC.	<p>Medium-term: A closer, more effective partnership between NOAA and the AIC/jurisdictions/FAS.</p> <p>Medium-term: Integration of local coral reef management expertise to federal coral reef decisions and priorities.</p> <p>Medium-term: Integration of federal expertise to local coral reef decisions and priorities.</p>

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					Medium-term: Integration of local viewpoints and expertise in USCRTF issues. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.
3.3.4	Collaborate with NOAA CRCP to update Management Priorities document for each jurisdiction.	Dec-18	POCs	7 new jurisdictional management priority documents that will then be compiled and simplified into AIC priority document - NOTE: Combined into AICRStrategy doc (Feb. 2016)	same as above
Obj 3.4	By Fall 2020, the AIC will have worked with the USCRTF to address at least four AIC priorities or emerging issues brought forward by an AIC jurisdiction or FAS.	Aug-20	ALL		

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3.4.1	Identify three AIC priority issues for creation and implementation of an outreach strategy.	Dec-17	POCs and then Sec ED for 1-pager	Three AIC priority issue outreach strategies focused on a target audience. AIC priority summary document based on the 7 updated jurisdictional priority documents - one pager to be used for targeted congressional and federal agency communication and outreach <i>*Outreach strategies should include:</i> - Briefing materials related to jurisdictional priorities - Clear, consistent, and effective messaging - A plan for coordinating outreach (e.g., with partners, liaisons) - Innovative and "outside the box" strategies - NOTES: Outreach typically done for each TF meeting: AIC Chair's report, presentation; updated AIC 1-pagers	Medium-term: More effective outreach on AIC priority issues. Medium-term: Increased support for and attention to AIC priority issues. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.
3.4.2	Identify main target audience for each AIC priority issue outreach strategy.	Feb-18	Applicable POCs and Secretariat	list of target audiences and outreach strategy that would apply	Medium-term: More effective outreach on AIC priority issues. Medium-term: Increased support for and attention to AIC priority issues.

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					Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.
3.4.3	Develop, with partner input as applicable, an outreach strategy per priority and target audience.	Aug-17	ALL	ex: CSO annual fact sheet. Summary document of how we spend what they give us	<p>Medium-term: More effective outreach on AIC priority issues.</p> <p>Medium-term: Increased support for and attention to AIC priority issues.</p> <p>Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.</p>
3.4.4	At each USCRTF meeting, clearly communicate the AIC's priorities to members and co-chairs along with an effective request or suggestion that will help move those priorities forward.	At every USCRTF meeting	Sec ED	Clear, concise, and effective AIC requests to the USCRTF at each Task Force meeting. - AIC Chair's Report and presentation	<p>Medium term = resolutions being address or implemented.</p> <p>Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.</p>
3.4.5	POCs to increase engagement and participation in USCRTF meetings and calls (e.g., at least 2-3 POCs on every call) and identify and appoint a substitute representative in case they cannot make it themselves.	Ongoing	ALL	Number of POCs participating in all USCRTF-related calls and meetings. - NOTE: And how to support POCs to attend TF meetings	<p>Medium-term: More effective outreach on AIC priority issues.</p> <p>Medium-term: Increased support for and attention to AIC priority issues.</p> <p>Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures)</p>

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					from more effective collaborations and integration between federal and local partners.
3.4.6	Cultivate and maintain an "AIC supporter" (or at least an agency understanding of local perspectives) within main USCRTF federal agency partners.	Aug-19	POCs	Agency representative with a good level of knowledge of the AIC and local coral reef management. - NOTE: Find more ways to actively engage with the AIC; make the extra effort - Take a look at TF member list	Medium-term: Increased engagement of jurisdictions and FAS in USCRTF activities and efforts. Medium-term: Increased knowledge and understanding of USCRTF members and member agencies about jurisdictional and FAS priorities. Medium-term: Increased integration of AIC priorities in USCRTF decisions and activities. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.
3.4.7	Compile a short list of priority USCRTF Resolutions of particular importance to the AIC and come up with strategies to help move them forward, as possible.	Dec-17	Chair & Vice Chair with POC support	List of AIC priority USCRTF resolutions. - NOTE: AIC-applicable resolutions, for reinvigoration	Medium term = resolutions being address or implemented. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.
3.4.8	POCs to work with USCRTF to develop an effective outreach strategy to support reauthorization of the Coral Reef Conservation Act	TBD - Depends on USCRTF CRCA Committee formation	Secretariat	USCRTF (including AIC) CRCA reauthorization outreach strategy. Targeted hill visits and conversations. One pager to give to congress	Medium term = resolutions being address or implemented. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures)

