

# 2011 STRATEGIC PLAN

**A five-year blueprint of goals, strategies and actions  
for engagement, viability & conservation**

## **Engagement: Goal 1**

**Promote understanding and influence behavior to conserve birds and their habitats.**

- I. Develop and share environmental and organizational messaging through diverse communications ([Communications](#))
  - A. Develop and implement an organizational communication plan
    1. Identify and survey audiences
    2. Identify appropriate messages (e.g. Interpret our scientific data to engage people in bird conservation )
    3. Integrate appropriate membership communications
    4. Select communication tools for disseminating messages
    5. Submit draft to board and staff (August 2011)
- II. Make information accessible to decision makers ([Science](#))
  - A. Maintain, update and market information on the website, particularly the Avian Data Center ([IT- fall 2011](#))
    1. Add new datasets, International, banding, Soapstone (Winter 2011)
    2. Add citizen science (bald eagle watch, hawk watch, colony watch) (Winter 2011)
  - B. Maintain up-to-date reports on website ([IT](#))
  - C. Share knowledge, accomplishments and recommendations to help guide funding and policy decisions regarding Farm Bill, USFWS Neotropical Migratory Bird Conservation Act, United States Forest Service, state agencies, etc.
- III. Provide and increase education programming, materials and facilities ([Education](#))
  - A. Conduct annual teacher workshops on using EE in the classroom
  - B. Increase classroom programming
  - C. Conduct follow-up programming with 10% of schools who attend field trips
  - D. Create backyard habitat/wildlife brochures ( 2013)
    1. Using native plants
    2. Feeding birds
    3. Keeping cats indoors
  - E. Provide and increase experiential learning opportunities – reach 10,000 kids annually
    1. Conduct summer camps
      - a. On-the-Wing (Summer 2011)
      - b. Day camps- Brighton (annually)
      - c. High Plains Science Camp- Scottsbluff
      - d. Expand day camps to Fort Collins (2014)

2. Conduct family programs
  - a. Offer monthly programs centered on outdoor activities and skills
3. Continue partnering with SCFD and EE organizations to offer joint programs
4. Operate banding stations
  - a. Continue Chico, Chatfield, Barr, Grand Junction, Ridgway, Wildcat and Chadron
  - b. Resume Fort Collins
- F. Develop the Environmental Learning Center
  1. Develop demonstration gardens (Fall 2011)
  2. Complete grove restoration and trail (Fall 2011)
  3. Complete prairie restoration (2013)
  4. Work with Barr Lake SP to develop trail from Prairie Loop to barn (2014)
  5. Develop site specific programming (2013)
  6. Bring students to ELC
  7. Provide ELC workshops
    - a. Small-acreage landowners (2012)
    - b. Large-acreage landowners (2013)
- G. Develop/offer education programs in Mexico ([International/Education](#))
  1. Develop curriculum, with partners, relevant for Mexico (2013)
  2. Evaluate Birds Beyond Borders program and reinstate if appropriate
- IV. Raise awareness for bird and habitat conservation needs on private lands ([Stewardship](#))
  - A. Address need for outreach tools
    1. Develop pocket guide to forest birds (2013)
    2. Secure funding and develop training module for sagebrush ecosystem through Sustainable Agriculture Research & Education (2012)
  - B. Annually attend meetings of agricultural forums, conservation districts and grazing associations to connect with rural land users/owners/managers
    1. PLWBs identify and attend appropriate meetings in their areas
    2. Stewardship director or assistant attend state and national meetings
  - C. Annually attend birding events and meetings of Audubon groups, CFO and other conservation/bird clubs to raise awareness for the importance of private lands to bird conservation in the West
  - D. Implement workshops and trainings on priority topics and needs
    1. Trainings and opportunities through wetlands focus areas (annually)
    2. NRCS wildlife short courses and other opportunities (annually)
    3. EPA playa lakes workshops (Fall 2011)
    4. Wyoming landowner workshops (Audubon/IWJV- 2011)
    5. SARE trainings for the sagebrush (2013)
    6. Prescribed burn trainings and establishing burn cooperatives (2011/12)
    7. Stewardship workshops in Mexico ([International/Stewardship, 2011/2012](#))
- V. Recruit and train future natural resource managers ([Education/Science](#))
  - A. Contact and work with universities to develop labs on field identification, survey methodologies and techniques (2011/12)

