Strategic Planning Guide
Through 2014

The purpose of this plan is to document our commitment to the organization and our strategy for transition to organizational stability and sustainability
Friends of the Swainson’s Hawk

Strategic Planning Guide
Through 2014

Update to 2011 Strategic Planning Guide

Original Guide Funded with a grant from the California Wildlands Grassroots Fund of Tides Foundation

Adopted by the Board of Directors on August 5, 2011
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Vision

Friends of the Swainson’s Hawk (FOSH), a statewide organization, is committed to insuring the survival and recovery of the Swainson’s Hawk in its core breeding region of Sacramento, San Joaquin, Solano, and Yolo counties and statewide. This means that FOSH needs to be a sustainable organization lasting in perpetuity. Our first job is to build the organization’s capacity to survive. This will enable our vision of collaborating with other organizations and working on a multifaceted front to make long-term progress in securing a future for Swainson’s Hawk in California. FOSH pursues this by working with conservationists and wildlife regulatory agencies, advocating for elected officials to make good environmental decisions, filing law suits when necessary to enforce the law, and conducting education and outreach to the public to increase awareness of the wildlife and habitat issues.

Background

Friends of the Swainson’s Hawk (FOSH), a California wide 501-c organization, was incorporated in 1994, in response to the need to protect the Swainson’s Hawk, a threatened species under California law. To be an effective conservation advocate, FOSH needs to have a sustainable organization, not dependent on its co-founders. The Strategic Plan documents the Board’s commitment to the organization and our strategy for transition to organizational stability and sustainability.

The Objectives and Purposes of FOSH are identified in its bylaws as:

To promote public awareness and understanding of the Swainson’s Hawk, its environmental, habitat and flyway requirements, and the measures needed for the protection and restoration of the Swainson’s Hawk; and to undertake any lawful activities permissible under Section 501c(3) of the Internal Revenue Code for the protection and restoration of the Swainson’s Hawk and the habitat and ecosystem values necessary for its protection and restoration.

Mission Statement. In 2009, FOSH adopted the following mission statement:

"We believe wildlife is part of California's future and we're dedicated to seeing the California population of Swainson's Hawks flourish for all generations to come."

Organizational Structure. FOSH is not a membership organization but has built a supportive following of donors and volunteers. The Board of Directors, now at 9 members, acts as the membership for purposes where membership decisions are needed. The Board is responsible for policy direction of the organization. The chief executive officer is the (volunteer) president and co-founder Judith Lamare. Our legal counsel, James P. Pachl, co-founder, also plays an essential role in leadership of the organization.
Adopted by the Board AUGUST 5, 2011

**Strategic Planning.** In 2008, the Board adopted its first Strategic Plan, and in 2009 it adopted a Conservation Strategy to guide its activities. We have learned that strategic planning is a necessary and beneficial process that helps individual board members as well as the organization to be more deliberate and more successful in carrying out our mission.

**History of the Organization**

On August 15, 1992, three birdwatching buddies sat in a canoe on North Stone Lake in South Sacramento County watching a Swainson’s Hawk soaring overhead. They talked about the coming wave of urbanization poised to pave over Sacramento farmlands and wondered how long the Swainson’s Hawk would survive with its habitat being paved over. So was born Friends of the Swainson’s Hawk (FOSH).

From the beginning, FOSH focused on the legal rights of the Swainson’s Hawk. Due to the diligence of its largely pro bono Legal Counsel, James P. Pachl, a great deal has been accomplished to enforce and educate about these rights.

FOSH has been instrumental in enforcing laws intended to preserve habitat lands. These actions have resulted in land set aside for permanent protection and use by these Hawks. The highlights of the organization’s activities is attached as Appendix A. Review of this chronology shows that FOSH has:

- Enforced environmental protection laws through the courts, resulting in stronger habitat protection programs and more habitat lands for Swainson’s Hawk;
- Participated in public review and hearing on habitat protection in a number of local jurisdictions with impacts on Swainson’s Hawks;
- Achieved better protection for key threatened habitat areas through public education campaigning and legal challenge;
- Worked with and through association of a number of kindred organizations in common cause; and educated local community associations about the presence of the Swainson’s Hawk in their communities, creating coalitions where relevant;
- Established a media presence for the Swainson’s Hawk in the print media and on the internet;
- Provided educational materials to the public and classrooms;
- Established a local donor base and a track record of obtaining small grants, consistently raising ± $20 thousand a year.
The attached appendix (Appendix A) chronicles FOSH's milestones over the last 17 years. The array and intensity of conservation issues facing Swainson's hawks continues to require active, grassroots, citizen involvement.

