



STRATEGIC PLAN

2020–2025 A VISION OF THE FUTURE



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2020–2025: A VISION FOR THE FUTURE

As New York City Audubon reaches its 40th Anniversary, we publish this five-year Strategic Plan to reaffirm *who we are* and *what we do*—and most critically, to commit to *what we must become to achieve our goals*.

Over the coming five years, we seek to realize our full potential as an exponentially more effective actor, and influential voice, on behalf of those that cannot speak for themselves: the birds we love and passionately wish to protect.



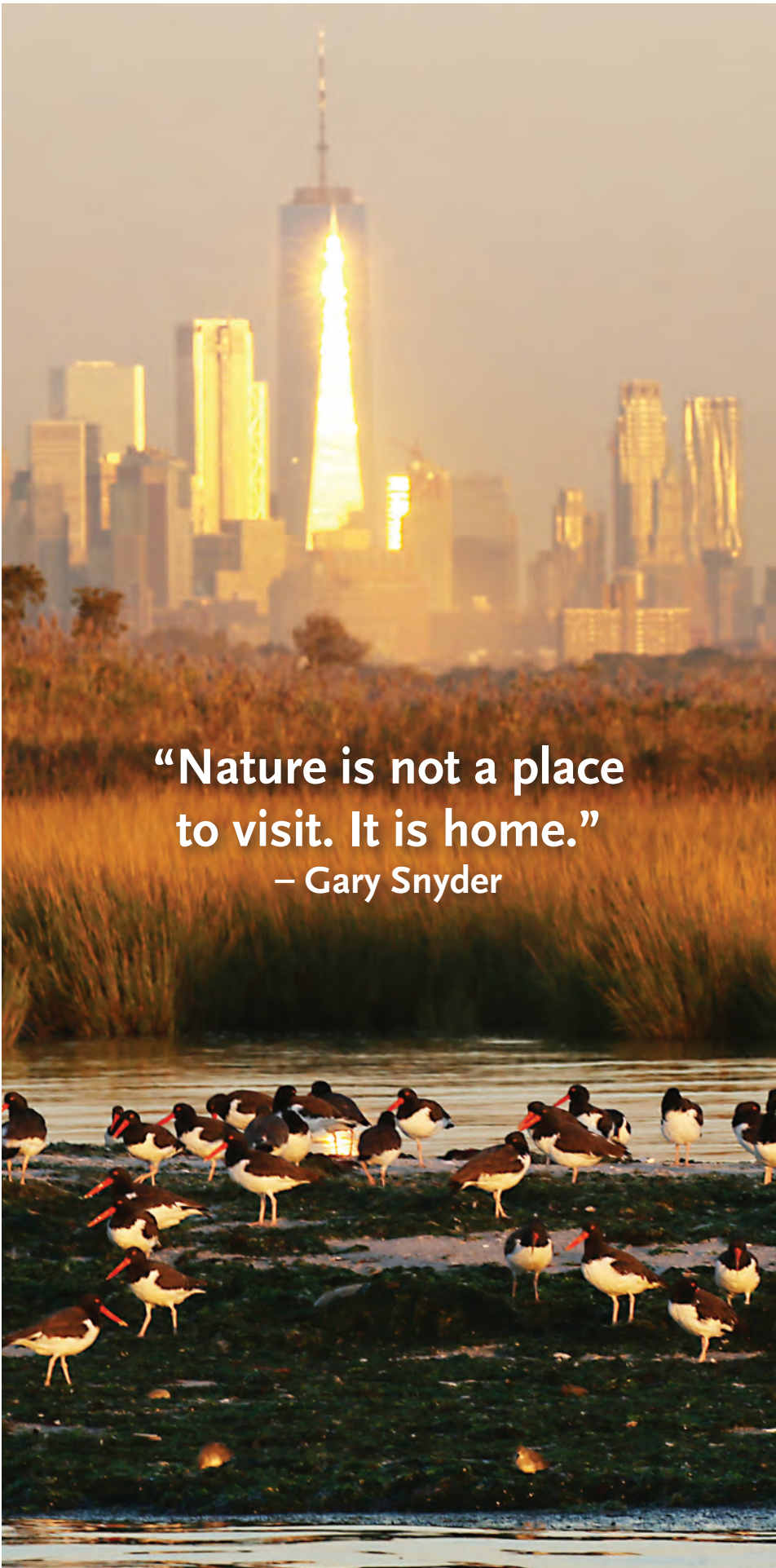
Over 350 species of birds—almost a third of all the species in North America—can be found along New York City’s 578 miles of waterfront and in its 30,000 acres of wetlands, forests, and grasslands. Our city is a major stopover along the Atlantic Flyway, one of the world’s great bird migration routes. The millions of migrants that pass through each spring and fall, as well as many resident, breeding, and wintering birds, face challenges particular to our large metropolis: they must navigate a bewildering landscape of glass, artificial light, and degraded, fragmented habitat. Many

species are also under threat due to the unpredictable effects of climate change. And yet, our birds are resilient. They survive, and even have the potential to thrive here. We must protect them.

Drawing upon four decades of dedicated work establishing us among New York City’s conservation leaders, NYC Audubon is uniquely positioned to fight for the City’s birds and their habitats. We envision a city in which bird-friendly building practices are required in all new construction, and green roofs dot the built landscape; a city of engaged community members working together to preserve vulnerable

bird habitat, limit the use of polluting chemicals, and advocate for sustainable coastal-resilience measures; a city of parks full of people, of all ages, ethnicities, and walks of life, delighting in the beauty and wonder of birds.

