



## FY 2025 Annual Operating Plan in the U.S. Internal Document

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### Introduction

The Pacific Birds FY25 Annual Operating Plan in the U.S. defines the priorities and high-level activities for the Joint Venture's 2025 fiscal year which runs from October 1, 2024 – September 30, 2025 (hereafter FY25). This plan is focused on collaborative, partnership centered, work for habitat conservation that advances the priorities identified and approved by the U.S. Steering Committee and International Management Board.

#### Mission

Creating the Ideal Environment for Bird Habitat Conservation



## Vision

By working together in the Pacific Region, we ensure wild birds thrive in abundant and diverse habitats that are safeguarded for future generations.

## Service Pillars

Pacific Birds catalyzes conservation and advances toward the collective partnership vision through the service pillars, defined below. Across all the services that Pacific Birds provides, the Joint Venture supports nature-based climate-resilient solutions, Indigenous and locally led efforts, bipartisan solutions for working lands conservation, and diversity, equity, and inclusion.

## FY24 Operations and Administration Accomplishments

Significant accomplishments achieved in FY24 prepare Pacific Birds and partners for the next decade of conservation impact. The completion of the [Pacific Birds Strategic Framework](#), [the Hawai'i Wetlands Strategic Plan](#), [the Coastal Wetlands Strategic Plan](#), and [the Prairie, Oaks, and People Investment Plan](#) provide multiple scales of transparency and guidance. The Strategic Framework defines how Pacific Birds approaches its mandate as a Migratory Bird Habitat Joint Venture, fills a niche in the conservation space, and makes decisions about priority investments. The plans for conservation priorities were developed in collaboration with hundreds of partners and bring together some of the best available science and knowledge to identify how future investments can drive conservation forward.

Growth of Pacific Birds leadership and formal collaborations continue to expand how Pacific Birds inspires conservation and increases capacity within the service area. New members on the International Management Board bring important perspectives to the Joint Venture leadership for Alaska and British Columbia. Continued collaboration with the Sea Duck Joint Venture is leveraging limited conservation dollars to deliver strategic communications for two Joint Ventures. Formalized agreements with Pheasants Forever and Klamath Bird Observatory are increasing capacity for conservation priorities including but not limited to private landowner engagement and science to implementation. Collaboration with NOAA's National Estuarine Research Reserves and Indigenous communities across the Pacific Birds geography has catalyzed new projects, connecting communities through a lens of culture and bird migration, in ways we could not have envisioned a year ago.

In the last year, we have continued strengthening and growing support for conservation and partner capacity with pass-through dollars managed by Pacific Birds' fiscal agents, Ducks Unlimited, and Oregon Wildlife Foundation. Conservation accomplishments from the last year will be reported separately in a 2023-2024 Conservation Report.

## FY25 Allocation of Funds

The USFWS Migratory Bird Program provides core funds for Pacific Birds Habitat Joint Venture operations. Over the last four years, Pacific Birds managed funds have diversified to include support from other federal agencies, state agencies, and additional sources. Federal support sources include the Natural Resources Conservation Service, National Oceanic and Atmospheric Administration, and U.S. Geological Survey Climate Adaptation Science Centers. State-level support sources include but are not limited to the Oregon Watershed Enhancement Board and the Washington Department of Fish and Wildlife. Successful grants that support partners have been secured through the National Fish and Wildlife Foundation. These funds, taken together with private donations,



contribute to the growth and success of the Joint Venture. Pacific Birds allocates available funds in the following ways: 90% Conservation, 10% Administration.

## FY25 Theme: Launching into Implementation



Anna's Hummingbird, George Gentry, USFWS

Pacific Birds FY25 activities are centered on catalyzing actions that deliver on the objectives outlined in the Coastal Wetlands Plan, Hawai'i Wetlands Plan, and Prairie, Oaks, and People Investment Strategy (collectively, Priority Plans). Internally, Three-year Action Plans complement each Priority Plan and define how, specifically, the Pacific Birds staff will foster implementation via service pillars. Each Three-year Action Plan defines three-year objectives that indicate progress towards objectives outlined in Priority Plans.

