



Promoting protection and enjoyment of birds since 1939



BUILDING A STRONG FOUNDATION

Strategic Plan

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Planning Process

In March of 2017, Detroit Audubon staff and Board of Directors participated in a series of two planning sessions to determine Detroit Audubon's shared vision. As a result, the group reached consensus on a vision for the future of Detroit Audubon and set goals to guide the organization in achieving its vision. Following the planning session, the Futures Committee was formed and met over a series of meetings to finalize goals and objectives and determine strategies and actions required to achieve objectives. Staff and Board leadership then worked together in finalizing objectives, strategies and actions. A leads committee has been formed to establish timing and measurable outcomes to complete the action plan. Once finalized, the action plan will serve as a guide for staff and board members who will share the responsibility of implementing and monitoring the progress of the strategic plan.

The purpose of strategic planning and other complementary organizational processes is to effectively respond to community needs and fulfill fiduciary responsibilities through the development of aligned efforts among Detroit Audubon's mission, vision and values, strategic goals, budgets, staffing structure and capacity as well as Board of Trustees governance structure and policies. The strategic action plan is a north star to help guide Detroit Audubon over the next five years in strengthening the organization to effectively achieve its mission.

Futures Committee Members:

Amy Greene, Co-Chair
Sara Srinivasan, Co-Chair
April McCray
Diane Cheklich
Jim Bull
Rebecca Minardi
Rochelle Breitenbach

Staff:

Ava Landgraf
Bailey Lininger

Mission & Values

Mission Statement

The mission of Detroit Audubon is to foster appreciation and conservation of birds and the environment we share

Mission Pillars:

Research, Education, & Action

Core Values

Below is our list of core values which are reflected in all aspects of work at Detroit Audubon.

Credibility

- We ensure that our work is backed by evidence based science, that the information we provide is trustworthy, that we are dependable, and that we are known for excellence in performing our work.

Integrity

- We undertake all of our activities and actions in a way that is honest, transparent and ethical; our word is our bond so we strive always to make good on our commitments; and we are fiscally responsible as good stewards of the gifts we receive.

Engagement

- We connect with communities throughout Southeast Michigan to build a culture of respect and curiosity for birds and all living systems.

Diversity

- We recognize that love for birds is not just for one group; therefore we strive for a diverse board and staff, and we promote engagement with all communities regardless of their race, religion, sexual orientation, ability, gender, or age. We pledge to interact with communities where we work with sensitivity and openness not only about what we are doing, but with genuine openness to the needs and desires of people in those communities, as well as encouragement of their participation in projects we undertake.

Interconnectedness

- We recognize that we are just one species on this planet and we are obligated to care for and respect all living things, and that even small actions can have impacts that spread through living systems, for good or ill, far beyond our original intent.

Collaboration

- We value our connections with organizations throughout Southeast Michigan and beyond and are committed working in partnership with them to increase our effectiveness in meeting our mission of protecting birds and the environment we share.

Sustainability

- We are stewards of this planet and the species that inhabit it; everything we do is informed through our appreciation of birds and their habitats, and our commitment to ensuring that birds and the living systems that support them endure.

Respect

- We cherish all living systems and treat them with the reverence they deserve and require.

Vision, Goals & Action

Vision Statement

Detroit Audubon will build a culture of community engagement, inclusion and inspiration that fosters respect and appreciation for birds, for each other and the environment in which we live.

Implementing the Plan

There are several criteria relative to developing and implementing a successful strategic plan:

- The process must be inclusive where all stakeholders have an opportunity to provide input
- There must be clarity in the respective roles of the Board of Directors and staff
- There must be alignment between the strategic planning process and current strategic initiatives
- Timelines, responsibilities and measurable outcomes must be built into the plan
- There must be ongoing communication about the plan between the Board, staff and to stakeholders and community members

The strategic plan is a living document. It will serve as a “road map” guiding the work of Detroit Audubon over the next three years. Implementation of the strategies and actions outlined in the plan will better position Detroit Audubon to effectively fulfil its mission.

Regular monitoring of the progress of implementation of the plan is critical to Detroit Audubon’s success in achieving set goals and objectives. The plan is meant to be adaptive, non-static, and subject to amendments as change or needs dictate.

Goals

Goal #1: Improve financial growth and achieve sustainability.

Goal #2: Strengthen capacity and infrastructure to support excellence in administration, operations and governance.

Goal #3: Grow Detroit Audubon's influence in SE Michigan and position Detroit Audubon as a chief source of information about birds, birding, and the environment of SE Michigan.

Goal #4: Protect and steward wildlife and their habitats within metro Detroit and the southeast Michigan region.

Goal #5: Improve and expand our education efforts.

Goal #6: Improve and expand our research efforts.

Goal #7: Improve, expand and increase the effectiveness of our advocacy efforts.

Goal #8: Become a more well-balanced organization with regards to race, socioeconomic status, religion, gender, gender identity and other demographic parameters.

Goals

Below is a list of Detroit Audubon's eight main goal areas:

- Goal #1**
 - Improve financial growth and achieve sustainability
- Goal #2**
 - Strengthen capacity and infrastructure to support excellence in administration, operations and governance.
- Goal #3**
 - Grow Detroit Audubon's influence in SE Michigan and position Detroit Audubon as a chief source of information about birds, birding, and the environment of SE Michigan.
- Goal #4**
 - Protect and steward wildlife and their habitats within metro Detroit and the Southeast Michigan region.
- Goal #5**
 - Improve and expand our education efforts.
- Goal #6**
 - Improve and expand our research efforts.
- Goal #7**
 - Improve, expand and increase the effectiveness of our advocacy efforts.
- Goal #8**
 - Become a more well-balanced organization with regard to race, socioeconomic status, religion, gender, gender identity and other demographic parameters.

In the chart below are the objectives, strategies and action items needed to reach each goal by the deadlines indicated. Measures of success are also described.

Goal 1: Financial

Goal 1: Improve financial growth and achieve sustainability.				
Objective 1: Generate sufficient funds to support current budget and growing operations.				
Strategy	Actions	Lead	Deadline	Measures of Success
Strategy 1: Develop diversified long-range financial plan based on organizational needs	Action 1: Determine giving capacity of current and potential donors (members, individual donors, foundations, corporations) and develop strategies to strengthen the relationship(s) and grow support	Fund development committee	June 2019	We have a cohort of regular, consistent high-end (\$5,000+) donors. We convert 10% of National-only members to Detroit Audubon members. We convert 10% of our members to donors.
	Action 2: Determine income potential of fundraising events.	Fund development committee	March 2020	A report based on research and interviews of three different Audubon chapters and their fundraising events has been created.
	Action 3: Determine income potential of our programs and develop strategies to increase revenue by researching financial models of other organizations.	Program Coordinator	March 2020	
	Action 4: Determine the actual costs of all programming and large events	Fund development committee		Produce a T-Sheets and QB analysis that reflects true cost of programming and events. This analysis is shared regularly (quarterly to monthly) with the board.
Strategy 2: Increase philanthropic support	Action 1: Develop roles and responsibilities for fund development chair and committee	Fund Development Committee	December 2018	A fund development committee with specific roles and responsibilities has been created.
	Action 2: Develop and implement a fund development plan	Jen Booher, Jim Bull	December 2018	A document has been created that synthesizes our current fund development strategies with our fund development goals.
	Action 3: Increase board involvement in fund development efforts	Fund Development Committee	April 2020	DA Board has three more members whose primary focus is fund development. By 2020 DA Board has attended fundraising workshops.
	Action 4: Develop a strong grant program including identifying funders and stewardship of these relationships	Executive Director/ Staff	Ongoing, 2021 to 2022	Two active grant projects will be funded by local philanthropic organizations. A grant plan has been written and is used to guide grant applications and projects.

Goal 2: Infrastructure

Goal 2: Strengthen capacity and infrastructure to support excellence administration, operations and governance.				
Objective 1: Attract and retain excellent staff.				
Strategy	Actions	Lead	Deadline	Measures of Success
Strategy 1: Establish effective organizational leadership models at board and staff levels	Action 1: Develop a leadership framework for Board members, committee chairs and staff to follow	Executive Committee Jim Bull, Rochelle, and Tom		To be decided
	Action 2: Research succession plans for Board leadership	Executive Committee -- Jim, Rochelle, and Tom	October 2018	A succession plan for board leadership has been adopted.
	Action 4: Secure funding for staffing model	Executive Committee - Jim, Rochelle, and Tom	Ongoing, ED funding by fall 2018, coordinator funding by March 2019.	Funds for ED and full-time Program Coordinator and Research Coordinator positions have been secured.
	Action 5: Establish search committee for Executive Director recruitment.	Executive Committee Jim and ROCHELLE	June 2018	An ED committee has been established.
	Action 6: Develop an interview and recruitment process for Executive Director	ED Search Committee Chair	July 2018	Interview questions have been outlined.
	Action 7: Recruit Executive Director	ED Search Committee Chair	August 2018	Job has been posted and shared with relevant networks.
Strategy 2: Create an internship program to support the work of staff and develop future conservation professionals	Action 1: Establish relationships with an increasing number of colleges universities (Adrian College interested)	Staff	Summer 2020	An internship program for Summer 2020 has been created and one intern has been hired.
	Action 2: Identify internship projects and develop internship goals and outcomes.	Staff	Summer 2020	An internship program for Summer 2020 has been created and one intern has been hired.
	Action 3: Recruit interns.	Staff	Summer 2020	An internship program for Summer 2020 has been created and one intern has been hired.
Strategy 3: Provide adequate compensation and benefits packages	Action 1: Research, choose, and implement a non-profit benefit package for staff.	Executive Committee/ Executive Director -- Tom and Rochelle	Fall 2018	Full-time staff have a benefit package.
Strategy 4: Engage in staff succession planning	Action 1: Research succession plans for key staff of like organizations and develop succession plan for DA (including expense for overlapping positions for training purposes)	Executive Director -- Rochelle and Tom	December 2018	Each staff member has created and updates a Standard Operating Procedure document for their position. A document outlining DA's procedures for staff succession has been created.
Strategy 5: Develop policy/plan for staff development and a budget for these opportunities	Action 1: Identify skill and development needs of each employee	President, Executive Director/ Staff	Annually	Skill and development needs of staff are determined annually during employee review process.

	Action 2: Look for conferences and training opportunities and prioritize	Staff/ <i>Exec Director</i>	Ongoing	Staff communicates professional development opportunities to ED and opportunities are prioritized.
	Action 3: Approve and schedule professional development opportunities	President for now/Executive Director/ Staff --Bailey and Erin	Ongoing	Staff follows Standard Operating Procedure to apply for authorization to attend professional development opportunities. Each employee attends at least one professional development opportunity annually.
Goal 2: Strengthen capacity and infrastructure to support excellence administration, operations and governance.				
Objective 2: Increase board engagement & effectiveness				
Strategy 1: Build board capacity in areas critical to effective governance and leadership	Action 1: Perform a gap analysis based on skill sets and demographics and diversify board make-up based on findings	Jim and Rochelle Executive Committee/ <i>Board Development</i>	Dec. 31, 2018	A matrix showing gaps, plan for filling them.
	Action 2: Research and offer board development opportunities	Jim Bull for now, Executive Director Executive Committee/ <i>Board Development</i>	Dec. 31, 2019	At least one workshop for full board/year, and other optional opportunities suggested for individual board members.
	Action 3: Establish and implement a board recruitment, orientation and rotation process	Jim and Rochelle, Executive Committee/ <i>Board Dev. Committee</i>	Dec. 31, 2019	Rotation, recruitment, orientation, and rotation plan written and adopted.
	Action 4: Develop a board orientation packet and new board member orientation process	President and Secretary, Exec Dir Executive Committee/ <i>Board Dev. Committee</i>	Dec. 31, 2019	Orientation packet and process completed and ready for implementation in 2020.
Strategy 2: Align committees with strategic plan	Action 1: Evaluate current committee structure, identify gaps and refine committee structure to support the strategic plan	Jim and Rochelle, Executive Committee/ <i>Board Dev. Committee</i>	Dec. 31, 2018	Session at board meeting or Exec committee to do this analysis, and propose a revised committee plan.
	Action 2: Define and document committee roles and responsibilities (compare to staff roles and responsibilities)	Jim and Rochelle, Executive Committee/ Staff <i>Board Dev. Committee</i>	Dec. 31, 2018	Work on this as a board by end of year and assign unfinished part of plan to one or more individuals. Produce written plan describing committee and roles.
	Action 3: Define and document roles, responsibilities and qualifications of committee chairs	Jim and Rochelle, Amy, Executive Committee/ <i>Board Dev. Committee</i>	Dec. 2018	Part of plan above.
	Action 4: Recruit committee chairs with the appropriate skills and experience	President, Amy, Executive Committee/ Exec Director <i>Board Development</i>	Dec. 2019	Chairs in place for all committees.
	Action 5: Recruit both board and non-board members to serve on committees and build committees	<i>Committee Chairs</i>	Dec. 2020	A minimum of four members are on each committee.
Strategy 3: Improve board function	Action 1: Define goals of the board, chairpersons, & committee members	President, Amy, Executive Committee/ <i>Executive Director Board Development</i>	Dec. 31, 2018	Part of plan on Strategy 2.
	Action 2: Conduct an annual board performance evaluation	Amy? Executive Committee/ <i>Board Development</i>	Every year at last board meeting of the year.	Evaluation done.