This Strategic Plan specifies the priorities that will enable us to realize this brighter future for both birds and people. You can be part of that future. As you read these pages and learn about our work, we hope you will ask yourself: *How can I contribute? What part can I personally play in NYC Audubon’s fight to defend and advocate for our birds?* We would be honored to have you work alongside us.



**“Nature is not a place
to visit. It is home.”**
– Gary Snyder

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MISSION

New York City Audubon is a grassroots community that protects wild birds and habitat in the five boroughs, improving the quality of life for all New Yorkers.

VISION

New York City Audubon envisions a day when birds and people in the five boroughs enjoy a healthy, livable urban habitat.

CORE VALUES

- Board, staff, volunteers, and members are passionate about wild birds.
- Talented and diverse volunteers drive our success.
- Sound science informs our education and advocacy work.
- We have fun and enjoy the beauty and mystery of wild birds.
- We are inclusive and encourage collaboration and partnership to reach goals.

EQUITY, DIVERSITY, AND INCLUSION

New York City Audubon believes all people have the right to a close connection to the natural world and the right to a healthy environment. Preserving our environment is only possible if we all feel that connection.

We recognize that inequities in our society are widespread and hinder access to nature. Only by embracing equity, diversity, and inclusion as values and striving for them in practice will we begin to foster a love of nature in all people and inspire them to be active stewards of the environment.

We further believe that to thrive as an organization and effectively advance our mission and vision, the diversity of New York City's people must be represented in, and welcomed into, our leadership, staff, and membership. The expertise, values, and perspectives of a diverse and inclusive organization are foundational to expanding the reach and impact of our conservation, advocacy, and educational efforts.

We commit to building an equitable, diverse, and inclusive New York City Audubon, dedicated to protecting nature for all of New York City's people and its wild birds.

TRANSFORMING OUR MISSION, VISION, AND CORE VALUES INTO ACTION

This Strategic Plan is divided into five sections, corresponding to NYC Audubon's five principal program areas—the dynamic tools we use to realize our Mission and Vision, fueled by our Core Values.

These tools will be most potent when guided by the principles of Equity, Diversity, and Inclusion: Only by including all New Yorkers will we meet the great challenges facing our city's birds and their habitat.



5 CONSERVATION AND SCIENCE

We will reinforce and focus the scientific research that informs our conservation priorities, and strengthen our role as a leader in urban bird conservation.



12 PUBLIC ADVOCACY AND POLICY

We will rededicate ourselves to environmental grassroots activism for birds, achieving policy victories by leveraging the power of an inclusive, invested community.



14 EDUCATION AND ENGAGEMENT

We will engage New Yorkers in all five boroughs in activities that inspire a love of birds and a passion to conserve both birds and their habitat, expanding our footprint, influence, and brand in the City.

19 GOVERNANCE AND STAFFING

We will continue to strive for a highly skilled leadership team that better reflects the communities we serve.

21 RESOURCING OUR NEEDS

We will seek out new and innovative sources of public and private funding in order to grow organizational capacity, staffing, and membership.

CONSERVATION AND SCIENCE

MARSHALLING SOUND SCIENCE TO GUIDE OUR CONSERVATION WORK

NYC Audubon’s conservation programs research the dangers facing the birds that live in and migrate through New York City, and provide innovative solutions. In the next five years, we will expand and focus these conservation activities, reinforcing our status as the “go-to” leader in urban bird conservation. Our work is

accomplished in great part by hundreds of dedicated volunteers, working hand in hand with our conservation staff. By diversifying both our conservation staff and volunteer corps, we will ensure that our activities include and reflect the priorities of the communities where we work, and identify potential synergies that will help birds.

Director of Conservation and Science Susan Elbin, PhD, monitors wildlife including nesting Herring Gulls on the Jacob K. Javits Convention Center green roof.



PROVIDING SAFE PASSAGE WITH PROJECT SAFE FLIGHT

According to our scientific analysis of data collected by NYC Audubon's collision-monitoring volunteers, up to 230,000 birds die each year in New York City from collisions with windows. Through our pioneering Project Safe Flight, we help migratory birds safely navigate the cityscape.



New York City's tall buildings and reflective glass pose a serious threat to over 100 species of migratory birds, such as these Scarlet Tanagers (male and female).

PRIORITIES:

■ BIRD-FRIENDLY BUILDING

We will fight to enact city and state legislation that mandates bird-friendly building practices. It is our firm goal that by 2025, all new construction in New York City will be required to use bird-safe glass and other bird-friendly design features. We will continue to educate architects, facilities managers, and other real estate professionals on bird-friendly design.

■ COLLISION MONITORING

Our volunteers walk routes to count birds killed or injured in collisions, and our D-Bird data tool allows the public to report them online. A hypothesis-driven redesign of our walk routes and an upgrade of D-Bird will help reveal which areas pose the highest collision risks.

■ ARTIFICIAL LIGHT RESEARCH

Ongoing research with academic partners correlates the density of migratory birds passing through the City with the intensity and quality of nighttime artificial light. Comparison of these findings with our collision data will allow us to understand the interaction between artificial light and the bird deaths caused by building glass—and point us toward solutions.

■ GREEN ROOF RESEARCH

We will solidify our position as a leader in green roof research by expanding the NYC Green Roof Researchers Alliance. Continued wildlife monitoring of the Jacob K. Javits Convention Center green roof, among others, will evaluate these new environments as migratory bird stopover habitat.