- B. Offer internships and on-the-job training
- VI. Maintain volunteer naturalist program and grow to 40 naturalists ([Education, 2016](#))
  - A. Advertise program
  - B. Offer annual training and regular continuing education
  - C. Follow standardized procedures for interviewing, hiring, tracking hours, incentives
  - D. Schedule naturalists to help with all programs
- VII. Reach out to and engage the diverse ethnic, cultural and socioeconomic populace of our region ([Leadership team](#))
  - A. Conduct RMBO-wide training about diversity ([CEO, 2012](#))
  - B. Develop strategies for recruitment and engagement
  - C. Implement results from the NSF Latino diversity study ([Education, 2013](#))
  - D. Offer programming and materials in Spanish
- VIII. Improve citizen science efforts ([Science/Education](#))
  - A. Hire citizen science/volunteer coordinator (2013)
  - B. Develop standardized procedures for recruitment, training, data entry and volunteer recognition ([Vista Volunteer, 2011](#))
    - 1. Assess volunteer needs and recruit accordingly
    - 2. Manage database and contacts
    - 3. Establish timelines, needs and job duties for coordinator, staff and volunteers
  - C. Develop more citizen science projects (2014)
    - 1. Initiate new projects
      - a. Winter finches, Evening Grosbeaks, Cassin's Finch, Black-crowned Rosy Finch, hummingbirds
- IX. Share and publish our results ([Science](#))
  - A. Produce two scientific publications per year
  - B. Reach diverse audiences through presentations ([Communications & Leadership team](#))
  - C. Produce a State Of The Birds (non-technical) report for our region ([Leadership team, 2012](#))
  - D. Increase PR around release of key reports and accomplishments ([Communications & Leadership team, ongoing](#))
- X. Advance 21<sup>st</sup> century skills through environmental education ([Education](#))
  - A. Participate in and help complete Environmental Literacy plan for Colorado (2015)
  - B. Inform educators about 21<sup>st</sup> century skills and how to incorporate EE
  - C. Use technology to encourage outdoor exploration

### **Viability: Goal 2**

#### **Build a sustainable and financially stable organization to address priority needs for bird conservation.**

- I. Implement a goal-oriented development plan to attain 80:20 restricted/unrestricted funding by 2016. (Unrestricted target of \$700,000) ([CEO/Development committee](#))
  - A. Evaluate and determine priorities for unrestricted funds annually – 2011/12 priorities include:

1. Citizen Science / Volunteer Coordinator: \$40,000
  2. Special projects funding: \$10,000
  3. Capacity support for ELC: \$10,000
  4. Endowment: \$50,000
  5. Support for underfunded/unfunded Science, Stewardship and Education programs \$50,000
  6. Data analysis and publication \$50,000
- B. Grow Friends Program
1. Successfully implement spring donor trips
  2. Set annual Friends recruitment goal
    - a. 50 friends (2011)
    - b. 200 (2016) (at \$500 each is 14% of \$700,000)
    - c. Encourage Friends to recruit new Friends
- C. Maintain and grow corporate support
- a. To total \$100,000 by 2016 (14% of \$700,000)
  - b. Build on existing relationships with WBU, Vestas, Conoco Phillips, Scott's, United Power
  - c. Annually engage at least five new businesses
- D. Identify and pursue grants from foundations
- a. To total \$100,000 by 2016 (14% of \$700,000)
  - b. Identify and contact prospective funders, i.e., Morgridge Family Foundation, Walton Family Foundation, Veolia, LCAOF
  - c. Maintain and expand relationships with current foundation supporters
- E. Provide presentations in key communities
1. Boulder, Aspen, Grand Junction, Fort Collins, others
- F. Motivate contacts to become members/donors through events, mailings and personal conversations
1. Provide birding trips to members/donors
  2. Add 50 new donors (To total 207 in 2011)
  3. Secure \$10,900 in response to appeals in 2011
  4. Secure \$15,000 in response to appeals in 2016 (2% of \$700,000)
- G. Develop and implement a Walk-a-thon (October 1, 2011) ([Education](#))
1. Secure sponsorships
  2. Secure staff, board, volunteer and Friends support
  3. Raise \$10,000 for ELC and EE programming
- H. Engage board and higher-level donors in fundraising ([CEO/Development Committee](#))
1. Walk-a-thon challenge with friends
  2. Personal invitations for potential friends to picnic
  3. Host dinners or social gatherings
- I. Design and implement an RMBO "green bird-a-thon" ([Board/Leadership team, 2013](#))
- II. Implement a goal-oriented membership plan ([Communications/Membership Committee](#))
- A. Increase members/donors
1. To 500 (2011)