	Action 3: Research and implement more effective board and committee agendas	President, Amy, Strategic Plan Committee (Amy Greene). Executive Committee	Sept. 2018	Jen work with Jim and Rochelle to provide model for board agenda based on our Strategic Plan. Ask committee chair to follow suit.
Goal 2: Strengthen capacity and infrastructure to support excellence administration, operations and governance.				
Objective 3: Attract and retain dedicated, passionate and active volunteer base.				
Strategy 1: Formalize existing volunteer program	Action 1: Determine volunteer needs and develop job descriptions	Staff	December 2018	At least 3 separate volunteer position descriptions written. Training programs outlined with focused goals.
	Action 2: Establish a Volunteer Committee (made-up of non-board members with board member as committee Chair)	Executive Director/Executive Committee/ Board Development, Staff	December 2018	Committee established and actively meeting.
	Action 3: Contact other Audubon Chapters and organizations with successful volunteer programs to find out what makes them successful	Volunteer Committee/Staff	June 2019	3-6 chapters contacted for feedback and a report compiling information received has been written.
	Action 4: Develop and implement volunteer recruitment, orientation and retention process	Volunteer Committee /Bailey and Erin	December 2019	Recruitment strategies and volunteer orientation materials developed and ready to implement in 2020.
	Action 5: Evaluate workload of current positions and consider hiring a Volunteer Coordinator or a Fund Development Director who assumes responsibilities associated with volunteer management	Executive Director and Exec. Committee	Defer to ED once hired.	Defer to after ED hired.
Strategy 2: Reach out to groups with overlapping interests	Action 1: Develop a list of groups with overlapping interests (e.g. master gardeners)	Volunteer Committee /Bailey and Erin	December 2018	Organization list created. DA Volunteer List updated to include volunteer interests.
	Action 2: Contact these groups to inform them of volunteer opportunities	Volunteer Committee /Prog. And Research Coordinators	March 2019	Contact at least 3 groups to inform of them of volunteer opportunities with Detroit Audubon.
Goal 2: Strengthen capacity and infrastructure to support excellence administration, operations and governance.				
Objective 4: Streamline data tracking for donors, members, participants and volunteers				
Strategy 1: Establish an effective database management system	Action 1: Research database management systems	Staff, Becky, Fund Devel Consultant, Office Administrator/Program Coordinator/ Executive Committee	Complete	Database program abilities and prices outlined in a Google Document.
	Action 2: Secure funding for database management.	Tom McKarns, Executive Committee/ Executive Director	June 2018	Infrastructure funding secured for donor/volunteer/member database software.
	Action 3: Implement database management system.	Office Administrator/Program Coordinator/ Executive Committee	December 2018	New database fully updated with current member, donor, program attendee and volunteer contact information, including donor history. Software in active use by staff.

Goal 3: Influence

Goal 3: Grow Detroit Audubon's influence in SE Michigan and position Detroit Audubon as a chief source of information about birds, birding, and the environment of SE Michigan				
Objective 1: Increase community awareness and engagement.				
Strategy	Actions	Lead	Deadline	Measures of Success
Strategy 1: Engage program participants beyond programs	Action 1: Collect participant contact information at events and ask participants to indicate if they are interested in more programs and volunteer opportunities.	Bailey Program Coordinator/Office Administrator	December 2018	10% increase in repeat program participants. 10% of participants transition into volunteers.
	Action 2: Provide personal follow-up specific to programs to connect and to gauge participant's interests (e.g. provide online opportunities for them to become engaged and active, also consider Constant Contact).	Program Coordinator/Office Administrator	June 2019	At least 5 new regular volunteers.
Strategy 2: Align programming with community interests and needs as long as they also align with the mission of Detroit Audubon	Action 1: Conduct focus groups and/or distribute surveys or use other appropriate methods to determine specific community needs related to programming.	Program Coordinator/Conservation Committee	December 2019	Individual community leaders identified and contacted for feedback. The Detroit Bird City program is used as a platform for community engagement through meetings.
	Action 2: Partner with community groups to learn more about the DA's current and potential audiences.	Bailey, Program Coordinator/Diane, Conservation Committee	December 2019	Through the above partnerships, reach out to at least 3 community groups.
	Action 3: Be intentional about engaging repeat participants including social elements that create a sense of community/unity (e.g. potlucks).	Bailey, Program Coordinator/Office Administrator	December 2019	
	Action 4: Determine who our participants are and develop communication strategies that effectively reach participants and move them to action – the approach must be personal.	Program Coordinator/Office Administrator /Volunteer & Outreach Coordinator	December 2019	Increase our rate of regular Monthly Nature Program attendees by 10%.
Strategy 3: Communicate Detroit Audubon's accomplishments	Action 1: Compile program outcomes and develop a process for sharing them.	Program Coordinator/Research Coordinator	January 2019	Program outcomes outlined by end of 2018. Interviews with participants conducted and quotes used for social media and written media throughout 2019. Flyway is modern, engaging and brings in revenue.
	Action 2: Develop communications that showcase annual accomplishments (e.g. annual report, social media, etc.)	Communications Committee	January 2019	Accomplishments are reflected in DA end-of-year Annual Report, social media, etc.)
	Action 3: Develop a process to consistently and regularly communicate happenings and accomplishments through press releases, social media, blog, website, partner communications, and phone calls and personal meetings with reporters etc.	Program Coordinator/Research Coordinator/Communication Committee	Ongoing	Communicate with at least 3 other small organizations and compile report on what forms of press/social media are the most successful and fruitful.
	Action 4: Develop a media kit, strengthen relationships with media throughout the region, and create a contact list that is accessible to all staff and board members.	Program Coordinator/Erin Research Coordinator/C	December 2019	Media kit compiled, accessible and in active use.

	(List a specific name of reporter where possible)	ommunication Committee		
	Action 5: Provide or attend training on effective media strategies.	Program Coordinator/Bailey	Complete, ongoing	Attend one training on effective media strategies every 2 years.
	Action 6: Publish our research findings in journals and present at conferences.	Research Coordinator/Ehrin	Complete, ongoing	Present research findings at conferences annually. Publish research findings in journals as data allows.
Goal 3: Grow Detroit Audubon's influence in SE Michigan and position Detroit Audubon as a chief source of information about birds, birding, and the environment of SE Michigan				
Objective 2: Establish sustainable relationships with target market groups.				
Strategy 1: Maintain and strengthen existing partnerships	Action 1: Schedule field trips and offer programs at the new Detroit International Wildlife Refuge (DIRWR) visitor center for the general public as time and funds allow	Program Coordinator	Dependent on Detroit River International Wildlife Refuge - hopeful Jan 2019	Add 2 recurring field trips on DA calendar at DIRWR for 2019.
	Action 2: Offer at least one indoor program at the new DIRWR visitor center for general public.	Program Coordinator	Dependent on Detroit River International Wildlife Refuge - hopeful Jan 2019	1 program added to DA calendar for 2019.
	Action 3: Explore holding a field trip at the Sisters, Servants of the Immaculate Heart of Mary campus in Monroe (IHM)-- inside and out (they received awards for sustainability practices and design).	Jim Bull as Volunteer	by September 2020	
	Action 4: Sponsor special field trips to Ford Rouge Plant – (note: we gave them an award for environmentally--friendly design)	Jim Bull as volunteer	by September 2020	
	Action 5: Develop a process for evaluating current partnerships and determine those in need of a formal partner agreement and develop agreements as well as determine which to continue and which may not be productive any more	Executive Director/ Program Coordinator/ Research Coordinator	December 2019	Evaluating process created and in active use. Partnerships to be assessed annually and partner agreements drawn up as deemed appropriate.
Strategy 2: Identify, develop and engage in new mutually beneficial partners	Action 1: Develop list of potential partners (e.g. other Audubon organizations)	Staff, Exec Comm, Board/ Executive Director	Ongoing	A working document outlining potential partners compiled, shared and editable by Board and staff as needed.
	Action 2: Connect with potential partners, discuss collaborative opportunities, and make tentative plans for joint projects, including ways we can help them, and how they can help us	Board/ Staff Executive Director	Annually, end of each calendar year.	Establish new partners annually (1 to 2, as capacity allows).
	Action 3: Explore becoming a Chapter of Michigan Audubon	Jim Bull, Board/ Staff Executive Director	January 2019	Become a chapter of MI Audubon, if deemed beneficial for DA.
	Action 4: Explore the possibility of SE Michigan chapters of Michigan Audubon also becoming chapters with Detroit Audubon as well and/or explore ways to work more closely together	Jim Bull, Board/ Staff Executive Director	June 2019	By December 2018, Jim will have started discussion with leaders of MAS and local chapters (Oakland, Macomb, Grosse Pointe, Washtenaw). By December 2018, Detroit Audubon will link to MAS local chapters on DA website and be present at at least one program a year with each.

				2019 and beyond: Participate in 1-2 programs/projects with 1-2 chapters annually.
	Action 1: Update and re-publish our <i>Field List of Birds of the Detroit-Windsor Region</i> that we published jointly with Cranbrook Institute of Science in 1960!	Jim as vol, Research Coordinator	2022	Field List is published and disseminated.
	Action 2: Publish booklets on-line and hard copy on birding hot spots, gardening for birds (done), what do if you find an orphan or injured bird etc.	Research Coordinator		
Goal 3: Grow Detroit Audubon's influence in SE Michigan and position Detroit Audubon as a chief source of information about birds, birding, and the environment of SE Michigan				
Objective 3: Offer more educational information about birds/nature on our website (publicly searchable) and in publications				
Strategy 1: Publish articles and information about birds of the area	Action 1: Publish updates about local bird activity (e.g., Bald Eagle sightings, Chimney Swift return, etc.)	Research Coordinator/ Volunteers	June 2019	Birding blog on website set-up with volunteer contributors. Use one post per Flyway to highlight blog and share local sightings.
	Action 2: Write articles that highlight certain local species and their natural history	Prog and Research Coords/ Volunteers	March 2018 and ongoing.	Publish one Natural History article in each Flyway.