SAFEGUARDING THE WATERBIRDS OF NEW YORK HARBOR

NYC Audubon has a long history of protecting the wading birds, shorebirds, and waterfowl that depend on the City's wetland and coastal habitats. In 2020, we mark our 36th year of consecutive nesting surveys of the more than 20 current and former Harbor Heron island colonies. This valuable long-term data set positions us as New York City's expert on these charismatic and vulnerable species—and provides a critical benchmark for future research into the effects of climate change and environmental contaminants. We hold a leadership role in the Harbor Herons Subcommittee of the New York/New Jersey Harbor Estuary Program, created by the U.S. Environmental Protection Agency to protect, conserve, and restore our estuary.

Great Egrets are among the seven wading bird species that regularly nest on the Harbor Heron islands.



PRIORITIES:

■ HARBOR HERONS AND OTHER COLONIAL WATERBIRDS

Species such as Black-crowned Night-Heron, Snowy Egret, and Glossy Ibis serve as “bio-indicators” of the health of the New York-New Jersey Harbor Estuary. We will continue our surveys and conduct a geospatial analysis of wader colony movement around the harbor over time.

■ BEACH-NESTING BIRDS

We monitor New York State-threatened Common Terns, American Oystercatchers, and Black Skimmers, a Species of Special Concern in New York. Our scientific data support advocacy for these vulnerable coastal birds. Continued public education via the Be a Good Egg program will enlist local beach-goers to protect these species, as well as the endangered Piping Plover.

■ MIGRATORY SHOREBIRDS

We collaborate in regional efforts to identify threats to at-risk migratory shorebirds such as the New York State-threatened Red Knot, and develop strategies to reverse their decline. To better understand the quality and importance of the City's shorebird stopover habitat, we use telemetry to track the local and long-distance movements of shorebird species, and study the nutritional value of their foraging sites via horseshoe crab monitoring and tidal mudflat sampling.

PROTECTING PRIORITY AT-RISK URBAN BIRD HABITAT



Saltmarsh Sparrows are declining across their range due to loss of habitat.

The greatest global threat to birds is habitat loss and degradation. In New York City, even small green spaces may provide critical stopover and nesting habitat. Such spaces have additional benefits: They provide opportunities for connection to birds and nature often lacking in underserved communities—and our work to preserve or enhance them creates synergies with these communities. Green spaces, including green roofs, also reduce energy consumption and fossil fuel use by mitigating the heat island effect in our metropolis.

PRIORITIES:

■ GREEN ROOF HABITAT CERTIFICATION LAUNCH

We will solidify our position as the City's green roof leader by launching a new certification program for green roof wildlife habitat.

■ HABITAT PROTECTION AND ENHANCEMENT

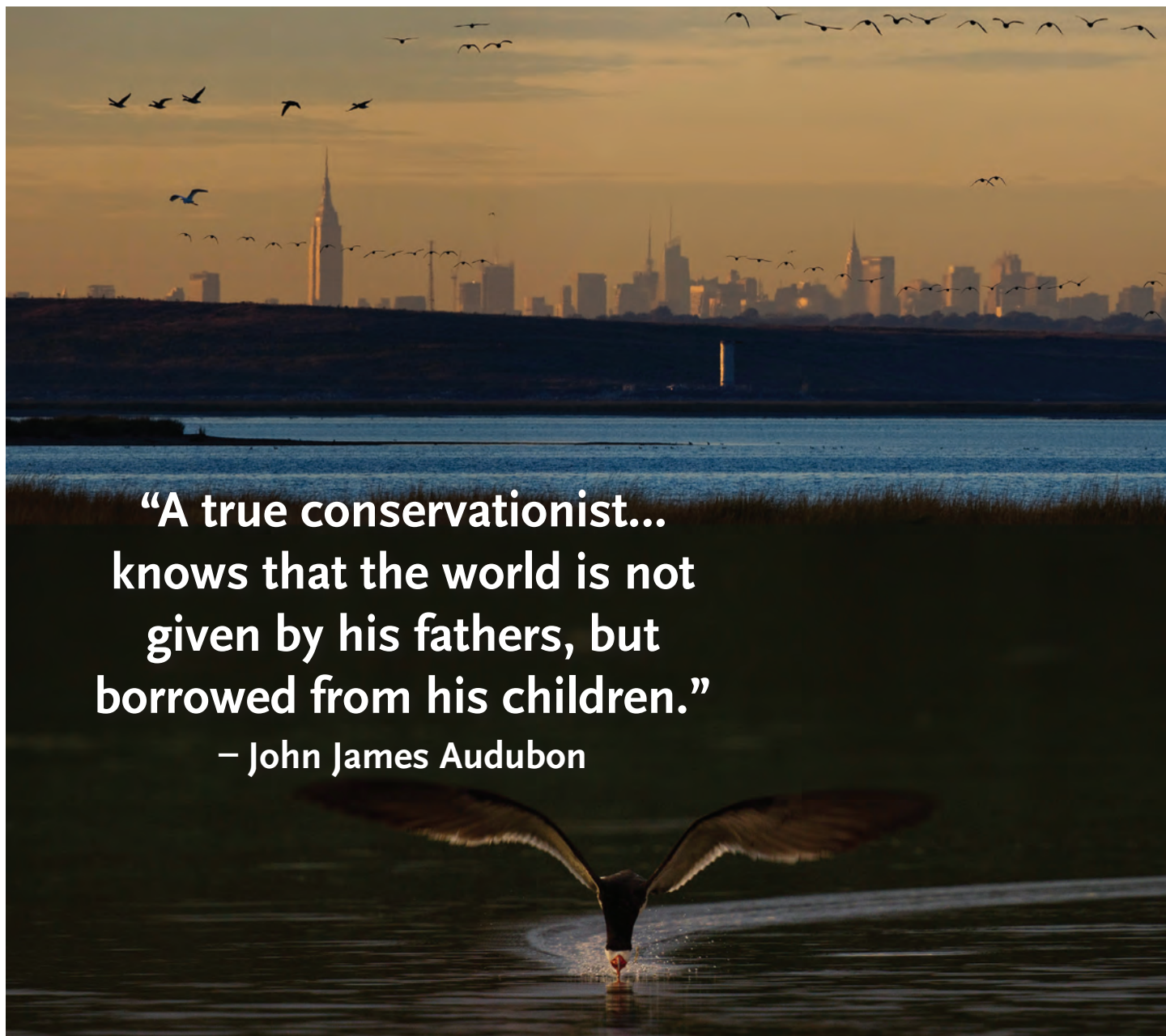
We will identify vulnerable bird habitats in the five boroughs and work with city, state, and national park agencies to protect them. By advocating for the use of native plants and removal of non-native species, we will create richer stopover and breeding habitat for birds, while providing opportunities for local residents to become stewards of their neighborhood green spaces.

