



Flying for Conservation Since 1979

Strategic Plan:

Developing a New Conservation Strategy

Adopted by the Board September 21, 2014

Our Mission

To accelerate conservation success through the powerful perspective of flight.

Our Long Range Vision of Success

The World --- LightHawk will play a role shaping a world where ecosystems are healthy or are trending in that direction. Natural resources will be in abundance and human communities that depend on them healthy.

Society -- Environmental responsibility at the individual level will be a social norm. Because of this, people will feel hopeful about the future for themselves and their children.

Our Organization --- LightHawk will be a well-known, global resource for conservation. Our operations including our funding will be stable. LightHawk staff and supporters will feel empowered by our successes.

Our Reputation --- Our conservation partners will view LightHawk as an integral part of their success. The media and other groups will view LightHawk as the experts in using aerial resources for conservation. The public will recognize the importance of using the aerial view to advance conservation. Our volunteer pilots are recognized and respected for their aviation skills and commitment to conservation projects.

Our Core Values

Integrity and honesty --- We maintain integrity and honesty in our partnerships and our work.

A healthy planet --- We value the earth and the life that depends upon it.

Solution---oriented action --- We value action leading to conservation outcomes. We are compelled to protect the health of our water, air, and land, and to sustain the diverse ecosystems that comprise the earth.

The aerial perspective --- We value the unique view of the earth and the transformative experiences provided by flight. The information and images gathered from above help inform, inspire and educate.

Collaboration --- We value the organizations and individuals that strive in responsible ways to protect the natural places, flora, and fauna of the earth. We value collaborative problem---solving approaches that engage partners in achieving individual and shared conservation goals.

Balanced approaches --- We value problem-solving approaches that bring all sides to the table to consider the needs of human society as well as the natural world. People must be part of the solution.

Working smartly and making a difference --- We seek to build a strong, flexible, innovative and sustainable organization that benefits from the skills of our volunteers and staff, while remaining focused on our mission, goals and conservation outcomes.

Safety --- Above all, we are committed to safety in the air, on the ground and in all aspects of our work.

Our Position in the Conservation Community

LightHawk uniquely adds value to the conservation community. We provide expertise in using the aerial perspective to accelerate and enhance efficiency of the conservation outcomes of our partners.

LightHawk uses its experience in conservation planning early in our partners' project development to help them identify their desired outcomes and plan strategies to fully engage the power of flight.