2. To 1,000 (2012)
  3. To 2,500 (2016) (at \$50 ea. is 17% of \$700,000)
  - B. Capture names at events, presentations, conferences, personal encounters, etc. for contact database
  - C. Annually evaluate, prioritize and participate in events to introduce potential members to RMBO
  - D. Develop and implement successful annual picnics ([Picnic Committee](#))
    1. Conduct ribbon cutting ceremony for ELC (2011)
      - a. Invite state and federal officials
    2. Secure items for auction April – August
      - a. Have on-line and live auction items
    3. Raise \$5000 (2011)
  - E. Expand partnerships with organizations with similar values, for example:
    1. DMNS combined trips
    2. DFO and youth education
    3. Butterfly Pavilion
    4. Chautauqua
    5. Discovery Science Center
    6. City of Fort Collins, Urban Bird Treaty grant
    7. Audubon Society of Greater Denver – dual membership w/ RMBO
    8. Wild Birds Unlimited
  - F. Develop hands-on activities for RMBO event booth ([Education](#))
    1. Complete interactive bird banding display (2011)
    2. Procure sufficient display items (stuffed birds, beak & claw reproductions) for public relations and education events
- III. Maintain and diversify partnerships with state and federal agencies
- A. Work with partners to develop multi-year agreements
  - B. Pursue new partner support for cost-share opportunities
  - C. Develop stronger relationships with agency/organizational representatives
- IV. Strengthen the board by adding diverse skills required for excellent oversight ([Board, 2012](#))
- A. Recruit up to six new board members
  - B. Research and recruit volunteers and board members with development skills
  - C. Include representative(s) from a broader geography including Mexico
  - D. Evaluate/pursue contacts provided by staff
  - E. Develop board member criteria and job descriptions
- V. Strengthen organizational efficiency ([Admin.](#))
- A. Purchase new contact software and hold training
    1. Insure contact database tracks relevant information and is consistently updated.
  - B. Implement and evaluate consistent new employee orientation
  - C. Continue to evaluate and streamline communications internally and externally
  - D. Increase administrative support for budget management
  - E. Increase administrative support to assist CEO with office management tasks

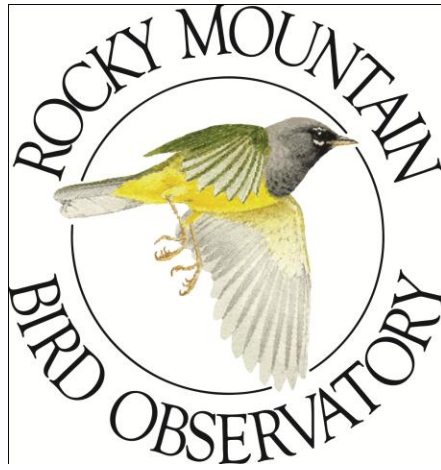
- VI. Measure success by quantifying impacts and evaluating accomplishments ([Board/Leadership staff](#))
  - A. Translate acres conserved to birds saved
  - B. Translate data collected to acres altered/enhanced for birds
  - C. Translate donated dollars to projects implemented/achieved
  - D. Quantify students and campers reached (including retention information)
  - E. Quantify teachers reached with school programs (including repeat contacts)
  - F. Translate volunteer hours into financial value
- VII. Develop an endowment to ensure RMBO exists in perpetuity ([Development committee](#))
  - A. Create legacy program
  - B. Engage a lawyer in setting up endowment
  - C. Secure donors for endowment (\$50,000, 2012)