■ NESTING ISLANDS FOR HARBOR HERONS

Through collaboration with local stakeholders, advocacy, and wildlife monitoring, we will continue to protect these critical nesting colonies from development and public visitation.

■ NEW BUILT HABITAT

Green roofs and reclaimed landfills are two opportunities to create new bird habitat in the City. We will seek out new opportunities and position ourselves as an expert consultant on such projects.



**“A true conservationist...
knows that the world is not
given by his fathers, but
borrowed from his children.”**

– John James Audubon

A HISTORY OF HABITAT PRESERVATION

Throughout its 40 years of dedicated conservation work, NYC Audubon has played a pivotal role in helping to protect and preserve vital bird habitat in New York City. Early successes included the restoration of grassland habitat in Brooklyn’s Floyd Bennett Field, the preservation of woodland habitat in Manhattan’s Central Park, and the attainment of protected

status for the Brother Islands. *Buffer the Bay* (1987), *Buffer the Bay Revisited* (1993), and *Jamaica Bay Coastal Habitat Restoration Project at Bayswater Point State Park and Dubos Point Wetlands Sanctuary* (1994–1996) were influential projects shepherded by NYC Audubon, as was *An Islanded Nature: Natural Area Conservation and Restoration in Western Staten Island, including the*

Harbor Herons Region (2001) and the more recent *Harbor Herons Conservation Plan* (2010). We most recently joined in successful collaborative efforts to preserve Four Sparrow Marsh, in Brooklyn; obtain protected status for the wetlands of Ridgewood Reservoir, on the Brooklyn-Queens border; and create Shirley Chisholm State Park, in Queens.

COLLABORATING ON URBAN CONSERVATION ISSUES

In the complex environment of bird conservation in New York City, many important and even fundamental conservation issues lie within NYC Audubon’s sphere of concern—but outside our sphere of most effective influence when acting alone. To have an impact on such issues, we collaborate with relevant organizations and conduct research to inform our advocacy and policy work.



We collaborate with the Rockaway Waterfront Alliance to teach beachgoers to “Be a Good Egg” and protect beach-nesting birds like the endangered Piping Plover.

PRIORITIES:

■ NEW YORK CITY CLIMATE RESILIENCE

We will support clean energy policy and sustainable, low-impact climate-resilience measures in the harbor. Our long-term data sets provide a critical source for research on the effects of climate change on affected bird species.

■ INVASIVE AND OVERABUNDANT SPECIES

As non-native predators “subsidized” by well-meaning people, feral cats cause bird mortality comparable only to habitat loss and window collisions. We will advocate for sound and humane feral cat policy in the City.

■ WIND ENERGY

We will advocate for the location of offshore wind turbines away from high bird-collision risk areas, and support other wildlife- and climate-friendly policies.

■ EMERGING ISSUES

By bringing experts and stakeholders to the table to share research and develop policy, we will act as New York City’s “convener” on new wildlife conservation issues, such as the effects of electromagnetic radiation on bird migration through urban areas.

■ PREDATORS

We will work with governing agencies to monitor and manage, as appropriate, predator populations in sensitive areas such as the Harbor Heron Islands.

**“One way to open your eyes is to ask yourself,
‘What if I had never seen this before? What if I
knew I would never see it again?’”**

– Rachel Carson



Rose-breasted Grosbeak © David Speiser

PUBLIC ADVOCACY AND POLICY

LEVERAGING OUR EXPERTISE AND MOBILIZING AN ACTIVIST COMMUNITY

As a leader in science-based urban conservation with a new full-time advocacy manager and a growing grassroots network, NYC Audubon is well positioned to shape public policy. Together with both public and private partners, including our state and national Audubon colleagues, we will advocate for birds and their habitats at city, state, and federal levels. We will reach out to underserved and minority communities to better understand their most critical concerns, seek out new partnerships, and empower residents to join us and take action.



PRIORITIES:

■ AVIAN ADVOCATES

We will cultivate a grassroots corps of 200 “Avian Advocates” to make phone calls, write letters, post on social media, and attend meetings to support our advocacy.

■ HABITAT PROTECTION AND CREATION

We will urge increased public funding for environmental conservation and parks, defend threatened habitat, and support incentives for new green roof habitat.