An emphasis in FY25 is to efficiently assist partners in the implementation of the Inflation Reduction Act and Bipartisan Infrastructure Law funds while building upon those successes to secure additional support for Conservation Priorities. Building and strengthening relationships with state and national agencies, Tribes, private landowners, and additional partners are key to effectively delivering collaborative conservation.

### Partnership Grants

Partnership Grants continue to provide valuable support to partners and advance Pacific Birds conservation priorities. Specifically, grants that fill a particular funding gap for partners have proven to be a unique opportunity to leverage small grants for large impact. Pacific Birds awarded eight grants totaling \$97,636 in the 2024 grant cycle. We plan to continue to strategically advance conservation priorities with a Request for Proposals in spring 2025. We expect a minimum of \$50,000 to be available for Partnership Grants in 2025.

### [VIEW THE PARTNERSHIP GRANTS WEB PAGE](#)

### Advancing and Transferring Knowledge

Pacific Birds is committed to supporting applied science and knowledge transfer to inform actions that benefit conservation priorities. Pacific Birds recognizes that Indigenous and conventional science are both important to meeting conservation goals and actively works to embrace and operationalize diverse ways of knowing into the work of the Joint Venture.

In FY25, specific projects that advance and transfer knowledge to support conservation include:

#### Multiple Conservation Priorities

- ❖ Integrating Indigenous Knowledge and conventional science to create or expand databases tracking phenological changes in migratory birds in Moloka'i and Alaska.



- ❖ Inter-Tribal Ecosystem Restoration Partnership Peer-to-Peer Learning Summit.

#### Western Forests – Oak and Prairie

- ❖ Translate and transfer science to implementation for private lands conservation of oak and prairie habitats.
- ❖ Convening the *Fire as a Tool* working group.
- ❖ Supporting Eco-cultural Burn Associations and Tribal leadership in other prescribed burn partnerships.

#### Coastal Habitats – Hawai'i Wetlands

- ❖ Delivery of annual learning workshops with a focus on wetland management aspects.
- ❖ Maintain and update the resources available in the online Hawai'i Wetlands Library.

#### Coastal Habitats – PNW and Alaska Wetlands

- ❖ eBird and Joint Ventures flocking together – a multi-year, multi-Joint Venture, collaborative project for identifying biodiverse hotspots, objective setting, and tracking.
- ❖ Mapping the historical extent and distribution of Pacific tidal wetlands to inform strategic conservation investments.
- ❖ Developing guidance on beneficial restoration practices and habitat creation for coastal birds.
- ❖ Co-advising a University of Victoria graduate project, to identify and map priority wetland conservation areas in the context of bird habitat value and climate resilience.

### Strategic and Multi-Scale Communications

Pacific Birds communications in FY25 will increase engagement and readership on our platforms, highlight conservation successes across conservation priorities and support partner needs through storytelling, and refine our overall strategic communications approach.

A continued focus of communications will be the broad-scale information sharing relevant to conservation partners. This includes soliciting and sharing news, resources, opportunities, and stories about Pacific Birds conservation priorities as well as broader topics in bird conservation. This will include the design and launch of the Strategic Framework, Conservation Priority plans, and annual Conservation Report. Communications occur through our primary communications platforms: a user-friendly website, a newsletter, and social media, as well as additional outreach tools such as videos, story maps, or webinars.