Goal 4: Conservation

Goal 4: Protect and steward wildlife and their habitats within metro Detroit and the southeast Michigan region				
Objective 1: Continue and expand our Great Lakes Safe Passage program				
Strategy	Actions	Lead	Deadline	Measures of Success
Strategy 1: Build stronger Safe Passage Committee and build Strategic Plan for this program	Action 1: Recruit more members and develop a description of committee member roles and responsibilities.	Research Coordinator/H eidi as Safe Passage Committee Chair	Ongoing	At least one new committee Member annually between 2018-2020.
	Action 2: Develop a strategic plan for approaching building owners on lights, glass, etc., partnership levels, and funding for the program.	Research Coordinator/H eidi as Safe Passage Committee Chair	December 2018	Strategic Plan written and approved by SP committee.
	Action 3: Contact other Safe Passage like programs to find out how they are staffed and funded, how they run their volunteer programs in terms of recruitment, training, retaining	Research Coordinator/ Safe Passage Committee Chair	June 2019	Report written on the success of at least 3 other Safe Passage programs.
Strategy 2: Upgrade Research Coordinator to full-time.	Action 1: Secure funding through infrastructure development plan	Jim Bull for now, Executive Director, Executive Committee/ Board	March 2019	Research Coordinator upgraded to full-time.
Strategy 3: Hire a half-time or seasonal employee to coordinate all aspects of this program	Action 1: Develop Position Description and job announcement, disseminate, interview and select candidate when funds allow.	Research Coordinator/E xecutive Committee Executive Director	2022	Part-time position filled.

Strategy 4: Increase bird monitoring effort.	Action 1: Relay information about monitoring needs to volunteer coordinator	Research Coordinator/ Seasonal Research Assistant	Annually	Recruit volunteers to ensure coverage of buildings, as staff capacity allows. Communicate volunteer needs each Fall/Winter for following calendar year.
	Action 2: Establish volunteer job description	Research Coordinator/ Volunteer Committee/ Seasonal Research Assistant Volunteer Coordinator	Done	Volunteer job description posted on Volunteer Webpage on DA site.
	Action 3: Recruit volunteers	Research Coordinator/ Seasonal Research Assistant Volunteer Coordinator	2018, annually thereafter	Facebook posts for volunteers shared prior to each Spring and Fall season. Facebook event page for volunteer orientation each Spring and Fall. Volunteer position description shared and posted on nearby university career boards. Develop existing relationship with WSU to increase student volunteer corps (at least 2-3 new student volunteers each year).
	Action 4: Train and schedule volunteers	Research Coordinator/ Seasonal Research Assistant Volunteer Coordinator	2018, annually thereafter	March and August training complete with final building assignments.
	Action 5: Start a database of bird mortality and injuries.	Research Coordinator/ Seasonal Research Assistant	Complete	Google spreadsheet for 2017 data. Google form for 2018 data and beyond. 2017-2018 data merged January 2019.
	Action 6: Contact wildlife rehabbers in the area to explore partnerships regarding injured bird rehab and volunteer recruitment	Research Coordinator/ Safe Passage Committee	Done	Washtenaw Bird Center joined Metro Detroit Nature Network as part of Urban Bird Treaty Committee and agreed to accept injured birds from Detroit Audubon's Safe Passage monitoring efforts. Howell Nature Center and WBC staff actively participating in Safe Passage monitoring efforts.
Strategy 5: Increase participation and effectiveness of Lights Out program	Action 1: Identify key building officials to meet with and discuss Lights Out Program and prioritize meeting list	Research Coordinator/ Safe Passage Committee	Started 2018, increased efforts June 2019	Historic contacts reviewed and updated. New contacts collected and compiled into list.
	Action 2: Identify key building officials to meet with and discuss new building construction lighting in downtown Detroit	Research Coordinator/ Safe Passage Committee	June 2019	New contacts compiled into list.
	Action 3: Develop an information packet and recognition program (listing benefits of participating in Lights Out program)	Research Coordinator/ Safe Passage Committee	December 2019	Building partner packet created and ready to be shared with building owners and managers in 2020.
	Action 4: Determine strategy for meeting with building officials	Research Coordinator/ Safe Passage Committee	December 2019	Strategy outlined and approved by committee.
	Action 5: Meet with building officials to encourage them to participate in the Safe Passage program	Research Coordinator/ Safe Passage Committee	August 2020 - December	Meetings complete. X number of officials join Safe Passage Program.

		Safe Passage Committee	2020, ongoing	
	Action 6: Work with Michigan Audubon to inform people of our state of the benefits of turning out lights during migration.	Research Coordinator/ Safe Passage Committee	Ongoing	Annual meetings with MI Audubon to share materials and programmatic updates.
Strategy 6: Increase public education and outreach surrounding Safe Passage/Lights Out Programs	Action 1: Host annual film screenings of The Messenger	Research Coordinator/ Safe Passage Committee	Annual	Host annual film screenings of The Messenger with multiple partners. Pre-Spring viewing and Pre-Fall viewing ideally to assist with volunteer recruitment as well.
	Action 2: Give annual talk(s) on Safe Passage Great Lakes collision monitoring efforts and solutions	Research Coordinator/ Safe Passage Committee	Annual	Annual talk on Safe Passage Great Lakes.
Strategy 7: Promoting communication tower sighting and lighting	Action 1: Conduct outreach regarding tower-bird collisions	Research Coordinator/ Bailey as Program Coordinator	December 2020	Summarize current research with solutions and actions and disseminate to public, partner organizations, and members/followers online. Proved one public program talk on tower-bird collisions in 2020.
Strategy 8: Promote Bird-Friendly Building Design.	Action 1: Collaborate with American Bird Conservancy to host one-day certified continuing education seminar for local architects on bird-friendly design	Research Coordinator/ Safe Passage Committee	December 2019	Host one talk on bird-friendly design for architects.
	Action 2: Consult with experts (such as non profits) in other cities that have implemented bird-friendly building programs including incentives and city ordinances	Research Coordinator/ Heidi with Safe Passage Committee	December 2019	Reach out to at least 3 cities that have bird-friendly building incentives. Propose Detroit City Ordinance and promote it.
	Action 3: Work with Washtenaw Audubon the American Bird Conservancy (ABC) to distribute ABC materials and info about bird-safe design to architects and architects-in-training	Research Coordinator/ Heidi as Safe Passage Committee	Annual, 2020+	Annual or bi-annual AIA or Architecture student talks completed.
	Action 4: Host a one-day workshop for local architects, light engineers, city planners, and developers etc. to discuss challenges of implementing bird-friendly design	Research Coordinator/ Heidi as Safe Passage Committee	2022	Workshop hosted with 60+ attendees.
	Action 5: Collaborate with the Metro Detroit Nature Network (MDNN), FLAP in Toronto, and ABC to circulate materials to homeowners for reducing bird strikes on residential buildings	Research Coordinator/ Heidi with Safe Passage Committee	Ongoing	Currently have materials from FLAP and ABC to disseminate. Communicate regularly with partners as needed for updated materials.
Strategy 9: Meet with Safe Passage Coordinators to learn from each other's experience with Safe Passage-like programs.	Action 1: Host a conference of Great Lakes Safe Passage/Lights Out Coordinators	Research Coordinator/ Heidi with Safe Passage Committee	2021-2022	Conference complete with attendance by at least 10 other Great Lakes Safe Passage/Lights Out Coordinators.
	Action 2: Meet with other Safe Passage Coordinators as opportunities arise	Research Coordinator/ Heidi as chair of Safe Passage Committee	Ongoing	Meet and communicate with other Safe Passage Coordinators as capacity allows.
GOAL #4: Protect and steward wildlife and their habitats within metro Detroit and the southeast Michigan region				
OBJECTIVE 2: Take action on cat predation				
Strategy 1: Disseminate info about Cat	Action 1: Develop a brochure or flyer on this subject for the general public and publish an article on this topic in the Flyway every year.	Research Coordinator	December 2020 Annually	Brochure developed. Flyway article written annually.

Predation to general public.				
	Action 2: Distribute above flyer to general public, Michigan Humane Society, Veterinary Clinics, etc.	Research /Bailey as Prog.	Annually from 2020+	Distribute materials each January/February before peak kitten season.
	Action 3: Develop and disseminate public service announcements on this subject.	Research Coordinator/ Program Coordinator	Annually from 2020+	At least 4 per year of any or a combination of the following: radio, TV and social media spots. Publish an op-ed on keeping cats indoors.
GOAL #4: Protect and steward wildlife and their habitats within metro Detroit and the southeast Michigan region				
Objective 3: Continue Vacant Land Project known as Detroit Bird City Project				
Strategy 1: Acquire and manage former Detroit City parks as native grasslands, or intentional meadows.	Action 1: Network with Greening of Detroit, United Neighborhoods Initiative (UNI), Detroit Future City, and City Planners on acquiring access to city owned parks and vacant lots.	Diane: Research Coordinator/ Conservation Committee	January 2019, ongoing	Obtain status as adopter of 5 pilot parks. Adopt other parks as project expands.
	Action 2: Create mowing schedule that would reduce impact on breeding birds.	Diane: Research Coordinator/ Conservation Committee	August 2018	Mowing schedule provided to City of Detroit General Services Department and approved.
	Action 3: Acquire new funding to restore these lots to native grassland habitat	Diane: Research Coordinator/ Conservation Committee	July 2018. December 2018, ongoing	Funding obtained to restore 1 pilot park. Funding obtained to restore 4 pilot parks.
	Action 4: Restore pilot parks to native grassland habitat	Diane: Research Coordinator/ Conservation Committee	Fall 2018, Fall 2019, ongoing	Restore 1.46 acres at first pilot park. Restore 4.17 acres at 4 remaining pilot parks. Restore 5 additional acres by 2022.
	Action 5: Assist in design and installation of educational signage in the lots to inform the community about the importance of native grasslands with (Megan) from city of Detroit	Program Coordinator and Research Coordinator.	Fall 2018, Fall 2019	Signage designed and installed post-restoration of 5 pilot parks.
Strategy 2: Involve the communities surrounding these parks and encourage individuals to get involved as ambassadors	Action 1: Offer public programs to inform communities of the importance of being stewards of these converted vacant lots and lead bird walks in these areas.	Program and Research Staff/ Conservation Committee	Summer 2018, Summer 2019 May 2019, 2020 and October 2019 and 2020	2-3 birdhouse buildings workshops held the summer before restoration (1 in 2018, 2 in 2019). Birdhouses installed after restoration. 1-2 guided bird walks the summer/fall following restoration.
	Action 2: Create a network of volunteers to assist with restoration, education and outreach and monitoring of the restored lots to ensure garbage dumping and vandalism do not occur.	Volunteer Coordinator/ Research Coordinator/ Program Coordinator	Volunteer orientation outline December 2018. Volunteer recruitment and training complete by May 2019. Community	2-week volunteer orientation will be outlined. 2 volunteers will be assigned to each pilot park and each control park. 1-2 community stewards will be trained in citizen science techniques at each pilot park.

			y Stewards identified and trained by Fall of 2020 (or sooner).	
	Action 3: Disseminate the booklet on gardening for birds within these communities	Diane as Conservation Committee chair / Research Coordinator/ Program Coordinator/ Office Admin	Ongoing	Print hard copies and handout to 50-100 community members that participate in Birdhouse building workshops, guided bird walks, Citizen Science trainings and Stewardship trainings.
	Action 4: Interface with Detroit Future City's and National Audubon's national database and tool kits for restoring native grasslands	Diane as Conservation Committee Chr. / Research Coordinator	First park restoration plan written up by July 2018. Four following restoration plans written up by March/April 2019.	Restoration plans and park designs drafted using these tool kits.
	Action 5: Offer field trip/naturalist training course for local teens and adult to equip them to lead their own field trips.	Research and Program Coordinator	Community Stewards identified and trained by Fall of 2020 (or sooner).	Promote this opportunity within communities and on social media. Combine with Community Stewards training.
Strategy 3: Document the results of the restoration program	Action 1: Establish procedures and conduct pre, during, and post breeding bird surveys of these parks and comparable parks that are not transformed to native grasslands	Research Coordinator/Volunteer Coordinator/Conservation Committee	June 2018	Methodology finalized and baseline surveys begun in 2018 at first pilot park and control park.
	Action 2: Partner with Geography Department at MSU to add a human health component to this study and to provide funds for the project--especially our Research Coordinator	Research Coordinator/Diane as Conservation Committee Chair	Summer 2018, ongoing	MSU to collect baseline data summer of 2018 at first pilot park. NIH Grant Application re-submitted for approval summer 2018.
GOAL #4: Protect and steward wildlife and their habitats within metro Detroit and the southeast Michigan region				
OBJECTIVE 4: Develop and implement the Detroit area native grasslands initiative (established by Detroit Audubon board in 2015)				
Strategy 1: Broaden the initiative beyond Detroit Audubon	Action 1: Contact key groups to form coalition-- develop purpose, meeting times, -- explore working through Metro Detroit Nature Network (MDN2) and Open Spaces Working Group (OSWG)	Diane as Conservation Committee Chair / Research Coordinator/Program Coordinator	Ongoing	Attend MDN2 and OSWG meetings regularly, incorporating Detroit Bird City into meeting agendas as appropriate.
	Action 2: Build potential relationships with organizations outside of the environmental community	Program Coordinator/Diane as	2020	Seek input from members on their other organizational connections. Form 1-2 new strong bonds.

