Audubon | PENNSYLVANIA



Three Year Plan, Fiscal Years 2019-2021

MISSION:

The National Audubon Society protects birds and the places they need, today and tomorrow, throughout the Americas using science, advocacy, education, and on-the-ground conservation. Audubon Pennsylvania pursues this mission across the Commonwealth

GOAL:

To align resources and build capacity so that our expertise and network can affect meaningful, long-term impact on the most important bird habitats in the Commonwealth.

OBJECTIVE:

To become an ever more agile and effective conservation network throughout Pennsylvania.

Audubon PA is a state office of the National Audubon Society (NAS).

Audubon PA's three year plan is designed to support statewide programs and activities that reflect and contribute to NAS's conservation priorities, as outlined in its 2016 Strategic Plan.



Climate Climate Change Is a Bird Issue

Audubon's peer-reviewed research projects that climate change will imperil almost half of all North American bird species by 2080. Protecting all threatened species will require public policy changes at the local, state and, ultimately, federal levels.



Water Management Is a Key Conservation Concern

Audubon and its partners will engage the public on water-management and water-quality issues; restore habitats on rivers, wetlands, and deltas; and explore market-based solutions that contribute to achieving our water goals.



Working Lands

Protecting Birds on

Economically Important Lands

Audubon helps landowners and land managers apply bird-friendly practices on their lands and develop market-based solutions to build economic incentives that have the potential to engage many more landowners.



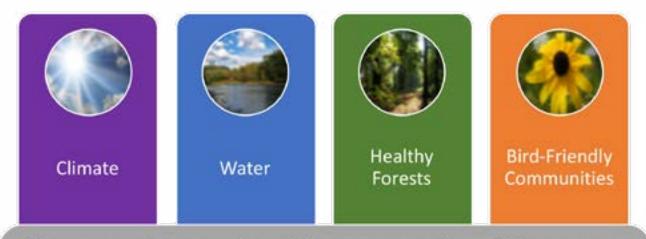
Bird-Friendly Communities

Building a Better World for Birds

Birds are the most common visible wildlife. We wake to birdsong, and we connect birds with places, memories, family, and friends.

Audubon works with communities to ensure sustainability and the durability of long-term public will to protect birds and their homes.

Audubon PA's Conservation Priorities



Cornerstones for Conservation Success

- Agile, Innovative and Diverse Staff and Volunteer Leadership
- 2. Diverse and Activated Statewide Network of Chapters & Individuals
 - 3. Growing and Reliable Financial, Volunteer and In-Kind Resources
 - 4. Increasingly Recognized and Respected Conservation Brand
- 5. Fully Leverage Places Where Birds, People and Nature Connect Together
 - 6. Equity, Diversity, and Inclusion in all Aspects of our Work

To achieve ongoing conservation success in Water, Healthy Forests, Climate and Bird-Friendly Communities, Audubon Pennsylvania must build a stable foundation that provides the leadership and resources necessary for the Audubon network (staff, chapters, and partners) to grow into a powerful and diverse constituency who achieve collective goals across the Commonwealth.

- WHAT WE ARE
- WHERE WE WORK
- WHO WE SERVE
- 21 Chapters
- 35,000 Members
- 10,000 Activists
- 86 Important Bird Areas
- 27 Bird Towns
- Discovery Center in Philadelphia
- John James Audubon Center in Montgomery County
- Benjamin Olewine III Nature Center at Wildwood, Harrisburg
- Waggoners's Gap Hawkwatch, Carlisle
- 20 Paid Staff
- Over 180 Volunteers



CITMAGE





More than 200 species that breed, migrate or winter in Pennsylvania are at risk from climate change and may be endangered within our children's lifetime. We will tap into people's love of birds to build population resilience and demand solutions to slow the pace of warming. Our Climate activities will mobilize people to address climate change in their backyards, communities, and local Important Bird Areas. We will enable people to take action by volunteering, becoming climate champions, and advocating for, protecting and creating conditions essential for maintaining healthy habitats and communities.



GEOGRAPHIC FOCUS

Audubon Pennsylvania will work in priority geographies.