Since 2008, when the first strategic plan was adopted, FOSH has made progress on each of its objectives. However it remains highly dependent on its volunteer co-founders for leadership, fundraising, management and planning.

**Goals**

For FOSH to transition into a stable, well funded organization to continue its work, it must:

**Goal 1:** Implement a sustainable conservation strategy that attracts public support.

**Goal 2:** Maintain and expand fundraising capability sufficient to sustain the organization and to implement its strategic and conservation plans.

**Goal 3:** Develop and maintain an active, responsible and diverse Board of Directors and provide support for board members to be conservation leaders.

**Goal 4:** Develop and maintain a committed core of donors, partners and volunteers, while defining a healthy balance between volunteer and paid roles.

**Goal 5:** Maintain and expand education, media and other outreach activities to sustain a public profile for the organization.

**Goal 6:** Update strategic plans and other core planning guidance for the organization every 3 to 5 years.

**Goal 7:** Make significant progress toward these goals by December, 2014, and celebrate the progress and the organization's 20th anniversary in 2014.

**Implementation Strategies**

For a complete matrix of the proposed actions, budget to complete the action, product due, and their status see Table 1. The planning points are summarized below

**Goal 1:** Implement a sustainable conservation strategy is communicated to the public and attracts public support.
Adopted by the Board AUGUST 5, 2011

1.1 Revise and update FOSH’s conservation strategy on a regular basis.

1.2 Include implementation measures for the conservation strategy in annual planning.

1.3 Publish an annual report highlighting achievements in conservation.

Goal 2: Maintain and expand fundraising capability sufficient to sustain the organization and to implement its strategic and conservation plans.

2.1. Forecast and develop several budget scenarios based on potential income for years through 2014

2.2. Adopt a fundraising plan to raise funds to meet the budget objectives

2.3. Include an operating reserve fund with the goal of having cash on hand sufficient for 6 months of operating cost for the organization and 12 months of staff support at $1,000/month

2.4. Include a legal reserve fund for legal action and to cover legal overhead, to receive cost recovery from any legal settlement.

Goal 3: Develop and maintain an active, responsible and diverse Board of Directors and provide support for board members to be conservation leaders.

3.1. Actively recruit new Board Members who meet the qualifications established by the Board

3.2. Develop specific action agendas for each Board Director

3.3. Provide training opportunities for board members

3.4. Provide Directors insurance to cover board members.

Goal 4: Develop and maintain a committed core of donors, partners and volunteers, while defining a healthy balance between volunteer and paid work

4.1. Identify volunteers or grant funds to provide support services such as webmaster, event coordinator, science advisor, media outreach, graphic design, fundraising.
Adopted by the Board AUGUST 5, 2011

4.2. Secure funds for a sustainable three year commitment for permanent staff to support the organization
4.3. Focus staff effort on management of volunteers and donations.
4.4. Engage the board in expansion of the donor base and partnership relationships
4.5. Provide insurance coverage for volunteers

**Goal 5:** Maintain and expand education, media and other outreach activities to sustain a positive public image for the organization

5.1. Evaluate and revise educational materials, displays and activities to improve outreach
5.2. Evaluate and expand media outreach and coverage
5.3. Continue to provide two annual programs and nest site field trips
5.4. Evaluate a scholarship program for Swainson’s Hawk related activities

**Goal 6:** Update strategic plan for the organization every 3 to 5 years.

6.1. Review plan at three years and evaluate timetable
6.2. Seek grant funding and consulting assistance for major update

**Goal 7:** Make significant progress toward these goals by December, 2014, and celebrate the progress and the organization’s 20th anniversary in 2014.

7.1. Evaluate Strategic Plan Progress
7.2. Develop Anniversary Plan
7.3. Celebrate Anniversary
Adopted by the Board AUGUST 5, 2011

