



## Strategic Plan – 2012

### Vision Statement

Inspiring Conservation through Birding

### Mission Statement

We promote the enjoyment, understanding, and conservation of native birds and their habitats.

### Values of Travis Audubon Society

We respect and honor the natural world we inherited and embrace a commitment to protect and preserve it for future generations.

In acknowledgement of rapid urbanization, we see our role as educator, steward, and promoter of environmental ethics.

We value quality, honesty and integrity in all of our actions.

We value birds, other wildlife and the diversity of habitats that support them.

We promote strategies that foster environmental ethics.

We are a professional, effective, and efficient organization that is committed to excellence and accountable to all of our stakeholders, funders, partners and members.

## Goals and Objectives

### **Goal 1: Increase and manage protected bird habitat in Central Texas, with benefits for other wildlife and environmental quality.**

*Objective 1-A: Ensure that the three TA sanctuaries continue to serve as showcase sites for bird conservation and habitat protection in Central Texas by developing comprehensive resource management plans (including necessary expansion) and educational outreach programs for each sanctuary.*

#### *Indicators:*

1. Complete management plan for Baker Sanctuary by the summer of 2013. Complete management plan for Blair Woods by the end of 2012. Complete management plan for Chaetura Canyon by the summer of 2013.
2. Focus 2012-2013 habitat restoration efforts at Blair Woods on the "savanna."
3. Complete the high-fence around all of the Chaetura Canyon property by the end of FY2012; Continue habitat restoration to manage over-growth of juniper, encourage plant diversity and remove invasive non-native vegetation.
4. Continue property acquisition by remaining in contact with the owners of undeveloped lots adjacent to the Chaetura Canyon sanctuary in hopes of acquiring any that may become available.
5. Improve accessibility for mobility impaired visitors at Chaetura Canyon by completing the second of three necessary ramps by the end of FY2014.
6. Offer six educational experiences at Baker Sanctuary; four at Blair Woods; eleven at Chaetura Canyon.
7. Increase number of visitors to Baker Sanctuary by 10%.
8. Facilitate publication of three media stories about Travis Audubon sanctuaries in local media outlets.

*Objective 1-B: Support and strengthen other western Travis County bird protection efforts, including the Balcones Canyonland Preserve and the Balcones Canyonlands National Wildlife Refuge.*

#### *Indicators:*

1. Develop an Advocacy Plan by the end of 2012 for full funding of the Land and Water Conservation Fund which provides land acquisition money for Balcones Canyonlands NWR.
2. Establish a coalition to complete the Balcones Canyonlands NWR and develop a work plan to achieve this goal.
3. Co-sponsor with Travis County Natural Resources three field trips per year to BCP County property as a way to educate birders about the Balcones Canyonlands Preserve.

*Objective 1-C: Expand bird habitat conservation efforts in eastern Travis County, including support for the developing Colorado River Riparian Corridor project.*

*Indicators:*

1. Continue monthly Colorado River Bird Surveys.
2. Continue bi-monthly bird walks at Austin's Colony.
3. Send a Travis Audubon representative to the Colorado River Riparian Corridor project meetings two times per year.

*Objective 1-D: Increase the use of eBird to support bird conservation research efforts and conservation of native birds and bird habitats in Central Texas.*

*Indicators:*

1. Offer quarterly eBird classes.
2. Highlight the utility of eBird by establishing eBird reports of local bird data on Travis Audubon's website.

*Objective 1-F: Help preserve habitat in Mexico, much of which is important wintering grounds and part of the migratory pathway for Central Texas birds.*

**Goal 2: Ignite in Central Texans a life-long fascination with and admiration of birds and build public support for conservation of native birds and their habitats.**

*Objective 2-A: Develop and effectively communicate messages that demonstrate the compelling connections among conservation of native birds and their habitats, a healthy environment, improved quality of life and outdoor enjoyment opportunities for all Central Texans.*

*Indicators:*

1. Complete a communications plan by the end of 2012 and begin implementation of the plan.

*Objective 2-B: Provide high quality education opportunities for adults, geared toward identifying and understanding birds and their habitat needs.*

*Indicators:*

1. Give presentations on a variety of bird-related topics to 20 different audiences.
2. Offer 15 classes on a variety of bird-related topics.
3. Increase the attendance at monthly meetings to at least 100.
4. Co-sponsor a National Wildlife Federation Habitat Steward training annually, with another partner such as the NWF or the City of Austin.
5. Provide at least eight presentations / newsletter articles / tabling events per year on gardening for birds and other wildlife.