- Statewide Policy
- Delaware River Watershed
- Kittatinny Ridge
- North Central Forests
- Western Forests
- Lower Susquehanna

PRIORITY SPECIES

Audubon PA will use sound science to yield maximum impact on species of concern.

- Tundra Swan
- Eastern Bluebird
- Red-breasted Nuthatch
- White-breasted Nuthatch

ACTIVITIES

Audubon PA will set clear and measurable goals, evaluate progress, and adjust to changing conditions.

- 120 volunteers organize programs that yield 250 more climate activists
- 600 climate champions take multiple actions
- 3,000 people increase awareness about climate
- 1500 people respond to online action alerts

PARTNERSHIPS

Audubon PA will collaborate with wide variety of partners to maximize our impact.



- Municipalities
- Community partners
- Advocacy organizations
- Audubon chapters

IMPACT

Audubon PA will apply best practices from throughout the network to implement innovative programs that produce clear, measurable, and meaningful outcomes.

- Public engagement and outreach
- Volunteer recruitment
- Advocacy
- Engage public officials
- Municipal engagement through Bird Towns
- Network building and chapter engagement







Pennsylvania has 86,000 miles of rivers, streams, and creeks second only to Alaska. These provide drinking water, power, and recreation, as well as vital habitat for millions of birds. Our Water activities will increase bird habitat, improve water quality through better stormwater management, enhance riparian corridors, and engage a greater number of people in watershed protection. Watershed-wide programs integrate all conservation strategies by enabling network members to enhance habitat and advocate for policies that protect birds, improve water, and create better communities.



GEOGRAPHIC FOCUS

Audubon Pennsylvania will work in priority geographies.

- Delaware River Watershed
- Lower Susquehanna River Basin

PRIORITY SPECIES

Audubon PA will use sound science to yield maximum impact on species of concern.

- Louisiana Waterthrush
- Great Egret
- Black-crowned Night Heron
- Common Merganser
- Piping Plover



Audubon PA will set clear and measurable goals, evaluate progress, and adjust to changing conditions.

- Mobilize 5,000 people to advocate for their watershed
- Collaborate with 40 partners throughout the state
- Engage 10 municipalities in stormwater management and watershed protection
- Provide leadership in watershed initiatives
 (DE River Watershed Initiative, Alliance for Watershed Ed., Great Lakes Initiative,
 Susquehanna River Basin Initiative, Coalition for Delaware River Watershed;
 Green City, Clean Waters)







PARTNERSHIPS

Audubon PA will collaborate with wide variety of partners to maximize our impact on key watersheds across Pennsylvania.

- Philadelphia Water Department
- USFWS
- Coalition for DE River Watershed
- Chesapeake Bay Foundation
- Alliance for Chesapeake Bay
- Alliance for Watershed Education (AWE) partners
- Delaware River Watershed Initiative (DRWI) partners
- Audubon chapters

IMPACT

Audubon PA will apply best practices from throughout the network to implement innovative programs that produce clear, measurable, and meaningful outcomes.

- Lead watershed-wide initiatives
- Outreach and advocacy for watershed protection
- Engage public on watershed protection
- Outreach to targeted landowners along waterways
- Municipal outreach
- Network building and chapter engagement









With nearly 60% of the state covered in forest, Pennsylvania forests provide vital habitat for 70+ bird species, nearly 1/3 of which are in decline. Intact forests of diverse age classes and mature forests with well-developed layers of vegetation are essential for breeding success. Our Healthy Forest efforts will increase the acreage of key areas that are under bird-friendly management by direct engagement with landowners and foresters in priority locations throughout PA.



GEOGRAPHIC FOCUS

Audubon Pennsylvania will work in priority geographies.

- Kittatinny Ridge
- North Central Forests
- Western Forests

PRIORITY SPECIES

Audubon PA will use sound science to yield maximum impact on species of concern.

- Wood Thrush
- Scarlet Tanager
- Black-throated Blue Warbler
- Cerulean Warbler
- Golden-winged Warbler

ACTIVITIES

Audubon PA will set clear and measurable goals, evaluate progress, and adjust to changing conditions.