Table 1: Implementation Workbook

<table>
<thead>
<tr>
<th>Strategic Direction</th>
<th>Goal</th>
<th>Activity</th>
<th>Product</th>
<th>Timeline</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1: Implement a sustainable conservation strategy that attracts public support.</strong></td>
<td>1.1</td>
<td>Update Strategy</td>
<td>Updated Strategy</td>
<td>2012</td>
<td>$4,000</td>
</tr>
<tr>
<td></td>
<td>1.2</td>
<td>Include in annual planning</td>
<td>Annual Workplan</td>
<td>Annual</td>
<td>none</td>
</tr>
<tr>
<td></td>
<td>1.3</td>
<td>Report progress in annual report</td>
<td>Annual Report</td>
<td>Annual</td>
<td>none</td>
</tr>
<tr>
<td><strong>Goal 2: Maintain and expand fundraising capability sufficient to sustain the organization and to implement its strategic and conservation plans.</strong></td>
<td>2.1</td>
<td>Forecast and develop several budget scenarios based on potential income for years through 2014</td>
<td>Annual budget</td>
<td>Annual</td>
<td>none</td>
</tr>
<tr>
<td></td>
<td>2.2</td>
<td>Adopt a fundraising plan to raise funds to meet the budget objectives</td>
<td>Fundraising Plan</td>
<td>2012</td>
<td>?</td>
</tr>
<tr>
<td></td>
<td>2.3</td>
<td>Include an operating reserve fund with the goal of having cash on hand sufficient for 6 months of operating cost for the organization and 12 months of staff support at $1,000/ month</td>
<td>Annual budget</td>
<td>Annual</td>
<td>$18,000</td>
</tr>
<tr>
<td></td>
<td>2.4</td>
<td>Include a legal reserve fund for legal action and to cover legal overhead, to receive cost recovery from any legal settlement.</td>
<td>Annual Budget</td>
<td>Annual</td>
<td>$2,000</td>
</tr>
<tr>
<td><strong>Goal 3: Develop and maintain an active, responsible and</strong></td>
<td>3.1</td>
<td>Actively recruit new Board Members who meet the qualifications established by the</td>
<td>Board elections</td>
<td>Annual</td>
<td>none</td>
</tr>
</tbody>
</table>
Adopted by the Board AUGUST 5, 2011

<table>
<thead>
<tr>
<th>diverse Board of Directors and provide support for board members to be conservation leaders</th>
<th>Board</th>
<th>3.2 Develop specific action agendas for each Board Director</th>
<th>Annual Work plan</th>
<th>Annual</th>
<th>none</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3 Provide training opportunities for board members</td>
<td></td>
<td></td>
<td>Annual</td>
<td>Annual</td>
<td>0-$500</td>
</tr>
<tr>
<td>3.4 Provide Directors insurance to cover board members</td>
<td>Annual Budget</td>
<td>Annual</td>
<td>$1000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Goal 4: Develop and maintain a committed core of donors, partners and volunteers and paid support services.**

<table>
<thead>
<tr>
<th>4.1 Identify volunteers and grant funds to provide support services such as webmaster, event coordinator, science advisor, media outreach, graphic design, fundraising, bookkeeping, database maintenance.</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2 Secure funds for a sustainable three year commitment for permanent staff to support the organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3 Focus staff effort on management of volunteers and donations</td>
<td>Staff contract</td>
<td>$12,000</td>
<td></td>
</tr>
<tr>
<td>4.4 Engage the board in expansion of the donor base and partnership</td>
<td>Annual work plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5 Provide insurance coverage</td>
<td>Annual budget</td>
<td>$700</td>
<td></td>
</tr>
</tbody>
</table>

**Strategic Direction**

<table>
<thead>
<tr>
<th>Goal 5: Maintain and expand education, media and other</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Evaluate and revise educational materials, displays and activities to improve outreach</td>
</tr>
<tr>
<td>outreach activities to sustain a positive public image for the organization</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>5.3</td>
</tr>
<tr>
<td>5.4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Direction</th>
<th>Goal</th>
<th>Activity</th>
<th>Product</th>
<th>Timeline</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Goal 6: Update strategic plan for the organization every 3 to 5 years.</em></td>
<td>6.1</td>
<td>Review plan at three years and evaluate timetable</td>
<td>Board review</td>
<td>August 2014</td>
<td></td>
</tr>
<tr>
<td>6.2</td>
<td>Seek grant funding and consulting assistance for major update</td>
<td>Board determination, grant proposal</td>
<td>August 2014</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Direction</th>
<th>Goal</th>
<th>Activity</th>
<th>Product</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Goal 7: Make significant progress toward these goals by December, 2014, and celebrate the progress and the organization’s 20th anniversary in 2014.</em></td>
<td>7.1</td>
<td>Evaluate Strategic Plan Progress</td>
<td>Annual Work Plan</td>
<td>Dec annually</td>
</tr>
<tr>
<td>7.2</td>
<td>Develop Anniversary Plan Board Committee</td>
<td>Plan for celebration</td>
<td>1/2013-1/2014</td>
<td></td>
</tr>
<tr>
<td>7.3</td>
<td>Celebrate Anniversary Board Committee</td>
<td>Event</td>
<td>9/2014</td>
<td></td>
</tr>
</tbody>
</table>
## Appendix A
### List of Milestones