		Conservation Committee		
Strategy 2: Educate the public and school children about the importance of grasslands	Action 1: Develop a brochure for the general public about the importance of native grasslands to birds, wildlife and people	Diane with Conservation Committee/ s Research Coordinator, and Program Coord.	2020	Brochure designed and disseminated.
	Action 2: Develop billboards extolling the importance of grasslands—explore partnering with the Metro Detroit Nature Network (MDNN), Michigan Wildlife Council, and corporations.	Diane as Conservation Committee Chair, Research Coord w/ MDNN/ Board President Executive Director	2023	By December 31, 2021 have a plan delineating process and steps to design and install billboards with partners
	Action 3: Develop a program or programs for school groups on grasslands and grassland birds.	Program Coordinator	2019-2020	BIRDS education program theme for 2019-2020 is grassland birds.
	Action 4: Develop a float on native grasslands for Thanksgiving Parade maybe designed by a student (MDNN interested in partnering on this)	Program Coordinator/Erin as Research Coordinator/Conservation Committee Executive Director, Jim Bull as volunteer		
	Action 5: Produce a film extolling the virtues of native grasslands in urban areas using Ring-necked Pheasant as entre, but then on to other birds and wildlife that benefit. Disseminate all over US and North American etc.	Diane Cheklich/ Conservation Committee	2019-2020	Completed film. 3 local screenings. 3 film festival screenings.
	Action 6: Work with local media to create public service announcements about the importance of native grasslands	Program Coordinator		
	Action 7: Seek funding for field trips to existing native grassland and create them on school property	Program Coordinator Executive Director/Fund Development Coordinator	School year 2019-2020	2 school field trips to native grassland habitat. 2 projects in school yards.
	Action 8: Seek funding for other grassland habitat work: vacant lots backyard habitats	Research Coordinator Executive Director/Fund Development Coordinator	Ongoing, December 2020	Funds available for restoration projects with students identified and outlined in report. Funding pursued as staff capacity allows.
Strategy 3: Advocate for native grasslands	Action 1: Communicate positions on native grasslands at public meetings, hearings, in letters, and in the Flyway, and send appeal letters/emails to members encouraging them to push for management plans that protect and expand native grasslands, restrict mowing etc. e.g. Belle Isle, Wetzel State Game Area, and city parks	Policy Coordinator, Jim and Diane and Conservation Committee	June 2020, ongoing	Communications sent quarterly or as needed (i.e. if immediate action needed), on local native grassland issues.
	Action 2: Explore the idea of a native prairie on the eastside of Detroit comparable in size and quality to Ojibway Prairie in Windsor	Diane as Conservation	Ongoing	As Detroit Bird City expands, will prioritize open space that is adjacent

		Committee , Jim.		to existing restored areas in an attempt to create a habitat corridor.
Strategy 4: Re-establish Bluebird Trail around Blue Heron Lagoon grassland	Action 1: Secure permission from Belle Isle State Park	Diane as Conservation Committee Chair, Jim Bull / Research Coordinator	December 2020	Permission obtained from MI Department of Natural Resources.
	Action 3: Establish a group of volunteers to take care of the Bluebird Trail	Research Coordinator/Volunteer Coordinator	March 2021	2-4 volunteers recruited and trained to monitor and care for Bluebird Trail.
Strategy 5: Work to establish an outdoor wayside exhibit of the type at Gabriel Richard Park on Grassland Birds at Blue Heron Lagoon on Belle Isle.	Action 1: Secure permission from Belle Isle State Park	Jim Bull or President/ Conservation Committee Executive Director	June 2022	Permission granted.
	Action 2: Price the exhibit, then further develop partnerships with the refuge and Belle Isle Nature Center, Friends of Belle Isle, and the City of Detroit to plan and fund-raise to make it happen.	Jim Bull / Program coordinator, Conservation Committee Executive Director	December 2023	Funding acquired and exhibit installed.
GOAL #4: Protect and steward wildlife and their habitats within metro Detroit and the southeast Michigan region				
OBJECTIVE 5: Inform the people of SE Michigan how to create native bird habitat in backyards.				
Strategy 1 Disseminate Gardening for Birds Booklet by DA Conservation Committee and National Audubon's on-line native plants database	Action 1: Upgrade DA booklet to include more species e.g. three milkweeds.	Conservation Committee/ Research Coordinator	December 2018	Booklet updated with additional species and photographs.
	Action 2: Distribute booklet and URL for Audubon on-line tool at spring events (including the Detroit Zoo) and promote them on-line.	Conservation Committee/ Research Coordinator	Annually, each Spring	2-3 facebook posts each Spring. Spring banner on homepage through March and May. Audubon Great Lakes tool shared on website and facebook with Gardening for Birds booklet. Reach out to 2-3 like-minded organizations to cross-pollinate information on social media/online.
	Action 3: Include and promote a link to Audubon Great Lakes' on-line native plants tool in our gardening for birds booklet, on our website, and in Facebook posts.	Diane with Conservation Committee/ Erin as Research Coordinator	Fall 2018	Distribute to Lifitz community members. Promote on DA web page and Facebook page.
	Action 4: Reach out to like-minded partners to cross pollinate information and disseminate information on social media, newsletters etc.	Diane with Conservation Committee/ Erin as Research Coordinator	Fall 2018	Connect with 3 like-minded partners Detroit.
Strategy 2: Hold more workshops on creating backyard bird habitat	Action 1: Coordinate with Detroit and suburban gardening groups, UNI, Southfield Library (use their video of Sara Cole's workshop in 2015 too).	Program Coordinator/Diane with Conservation Committee/	June 2019	Host 3 workshops in Spring 2019 on Gardening for Birds. 2-3 of gardening groups involved. Send survey to participants after the fact.

		Volunteer Coordinator		
	Action 2: Develop cadres of volunteers who can present gardening for birds programs (e.g. Master Gardeners)	Volunteer Coordinator and Diane with Conservation Committee.	Fall 2019	Recruit 2-3 volunteers. Schedule a volunteer speaker at one Master Gardener class.
GOAL #4: Protect and steward wildlife and their habitats within metro Detroit and the southeast Michigan region				
OBJECTIVE 6: Increase the number of bird friendly communities and develop a shared sense of respect and urgency for protecting wildlife and their habitat				
Strategy 1: Build awareness of the plight of birds in metro Detroit	Action 1: Making Detroit an Urban Bird Treaty City and raising awareness of the designation in press releases etc.	Research Coordinator/Terra as Program Coordinator	Done	Detroit signed on as the 29th Urban Bird Treaty City in the U.S.
	Action 2: Identify funding sources for Detroit Bird City project and secure funding to actually do the project well.	Research Coordinator/Conservation Committee Executive Director/Fund Development Coordinator	Ongoing	Applied for NIH Grant, National Geographic Grant, National Audubon Grant (2). Will apply for Kresge Foundation Grant January 2019.
	Action 3: Complete adoption of 5 parks (Detroit Bird City project) and explore expanding from there when those are completed. (Also see Goal 4 objective 3 Strategy 1, Action 1)	Research Coordinator/Diane with Conservation Committee	2019	5 parks are installed with intentional meadows, with community involvement.
	Action 4: Keep alert and mobilize action about local agency policies (e.g. Mowing on Belle Isle and cutting dead trees in metro parks) through writing letters, attending hearings, hold press conferences, protests, etc.)	Jim, Policy Coordinator/Diane with Conservation Committee	2020	Quarterly Action Alerts on various issues sent out via Vertical Response and facebook with updates.
	Action 5: Investigate if we can partner with a wildlife habitat home and garden certification program or if we need to develop our own program	Research Coordinator/Conservation Committee	2021	Partner with one wildlife certification organization. Promote the certification program online (website, Vertical Response, Flyway article, and facebook).
Strategy 2: Align our efforts with National Audubon	Action 1: Review National Audubon strategic plan specifically on "Bird Friendly Communities" and implement relevant actions locally (also Michigan Audubon)	Research Coordinator/Conservation Committee/Safe Passage Committee	Ongoing, edits made to strategic plans annually	Annual Meetings with Michigan Audubon, Science Team of National Audubon, and Audubon Great Lakes partners to ensure DA aligns with National's 'Bird-Friendly Communities' goals. Make edits to Safe Passage Strategic Plan and Detroit Bird City project as needed.
GOAL #4: Protect and steward wildlife and their habitats within metro Detroit and the southeast Michigan region				
OBJECTIVE 7: Increase support of regional conservation and preservation initiatives				
Strategy 1: Familiarize ourselves the habitat improvement, preservation and restoration needs of our region	Action 1: Continue to partner on the Urban Bird Treaty plan to work on needs that have already been identified and identify any new needs	Research Coordinator/Conservation Committee	Complete Annually	Establish and become a member of UBT Committee as part of Metro Detroit Nature Network. Work through UBT Committee to edit UBT Agenda and prioritize action items annually. 5 projects implemented from Urban Bird Treaty Agenda annually. 1-2 new projects from UBT Agenda implemented as staff capacity allows.
Strategy 2: Proactively	Action 1: Become active stakeholders and have a presence at the table as management	Policy Coordinator,	Ongoing	Attend meetings as staff capacity allows.

participate in the planning process to ensure that habitat needs are being addressed	plans in metro Detroit begin to develop (e.g. Belle Isle, city parks plans and Huron Clinton Metroparks)	<i>President, Research Coord, and Conservation Chair in meantime.</i>	2020	Attend new meetings by 2020 (Michigan Environmental Council, MI Department of Environmental Quality, etc).
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Goal 5: Education

GOAL #5: Improve and expand our education efforts				
Objective 1: Align education efforts with our mission, vision, and values as well as state standards and benchmarks				
Strategy	Actions	Lead	Deadline	Measures of Success
Strategy 1: Create a program development framework that includes defining goals of education program(s)—what do we want to accomplish broadly and then for each individual program	Action 1: Secure funding to Advance Program Coordinator Position to Full-time	Jim, Tom, Rochelle and Exec. Dir, Executive Committee	March 2019	Program Coordinator upgraded to full-time.
	Action 2: Draft goals for overall education program	Program Coordinator	March 2019	Document outlining complete complete with educational program goals and outcomes.
	Action 3: Develop program descriptions for a variety of school aged students and separate ones for informal groups (like scouts)	Program Coordinator	March 2019	See above.
Strategy 2: Promote our current programs	Action 1: Utilize our current Networks	Program Coordinator	Ongoing	Cross-promote events with at least 5 partner organizations. Add new partner organizations as capacity allows and relationships form.
	Action 2: Go to where the teachers already are and where we can connect with them (Detroit Public Community School District, MDNN, SE Michigan Stewardship Coalition)	Program Coordinator	2019-2020 academic year	Have long-term relationships in place with 2 area school districts and 3-4 teachers in each district.
Strategy 3: Develop programs with community needs in mind	Action 1: Hold a charrette with area district department, participating teachers, and key administrators to find out what subjects they need to cover or help with that other groups are not providing (gap analysis).	Program Coordinator	2019-2020 academic year	See above.
	Action 2: Based on feedback from the charrette and the mission of DA, determine the scope of Detroit Audubon education programs - Offer school field trips Field trips —local and walkable versus bus - Determine programs that require more multiple visits/ field trips with same class to build knowledge/ skills/ commitment vs. one-time visits - Determine how much focus we should have on birds and how much on other species, general ecology, action-taking and service projects	Program Coordinator	2019-2020	Year-long school programming that meets the needs of teachers and districts arranged. Program in-demand by 1-2 teachers.
	Action 3: Develop a curriculum guide that indicates outcomes for specific programs	Program Coordinator	June 2019	Curriculum guide with outcomes written in preparation of 2019-2020 academic year.
GOAL #5: Improve and expand our education efforts				
Objective 2: Reach and engage more school groups				
Strategy 1: Develop school programs for target audiences	Action 1: Prioritize developing school programs for Detroit and Title One schools and then branch out to suburbs	Program Coordinator	2019-2020	Relationship with 2 school districts (as noted above)