- Educate 2,000 landowners on bird-friendly management practices
- Train 50 foresters in bird-friendly management approach
- Create 20,000 acres of forest lands (public and private) that are managed using our approach

PARTNERSHIPS

Audubon PA will collaborate with wide variety of partners to maximize our impact on the forests our birds need to thrive.



- Allegheny National Forest, American Forest Foundation
- Center for Forest Sustainability, Audubon Society of Western PA
- Kittatinny Coalition
- PA Department of Conservation and Natural Resources
- PA Game Commission
- National Resources Conservation Services
- Western PA Conservancy
- Ruffed Grouse Society
- The Nature Conservancy



IMPACT

Audubon PA will apply best practices from throughout the network to implement innovative programs that produce clear, measurable, and meaningful outcomes.

- Train foresters, private landowners, and public agencies to manage forest blocks that benefit birds
- Landowner outreach and engagement
- Demonstration sites
- Advocacy for forest policies







Pennsylvania is the 5th most populous state, with more than 2.500 localities that can be influential in local action and national policies. Bird-Friendly Communities (BFC) is our method for engaging people in conservation action to benefit birds and people. Our approach combines community engagement and community science to create sustainable habitat for birds. BFC activities across the state connect habitat dominated by native plants, minimize threats posed by the built environment, and engage people from every walk of life in stewardship.



GEOGRAPHIC FOCUS

Audubon Pennsylvania will work in priority geographies.

- Statewide, through capacity building and coordination with local chapters
- Lower Susquehanna River Basin (Harrisburg, York, Carlisle)
- Delaware River Watershed (Philadelphia, Greater Norristown and Bird Towns)
- Kittatinny Ridge

PRIORITY SPECIES

Audubon PA will use sound science to yield maximum impact on species of concern.

- Chimney Swift
- Ovenbird
- Gray Catbird
- Swainson Thrush
- Wood Thrush
- Eastern Towhee



ACTIVITY

Audubon PA will set clear and measurable goals, evaluate progress, and adjust to changing conditions.

- Mobilize 12,000 people to take action by creating bird-friendly habitat
- Convert 100 acres on human-dominated landscapes into bird-friendly habitat
- Plant 14,000 native plants to increase habitat oases in communities
- Inform management practices and importance of native plants on 12,000 acres of partners' lands

PARTNERSHIPS

Audubon PA will collaborate with wide variety of partners to maximize our impact.



- Bird Towns
- Municipalities
- Environmental Advisory Council
- Philadelphia Parks and Recreation
- U.S. Fish and Wildlife Service
- Community partners
- Native plant nurseries
- School districts
- Audubon chapters

IMPACT

Audubon PA will apply best practices from throughout the network to implement innovative programs that produce clear, measurable, and meaningful outcomes.

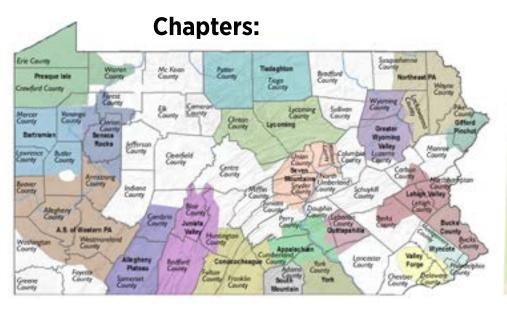
- Schoolyard habitat
- Community conservation projects
- Bird Towns
- Backyard habitat
- Plants for Birds
- Network building and chapter engagement





Cornerstones for Conservation Success:

- 1. Agile, Innovative and Diverse Staff and Volunteer Leadership
- 2. Diverse and Activated Statewide Network of Chapters & Individuals
- 3. Growing and Reliable Financial, Volunteer and In-Kind Resources
- 4. Highly Recognized and Respected Conservation Brand
- 5. Leverage Places
- 6. Equity, Diversity, and Inclusion





Where We Work: Statewide, through capacity building and coordination with local chapters North Central Forests Western Forests Delaware River Watershed Lower Susquehanna River Basin