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	or alternatives that accomplish the same thing.				from more effective collaborations and integration between federal and local partners.
3.4.9	POCs will work with the USCRTF Steering Committee and Watershed Working Group to map out a timeline and process for graduating USCRTF priority watersheds in the Watershed Partnership Initiative Strategy.	Sep-16	Secretariat	Watershed Partnership Initiative strategy/plan/process document - currently underway (1/5/14) via WPI strategy team.	Medium term = resolutions being address or implemented. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.
3.4.10	Applicable POCs will be engaged and participate in discussions with NOAA regarding the post-listing process (e.g., critical habitat, 4D rule-making) for listed coral species in their jurisdiction.	Ongoing	Secretariat and POCs	Individual POC meetings and communications with NOAA re: post-listing process for 2014 ESA-listed coral species. - NOTE: Ruth with JP to approach Eileen to ensure seat at the table in this process. - CNMI and American Samoa to include in Gov remarks (Feb. 2016)	Medium term = resolutions being address or implemented. Long-term: Coral reefs benefit (e.g., measures of coral health / ecological performance measures) from more effective collaborations and integration between federal and local partners.
Goal 4	Sufficient AIC and Secretariat capacity and effective function to meet the AIC's mission.	Dec-20	--	--	
Obj 4.1	By Fall 2017, update and fully implement the AIC Communications Plan, including outreach efforts, to increase clarity and effectiveness of internal AIC communications.	Aug-17	ALL		

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4.1.1	Increase POC commitment to AIC Communications Plan.	ongoing	Chair, Vice Chair, Secretariat	# of POC know the Communication Plan <i>*Note: Internal accountability, participation on calls, etc.</i>	POC Participation and greater support
4.1.2	Maintain good communications between AIC members.	Yearly	POCs and SecED	small # of POC miscommunication <i>*Annual check-in w/ POCs.</i>	Greater understanding of plans
4.1.3	Creating and maintaining up-to-date fact sheets and 1-pagers (e.g., for each jurisdiction) – updated at least once a year.	Yearly	SecED	Increase Federal/Jurisdictional Awareness - By 12/15/16: POCs to provide 1-pager information for their jurisdictions to Carey. 4.1.3 - By 1/20/16: Carey will send POCs their jurisdictional 1-pager for review. <i>*Intent: Ready by February 2017 USCRTF Meeting. 4.1.3</i>	Greater understanding of Jurisdictional Issues
4.1.4	Contributions of POCs/jurisdictions to AIC outreach (e.g., guest blog, local media).	ongoing	ALL	Increase Federal/Jurisdictional Awareness - ASAP/ONGOING: POCs include AIC messaging in local work and send to Carey for upload/highlight on AIC outlets.	Greater understanding of Jurisdictional Issues
4.1.5	Maintain effectiveness of AIC website.	ongoing	SecED	Increase Federal/Jurisdictional Awareness	Greater understanding of Jurisdictional Issues
Obj 4.2	By Fall 2018, increase AIC functional effectiveness by updating the AIC Charter and streamlining, updating, and/or	Aug-18	ALL		

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	developing protocols and SOPs based on realistic limitations.				
4.2.1	Increase POC commitment to the consensus process.	ongoing	POCs and SecED	# of POC Participation *Note: Maintenance and consistency of process	Increase collaboration in jurisdictions
4.2.2	Revisit development of AIC SOPs and ramifications for not following SOPs.	ongoing	ALL	# of POC Participation *Note: As the need arises - By November 2016 AIC Call: POCs to think about and discuss: Are there specific areas that need SOPs or additional help?	Updating Communication plan
4.2.3	Gauge effectiveness of AIC activities or efforts (e.g., via metrics like participation/attendance of AIC and Task Force-related calls and meetings).	ongoing	ALL	# of POC Participation *Note: Does it always fall on the same people?	Increase collaboration in jurisdictions
Obj 4.3	By 2020, identify, pursue, and build the capability and effectiveness of the AIC Secretariat to best serve and support the greater AIC.	Dec-20	ALL		
4.3.1	Get an AIC outreach intern	ongoing	ALL	# of outreach *Note: e.g., Sunia, Florida intern pool, Univ. of HI, Kate Brown/GLISPA, - By 10/31/16: Carey to develop scope of work for potential AIC intern.	Increase awareness

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				**Legal/regulatory intern - gap analysis in all jurisdictions?	
4.3.2	Ensure sustained and full funding for the AIC Secretariat by developing an AIC Sustainability Plan.	Revisit every three years and reaffirm funding commitment	ALL	# of AIC and Sec engagement - On November 2016 AIC Call: POCs to discuss how to move forward in development of an AIC Sustainability Plan.	strengthen relationship AIC members and Secretariat
Obj 4.4	By the end of 2020, have an updated AIC Strategic Plan, at least for the next five years.	Dec-20	ALL		
Obj 4.4	By the end of 2020, have an updated AIC Strategic Plan, at least for the next five years.	Dec-20			