■ CONTAMINANTS AND PESTICIDES

We will advocate for regulation or banning of contaminants and pesticides that are toxic to birds and their sources of food. We will continue to educate on responsible rodenticide use to protect urban raptors.

■ ENVIRONMENTAL EQUITY AND JUSTICE

Recognizing that underserved and minority communities lack resources for environmental protection, are disproportionately affected by pollution, and have more limited access to green space and birds, we will advocate together with these communities for habitat- and bird-friendly policy.

■ BIRD-SAFE BUILDING LEGISLATION

We will fight to enact city and state legislation that mandates bird-friendly building practices. It is our firm goal that by 2025, all new construction in New York City will be required to use bird-safe glass and other bird-friendly design features.

**“I believe the best way to begin
reconnecting humanity’s heart,
mind, and soul to nature is for us
to share our individual stories.”**

– J. Drew Lanham



EDUCATION AND ENGAGEMENT

CONNECTING ALL NEW YORKERS TO NATURE AND EXTENDING OUR BRAND

As the “urbanest of Audubons” in a city of nearly 8.5 million people, NYC Audubon faces an extraordinary challenge—and an extraordinary opportunity. We must use our position as a leader in science-based conservation to educate New Yorkers across the five boroughs about birds and their habitats, connecting them with the

natural world and engaging them in our conservation goals. We have not yet tapped the full potential of environmental stewardship in our communities—and will do so by becoming a primary conduit for experiences with birds and nature in New York City, and presenting a welcoming face, and a clear message, to all those we ask to join us.



NYC Audubon and National Audubon co-lead a LGBTQ+ bird walk.

“Let’s Go Birding Together” walk © NYC Audubon



City residents learn about their shoreline at the annual Horseshoe Crab Festival.

HARNESSING THE POWER OF NEW YORK CITY'S RESIDENTS

Our robust outreach agenda will engage underrepresented groups, including young people and minority communities. These efforts will expand our grassroots network and membership, and make NYC Audubon more forward-thinking, inclusive, and powerful.

PRIORITIES:

■ EXPANSION AND DIVERSIFICATION OF OUR MEMBERSHIP

We will double our membership and social media following to at least 5,000 contributing households and 50,000 followers, with a focus on young people and underrepresented communities.

■ COMMUNITY AND CORPORATE PARTNERSHIPS

Building on the successes of partnerships with varied organizations including Kingsland Wildflowers at Broadway Stages, the Hindu environmental group Sadhana, and the Jacob K. Javits Convention Center, we will seek out new partnerships with like-minded businesses, community-based organizations, and leaders in underserved communities.

■ “POP-UP” NYC AUDUBONS

We will reach new audiences by developing a scalable program of pop-up centers in target communities throughout the five boroughs, adapting the concept of our successful Governors Island environmental center.

■ COMMUNITY SCIENTISTS AND VOLUNTEERS

Much of NYC Audubon's work is accomplished by the hundreds of volunteers who count horseshoe crabs, survey bird populations, plant saltmarsh grass, and clean beaches each year. We will expand our volunteer base and achieve greater diversity through youth outreach and recruiting in underserved neighborhoods, with a special focus on communities adjacent to the places where we work.

CREATING AN EDUCATED COMMUNITY



The arts and crafts table is a big draw at the annual Governors Island “It’s Your Tern” festival.

The children we reach today are the environmentalists of tomorrow. And people of any age, when introduced to beautiful and vulnerable birds in their local parks, may be inspired to join efforts to protect them. NYC Audubon’s educational programming for both children and adults is grounded in scientific research, and led by professional scientists, guides, and teachers. In collaboration with both existing and new partners, we will continue to improve and expand our programs in order to reach New Yorkers of all ages in communities across the City.

PRIORITIES:

■ FREE PUBLIC BIRD WALKS

We will double our number of free guided walks in all five Boroughs, in English, Spanish, and other languages, to at least 400, reaching some 4,000 New Yorkers annually. Focusing on areas with underrepresented populations, we will cultivate walk participants to join NYC Audubon and become birding guides in their own communities.

■ SCHOOL CONSERVATION AND SCIENCE PROGRAMS

We will create new conservation-science activities adaptable for both in-school and extracurricular use, based on the successful Tidal Connections program and recently created green roof teachers guide.