Cornerstone 1: Enhance Audubon PA's Board, Staff and Volunteer Leadership



Expand and Diversify the Audubon PA State Board

- 1. Increase membership to 16 -18 by the end of FY 2020.
- 2. Add no less than three women to the Board in Year One with the goal of 50/50 representation by 2021.
- 3. Add to overall demographic and professional diversity of membership.
- 4. Broaden geographical representation on the Board, with initial focus on locations outside of Southeastern PA where Audubon PA has visible presence, such as South Central PA (York, Dauphin, Cumberland Counties), and Central PA/State College (Centre County).
- 5. Create and implement a Committee structure that empowers Board members to become more engaged and provide greater input on organizational strategy and policy.
- 6. Establish minimum expectation that all Board members will contribute at least \$5,000 to support general operations "give or get," and contribute to and attend annual Friends of a Feather Gala.

Expand and Enhance the John James Audubon Center Advisory Board

- 1. Work with Montgomery County to increase membership from to 17 by the end of 2019.
- 2. Initiate a new Strategic Planning process for the Center; complete by December 2019; seek input from at least 40 individuals/organization from the community in the planning process.
- 3. Establish a new Facilities Committee to oversee transition of grounds maintenance from Montgomery County to Audubon PA in 2020.



<u>Utilize East Park Leadership Conservation Center</u> (<u>EPLACC</u>) Board to Promote Long-term <u>Sustainability of the Discovery Center</u>

- 1. Determine most effective assignment of 3 Audubon seats on this Board, once Center opens in 2018.
- Utilize EPLACC Board recruitment to contribute to long-term sustainability of Discovery Center.
- 3. Recruitment should reflect financial as well as community considerations.



Strengthen Management to improve communications and better utilize skills and expertise across program lines.

Reorganize Management Team

- 1. Deputy State Director Centers and Operations
- 2. Director Forest Program / Central Pennsylvania
- 3. Director Delaware River Watershed Program

Leadership Team

- 1. Unify senior managers into strategic Leadership Team
- 2. Utilize the group to promote cross functional communication and coordination, with goal of unifying Audubon PA's activities and increasing overall organizational impact; assure programs support one another, especially in terms of outreach, organizing and network engagement
- 3. Encourage regular in-person and electronic contact and communication among all staff statewide

All Staff Contact

- Conduct monthly all-staff meetings
- 2. Continue the practice of holding at least one annual face-to-face staff retreat



Invest strategically to maximize conservation impact.

1. Water

a. Strategically deploy resources for maximum network effectiveness

2. Forests

a. Secure funding to support a sustainable forest program manager; hire a qualified candidate in a location within the area where Audubon PA intends to implement forest programs, such as State College/Centre County

3. Climate

- a. Sustain field organizer position and consider program expansion in Southeast PA
- b. Leverage investments from National Audubon Society through 3 year Overlook International Foundation (OIF) grant to achieve statewide impact on climate.

4. Bird-Friendly Communities

a. Seek funding to increase Audubon Pennsylvania overall visibility & Bird-Friendly Communities activities.



Leverage Support from National Audubon Society

- 1. Policy Impact, especially climate
- 2. Equity, Diversity, and Inclusion
- 3. Marketing and Communications
- 4. Resource Development/Major Gifts
- 5. Network Development





Measures of Success for Cornerstone 1:

Audubon PA has a larger, more diverse and more geographically representative Board; APA Management and Leadership Teams are strong, nimble and cooperative; APA is seen by National Audubon Society as an exemplary state office in terms of programmatic, organizational and financial results.







Cornerstone 2: Grow Audubon's Fiscal, Volunteer and In-Kind Resources

Establish major donor development program.