	Action 2: Determine and prioritize target audiences based on age levels and geography and current DA projects	Program Coordinator	August 2019	Programs for 2 unique age groups created for 2019-2020 school year.
	Action 3: Create roll-out plan and determine revenue for introducing programs targeted at various audiences (different age levels, geographic area)	Program Coordinator		Plan is established and launched, with built-in revenue sources identified (e.g., grants, fee-for-service, etc.)
	Action 4: Develop programs for specific audiences: Connect explicitly with State benchmarks/ goals (help achieve goals on standardized tests) - NGSS, Common Core, etc.	Program Coordinator	Timeline?	2+ teachers seeking out these programs.
	Action 5: Create a program catalog outlining the educational programs we offer (some for free; some income-generating)	Program Coordinator	August 2019	Program Catalog made and disseminated to teachers and school districts.
Strategy 2: Secure sustainable funding for bus and substitutes and other related expenses	Action 1: Determine the costs of buses and substitutes	Program Coordinator	August 2018	Document detailing general costs created.
	Action 2: Determine possible funding sources	Program Coordinator	August 2018	Funding sources will be included in above document.
	Action 3: Pursue funding sources possible funding opportunity for teachers: https://www.treefarmssystem.org/wheels-to-woods	Program Coordinator	December 2018	2 funding sources identified and pursued for following school year.
Strategy 3: Identify ways to provide classes with multiple field trips throughout the year	Action 1: Explore transitioning Saving Birds Through Habitats program to DA leadership	Program Coordinator	2019-2020	DA manages X number of Saving Birds Through Habitat school programs and receives funding.
	Action 2: Implement B.I.R.D.S education program outlined in a Community Foundation of SE Michigan grant which would establish a program with 4 field trips per year for each class (4-5 th grade level)	Program Coordinator	Ongoing, 2018-2019 school year	Partial version of this implemented in an area district in the 2018-2019 school year.
	Action 3: Procure the necessary materials and other needs	Program Coordinator	Ongoing	Materials purchased.
	Action 4: Secure funding for field trips and substitutes specifically for these field trip programs	Program Coordinator	Ongoing	Facilitate 3 to 5 neighborhood or off-site field trips per year.
Strategy 4: Expand feeder-watch programs and other Citizen Science classroom opportunities	Action 1: Contact schools from previous year and encourage them to continue, provide seed as needed or other materials	Program Coordinator	November 2018	2 more schools participating in Project Feeder Watch.
	Action 2: Hold a public program for teachers and community members about Citizen Science opportunities including feeder watches, get word out through Asst. DPCS Supt. Include Great Backyard Bird Count in this public program.	Program Coordinator	2019-2020	DA hosts Professional Development on Citizen Science programs for area teachers.
	Action 3: Meet with Science Curriculum coordinator and science department of DPCS to inform them about the support DA can provide	Program Coordinator	2019-2020	Fold into BIRDS program. Meeting complete prior to 2019-2020 school year.
	Action 4: Solicit equipment and supplies for Citizen Science including Wild Birds Unlimited Stores for feeders and bird seed	Program Coordinator/ Research Coordinator	Ongoing	Supplies and equipment purchased.

Strategy 5: Continue Partnership with Detroit Children's Museum	Action 1: Finish museum ID cards and information cards (Their staff will do the graphic design and format the cards).	Program Coordinator	2019-2020?	
	Action 2: Develop new kits to be disseminated to Detroit Public Community School District classrooms on topics including: citizen science, the importance of native grasslands, and the biodiversity of the Detroit River.	Program Coordinator/Education Committee or Intern	2019-2020?	
	Action 3: Explore holding programs on birds at the museum as long as outside funding can be found to support them (the museum's operational funds restrict it to serving Title I students, but it can go beyond that if other funding is available to support those efforts. With external funding kits could also be provided to home schoolers and others.	Program Coordinator/Education Committee or Intern	2019-2020?	
	Action 4: Secure funding for program(s) at Children's Museum so that it can include non-Title I students and the maybe the public.	Executive Director/Fund Development Coordinator	2019-2020?	
	Action 5: Explore holding a joint fundraising gala featuring their original Audubon prints and maybe presenter who acts the part of JJ Audubon (from Midwest Birding Symposium).	Jim Bull, President Executive Director/Fund Development Coordinator	2019-2020?	
Strategy 6: Continue to schedule events on the Riverwalk in partnership with Detroit Riverfront Conservancy	Action 1: Keep in contact with staff at the Conservancy to schedule programs on the Riverwalk	Program Coordinator	December 2018	Meet with Conservancy Staff.
	Action 2: Determine events that are currently happening on the Riverwalk and ways DA can get involved	Program Coordinator	December 2018	Add 1-2 of these events to DA calendar, as staff capacity allows.
	Action 3: Increase our number of programs on Riverwalk	Program Coordinator	January 2019	1-2 more programs on riverwalk for DA 2019 calendar.
	Action 4: Hold programs. Field trips at Gabriel Richard Park including Birding Station and explore ways to increase awareness and use of Gabriel Richard Park by guests at other Riverwalk program (e.g. Take a selfie at spotting scopes contest).	Program Coordinator	2019, ongoing	1-2 programs complete in 2019, recur annually. Add programs as staff and volunteer capacity allow 2020 and beyond.
Strategy 7: Create a Chimney Swift education program to be used by educators in combination with the live webcam	Action 1: Seek funding to support Program Coordinator or a staff member she supervises to write a curriculum for use by schools all along the migration route to Peru.	Program Coordinator	2021	Research existing projects like this to determine feasibility and funding options.
Strategy 8: Continue and expand work with existing education partnerships	Action 1: Explore continued education programs Maheras-Gentry Park, A. B. Ford Park and Detroit Community Nature Center	Program Coordinator/Conservation Committee	2019	Identify point person and community members in these locations. Meet with them to determine feasibility of education programs. Organize BioBlitz on Belle Isle with BINIC.
Strategy 9: Create interest in grasslands through showcasing the Ring-neck	Action 1: Complete development of school education programs about Pheasants and Grasslands	Program Coordinator/Conservation Committee	August 2019	BIRDS project theme for the 2019-2020 school year is grassland birds (see above) in DPSCD areas.

Pheasant as a symbol of grasslands				
	Action 2: Connect with teachers and public schools that might be interested in grassland and Pheasant programs.	Program Coordinator/ Conservation Committee	2019-2020	See above.
	Action 3: Create a film about pheasants to showcase the importance of grasslands	Diane/Conservation Committee/ Program Coordinator	2019	Film is completed. DNR presentation of Grasslands are Great!! id recorded on video.
	Action 4: Connect these efforts to Detroit Bird City	Program Coordinator/ Conservation Committee	2018, ongoing	1 class participates in restoration planting or other Detroit Bird City stewardship activity each year.
GOAL #5: Improve and expand our education efforts				
Objective 3: Determine effectiveness of education programs				
Strategy 1: Develop an assessment & evaluation plan	Action 1: Hire or train staff to develop & implement program evaluation system - person should be familiar with how to assess/evaluate different kinds of programs; e.g., should know about My Environmental Education Evaluation Resource Assistant (MEERA) & evaluation resources via North American Association for Environmental Education (NAAEE); evaluation research; etc.). Know what donors and grants might want to see, in terms of data related to effectiveness/impact. See example evaluation here: http://meera.snre.umich.edu/sites/default/files/Strern_Profile_0.pdf	Program Coordinator/S ara/ Executive Director	2019-2020 school year	2019-2020 school year programs are developed and evaluated according to industry best practices.
	Action 2: Develop framework or evaluation system for evaluating our programs. must be done in parallel with developing education programs (so that education programs can be conducted in such a way that they can be evaluated)	Program Coordinator/S ara	2019-2020	See above.
	Action 3: Determine and implement changes as a result of evaluation findings.	Program Coordinator	2020-2021	Programs improve based on evidence.
	Action 4: Review evaluation system to ensure relevance.	Program Coordinator	2020-2021	Evaluation system evaluated and changed if needed.
GOAL #5: Improve and expand our education efforts				
Objective 4: Increase awareness of birds and conservation through visual, music, drama and theater/performing arts				
Strategy 1: Partner with art organizations & institutions	Action 1: Contact the DIA and reactivate our proposal for our self-guided and guided tours of birds in the museum	Program Coordinator/Board, President Volunteer Coordinator Executive Director	September 2019	1 Bird art tour in Winter of 2019.
	Action 2: Identify local art institutions, groups, and individuals as potential partners e.g. DSO, DIA, Matrix Theater, Mosaic Youth Theater, Pewabic Pottery, Swords Into Plowshares Peace Center and Gallery (Youth art show on visions of a brighter environmental future), Detroit Puppet Theater, Silhouette Puppet Theater.	Program Coordinator/E ducation Committee	2020	3 programs in 2020 that focus on birds in art.
	Action 3: Outreach identified groups & determine common goals and how we can we work together to achieve them	Program Coordinator	2020	3 programs in 2020 that focus on birds in art.
	Action 4: Begin co-creating or co-hosting art and environment programs and events and secure funding	Program Coordinator	2021	Self-sustaining bird-art programs.