Another focus will center on strategic communications campaigns developed in collaboration with Pacific Birds staff and partners, to meet the needs of partnerships, and to address specific communications needs on behalf of conservation priorities. Underscoring all communications is the identified value and need to transfer knowledge across target audiences via compelling products and outlets. This includes the following objectives:

- ❖ Increase engagement with, and contributions to, major bird initiatives in the U.S. and Canada and show the impact of Pacific Birds' collective work on these initiatives, and conservation overall.
- ❖ Complete strategic campaigns specific to conservation priorities, such as:
  - Western Forests – Oak and Prairie



- Develop and deliver content to advance the Year of the Oak.
- Showcase the work of the Pacific Northwest Oak Alliance.
- Coastal Habitats – Hawai'i Wetlands
  - Telling the story of conservation needs through the lens of the 'Alae 'ula and the diversity of wetland and working habitats needed to support waterbird populations.
- Coastal Habitats – PNW and Alaska Wetlands
  - Synthesizing available information and expert knowledge to inform coastal estuary restoration management practices to benefit fish and birds.
- International
  - Highlight international projects and initiatives, including the value of cross-border investments that strengthen connected habitats in multiple countries within the Pacific Flyway.
- ❖ Share resources, opportunities, and stories in an engaging way across platforms.
- ❖ Complete and deliver the annual Conservation Report.
- ❖ Thoughtfully uplift Tribal and Indigenous-led conservation work, the connections between people and nature, Diversity, Equity, Inclusion, and Justice, and collaborative conservation solutions.
- ❖ Continue Communications Coordinator collaboration with the Sea Duck Joint Venture.

## Coastal Habitats and Western Forests

### Coastal Habitats – Hawai'i Wetlands



'Alae 'Ula or Hawaiian Moorhen,  
Creative Commons, Alan Schmierer

The focus of the coming year in Hawai'i Wetlands is to support existing and emerging partnerships for wetland conservation and waterbirds in Hawai'i. This will include continued engagement with the Moloka'i Wetland Partnership and the Hanalei Watershed Hui, continued leadership of the 'Alae 'Ula Working Group and the Statewide Wetland Group, and the scoping and development of a new partnership. As partnerships transition to acquisitions and implementation of restoration, sharing knowledge through effective communications will be key.

Tasks for FY25 are guided by objectives outlined in the Hawai'i Wetlands Three-year Action Plan which tier to and are guided by the Hawai'i Wetlands Strategic Plan.

Objective 1: By 2027, at least three Hawai'i Wetland Partnerships will be operating effectively, collaboratively advancing shared priorities, and have baseline capacity for coordination.

- *Maintain high functionality of the key, existing, site-based partnerships and one waterbird species-based partnership.*



- *Identify and support capacity for one new wetland conservation-focused partnership.*
- *Support partners with technical assistance, funding applications, and capacity-building opportunities.*
- *Support partners through acquisitions and easement processes.*

Objective 2: From 2024 to 2027, develop one or more regional plans or joint funding strategies to fill capacity gaps, improve coordination between partners, and influence one or more funder strategies.

- *Maintain the Statewide Wetland Group and hold two meetings annually.*
- *Promote and advance predator control efforts, including the installation of predator-proof fencing for waterbird recovery.*
- *Co-develop Beneficial Management Practice Guides in support of wetland and waterbird management.*
- *Work with partners to identify permitting challenges for landowner conservation efforts, create a guide to permitting, and create a roadmap to reduce the permitting burden in bird-friendly lo'i kalo and wetlands.*

Objective 3: By 2027, secure at least nine grants in conjunction with partners to fund wetland conservation and waterbird recovery.

- *Convene partners to leverage resources and strengthen applications.*
- *Encourage partners to collaborate and work at an ahupua'a level to connect wetland restoration activities with upland watershed restoration or entire hydrological systems.*

Objective 4: By 2027, complete at least three strategic communications campaigns or projects for each conservation priority, developed in collaboration with Pacific Birds Staff and partners.

- *Share information on the benefits of wetlands for people and communities.*
- *Share information on the cultural and ecological value of waterbirds, wetlands, and agroecological wet habitats.*

Objective 5: By 2027 at least fifty acres of additional wetland habitat will be created, restored, or protected with partners.