■ COMMUNITY SCIENTISTS AND VOLUNTEERS

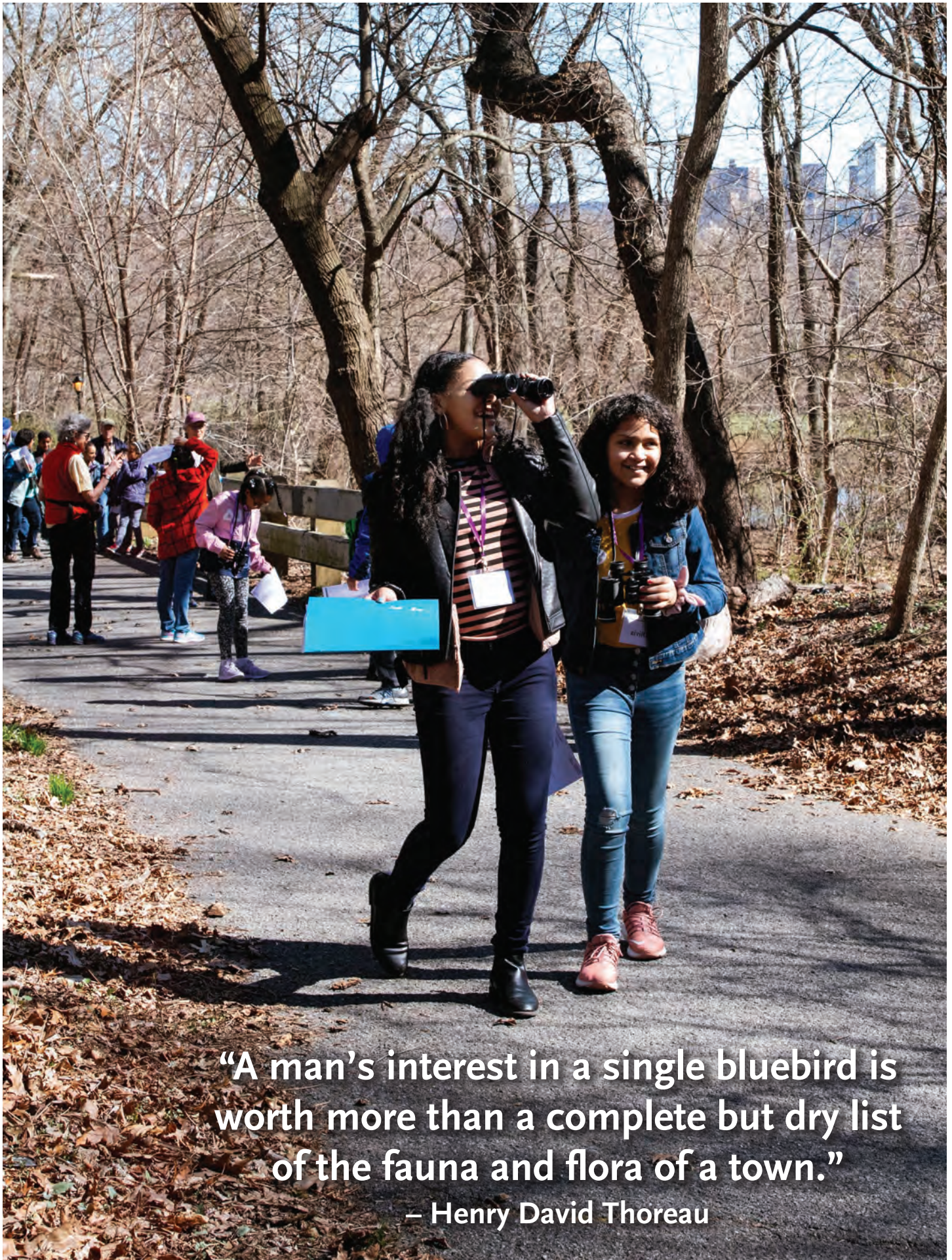
Our successful Feathered Friends after-school program in a Bronx public school introduces third- to fifth-graders to the fun of birds through guided excursions. We will adapt this concept for schools in each of the five boroughs.

■ TRIPS, CLASSES, AND LECTURES

To connect New Yorkers to birds and their habitats and inspire involvement in our conservation work, we will continue to offer local trips, classes, and festivals, with a focus on additional events in underserved areas. Our lecture series will showcase varied perspectives on bird conservation and other environmental topics.

■ PROFESSIONAL EDUCATION

We will expand the education modules we offer to architects, facilities managers, and other real estate professionals to all five boroughs, leveraging our staff’s expertise on green roofs, light pollution, and bird-safe building design.



“A man’s interest in a single bluebird is worth more than a complete but dry list of the fauna and flora of a town.”
– Henry David Thoreau

COMMUNICATING OUR UNIQUE BRAND

As NYC Audubon reaches its 40th anniversary, we will reexamine the face we present to New York City. As a truly urban Audubon chapter, we are unique: The birds living in and migrating through our city face challenges specific to a vertical and highly developed landscape, and we create distinct and innovative solutions. We must introduce ourselves to all of New York City's communities as a defender of birds and a source of fun and educational experiences in nature.

PRIORITIES:

■ WEBSITE

To refresh our virtual presentation and become more accessible, we will migrate and update our website content into contemporary desktop and mobile-friendly platforms. Back-end upgrades will include a more efficient content-management system and seamless integration with our donation, membership, and event-registration systems.

■ BRAND IDENTITY AND INTEGRATED MARKETING

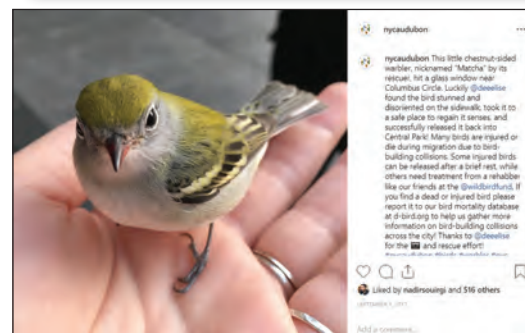
To distinguish ourselves as New York City's Audubon and better communicate our role as the City's conservation leader, we will enlist professional consultation in rebooting and unifying our marketing strategy, brand, and logo. Both marketing and educational programming will articulate our core program priorities.

■ COMMUNICATIONS REACH

We will develop a more dynamic social media presence, support content development, and enhance our communications reach to the City's many communities. We will extend and strengthen our brand by identifying the most effective multipliers of our message in both new and traditional media outlets, including pro bono transit advertising.

■ PUBLICATIONS

We will continue to tell engaging stories and expand our grassroots community through publications such as *The Urban Audubon*, *The eGret* eNewsletter, our *Birding by Subway* brochure, and pamphlets describing our conservation programs.