Strategy 2: Create a list of grant opportunities	Action 1: Determine which funding sources would support programs that integrate the arts and environment and/or partnerships with art organizations	Executive Director		
GOAL #5: Improve and expand our education efforts				
Objective 5: More people will appreciate Black Terns, know about their plight and be motivated to take action				
Strategy 1: Maintain and increase Black Tern Education and outreach.	Action 1: Hold at least one Black Tern education and fund-raising cruise and explore holding a second on a weekend day.	Program Coordinator/ Research Coordinator	June, Annually	1-2 Black Tern Discovery Cruises hosted each June.
	Action 2: Hold at least one public program on Black Tern in St. Clair Flats area and others at additional locations as resources allow (e.g. in Detroit at Belle Isle Nature Center)	Research Coordinator/ Program Coordinator	Ongoing	5 public programs scheduled for 2018. DA has a relationship with Lake St. Clair and Algonac elementary schools. Annually in the springtime, DA leads 2-3 educational programs with said schools.
	Action 3: Create and disseminate brochure on Black Terns in St. Clair Flats area	Program Coordinator/ Research Coordinator	2019	Brochure has been disseminated at marinas, community centers, libraries, and nature centers in the area.
	Action 4: Design and acquire funding for interpretive signs about Black Terns at marinas serving the St. Clair Flats (possibly involve youth in the local area in designing the signs)	Program Coordinator/ Research Coordinator	2020	Students at above-mentioned schools produce a set of signs about Black Terns. Signage installed at marinas.
	Action 5: Continue to inform members and public about Black Tern project through <i>Flyway</i> and website.	Program Coordinator/ Research Coordinator	Ongoing	Webpage up-to-date. Annual reports posted online (maps removed). One <i>Flyway</i> article per year summarizing field season (DA Annual Report).
GOAL #5: Improve and expand our education efforts				
Objective 6: Incorporate cultural and historical information from different ethnic groups in programs as practicable.				
Strategy 1: Identify resources for ethnic diversity in environmental education	Action 1: Develop list of books with nature and birds stories from other cultures and purchase those books.	Program Coordinator/ Office Admin/ Education Committee	December 2019	Identify new books for bookstore.
	Action 2: Insert those stories in curricula where appropriate either as a reading on a field trip or in class or maybe a pre or post activity.	Program Coordinator/ Education Committee	2019	Seek input from other cultural communities regarding this goal.
Strategy 2: Partner with cultural institutions.	Action 1: Contact Charles Wright Museum and Detroit Historical Museum to set up meeting to explore joint programs we might do together.	Program Coordinator/ Jim Bull	2020	1-2 joint programs leading up to Earth Day Conference.
Strategy 2 (continued): Partner with cultural institutions.	Action 2: Secure funding to do programs if needed.	Executive Director		

GOAL #5: Improve and expand our education efforts				
Objective 7: Provide hands-on opportunities for members and general public to enjoy and appreciate birds in their natural habitats and other aspects of nature.				
Strategy 1: Continue and expand our field trip offerings	Action 1: Create a network of experienced birder volunteers to help lead these field trips	Bailey, Jim and Joe Rashid until we have a Volunteer Coordinator/Field Trip Chair (Joe Rashid)		
	Action 2: Work with volunteers to create a field trip schedule	Prog. Coord for now, Volunteer Coordinator/Field Trip Chair		
	Action 3: Schedule trips to new birding spots	Program Coordinator/Volunteer Coordinator/Field Trip Chair	Ongoing	2 new field trip locations or styles of trip in 2018.
	Action 4: Continue to introduce new audiences to birding -- having field trips at key local Detroit locations e.g. Elmwood Cemetery, Belle Isle, Rouge Park, and Eliza Howell Park	Program Coordinator, Volunteer Coordinator/Field Trip Chair	Ongoing.	Eventbrite advertises DA events to new audiences. Continue facebook posts regarding field trips to garner new facebook followers and program attendees.
	Action 5: Hold field trips in conjunction with other groups/ interests: biking and birding, kayaking and birding, birding cruise on Detroit River.	Volunteer Coordinator/Field Trip Chair		
	Action 6: Continue to host local Pheasant bird walks in the Metro Detroit Area	Volunteer Coordinator/Field Trip Chair		
	Action 7: Explore the potential to charge for specific field trips	Field Trip Chair/ Jim Bull and Bailey as Prog Coord. / Finance Committee Executive Director	Ongoing	Charged for Owl Prowl in 2018 with great success.
GOAL #5: Improve and expand our education efforts				
Objective 8: Continue and expand programming for youth in a non-formal setting				
Strategy 1: Continue hosting bird-themed activities at Belle Isle Nature Center	Action 1: Partner on Summer Nature Day Camp	Program Coordinator	Done	Participate in Summer Nature Day Camp each year (2016 to present).
	Action 2: Continue to evaluate program along with Nature Center staff	Program Coordinator	August 2018	Post-season evaluation complete.
Strategy 2: Continue to participate in weekend festivals at Belle Isle Nature Center—e.g. Boo at Zoo at Belle Isle Nature Center	Action 1: Develop activities for kids to participate in while at the Belle Isle Nature Center	Program Coordinator	December 2018	3 tabling activities created.
Strategy 3: Work with the Belle Isle Nature Center to develop new programs for youth	Action 1: Brainstorm ideas for other programs and develop programs that are mutually agreed upon and within the capacity of DA.	Program Coordinator	December 2018	Host 2-3 Monthly Nature Programs focused on families with children.

Strategy 4: Expand Young Birders clubs (Urban Bird Treaty Goal: Young Birder's Club)	Action 1: Strengthen relationships with schools and community organizations	Program Coordinator	2018-2019	Partner with 1-2 schools or after-school clubs.
	Action 2: Identify and work with universities who already have established student birding groups to determine how DA might collaborate	Program Coordinator/Research Coordinator	2019-2020	Determine where birding groups exist and reach out to them. Create new partnership with 1-2 student groups.
	Action 3: Cultivate relationships with colleges and universities to form student birding clubs and establish Detroit Audubon student chapters at these colleges.	Program Coord, Education Intern/Erin as Research Coordinator/Program Coordinator	2020	Wayne State University and Wayne County Community College Detroit and Downriver campuses have Detroit Audubon student chapters established. (Suggest starting with Wayne State)
	Action 4: Establish a plan for Young Birders club and establish clubs by age group: toddlers (nestlings) , elementary/middle school (fledglings), and, teenagers (non-breeding adults)	Program Coordinator/Education Chair	January 2019	12-24 children signed up for a bi-monthly Young Birders Club.
	Action 5: Schedule programs/ field trips up to 6 times/ year for elementary and teen Young Birder's Clubs with input from youth members. (Can go to monthly eventually but start here).	Program Coordinator/Education Chair	January 2019	See above.
	Action 6: Offer more scholarships to Young Birders (Urban Bird Treaty Goal) with an emphasis on under-represented groups in our service area. Work with Michigan Audubon's new Young Birder's Camp at Alma College.	Education Chair		
	Action 7: Expand to include a younger age group in creating the Young Birder's Nestling Program (Urban Bird Treaty Goal)	Education Chair		
	Action 8: Contact other Audubon and birding groups with successful Young Birder's Clubs to see how they work and implement strategies that makes sense here.	Program Coordinator/Education Committee	August 2018	Have contacts with 3 other Audubon Chapters. Compile information on successful Young Birder's programming.
GOAL #5: Improve and expand our education efforts				
Objective 9: Continue and expand programs for the general public				
Strategy 1: Give public education talks	Action 1: Hold regular programs starting in 2017 with a wider range of topics at the Belle Isle Nature Center.	Program Coordinator	Done	Monthly Nature Programs hosted with speakers on various topics each month.
	Action 2: Work with Belle Isle Nature Center to develop new programs for the public.	Program Coordinator	Ongoing	Monthly Nature Programs changing in 2018 to reflect requests and desires of DA members.
	Action 3: Explore co-sponsoring and publicizing regular Oakland, Macomb, Grosse Pointe, and Washtenaw Audubon programs, and Birds and Brews in Dearborn.	Program Coordinator/Education Committee/Volunteer Committee	January 2019 2020	Reach out to local Audubon chapters and assess whether partnering is a good fit. If so, add 1-2 new co-hosted programs by 2020.
	Action 4: When staffing warrants, explore an additional venue for programs where there is a gap in coverage (e.g. No MAS Chapter nearby)	Program Coordinator	2020	Obtain map from National Audubon and Michigan Audubon to assess gap of coverage.
Strategy 2: Develop a speakers bureau	Action 1: Develop a booklet with staff and volunteer speakers, and tour leaders who can provide programs along with fees. (Tours leaders can be for local people about also birders from out-of-state or country).	Program Coordinator/Education Committee/Board		

Strategy 3: Offer periodic Earth Day conservation conferences	Action 1: Determine how often conferences will be offered	Program Coordinator/ President/ Finance Committee / Exec Director		
	Action 2: Establish a committee to work with staff in developing themes and programming	Annual Program and Awards Committee Jim Bull and Rochelle B. co-Chairs		
	Action 3: Promote the event to the community	Program Coordinator/O f fice Admin	2019	Promote event on social media, via Vertical Response and through partner organizations.
	Action 4: Identify and secure donors to underwrite costs	Jim Bull too for 2019. Executive Director/ Board	2019	Donors of various levels secured.
Strategy 4: Continue to co-host Swift Night Out	Action 1: Form a standing committee to plan and develop this event (and explore the possibility of a half day or whole day festival, with possible admission charge and/or sponsors)	Program Coordinator/E vents Committee	2019	Committee formed in time for Swift Night Out Fall 2019.
	Action 2: Develop fund-raising strategies for the Swift sanctuary and for our costs (staff, camera, internet)	Bailey and Jim Bull for now, Executive Director	2020	Funding obtained for 2-5 years of Swift monitoring at Swift Sanctuary.
Strategy 6: Continue and Grow Memorial Day Weekend Nature Get-away.	Action 1: Develop strategy to recruit more participants.	Program Coordinator/F ield Trip Chair/Jim Bull		
Strategy 7: Making more effective use of our St. Clair Woods Sanctuary	Action 1: Schedule a board visit to St. Clair Woods Sanctuary.	Sanctuary Chair	December 2018	Trip completed some time in 2018.
	Action 2: Explore education, citizen science and stewardship opportunities at the St Clair Woods Sanctuary.	Sanctuary Committee/ Research Coordinator/ Program Coordinator	June 2019	Report written outlining potential education, research, citizen science and stewardship uses of St. Clair Woods Sanctuary submitted to Board for consideration.
	Action 3: Evaluate the benefits and costs of continuing to own the St. Clair Woods Sanctuary and other opportunities for stewardship of this property	Sanctuary Committee/Ex ecutive Committee Jack, Tom and Rochelle	June 2019	Cost-benefit analysis done on St. Clair Woods Sanctuary and submitted to Board for consideration.
	Action 4: Explore partnership with Blue Water Audubon and other closer environmental organizations to help steward the property	Sanctuary Committee/Er in as Research Coordinator	December 2019	If Board decides to keep St. Clair Woods Sanctuary, 2-3 local Audubon Chapters and local environmental groups contacted to discuss stewardship partnerships. 1 partnership established.
Strategy 9: Develop outdoor wayside exhibits on migratory waterfowl for placement at Blue	Action 1: Secure permission for wayside exhibits from Belle Isle State Park.	Jim Bull until Executive Director/ Research Coord re. MDNN UBT	March 2022	Permission granted from MI Department of Natural Resources.

Heron Lagoon and another to interpret the Common Tern Colony through partnership with Metro Detroit Nature Network		Committee Member		
Ac	Action 2: Determine costs for exhibits	Jim Bull/Executive Director/ Bailey as Program Coordinator/ Erin Rowan as MDNN UBT Committee Member	March 2022	Quotes collected from 3 sign makers/exhibit companies. Secure quote from local artists on design of exhibits.
	Action 3: Secure funds for exhibits in partnership with the Friends of Belle Isle, MDNN and other partners.	Executive Director/ Staff as MDNN UBT Committee Members	December 2022	Funding secured.
	Action 4: Secure artist to design exhibit	Executive Director/ Program Coordinator as MDNN UBT Committee Member	January 2023	Exhibits designed and installed.
GOAL #5: Improve and expand our education efforts				
Objective 10: To connect what we do in SE Michigan to the wider world of birds				
Strategy 1: Pursue Avian Migration Sister Schools Programs (3-5 years)	Action 1: Investigate and reach out to other sister school programs & models to update DA's existing grant application (e.g. Arctic Nesting Shore Birds education projects, Monarchs, etc.)	Program Coordinator/ Education Committee Chr. / Jim Bull	2022	Contact 2-3 other Audubon Chapters or other sister school program organizers. Update DA's existing grant application based on feedback from existing sister school programs.
	Action 2: Reach out to potential Bahamian organizational partners (e.g. Leno Davis) to establish and coordinate Avian Migration Sister Schools program partnerships	Program Coordinator/ Education Committee/ Jim Bull	2022	Will know more once other sister school programs are contacted and feedback is obtained on successful programs.
	Action 3: Update AMSS program grant application and submit to appropriate foundations	Program Coordinator/ Education Committee/ Jim Bull	2022	See above.
	Action 4: Hire/train staff/add staff hours to coordinate and implement program	Executive Director/ Program Coordinator	2022	See above.
	Action 5: Explore possibility of student and teacher exchanges between countries that share migratory birds.	Bailey as Program Coordinator	2022	See above.
Strategy 2: Develop ecotourism programs to introduce members and	Action 1: Develop Bahamian ecotourism trips with Leno Davis and other groups to coordinate ecotourism trips	Field Trip Committee Chr. / Jim Bull and Bailey		

friends to birds in other parts of the world				
	Action 2: Develop ecotourism trips to Kenya with Tamokanga Tours (Bruce Szczechowski)	Field Trip Committee/ Jim Bull		
Strategy 3: Continue strong support for Kirtland's Warbler Management spanning breeding, migration stopover, and wintering habitat.	Action 1: Continue our partnership with Kirtland Warbler Alliance and Conservation Team.	Jim Bull/ Conservation Committee		
	Action 2: Make significant donations to Kirtland Warbler's Initiative as funds allow	Jim Bull lead. Conservation Committee /Board		
Strategy 4: Re-establish sister Chapter relationship with Belize Audubon.	Action 1: Contact Belize Audubon and ask to revive sister chapter relationship.	President/ Executive Director , Jim Bull		