New Project Focus

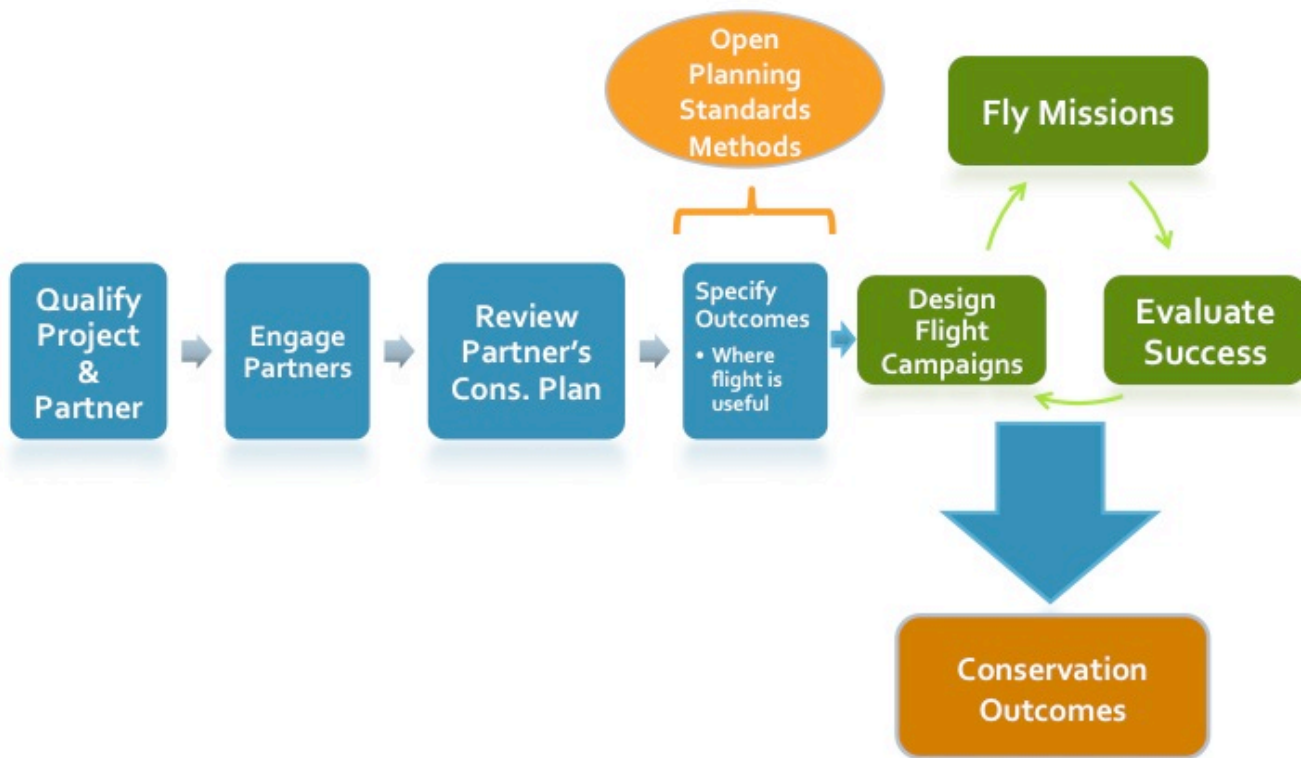


Figure 1. LightHawk's position moves more toward developing partnerships and engaging in the beginning of the conservation planning process.

Our Three-Year Goals

1. Engage in thirty of the top conservation projects in North and Central America as active partners in planning, executing and evaluating conservation strategies to accelerate conservation success.
2. Ensure enough aircraft and pilots to safely complete flights with our partners that the projects require.
3. Assemble and retain motivated, skilled and engaged staff to sustain and grow our *program effectively*.
4. Raise sufficient funds to achieve the goals of this plan and set a trajectory for future success.

Our Goals and Objectives

Goal 1.

Engage in thirty of the top conservation projects in North and Central America as active partners in planning, executing and evaluating conservation strategies to accelerate conservation success. (Please see Appendix 1. Potential Projects).

- 1.1 Identify and select projects and design flight campaigns
 - 1.1.1 Identify conservation outcomes
 - 1.1.2 Develop partnership approach
 - 1.1.3 Develop funding
- 1.2 Conduct flight campaigns and evaluate results
- 1.3 Identify common themes across projects for synergy of efforts and fundraising optimization
- 1.4 Evaluate potential projects outside our current scope
- 1.5 Explore emerging technologies to capture the aerial perspective and expand our audiences

Goal 2.

Ensure enough aircraft and pilots to safely complete flights with our partners that the projects require.

- 2.1 Analyze projects to identify the right number and kind of pilots and planes in the right places to ensure safety
 - 2.1.1 Evaluate the use of LH aircraft to support projects
- 2.2 Grow the team of volunteer pilots sufficient to cover all high--priority flights, including giving new pilots more opportunities
 - 2.2.1 Evaluate the volunteer pilot/staff pilot models
- 2.3 Employ our flight criteria so that each flight uses our resources wisely
 - 2.3.1 Provide our volunteer pilots with appropriate support and training
 - 2.3.2 Ensure that each flight is a “quality experience” that will result in an identified objective
- 2.4 Create and implement an active stewardship approach to retain and further engage volunteer pilots
 - 2.4.1 Provide tools VPs need to recruit pilots and donors
 - 2.4.2 Explore a mentor program and way to match pilots with planes

- 2.5 Complete a flight safety review of the Mesoamerican Program
- 2.6 Build capacity to run year-round in the Mesoamerican Program
 - 2.6.1 Engage more volunteer pilots with sufficient skills

Goal 3.

Assemble and retain motivated, skilled and engaged staff to sustain and grow our program effectively.

- 3.1 Analyze projects and overall organization to identify the right number and skills of staff and operating budget
- 3.2 Enhance marketing skills to engage partners and donors in support of strategic goals
- 3.3 Create additional capacity for Mesoamerican Program to help with:
 - Permitting
 - Logistics with pilots and partners
 - Administrative—pilot expense reports, per diem, bookkeeping
 - Plane maintenance and safety management
 - Follow up with pilots
 - Partner and donor contact
- 3.4 Evaluate opportunities for staff advancement including professional development
- 3.5 Develop an approach for effective staff recognition
- 3.6 Review compensation strategy and approach and performance appraisal system

Goal 4.

Raise sufficient funds to achieve the goals of this plan and set a trajectory for future success.

- 4.1 Design and implement a plan that will result in the engagement of board, volunteers, partners and donors
 - 4.1.1 Evaluate organizational needs, establish board recruitment priorities, and recruit new members
 - 4.1.2 Develop a Mesoamerican Program---specific development strategy
- 4.2 Align all communication tools to develop and enhance relationships over time across all our activities and programs
 - 4.2.1 Develop communication tools in Spanish, including web site, collaterals, surveys, etc.
- 4.3 Modify Salesforce to support all program and advancement goals

LightHawk Board Committee Oversight

Goal 1.

Conservation Committee, Aviation/Safety Committee

Goal 2.

Advancement Committee, Board Development Committee,
Aviation/Safety Committee

Goal 3.

Executive Committee, Aviation/Safety Committee, Board Development
Committee

Goal 4.

Advancement Committee, Finance and Budget Committee,
Aviation/Safety Committee