GOVERNANCE AND STAFFING

CREATING A MORE INFLUENTIAL, EFFECTIVE, AND DIVERSE NYC AUDUBON

NYC Audubon’s board of directors provides organizational oversight and guides our programming through board committees. Our executive director leads a small but committed staff that operates at capacity. We look to expand our staff, deepen our expertise, and create a more inclusive organization that will be more effective in meeting the challenges facing New York City’s birds and their habitat.

SHAPING A MORE REPRESENTATIVE ORGANIZATION

Between 2015 and 2019, NYC Audubon increased the percentage of people of color and other ethnic minorities on its board of directors from 0 to 25 percent. Over the next five years, we will continue to ensure our board and personnel better represent the City’s demographics. This change in accordance with the principles of Equity, Diversity, and Inclusion (ED&I) will happen through a proactive effort, as we hire new staff and as board members rotate through their terms.



PRIORITIES:

■ BOARD DIVERSITY

By 2025, at least one half of NYC Audubon’s board members will be people of color or representatives of other minority groups. We will achieve gender balance and increase participation from underrepresented boroughs of the City.

■ STAFFING

We will seek out staff and field personnel of color and other under-represented groups.

■ TRAINING

ED&I training programs will be implemented for the board, staff, and other personnel on topics such as workplace diversity, implicit bias, racism, and environmental justice and equity.

■ ORGANIZATIONAL PROTOCOLS

We will revise the human resources manual to incorporate ED&I protocols for hiring, training, and implementing employment policies.

GROWING ORGANIZATIONAL CAPACITY

STAFFING

To effectuate this Strategic Plan, we must fund a number of recently created and new positions:

RECENTLY CREATED POSITIONS

- *Advocacy and Outreach Manager* for policy, environmental activism, and community engagement (full-time current position)
- *Communications Content Manager, Special Projects* to support publications and messaging (part-time current position)

FUTURE MANAGER-LEVEL AND ASSOCIATE POSITIONS

- *Naturalist/Educator* to increase programming with K-12 school children (part-time)
- *Conservation Associate/Science Volunteer Coordinator* to support the conservation team by organizing volunteers, managing data, and servicing our working groups (full-time)
- *NYC Green Roof Research Alliance/Habitat Certification Manager* to supervise green infrastructure and habitat preservation efforts (full-time)
- *Seasonal Research Interns* for Project Safe Flight
- *Expert Birding Guides* to lead free walks in all boroughs and supplement public programs

FUTURE DIRECTOR-LEVEL POSITIONS

As the organization's capacity and programming grow, the following leadership roles must be added to manage expanded staff and services:

- *Director of Marketing and Public Relations* to lead efforts to distinguish our brand and expand recognition of our work
- *Director of Education* to lead creation of educational programming inspired by our conservation and science priorities

WORKSPACE

Concomitant with staff expansion, we will plan an office space efficiency redesign, expansion, or relocation beginning in January 2022, when our current lease expires.

RESOURCING OUR NEEDS

SUSTAINING A GROWING ORGANIZATION

NYC Audubon needs philanthropy. Our board, staff, members, and volunteers are a continuous source of passion, hard work, and generous financial support as we endeavor to safeguard the City's birds. But the ambitious goals presented in this five-year plan will only be achieved through expanded staffing and programming—and to support this growth, significant additional financial resources are required.



Our annual Fall Roost Benefit raises essential funds for our conservation work.

BUILDING A MORE POWERFUL ORGANIZATION

ONE-TIME EXPENSES:

- **NEW WEBSITE PLATFORM** Developing a state-of-the-art website will require professional services and focused staff attention, and will cost approximately \$50,000.
- **BRAND AND MARKETING** Refreshing NYC Audubon's identity in tandem with our 40th anniversary celebration requires an infusion of professional branding and public relations. While some of this work will be sought pro bono, the design aspects of the identity rollout will cost approximately \$15,000.
- **GOVERNORS ISLAND ENVIRONMENTAL CENTER** Maintaining our popular and highly visible Governors Island residency requires \$20,000-40,000 annually over three years for staffing, guides, programming, and supplies.
- **GREEN ROOF CERTIFICATION LAUNCH** A new fee-based wildlife habitat certification program requires \$50,000 annually over three years, based on a feasibility study developed by the Morgan Stanley 2019 Strategy Challenge.

RECURRING EXPENSES:

- **STAFFING** Personnel consistently accounts for 75-80 percent of our annual operating budget. The personnel increases outlined in this plan will require an increase to the annual operating budget of at least \$200,000.
- **OFFICE SPACE** We will face additional space costs when our current lease expires in 2022.



FUNDING OUR GROWTH

Contributions and grants provide 80 percent of NYC Audubon's revenue. Because we receive no regular stream of earned revenue such as admission sales, we require income from a variety of sources. We must increase our investment income through the creation of an endowment, recruit new donors, and encourage increased commitment from current supporters. Philanthropy will be expanded through the following methods:

- *Communicating our financial need* to our members and followers and clearly articulating donation opportunities.
- *Engaging the board of directors* in fundraising at all levels, and identifying individual members to champion and lead priority fundraising initiatives.
- *Developing public-facing fundraising* campaigns.

PRIORITIES:

■ 40TH ANNIVERSARY CAMPAIGN

Leadership funding is essential to the success of this plan. We will launch a 40th Anniversary Campaign with the goal of raising \$1,040,000 by December 31, 2020—securing major funding for signature strategic priorities and leveraging gifts tied to the anniversary celebration.

■ OPERATING RESERVE

We will create an operating reserve equivalent to three months' core expense.