- *Support partners in planning for and removal and maintenance of mangroves and other invasive species.*
- *Advise and support partners with acquisition and restoration funding applications.*

Objective 6: By 2027, researchers will address at least two priority knowledge gaps, and Pacific Birds will support and contribute to at least one regional synthesis of existing data.

- *Encourage partners to refer to the Strategic Plan climate results and existing data to aid wetland managers in reducing the negative impacts of climate change on existing wetlands.*

Objective 7: Through 2027, continue to support and contribute to at least two Native Hawaiian conservation priorities related to Hawai'i wetlands.

- *Support efforts to embrace and operationalize Traditional Ecological Knowledge (TEK) and the work of cultural practitioners in wetland planning and implementation work in at least one project.*
- *Support locally led efforts to restore Indigenous agroecology to benefit people and birds at least at one site and explore opportunities to reduce barriers to Indigenous agroecological waterbird habitats.*



## Coastal Habitats – Pacific Northwest and Alaska Wetlands



Red Phalaropes, Peter Pearsall, USFWS

The focus of the coming year in Coastal Habitats in the Pacific Northwest and Alaska is to facilitate collaboration and information sharing to increase the pace and scale of coastal wetland conservation and support the implementation of priority conservation actions outlined in the Coastal Wetlands Strategic Plan.

Tasks for FY25 are guided by objectives defined in the Coastal Wetlands Three-year Action Plan which are guided by and tier to the Coastal Wetlands Strategic Plan.

Objective 1: By 2027, partners will be investing in high-priority coastal areas and at least three regional partnerships or projects will be occurring.

- *Facilitate data sharing among coastal conservation groups focused on different taxa, but with overlapping goals and/or geographies (e.g., salmon, eelgrass, shellfish).*
- *Coordinate a regional habitat prioritization assessment with input from and collaboration with interested partners. Consider facilitating separate analyses for PNW, BC, and/or AK, accounting for differences in available data.*
- *Maintain and strengthen existing interagency and transboundary partnerships.*
- *Develop one or more new partnerships or projects across agencies/jurisdictions and/or state/international boundaries.*
- *Support partners through funding applications, acquisition, and easement processes.*

Objective 2: By 2027, regulatory and funding agencies will prioritize coastal climate adaptation and resilience practices and policies.

- *Synthesize existing data and research on landward migration zones and potential for future tidal habitats under sea level rise projections at state, regional, and international scales.*
- *Build and strengthen relationships with funders to transfer knowledge and share region-wide coastal conservation priorities.*
- *Support projects aligned with Tribal sovereignty and priorities that explicitly address environmental justice and social vulnerability and support the culture and subsistence of coastal communities.*
- *Support Tribes with grant writing.*

Objective 3: By 2027, researchers will address at least two priority knowledge gaps, and Pacific Birds will support and contribute to at least one regional synthesis of existing data.

- *Build/strengthen relationships with regional research groups to share region-wide knowledge gaps and address research needs.*
- *Support projects aligned with Tribal priorities and that elevate the role of Indigenous Knowledge in coastal stewardship and management.*
- *Compile and share beneficial management and restoration practices that benefit estuarine birds with coastal estuary restoration investments.*



- *Support interagency and transboundary syntheses of sea level rise, coastal change, and carbon storage datasets and tools.*
- *Coordinate coastal conservation groups focused on different taxa, but with overlapping research needs and/or datasets.*

Objective 4: By 2027, complete at least three strategic communications campaigns or projects for coastal wetlands, developed in collaboration with Pacific Birds Staff and partners.

- *Support interagency and transboundary syntheses of sea level rise, coastal change, and carbon storage datasets and tools.*

Objective 5: By 2027, increase influence over at least one additional grant funding program, and facilitate and contribute to at least one funding proposal to bolster the capacity of a regional coastal partnership.

