

CITIES AT THE CENTER

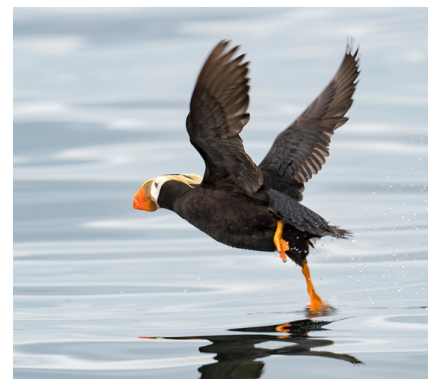
OUR STRATEGIC PLAN EXTENSION 2023-2024

Our 2020-2023 Strategic Plan, Cities at the Center, has been extended by one additional year. This extension serves several key purposes:

- The themes and goals of the original 2020-2023 plan continue to remain relevant.
- Due to unforeseen circumstances, many related to the pandemic, there were a few remaining items from the original plan that were not completed by the original plan's expiration in June of 2023.
- Given significant initiatives and organizational changes in 2022 and 2023, the board wanted to ensure that a new 3-year plan was not rushed, and had sufficient lead time for development.

The next strategic plan is now under development and will be completed in 2024.

The extension remains focused on the three main goals of the original plan:
Urban Conservation, Equity, and Resilience.



Seattle Skyline by Sean Pavone | QPOC Hikers bird walk by Wendy Walker | Tufted Puffin by Mick Thompson, Eastside Audubon

CITIES AT THE CENTER: GOALS

Urban Conservation

Goal #1: Birds Connect Seattle will focus internal resources and develop relationships with key partners, including Seattle-area city leaders, to pursue strategies that reduce urban hazards to birds, prioritizing bird-safe building practices and anticoagulant rodenticide use reduction.

Goal #2: Birds Connect Seattle will promote bird conservation through inclusion of conservation-based messages and actions in all activities.

Equity

Goal #3: Develop and implement a comprehensive plan to increase BIPOC leadership through internal analysis, and policy and cultural changes.

Resilience

Goal #4: Develop staff, board, and committee leadership to increase retention.

Goal #5: Limit net operating deficit and preserve the value of our real assets.

Wood Duck | Chokchai Leangsuksun | Audubon Photography Awards



PLAN EXTENSION: URBAN CONSERVATION

Strategic Goal #1: Birds Connect Seattle will focus internal resources and develop relationships with key partners, including Seattle-area city leaders, to pursue strategies that reduce urban hazards to birds, prioritizing bird-safe building practices and anticoagulant rodenticide use reduction.

- Establish relationships with the new Seattle City Council members and with the new King County officials.
- Write a framework document for how to continue to incorporate and prioritize EDI going forward. Clearly define our interpretation of Diversity and Inclusion.

Strategic Goal #2: Birds Connect Seattle will promote bird conservation through inclusion of conservation-based messages and actions in all activities.

- Add additional language to surveys to understand if program participation and knowledge of conservation initiatives is motivating a change in participant behavior.

Birds Connect Seattle and Seward Park Audubon Center staff meeting with Mayor Bruce Harrell and staff.



PLAN EXTENSION: EQUITY

Strategic Goal #3: Develop and implement a comprehensive plan to increase BIPOC leadership through internal analysis, and policy and cultural changes.

- Develop and implement a method for capturing the demographics of our supporters, participants, volunteers, and staff.

Birds Connect Seattle and QPOC Hikers bird watching event at Union Bay Natural Area | QPOC Hikers



PLAN EXTENSION: RESILIENCE

Strategic Goal #4: Birds Connect Seattle will develop staff, board, and committee leadership to increase retention.

- Ensure staff compensation remains consistent with industry standards through ongoing benchmarking and establishing a cost-of-living adjustment policy.
- Design and implement a volunteer leadership appreciation strategy.
- Implement an evaluation process with volunteers to understand strengths/opportunities in our orientation process.
- Introduce language in Board of Directors onboarding regarding Executive Director and Governance Committee open door policy and board resources.
- Require all committees to have a charter, chair, and vice-chair.

Strategic Goal #5: Birds Connect Seattle will limit net operating deficit and preserve the value of our real assets.

- Re-evaluating Nature Shop strategy to optimize operations through new pilot programs and community activities.
 - Implement three piloted programs in The Nature Shop and gather data to the efficacy of the new strategies.
- Transfer remaining land assets and easements to new ownership.
- Build and implement a comprehensive Communications Plan, including all Birds Connect Seattle priorities, to support and inform the next strategic plan.

Birds Connect Seattle Nature Shop in Wedgwood, Seattle