Goal 6: Research

GOAL #6: Improve and expand our research efforts				
Objective 1: Continue and expand long-term bird monitoring efforts				
Strategy	Actions	Lead	Deadline	Measures of Success
Strategy 1: Expand Detroit Audubon's capacity to meet needs for bird monitoring	Action 1: Advance Research Coordinator to full-time	Board & Exec Dir. or President	March 2019	Research Coordinator upgraded to full-time.
	Action 2: Recruit and train more volunteers to participate in bird monitoring and contact other Audubon's to ascertain how they successfully recruit and maintain volunteers.	Research Coordinator/Volunteer Coordinator	Ongoing Complete	Reach out to 2-3 other Audubon Chapters regarding successful volunteer recruitment strategies and implement those strategies. 5-10 new monitoring/citizen science volunteers each year. 12 new volunteers already obtained for Safe Passage in 2018.
	Action 3: Develop well-trained volunteers for Black Tern monitoring.	Research Coordinator/Volunteer Coordinator	Complete but ongoing	1-2 returning well-trained volunteer committed to the project for multiple years.
	Action 4: Train local Detroit residents including youth and schools, to be citizen scientists and take ownership of these projects. Diversify volunteer-base to include more people of color.	Research Coordinator	Fall 2018, Ongoing	Detroit Bird City engagement, citizen science and stewardship training will assist in this effort. 1 new community steward volunteer in 2018. 1-2 new community stewards at each DBC pilot park in 2019-2020.
	Action 5: Hire Volunteer Coordinator or recruit volunteer to assist with Volunteer Coordination.	Executive Director/Research Coordinator	2020+	Volunteer assistant to help with Volunteer Coordination. Volunteer Coordinator hired.

Strategy 2: Continue and expand Black Tern monitoring	Action 1: Apply for collaborative funding grant from National Audubon to fund Research Coordinators involvement with the project	Research Coordinator	Annually	End of year report submission to National Audubon and resubmission of collaborative grant application for following calendar year.
	Action 2: Work with Audubon Great Lakes to find funding sources to A) support our current level of Black Tern research and to increase it and (B) to eliminate DA from having to fund National Audubon's involvement.	<i>Executive Director/</i> Research Coordinator	A – Ongoing B - Complete	Audubon Great Lakes working on National Geographic RFP in 2018 that DA found. B.EPA funding obtained by AGL for next two years will help cover cost of Caleb Putnam's involvement in the BLTE project.
	Action 3: A) Expand Black Tern project to other areas, and B) use knowledge to try and establish colonies at Pt. Mouillee and other areas where they have disappeared but could be re-established. Rewrite: Expand existing Black Tern colonies. Explore and assess other areas for Black Tern nest presence.	Research Coordinator	A – 2018, Ongoing B- 2020	Expand existing black tern colony.
	Action 4: Establish connections with researchers and Audubon Chapters on the Gulf of Mexico to motivate research on the Black Tern's wintering situation.	Research Coordinator	2018 and beyond	Alphanumeric bands applied to Black Terns for easier re-sighting along migratory route and on wintering grounds (2018-2019). Reach out to 2-3 Audubon Chapters along migration route regarding partnering on a volunteer effort to re-sight individuals during migration.
	Action 5: Secure more MOTUS towers and MOTUS tags for terns including securing funding.	Research Coordinator	2018, ongoing	Audubon Great Lakes National Geographic RFP (pending 2018) funds the purchase of additional nanotags and MOTUS tower equipment. Apply for 1-2 grants each year. At least 10 additional nanotags deployed. At least 3 more MOTUS towers set-up along Flyway through the state of Michigan.
	Action 6: Establish 2 Black Tern Cams in 2018	Research Coordinator	May 2018	Supplies purchased. Cam boxes built. Cameras installed at St. Clair Flats.
Strategy 3: Continue and expand grassland bird monitoring	Action 1: Expand grassland bird counts with Huron-Clinton Metro Parks	Research Coordinator	June 2019	Assist with volunteer recruitment and training of Grassland Bird Surveys in multiple Metroparks. (Ryan Colliton at HCMA informed me that this is likely to happen in 2019.)
	Action 2: Expand grassland bird counts with Detroit Bird City	Research Coordinator/C onservaion Committee	June 2019	4 pilot parks and 4 control parks surveyed by 8 volunteers.
	Action 3: Develop partnership with Dr. Amber Pearson in the Geography Department at MSU to link bird monitoring and human health monitoring	Research Coordinator/C	Complete	Dr. Amber Pearson fully committed to Detroit Bird City

	for Detroit Bird city project to restore native grasslands in 5 former Detroit parks, and strengthen our partnership with City of Detroit.	Observation Committee		project and willing to obtain funding on DA's behalf.
Strategy 4: Continue and expand Chimney Swift monitoring	Action 1: Identify chimneys in SE Michigan that need monitoring	Research Coordinator/Erin as Research Committee	2019-2020	Partner with Michigan Audubon's statewide monitoring effort. Revisit or ask volunteers to revisit all Detroit area historic roosting sites to determine if still active.
	Action 2: Recruit and train volunteers for Chimney Swift monitoring	Volunteer Coordinator/Erin as Research Coordinator	2019-2020	Recruit at least 1 volunteer per active roost. Organize and complete annual volunteer orientation.
	Action 3: Create a database for organizing this data and explore keeping data online	Research Coordinator	Complete	Michigan Audubon has just created a state-wide database that is online with a live-map of active roosts and is happy to partner with us.
	Action 4: Develop protocol for Chimney Swift Monitoring or adopt one from elsewhere.	Research Coordinator	Complete	Adopt Michigan Audubon's protocol.
	Action 5: Coordinate our Chimney Swift Monitoring with Michigan Audubon's program	Research Coordinator	2019-2020, ongoing	Communicate and coordinate with Michigan Audubon prior to each migration season.
	Action 6: Coordinate with states and countries to the south to build a monitoring network connecting the entire migratory path that has been for Vaux's Swifts on the West Coast.	Research Committee/Erin as Research Coordinator	2020-2022	Partner with Michigan Audubon in this effort. Reach out to same Audubon Chapters along coast for Black Tern resighting regarding Chimney Swift monitoring.
	Action 7: Explore funding for Chimney Swift monitoring	Executive Director		
Strategy 5: Continue and expand Christmas bird counts	Action 1: Recruit a network of volunteers for both Rockwood and Detroit Audubon Christmas Bird Counts to ensure all routes are covered for each year	Volunteer Coordinator/Erin as Research Coordinator	Ongoing	Coordinate with Count Compilers and Huron-Clinton Metroparks staff each year to ensure all areas covered.
	Action 2: Recruit volunteers for Rockwood Christmas bird count to do feeder watches and work with Grosse Isle Nature and Land Conservancy to get folks to let us use their driveways and yards to stop and count birds on the Canadian side of the island	Volunteer Coordinator/Research Coordinator/Jim	Ongoing	Schedule 2-3 facebook posts and 1-2 Vertical Response emails to recruit new volunteers as needed. Banner on homepage to promote Christmas Bird Counts.
	Action 3: For less experienced volunteers, offer training and bird identification over two weeks ending in a bird identification quiz	Research Coordinator	Annual, as needed	Assess volunteers experience levels. Present Birding 101 course and provide volunteers with ID power point including sound files to use as study guide. End training session with quiz in-office. Pair inexperienced birders with more experienced birders whenever possible.
Strategy 6: Continue and expand feeder counts	Action 1: Promote various feeder observation programs among the membership	Volunteer Coordinator/Erin as Research Coordinator	Annual	Promote feeder count participation (Great Backyard Bird Count and Feeder Watch) on facebook and homepage each Winter.
	Action 2: Provide support for teachers to do feeder watches with their classes	Program Coordinator/	2018-2019	Identify 2 classrooms and visit during 2018-2019 winter.

		Research Coordinator		
Strategy 7: Position Detroit Audubon as significant source of ecological research	Action 1: Present our findings at scientific conferences as well as in our newsletter, website, etc. to become respected as not only knowing science but doing scientific research.	Research Coordinator	Done, ongoing	AOU Conference 2017. MiBCI Conference 2018.
	Action 2: Publish our findings in scientific journals	Research Coordinator	2020+	Statistical significance needed in order to publish. Suspect this will be possible with Black Tern and Detroit Bird City 2020+.
Strategy 8: Expand monitoring at Metro Detroit Parks	Action 1: Explore potential for another grant to restore the shoreline of Maheras-Gentry Park, which would include educational programs on shorebirds, shoreline habitat, and the importance of conserving both.	Research Coordinator/ Executive Director/ Program Coordinator/ Conservation Committee	2019-2020	Explore 2-3 potential funding sources. Determine if and when this project may be feasible to pursue.
Strategy 9: Establish MAPS Banding Station at either St. Clair Woods Sanctuary, or Belle Isle in Detroit. NOTE: Banding will occur during the breeding season (so data can be used as part of MAPS) and Fall migration (which is useful data, but also allows for field trips/school programs).	Action 1: Conduct site visits and write project proposal	Research Coordinator	2019-2020	Obtain permission from MI Department of Natural Resources to set-up banding station. Project Proposal written and submitted to MI DNR.
	Action 2: Obtain Federal Banding Permit	Research Coordinator	2020	Permit obtained.
	Action 3: Secure funding for staff time and/or equipment	Research Coordinator	2019-2020	Funding for 2-5 years obtained. 2-3 partnerships secured with both schools and bird conservation organizations .
	Action 4: Set-up mist-net locations, coordinate volunteers to assist	Research Coordinator	April-May 2020	10 mist-net lanes set-up.
	Action 5: Lead banding demonstration days (coordinate with Program Coordinator for school and public program visits)	Research Coordinator	September - October 2020, Annually thereafter	At least 60 visitors to banding station in 2020. Increase number of visitors each year through increased number of banding demonstration.
Strategy 10: Participate in Audubon Climate Watch citizen science program	Action 1: Identify target species	Research Coordinator	November 2020	National Audubon pre-selects target species. Detroit Audubon selects one target species from National's list.
	Action 2: Select survey area	Research Coordinator	November 2020	National Audubon/Detroit Audubon staff select survey areas.
	Action 3: Set-up point counts	Research Coordinator	November 2020	National Audubon team sets up point counts and provides coordinates to Detroit Audubon.
	Action 4: Promote Climate Watch with members and social media to recruit volunteers	Bailey as Program Coord, Erin as	December 2020	2-3 posts on social media, homepage banner.

		Research Coordinator		1 Public Nature Program leading up to summer season. Recruit 4-6 volunteers.
	Action 5: Coordinate volunteers to conduct surveys in winter and during the breeding season	Research Coordinator	December 2020	Coordinate volunteers to ensure all areas covered each Summer and Winter.
	Action 6: Submit data to eBird and National Audubon	Research Coordinator	Annually, each Summer and Winter	Data entered and submitted.
	7: Expand climate watch survey areas and include other target species when capacity allows	Research Coordinator	2022	Add 1 research area to Climate Watch. Add 1 species to Climate Watch (one area, then two).