- *Build/strengthen relationships with key coastal funding entities to share regionwide coastal conservation priorities and influence funding programs.*
- *Support partners with technical assistance, funding applications, and grant-writing assistance.*
- *Support partners through acquisition and easement processes.*
- *Support partners with capacity-building opportunities – both external opportunities offered by regional partners, and internal opportunities provided by the Joint Venture, as needed.*
- *Convene partners to strengthen applications, either through collaboration and/or leveraging match.*

Objective 6: By 2027, Pacific Birds will support and contribute to at least two Tribally led coastal conservation initiatives and will contribute to expanded natural resource capacity for at least two Tribes.

- *Help to build/strengthen Tribal natural resource and conservation capacity, including Tribally led workforces and capacity for restoration, stewardship, and monitoring of coastal wetlands.*
- *Help to build/strengthen capacity for Tribes through grant development, securement, and administration.*
- *Support efforts to elevate Indigenous Knowledge, biocultural restoration practices, and the work of cultural practitioners in coastal wetland planning and implementation work.*

### Western Forests – Oak and Prairie



Oregon Oak, Tracy Robillard, NRCS

The focus of the coming year in Oak and Prairie is to launch and build momentum around the Prairie, Oaks, and People Investment Strategy, strengthen the capacity of the multi-state Oak Alliance, and effectively secure meaningful funding for the implementation of oak and prairie conservation. This includes continuing to effectively administer America the Beautiful Challenge grants, increasing capacity, communications, and science to implementation in collaboration with NRCS in Oregon, and building upon the partnership with Pheasants Forever and Klamath Bird Observatory that was formalized in 2024.

Tasks for FY25 are guided by objectives outlined in the Oak and Prairie Three-year Action Plan, which tier to and are guided by the Prairie Oaks and People Investment Strategy.





Objective 1: By 2027, each of the nine oak and prairie partnerships will be collaboratively advancing shared priorities, and have a baseline capacity for coordination, and Pacific Birds will have helped secure at least twenty million dollars for oak and prairie conservation through these partnerships.

- *Provide guidance and support to oak and prairie partnerships across the Pacific Northwest.*
- *Work with partnerships to identify and fill capacity gaps.*
- *Work with partners to apply for two large-scale grants.*
- *Continue working with OWF and ODFW to successfully manage and implement America the Beautiful grants.*
- *Effectively build collaborations and partnerships that advance Farm Bill conservation programs.*

Objective 2: By 2027, the Pacific Northwest Oak Alliance will be collaborating to advance shared priorities and Pacific Birds staff and partners will be using the Oak Alliance toolkit to reach out directly to funders, decision-makers, and local communities.

- *Coordinate the Pacific Northwest Oak Alliance at least twice a year and send updates quarterly.*
- *Finalize the Oak Alliance website, including a curated collection of investments.*
- *Support the Cascadia Prairie Oak Partnership conference.*

Objective 3: By 2027, Pacific Birds will have grown its relationship with Oregon and Washington NRCS to grow capacity and influence practices, programs, and priorities to benefit oak and prairie conservation.

- *Collaborate and facilitate technical transfer of science and conservation planning tools to NRCS staff and partners.*
- *Support current and growing collaborative Pacific Birds Pheasants Forever positions that increase capacity in oak and prairie momentum hot spots.*
- *Support oak-focused partner biologists to create a community of practice in collaboration with ODFW, NRCS, Pheasants Forever, and others.*
- *Explore opportunities to expand working lands programs with vineyard owners and managers.*

Objective 4: By 2027, Pacific Birds will have grown its relationship with key state agencies, organizations, and funders to influence policy and programs and increase capacity for oak and prairie conservation.

- *Grow opportunities around fuels reduction and oak-related programs and funding.*

Objective 5: By 2027, Pacific Birds will be supporting and contributing to at least two Tribally led conservation initiatives and will have contributed to expanded natural resource capacity for at least two Tribes.