- 1. Audubon PA must have sufficient, dedicated staff to establish and manage a major donor program across the Commonwealth with particular focus on the three places owned/managed by Audubon: Discovery Center, John James Audubon Center, and Waggoner's Gap.
 - a. Focus on Major Gifts and align development activities with National Audubon's Resource Development Strategy
 - b. Assign prospect managers across organization

2. Fully Utilize Salesforce as new Donor Management Tool.

- **3. Events** Audubon Pennsylvania will primarily use strategies involving personal, one-on-one interaction with donors; however, we will also execute two events each year to raise additional funds.
 - a. Friends of a Feather increase at least 5% per year
 - b. Discovery Center leverage the new facility to raise no less than \$20,000 and increase 10% per year





4. Focus on new funding for Forest work

a. Identify resources of long-term funding to assure sustainability of forest program

5. Self-Sufficiency for The John James Audubon Center at Mill Grove

- a. Membership
- b. Gift Shop
- c. Rentals
- d. Admissions

Measures of Success for Cornerstone 2:

Annual and semi-annual benchmarks for revenue growth are established; Audubon Pennsylvania's annual operating budget increases to \$3 million by 2021

Cornerstone 3: Build the Brand of Audubon PA:

Combine all communications under one unified brand, coordinated by a Communications Manager

1. Newsletters

- a. APA will dissemenate one combined quarterly newsletter quarterly to every person on our current Constant Contact list plus an additional 35,000 people added by NAS
- b. All aspects of APA will be highlighted in the newsletter and content is generated by APA staff
- Special effort will be made to include updates from Audubon Society of Western PA, other priority chapters with which Audubon Society has established relationships, and all other chapters

2. Targeted Emails

- a. Staff may send out targeted emails using established brand standards/templates to ensure consistency with look and language
- b. These must be approved by Communications Manager

3. Annual Appeal

 Will conform to brand standards. Content to be created by Development Manager (with input from key staff and leadership), look and feel to be approved by Communications Manager

4. Email Signatures & Business Cards

a. All staff will utilize standard email signature and business cards in approved design, font, and language

5. Social Media

Facebook

- a. APA will have one primary Facebook page for the entire organization (eliminating program specific Facebook pages) and two secondary Facebook pages, one for John James Audubon Center at Mill Grove and one for Discovery Center
- b. Content to be provided by APA staff and chapters
- c. Pages will all be managed by Communications Manager

Instagram & Twitter

- a. APA will have one account that highlights photos from across the state
- b. Content provided by APA staff and chapters



6. Outreach Materials

- a. Physical bins for tabling events will be provided to outreach and education staff with materials that meet brand standards: APA tablecloths, brochures, sign-up sheets, and displays will be provided to Amy, Rhyan, Jeanne, Steve, Holly and Carrie.
- b. Online resources, letterheads, powerpoints, and press release templates will be available to print out via an APA toolkit
- c. Basic outreach materials such as a brief but comprehensive brochure reflecting APA in its entirety will be created for widespread distribution

7. Shirts

a. APA staff will all be given Audubon Pennsylvania branded shirts and caps

8. Website

- a. The APA website will be managed by staff reporting to the Communications Manager, in coordination with National Audubon Society marketing standards.
- 9. An Annual social media and communications plan will be developed.
- 10. Special focus on creating and implementing a marketing plan for the new museum and visitor center at Mill Grove which will require significant visitation to generate earned revenue.



Measures of Success for Cornerstone 3:

Audubon PA will become one of the most recognized conservation organizations in the Commonwealth and the go-to organization for information about birds and the threats they face among decision-makers and the general public.

Cornerstone 4: Strengthen, Expand and Activate the Audubon Network in PA

- 1. Establish a new Network Engagement Manager position to coordinate chapter engagement statewide.
- 2. Strengthen relationship/partnership with Audubon Society of Western PA (ASWP) for joint programming, fundraising, advocacy, and network building.
- 3. Strengthen relationship/partnership with chapters where Audubon PA has existing staff and programs, specifically in Central PA and in Southeastern PA.
- 4. Strengthen relationship/partnership with chapters where there are existing lines of communications and new programs under development, specifically in North Central PA (this will align with APA's new forest program), and in South Central PA (this will align with existing staffing and programs in this region).
- 5. Encourage and enable larger more established chapters to provide capacity building support to smaller chapters.
- 6. Strengthened connections to all chapters across PA.
- 7. Project specific collaborations with other natural partners.