Goal 7: Advocacy

Goal #7: Improve, expand and increase the effectiveness of advocacy efforts				
Objective 1: Make sure our actions are proactive and timely				
Strategy	Actions	Lead	Deadline	Measures of Success
Strategy 1: Stay on top of current issues	Action 1: Hire a Policy Coordinator and/or an Executive Director so we can have a representative at legislative breakfasts, lunches with DEQ and DNR director etc.	<i>Executive Director</i>		Strategy 1: Stay on top of current issues
	Action 2: Read and respond to relevant National Audubon action alerts	<i>Policy Coordinator</i>	August 2018, ongoing	
	Action 2: Keep in contact with Michigan Environmental Council (MEC), local environmental policy orgs, and local news outlets to keep abreast of local issues and respond appropriately	<i>Policy Coordinator</i>	August 2018, ongoing	
Strategy 2: Take action on relevant issues in a timely manner	Action 1: Communicate National Audubon's action alerts through our social media channels	<i>Policy Coordinator</i>	August 2018, ongoing	
	Action 2: Hire or train staff or volunteers to create our own online action alerts	<i>Executive Director</i>		
Strategy 3: Inform leaders about what we are doing as an organization	Action 1: Include elected and agency officials on the DA mailing list to receive the <i>Flyway</i> and other important communications	<i>Office Admin</i>	December 2018	Contacts confirmed and approved by ED and added to mailing list.
	Action 2: Take elected officials out on birding field trips and invite to special programs.	<i>Executive Director/ Bailey as Program Coordinator/ Erin as Research Coordinator</i>	Summer of 2018 or 2019	Audubon Great Lakes partnership assists in scheduling elected official to join Black Tern Research Boat at St. Clair Flats or Wigwam Bay.
	Action 3: Work with other environmental organizations like the Michigan Environmental Council to offer workshops for leaders.	<i>Policy Coordinator</i>	December 2019	
	Action 5: Meet with key legislative and agency officials to educate them about particular issues.	<i>Policy Coordinator</i>	December 2019	
Strategy 4: Be a player in impacting	Action 1: Participate in MEC workshops to set Environmental Agenda for Michigan.	<i>Policy Coordinator/E</i>		

environmental policy locally, regionally and statewide		<i>Executive Director</i>		
	Action 2: Participate in Detroit Open Spaces Working Group	<i>Policy Coordinator/Research Coordinator/Conservation Committee</i>	2019, ongoing	Attend meetings regularly. Partner on 1-2 policy actions when capacity allows.
	Action 3: Participate in Belle Isle Natural Resources Roundtable	<i>Policy Coordinator/Research Coordinator/Conservation Committee</i>	Current, ongoing	Attend annual meetings. Present at annual meetings when possible.
GOAL #7: Improve, expand, and increase the effectiveness of advocacy efforts				
Objective 2: Engage and cultivate members to take action that results in change				
Strategy 1: Sponsor lobby days	Action 1: Schedule a day when the legislature is in session to visit the SE Michigan State legislative delegation and make appointments with each one who has a member visiting from their district.	<i>Policy Coordinator</i>	December 2020	1 lobby day successfully completed in 2020. Expand number of lobby days as capacity allows.
Strategy 2: Host workshops on taking action	Action 1: Develop and facilitate workshops on taking action, or contract with a qualified consultant (e.g. somebody from EMEAC or MEC)	<i>Policy Coordinator</i>	2020	
Strategy 3: Hold training on citizen lobbying	Action 1: Plan & implement workshops on citizen lobbying	<i>Policy Coordinator</i>	2020	
Goal #7: Improve, expand, and increase the effectiveness of advocacy efforts				
Objective 3: Explore ways to magnify our effectiveness in taking action				
Strategy 1: Investigate other types of activism and action strategies	Action 1: Investigate how other organizations have responded to environmental issues	<i>Policy Coordinator</i>	December 2019	
	Action 2: Make a list of general "best practices" related to engaging the community in action	<i>Policy Coordinator/Conservation Committee</i>	December 2019	Outline on successful practices used during first 2 years of Detroit Bird City provided to Policy Coordinator.
Strategy 2: Connect with environmental and other action groups and coalitions to take collective action	Action 1: : Identify local environmental activism groups (e.g., EMEAC)	<i>Policy Coordinator</i>	December 2019	
	Action 2: Outreach to local environmental groups & offer to co-create or co-host shared events	<i>Policy Coordinator</i>	December 2019	
	Action 3: Invite speakers from environmental action orgs to help us host our own "action-based" programs (e.g., petition drives, art/music/theatre, writing op eds, leaflets, etc.)	<i>Policy Coordinator/Program Coordinator</i>	June 2020	
	Action 4: Explore partnerships to hold workshops on citizen action with non-environmental advocacy groups like the American Friends Service Committee.	<i>Policy Coordinator/Program Coordinator/Jim Bull</i>		
Goal #7: Improve, expand, and increase the effectiveness of advocacy efforts				
Objective 4: Continue to be a leader on selected statewide conservation issues				
Strategy 1: Continue to be a leader in opposing Mourning Dove, Sandhill Crane, and	Action 1: Renew membership in Songbird Protection Coalition.	Jim Bull		

wolf hunting in Michigan, but maintain stance as supporting hunting of existing game species.				
	Action 2: Write letters to editor, articles for Flyway and website, speak at hearings etc. and publicize the issue and or statements on the issues in the Flyway, website, and through social media.	Jim Bull/Sara Cole/Conservation Committee		
	Action 3: Recruit volunteers and help lead petition drive if one is started by coalition.	Policy Coordinator/Volunteer Coordinator/Research Coordinator		
	Action 4: Continue involvement with Michigan Bird Conservation Initiative to show support for partnerships between birders & hunters.			
Strategy 2: Explore other statewide issues on which DA could take a leadership role	Action 1: Strategize with Michigan Audubon about statewide issues	Policy Coordinator		
	Action 2: Strategize with Audubon Great Lakes about regional issues	Policy Coordinator		
	Action 3: Strategize with other local, state and regional environmental groups about taking action on issues	Policy Coordinator		
GOAL #7: Improve, expand, and increase the effectiveness of advocacy efforts				
Objective 5: Propose and support positive actions (not just being against something)				
Strategy 1: Be an active part of planning groups	Action 1: Identify planning groups (e.g., Warren Conner Development Coalition)	Policy Coordinator/possibly Conservation Committee		
	Action 2: Outreach to / participation in planning groups	Policy Coordinator/Diane with Conservation Committee	2019	Incorporated bird habitat into the open space planning of 3 groups (e.g. Detroit Future City, Detroit Parks & Rec, Office of Sustainability)
	Action 3: Be prepared to educate planning groups on bird & environmental issues	Policy Coordinator/Diane with Conservation Committee		
Strategy 2: Create a vision of the environmental future of SE Michigan	Action 1: Hold a visioning session for board and members to identify what we want to see in the Detroit region	Policy Coordinator/Diane with Conservation Committee		
	Action 2: Publish a white paper describing those positive outcomes	Policy Coordinator/Diane with Conservation Committee		
	Action 3: Develop action plans to accomplish set visions and work with other groups as appropriate	Policy Coordinator/Conservation Committee		

Goal 8: Diversity & Inclusion

Goal #8: Become a more well-balanced organization with regard to race, socio-economic status, religion, gender, gender identity and other demographic parameters.				
Objective 1: Make sure our actions are proactive and timely Diversify board and staff make-up				
Strategy	Actions	Lead	Deadline	Measures of Success
Strategy 1: Develop board member recruitment process	<p>Action 1: Identify current gaps on the board</p> <p>Action 2: Refine board member description including roles, responsibilities and expectations</p>	Executive Director/ President/Executive Committee/Board	Ongoing	Board is more diverse according to all parameters mentioned above.
Goal #8: Become a more well-balanced organization with regard to race, socio-economic status, religion, gender, gender identity and other demographic parameters.				
Objective 1: Diversity program participation.				
Strategy 1: Design programs to fit needs of under-represented groups	Action 1: Offer more programs/ field trips in or near areas where we are under-represented--- Belle Isle, Elmwood Cemetery, Eliza Howell Park, Rouge Park, Woodmere Cemetery, Milliken State Park, Maheras Gentry Park, A.B. Ford Park, Community Centers	Program Coordinator	2019	<p>Increase number of field trips in Detroit.</p> <p>3 more in 2018.</p> <p>6 more in 2019.</p> <p>Detroit Bird City could assist with this.</p>
	Action 2: Hold joint events with the Detroit Community Nature Center, Charles Wright Museum of African American History, ACCESS (Arab American Museum), churches, and other religious institutions.	Program Coordinator	2019	3 community events for 2019 Calendar.
	Action 3: Hold Bird Stewardship days at various parks and vacant lots around the city.	Program Coordinator/Erin as Research Coordinator	2019, ongoing	Annual event held at different Detroit Bird City park each year.
Strategy 2: Make sure information we provide is accessible to and inclusive of underrepresented groups	Action 1: Develop publications and part of our website in Spanish and maybe other languages.	Office Admin/Volunteer Coordinator	2019, ongoing	Volunteer found to assist with translations.
	Action 2: Add stories from other countries and cultures to our education programs about birds and ecology, etc.	Program Coordinator	2020	Interview members of 2-3 other cultures regarding birds. Use their own words and avoid appropriation.
	Action 3: Put program announcements and informative articles in community and neighborhood publications.	Program Coordinator/Office Admin	2020, ongoing	<p>Identify local publications.</p> <p>Establish contacts at these publications.</p> <p>Publish 1 informative article in 2020.</p>
Strategy 3: Diversify birding community to include current and interested birders of all ages	Action 1: Determine demographics of our current membership	Office Admin/Executive Director	2019-2020	<p>Obtain recommendations from Audubon Great Lakes Field Organizers on how best to get this data.</p> <p>Obtain this data through voting organizations.</p>
	Action 2: Hold focus groups and seek insight and advice from those with expertise working with specific age groups (e.g. seniors and preschoolers, grandchildren program and programs to include individuals with disabilities)	Program Coordinator	2020	Identify stakeholders and area experts to learn from.

	Action 3: Increase opportunities for people to get involved in Metro Detroit area citizen science (involving people in bird monitoring)	Research Coordinator	2019, ongoing	Detroit Bird City, Feeder Watch Programs and Banding Station on Belle Isle or at St. Clair Woods will assist in this effort. 5-8 new volunteers involved in Detroit Citizen Science projects by 2019.
	Action 4: Increase engagement of Detroiters by building connections with neighborhood organizations and block clubs	Program Coordinator/Conservation Committee/Research Coordinator	2019	Detroit Bird City could be an avenue for this. Partnerships with 3 block clubs by December 2019.
	Action 5: Continue and expand partnership with Children's Hospital (we are committed to doing programs four times per year)	Program Coordinator	2019	Re-establish point person and programs. Conduct 4 programs in 2019.
	Action 6: Rekindle partnership with and conduct programs and citizen science with the school of the blind (Contact: Donna Passant)	Program Coordinator/Research Coordinator	2020	Communicate with Donna in 2019.
Strategy 4: Present 2019/20 Earth Day Conference/Celebration in Detroit (culminating event for Wild Indigo) – Sanaa is the driver of this	Action 1: Establish theme: "African Americans and the Environment."	Jim Bull	Sanaa / Wild Indigo team	
	Action 2: Approach Museum of African American History and Detroiters Working for Environmental Justice to co-sponsor.	Jim Bull		
	Action 3: Secure speakers, set budget	Jim Bull/Program Coordinator/Annual Program And Awards Committee		
	Action 4: Secure funding	Executive Director/Jim Bull/ Fund Development		
	Action 5: Work with museum on publicity	Jim Bull/Program Coordinator/Office Admin		

Please note that this document will be updated as needed on an ongoing basis.