- *Support locally led burn associations and Tribal leadership in prescribed burn partnerships.*
- *Support Lomakatsi Restoration Project planning for the Inter-Tribal Restoration Summit.*

Objective 6: By 2027, researchers will be addressing at least two priority knowledge gaps, and Pacific Birds will support and contribute to at least one regional synthesis of existing data.

- *Advance regional monitoring protocols and baseline metrics that tier to habitat and population models.*



## Western Forests – Conifer Forests



Washington State Cascade Range, U.S.  
Forest Service

Birds that depend upon Western Forests are declining, particularly in areas where forests are stressed. The estimated loss of one billion forest birds in the last 40 years has sounded alarms that landscape-level conservation actions are needed now more than ever. The benefits of resilient forests and watersheds extend beyond forest-dependent birds—healthy forests result in clean air, increased freshwater availability, more resilient rural communities, recreation and tourism opportunities, more durable and stable carbon storage and sequestration, and biodiversity and habitat for species.

In FY25, Pacific Birds Staff and Board will consider strategies for continued investments and develop a three-year action plan for increasing capacity within Pacific Birds, filling an empty niche within the conservation space, and building momentum among partners to advance the pace and scale of conservation work in Western Forests. Program concepts include bringing Pacific Birds service pillars for a ground-up, partner-driven approach where the combination of data synthesis and existing networks point to the greatest opportunities on public, private, and Tribal lands. We will also continue to engage at the state, national, and international levels to further understand policy, funding, and capacity needs and opportunities.

The following goals inspire our efforts to drive change through co-produced, community-based approaches to benefit birds and people:

- ❖ *Migratory Birds*: Improve habitat to address the [29% decline of western forest birds](#) since 1970.
- ❖ *Ecological Forest Restoration*: Support conservation partners and communities in increasing forest health and resiliency and reducing wildfire risk, one of the highest-priority natural resources issues in the West.
- ❖ *Community Health*: Increase the resilience of communities that rely on both economic and non-monetary benefits of the forest including clean water, air, and recreation.
- ❖ *Bring Birds to the Conversation*: Encourage the inclusion of birds into programmatic decision-making by agencies and non-governmental organizations and promote forest planning and beneficial management practices on private, public, and Tribal lands.



## Dr. Fern Duvall Conservation and Collaboration Award

In fall 2024, Pacific Birds announced [Jason Vercelli as the second recipient of the Dr. Fern Duvall Conservation and Collaboration Award](#). This award annually recognizes individuals working in the Pacific Birds region who embody the innovative, inclusive, humble, and collaborative spirit that Fern brought to conservation endeavors.

Nominations are open annually during the open period of the Pacific Birds Request for Proposals and are selected by a committee composed of Pacific Birds Board and Staff.



Jason Vercelli, Wildlife Biologist with the Hawai'i Department of Land and Natural Resources - Division of Forestry and Wildlife

## Operating and Administering an Effective Pacific Birds Habitat Joint Venture

The operations and administration of Pacific Birds in FY25 will focus on supporting partnership building and conservation implementation aligned with the Strategic Framework and Priority Plans, the administration of secured large-scale grants, support for the securement of future large-scale funds for conservation, and the continued growth of the value of Pacific Birds to partners by advancing our mission and excelling in the delivery of service pillars. This includes the following tasks that are aligned with objectives listed below that tier to the Operations and Administration Action Plan (2024-2027):

Objective 1: By 2027, Pacific Birds staff and Board will deliver service pillars to advance the implementation of the Strategic Framework, Strategic Plans for Conservation Priorities, and Communications.

- *Support the launch and integration of the Pacific Birds Strategic Framework into programs and policies.*
- *Support alignment of staff and contractor work plans to support the Pacific Birds Strategic Framework and associated Priority Plans and Three-year Action Plans.*
- *Work with staff and Board to advance the engagement of partners and partnerships in all regions of the Pacific Birds service area.*
- *Support collaboration with Pacific Birds in Canada to advance international priorities.*

Objective 2: By 2027, Pacific Birds will have the staff and contractors to support core conservation efforts identified by the Board and a culture that retains staff and supports a healthy work-life balance.