- 7. Revise existing Bird Town program to facilitate easier establishment of Bird Towns in strategic and more highly visible locations across PA (e.g. county seats in counties where we have an active chapter, such as York, Wellsboro, Williamsport, Harrisburg, Lewisburg, and Gettysburg, etc)
- 8. Create regional Chapter Summits in 2019; work toward statewide Chapter Assembly for 2019 in Harrisburg or State college.
- 9. Create significant PA chapter presence at Bi-Annual Audubon convention to be held in Milwaukee in summer 2019.
- 10. Build toward statewide Chapter Convention to be held in 2020 in Harrisburg or State College, and bi-annually after that.

Measures of Success for Cornerstone 4:

Fully activate the Audubon network of 35,000 members of 21 chapters across the state, as well as an additional 10,000 members/constituents in PA who are not members of specific chapters.

Cornerstone 5: Leverage the Places where Birds and People Meet in PA

Discovery Center

- 1. Construction completed by mid-summer 2018
- 2. Programming Plan to be developed in consultation with Strawberry Mansion Community, to serve as first hub in Philadelphia for Audubon PA's watershed, habitat and Bird-Friendly Communities activities
- 3. Partnership Development
- 4. Earned Revenue Plan/Business Model
- 5. Community Engagement
- 6. Increase awareness of Audubon PA in Philadelphia Philanthropic Community





John James Audubon Center

- 1. Construction target opening Spring 2019
- 2. Volunteer Training
- 3. Staffing
- 4. Marketing Plan
- 5. Earned Revenue Plan/Business Model



Waggoner's Gap

1. Develop new, sustainable Management Plan for this Central PA site



Measures of Success for Cornerstones:

The Discovery Center, JJAC and the new Visitor Center, and Waggoner's Gap all are fully tied into and measurably supporting Audubon PA's mission, strategic, communications and financial goals.

Cornerstone 6: Become National Model within Audubon and in the Broader Conservation Movement for Equity, Diversity, and Inclusion

- 1. Intentionally seek to enhance demographic diversity in Board expansion plan. Increase board membership by women, racial/ethnic and other minority group members.
- 2. Intentionally assure diverse and high quality hiring pool for every future position openings across the state; recruit and hire for maximum staff whenever possible. Increase diversity on staff in all locations.
- 3. Build upon existing strengths in working with underserved populations in Dauphin, Cumberland, York, Montgomery and Philadelphia counties.
- 4. Intentionally seek to expand participation of diverse base of volunteers in all areas.
- 5. Sharp focus on development and implementation of educational and direct conservation programs in and with the Strawberry Mansion community adjacent to the Discovery Center.

- 6. Create programs that serve and engage individuals and families from other underserved communities in the City.
- 7. Work cooperatively with National Audubon Society's Vice President for Equity, Diversity and Inclusion to leverage Discovery Center into national model for engagement among diverse, especially underserved communities.
- 8. Leverage existing models in other urban Audubon locations for application to Philadelphia / Discovery Center.

9. Activate new partnerships and non-traditional programs in Philadelphia and at Discovery Center to attract higher level of

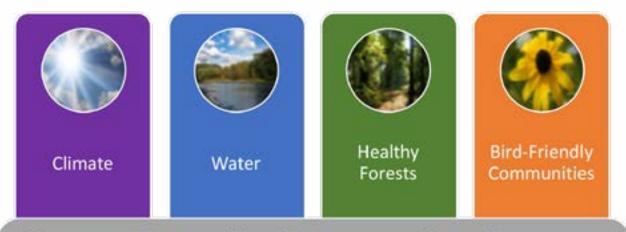
program participation, mission impact, brand awareness and funding.



Measures of Success for Cornerstone 6:

Audubon PA is a national model within Audubon and in the broader conservation movement for active engagement of minority and underserved communities in service to Audubon's mission. Audubon PA has identified, implemented and measured new programs through which participation yields positive impacts on targeted individuals and communities across the Commonwealth.

Audubon PA's Conservation Priorities



Cornerstones for Conservation Success

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 - 4. Increasingly Recognized and Respected Conservation Brand
- 5. Fully Leverage Places Where Birds, People and Nature Connect Together
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