*Objective 2-C: Provide high quality education opportunities for youth geared toward connecting children with the natural world through outdoor exploration and study.*

*Indicators:*

- 1. Hold two Youth Nature Camps per year at Baker Sanctuary.*
- 2. Implement Hiking Club at Baker Sanctuary in partnership with Leander ISD.*
- 3. Hold four Explore and Restore programs for two elementary schools at Blair Woods, per year.*

*Objective 2-D: Increase outreach to and opportunities for new constituencies to become involved in enjoying and protecting birds and their habitats. (This would include outreach to Latino, African American, "millenials" and other groups not currently heavily involved in TA).*

*Indicators:*

- 1. Actively solicit opportunities to present bird-related topics to these audiences.*
- 2. Fully implement TogetherGreen Fellows program to engage neighbors at Blair Woods*

*Objective 2-E: Expand the Urban Habitat Conservation Program to bring awareness of birds and their habitats to an even wider range of Central Texans.*

*Indicators:*

- 1. Co-sponsor a National Wildlife Federation Habitat Steward training annually, with another partner such as NWF or the City of Austin.*
- 2. Provide at least eight presentations / newsletter articles / tabling events per year on gardening for birds and other wildlife. Various audiences may include garden clubs, work places, neighborhood associations, schools, churches, service clubs, and those attending established outreach events.*
- 3. Participate in planning for and installation of one to two native plant wildscapes.*

*Objective 2-F: Build partnerships with other environmental, social and educational organizations and governmental entities in Central Texas to increase the visibility of Travis Audubon's mission, leverage resources and avoid duplication of effort.*

*Indicators:*

- 1. Partner with NWF Habitat Stewards, CoA LEAPS and Austin Groups for the Elderly to plant and install native wildscapes at the AGE building to provide a proper bird friendly entrance to a centrally-located building and where classes can be taught on gardening for birds.*
- 2. Establish a coalition to complete the Balcones Canyonlands NWR and develop a work plan to achieve this goal.*
- 3. Co-sponsor with Travis County Natural Resources staff to offer three field trips per year to BCP County property as a way to educate birders about the Balcones Canyonlands Preserve.*
- 4. Establish partnership with Hill Country Alliance to aid in educating and advocating about water issues.*

**Goal 3: Build funding resources to provide effective and efficient implementation of mission.**

*Objective 3A: Streamline development plan & update to include yearly goals for individual donors, foundation support, corporate support, events, and membership to support 100% of general operating & program expenses & sustain a balanced budget.*

*Indicators:*

1. *Achieve a balanced budget by end of FY2012.*
2. *Receive \$25,000 in grants and corporate support by end of FY2012.*
3. *Increase by 20% individual donations over \$500.*
4. *Increase membership to 1,000 by end of FY2012.*
5. *Raise the needed monies to pay off existing note for two Chaetura Canyon lots by end of FY2013.*

**Goal 4: Enhance TAS's organizational structure and efficiency to support effective mission delivery.**

*Objective 4-A: Recruit new Board members to increase ethnic and age diversity, add fundraising capacity, and public relations experience. Train existing Board members to add fundraising proficiency.*

*Indicators:*

1. *Complete a skills gap analysis and solicit potential new Board members who have the skills the current Board is lacking.*
2. *Develop strategy to engage people from other ethnic backgrounds and cultures in Travis Audubon's mission.*
3. *Establish process for orienting new board members.*
4. *Train existing Board members to increase their fundraising proficiency.*

*Objective 4-B: Establish a streamlined process for annual board review of strategic plan and goals.*

*Indicators:*

1. *Establish process for 2013 review.*

*Objective 4-C: Establish a streamlined process for Board review of Executive Director, programs and committee activities on an annual basis.*

*Indicators:*

- 1. Establish process for review of ED by end of FY2012.*
- 2. Establish a process to review programs and committee activities by end of FY2012.*
- 3. Create an organizational chart to clarify relationships between the Board of Directors, staff, committees and other volunteers by end of FY2012.*