- *Assess the operations of Joint Venture staff and contractors and propose advice for areas for improvement.*
- *Provide opportunities for staff to build and develop skillsets.*
- *Assess gaps in skillsets needed to advance the mission.*



- *Support a connected team across staff and contractors.*

Objective 3: By 2027, Pacific Birds Board meetings, committees, governance documents, and leadership composition support the skills and representation needed to advance the Joint Venture's goals.

- *Organize and facilitate annual USSC and International Management Board meetings.*
- *Work with the Board to transition leadership as per Bylaws.*
- *Revisit the Strategic Framework annually to assess if revision is needed.*
- *Support Board Recruitment working group and Board growth as needed, adapting to future needs of the Joint Venture.*
- *Support Board committees and working groups.*

Objective 4: By 2027, Pacific Birds will have fiscal sustainability and transparency that advances the mission of the Joint Venture.

- *Maintain and manage budget and spending plan.*
- *Grow available funds sustainably to support the increased capacity of staff and partners.*
- *Develop a system to track incoming grants and reporting and outgoing grants and reports.*

Objective 5: Pacific Birds will have protocols and systems in place that ensure Board, Staff, and Fiscal Sponsors are working collaboratively and effectively, and that staff are sufficient to advance Joint Venture Goals.

- *Assess needs for administrative and contracts capacity, and fill gaps as needed.*
- *Work with staff and contractors to develop the annual Conservation Report.*
- *Work with staff and contractors to develop Annual Operating Plans and performance plans.*

Objective 6: By 2027, Pacific Birds Partnership Grants and Discretionary funding programs will grow and adapt to strengthen the delivery of strategic conservation.

- *Deliver Partnership Grant program annually, adapting to changing priorities and needs.*
- *Support staff in assisting with grant applications to support partners.*
- *Track grant progress, deadlines, and financial management.*
- *Support communication of impacts of Pacific Birds investments effectively.*

Objective 7: By 2027, Pacific Birds will have maintained and grown its relationship with federal and state agencies, including but not limited to USFWS, NRCS, NOAA, USFS, WDFW, ODFW, ADFG, DOFAW, CDFG to leverage funds, grow capacity, and influence programs, policies, priorities, and practices that benefit conservation priorities and people.

- *Grow relationships with state and federal agency leadership within the Pacific Birds Service area to grow capacity and impact.*
- *Expand partner representation during annual fly-ins to Washington D.C., and support partners in sharing the Joint Venture story.*
- *Increase partnership and field capacity in strategic regions to accelerate collaboration and conservation on private and Tribal lands.*

Objective 8: By 2027, Pacific Birds will have grown its relationship with key funders, increased its influence over at least one additional grant funding program, and will have built relationships with key private funding entities.



- *Grow and sustain relationships with foundations and organizations to identify areas for collaboration and strengthen collective conservation impact.*
- *Coordinate the Board's Fundraising Working Group.*

Objective 9: By 2027, Pacific Birds will have progressed on Indigenous Commitments by supporting and contributing to at least four Tribally led conservation initiatives or supported projects.

- *Support projects that elevate co-production or Tribal leadership.*
- *Continue to implement a program that provides honoraria for Tribal engagement.*
- *Strengthen relationships with Tribes, Indigenous communities, and Indigenous organizations.*
- *Support staff and Board in growing knowledge to thoughtfully advance DEIJ via formal training.*

Objective 10: By 2027, Pacific Birds will be working with researchers and knowledge bearers to address priority knowledge gaps as identified within Strategic Plans.

- *Support international and transboundary research and syntheses related to Coastal Habitats and Western Forests.*
- *Support staff engagement in the communication of science and knowledge towards effective and efficient implementation of conservation.*