**Conservation: Goal 3**

**Achieve conservation of birds and their habitats on private and public lands.**

- I. Continue to collect quality data under rigorous study designs ([Science](#))
  - A. Hire qualified technicians
  - B. Enhance training of techs
  - C. Evaluate data on a timely basis
  - D. Increase communications from crew leaders to technicians and local partner representatives
- II. Analyze long-term datasets ([Science](#))
  - A. Analyze banding data
    - 1. Create database and import data (2011)
    - 2. Analyze data and publish findings (start 2012)
    - 3. Secure funding for the stations, data analysis, coordination
  - B. Post-stratify the IMBCR data for comparisons and long-term trends
  - C. Compare IMBCR to BBS
  - D. Analyze and publish citizen science results
- III. Implement interdisciplinary projects ([CEO/Leadership team](#))
  - A. Continue monthly leadership team meetings ([CEO](#))
  - B. Develop workshops for multiple audiences locally, regionally and internationally
  - C. Develop decision-support tools for multiple audiences ([Science](#))
  - D. Secure long-term funding for joint education/science position ([Science/Education](#))
  - E. Hire educators in communities with Private Lands Wildlife Biologists
  - F. Develop bi-lingual programming
  - G. Connect environmental education across international boundaries
- IV. Evaluate priority land-management practices and model bird-population-level responses ([Science/Stewardship](#))
  - A. Conservation Effects Assessment Project (CEAP)
    - 1. Implement successful CEAP grazing project (2011)
    - 2. Develop new CEAP projects to evaluate effects of existing management of Sagebrush and Tamarisk

- a. Develop 1-page proposals for NRCS, BLM, AFWA (spring 2011)
  - B. Strategize with National Easement Assessment Program team
    - 1. Host April 2011 meeting and create and follow-up on opportunities to collaborate ([Science](#))
  - C. Provide adaptive management recommendations to IMBCR partners, and quantify value of efforts ([Science](#))
  - D. Coordinate Sky Islands Grassland Restoration Evaluation with CEAP projects ([International/Science](#))
- V. Develop and implement a model for evaluating and prioritizing projects to pursue ([Science](#))
- A. Finalize model (spring 2011)
  - B. Apply finalized model to projects under consideration by RMBO's science program
- VI. Train land managers and decision-makers on how to apply RMBO data to land-use planning and adaptive management ([Science](#))
- A. EPA workshops on playa research ([Stewardship, 2011](#))
  - B. Use RMBO bird data to strengthen information in Major Land Resource Areas and Ecological Site Description for sagebrush and prairie habitats (2012)
  - C. Train people on using the Avian Data Center ([Science, 2012](#))
    - 1. RMBO staff
    - 2. IMBCR partners
- VII. Foster strategic conservation efforts that address priority species, habitats and regions ([Science/Stewardship](#))
- A. Increase our capacity to work with private landowners ([Stewardship](#))
  - B. Prioritize best sites for and strategically place Private Lands Wildlife Biologists through collaboration of Stewardship and Science staff and outside partners
    - 1. Develop avian diversity and distribution maps to help identify priority areas ([Science](#))
    - 2. Secure long-term funding for PLWBs
    - 3. Secure partners
      - a. 10 PLWB's on the ground by end of 2011 (7 CO, 1 WY, 2 NE)
  - C. Help partners identify the best places for habitat improvement & protection
- VIII. Collaborate with regional partners to implement large-scale landbird monitoring ([Science](#))
- A. Re-engage participation in the Avian Knowledge Alliance
  - B. Develop and maintain the IMBCR coordination committee and associated sub committees
- IX. Provide technical assistance to local agricultural cooperatives that promote healthy wildlife and human communities ([Stewardship](#))
- X. Deliver habitat enhancement projects in priority landscapes ([Stewardship/International](#))
- A. Continue to implement projects through Farm Bill and other conservation funding in U.S.
  - B. Increase capacity to provide stock tank ladders
    - 1. In the western U.S.
    - 2. Install ladders at Rancho El Uno and other demonstration sites in Mexico
  - C. Continue fence-marking efforts for prairie/sage grouse (26 miles of fence, 2012)
  - D. Implement habitat enhancement projects in the Chihuahuan grasslands in Mexico
    - 1. Deploy PLWBs in priority grasslands in Mexico ([International/Stewardship, 2013](#))



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