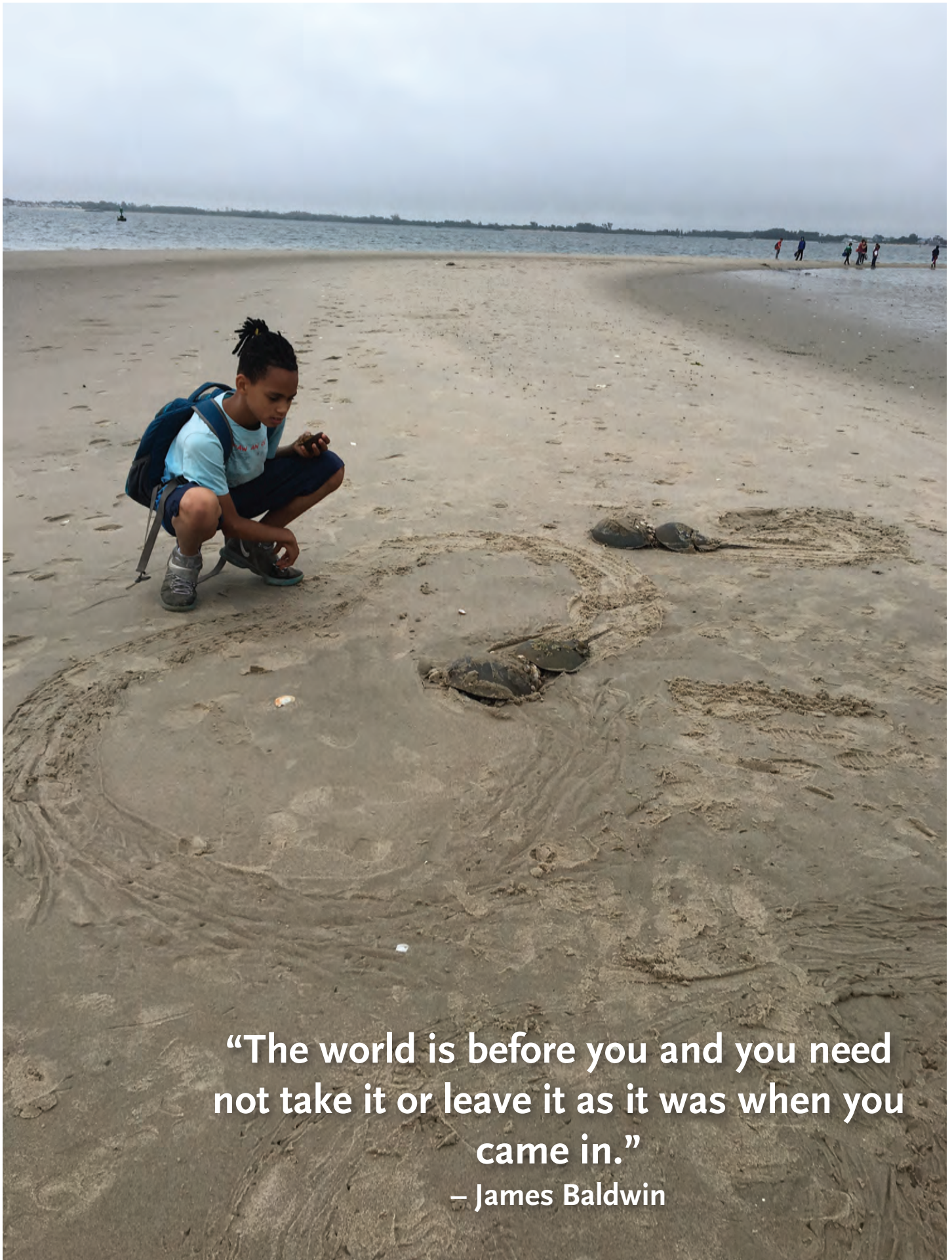
■ CREATIVE FUNDRAISING

The board's marketing, membership, and development committees will work with staff to refresh and implement new donation programs. These include the regular NYC Audubon membership program as well as the following:

- *American Kestrel Circle* major gift program
- *Fall Roost Gala* and other ticketed benefit events
- *Green Roof Habitat Certification* program (fee-based)
- *Wildlife-monitoring* (government-funded)
- *Professional education* engagements (fee-based)

■ NEST EGG PLANNED GIVING PROGRAM

We must build a robust planned-giving campaign to build NYC Audubon's endowment—currently approximately \$1 million in accumulated estate-legacy gifts—to a level three to four times the annual operating budget. We hope to achieve an endowment of \$6-8 million by our 50th year.



**“The world is before you and you need
not take it or leave it as it was when you
came in.”
— James Baldwin**

LOOKING FORWARD TO 45

CREATING A BRIGHTER FUTURE FOR NEW YORK CITY'S BIRDS

In the next five years we will increase our capacity to meet the challenges facing the City's birds by strengthening our science-based conservation programs, reinvigorating our grassroots activist past, and engaging New Yorkers in all five boroughs. By committing ourselves explicitly, in all our future programming and staffing, to include, learn from, and better represent the people of our city, we can become the Audubon for *all* of New York City.



In this vast community of 8.5 million people, great potential resides in residents' deep love and longing for birds and nature. We can tap that potential by clearly communicating

our organization's mission, and actively inviting all to take part. The potential for future growth is practically unlimited—but we must set deep and well-placed roots.

Join us as we grow. Your support will enable us to achieve the goals of this Strategic Plan, and much more. Visit www.nycaudubon.org to learn more and get involved.