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994</td>
<td>Incorporation &lt;br&gt;501-c-3 Tax Status Application (approved in 1995)</td>
</tr>
<tr>
<td>1995</td>
<td>Established communication with the Swainson’s Hawk Technical Advisory Committee &lt;br&gt;First assessment of a Habitat Conservation Plan (NBHCP)</td>
</tr>
<tr>
<td>1996</td>
<td>First FOSH Sponsored Public Education events: Organized a South County habitat workshop, Swainson’s Hawk nest field trip. &lt;br&gt;Launched effort to upgrade County Swainson’s Hawk mitigation program</td>
</tr>
<tr>
<td>1997</td>
<td>First dialogue with Fish and Game Director on Swainson’s Hawk mitigation policies &lt;br&gt;First FOSH Sponsored Public Awareness Event April 4 - Return of the Swainson’s Hawk Celebration and Media and Local Government Resolutions &lt;br&gt;First Legal Action: Filed suit on Natomas Basin HCP with partners</td>
</tr>
<tr>
<td>1998</td>
<td>First Visit to Wintering Grounds in Nayarit México</td>
</tr>
<tr>
<td>1999</td>
<td>Joined Environmental Council of Sacramento &lt;br&gt;Began monitoring the implementation of Natomas Basin HCP and formation and operations of Natomas Basin Conservancy</td>
</tr>
<tr>
<td>2001</td>
<td>First Legal Settlement: Settled litigation on Natomas Basin HCP &lt;br&gt;Established the FOSH web site – <a href="http://www.swainsonshawk.org">www.swainsonshawk.org</a></td>
</tr>
</tbody>
</table>
Adopted by the Board AUGUST 5, 2011

2002  Implemented a wildlife education program with Sierra Club Mother Lode Chapter on endangered species protection in the region that ultimately reached over 120,000 households and over 250 elementary schools.

Launched Media Campaign re Airport Destruction of Nesting Habitat and Wetlands

Launched campaign to enforce and upgrade Swainson’s Hawk mitigation in Elk Grove

2003  Received first foundation support, a Rose Foundation Grant of $3000

2004  Achieved upgrade in the Elk Grove Swainson’s Hawk Mitigation Ordinance

Received Sierra Club Mother Lode Chapter Award for Environmental Education

2005  Founded Yahoo Swainson’s Hawk discussion group for conservation issues facing Friends of the Swainson’s Hawk in California, to facilitate research, analysis, policy development and advocacy.

Conducted Fisherman’s Lake Buffer Campaign to ensure Swainson’s Hawk nesting habitat at Fisherman’s Lake

Initiated CEQA mitigation enforcement program in Yolo County

First legal intern

2006  Began first strategic planning process with California Wildlands Grant, Tides Foundation

First Agreement with California Foundation for Birds of Prey for Vaccination of Rehabilitated SWH

Launched drive for SMUD Bird Protection Policy (achieved in 2007)

2007  First Participation in Festival Outreach: Wings of Spring Sacramento Zoo event

First FOSH Elk Grove Educational Event

First FOSH program on citizen nest monitoring

100 Annual Donors milestone reached

Established Swainson’s Hawk Endowment Fund at Sacramento Region Community Foundation

2008  First Endangered Species Days Event with Habitat 2020, featured on flyer and brochure distribution at event.

First FOSH Mother’s Day mailing to 170 donors

First Field Trip with Audubon Society to Swainson’s Hawk Nests

First Link to a Swainson’s Hawk Web Cam on Web site
Adopted by the Board AUGUST 5, 2011

Adopted First Strategic Plan
Filed litigation to enforce CEQA in Greenbriar Annexation.

2009
First Annual Plan
Adopted First Conservation Strategy
First “Return of the Swainson’s Hawk” event for the public at Sutter Landing Park
First comment on green energy impacts – SMUD wind project
Creation of professional exhibit including taxidermy specimen
Expanded outreach to 15 venues.

2010
Adopted Wind Energy Policy
Completed First CEQA Mitigation Evaluation Report (South Sacramento)
Initiated campaign to change Army Corp of Engineers’ Levee Vegetation Removal Policy
Implemented email newsletter communication system
Initiated campaign to form California Raptor Coalition
Established Legal Reserve Fund and Legal Overhead Budget Responsibility

2011
Filed litigation Florin-Vineyard Gap Community Plan EIR, illegal assessment
First Insurance Policy for Board and Volunteers
Expanded outreach to Butte County, Yolo County and Solano County.
Adopted Strategic Plan Update