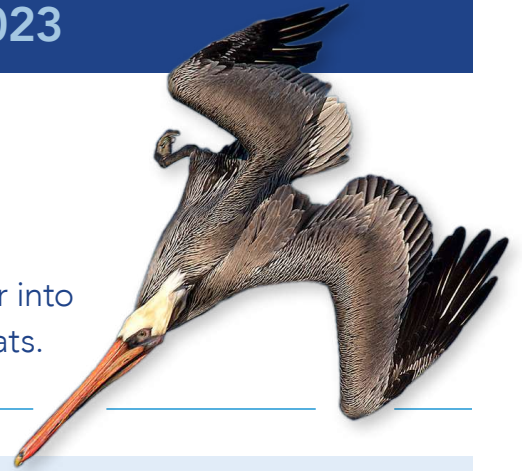


Strategic Plan Executive Summary

January 2020 – June 2023



MISSION

The Golden Gate Audubon Society engages people to experience the wonder of birds and to translate that wonder into actions that protect native bird populations and their habitats.

WHY A PLAN

Having celebrated a successful Centennial in 2017, GGAS will use this Strategic Plan to focus our work and increase our effectiveness in the coming century.

WHAT'S NEW

The plan aims at moving people to participate in multiple GGAS programs and actions, gradually deepening their engagement with GGAS and their commitment to conservation action. It includes creation of one or more Strategic Initiatives that will be centerpieces for education, advocacy, habitat restoration, and communications.

We'll expand our use of data analytics to make better-informed strategic decisions and evaluate our progress. By paying increased attention to Diversity, Equity, and Inclusion in our programs, we'll help GGAS grow and reflect the racial, cultural, and economic diversity of our region. Over the next four years, as resources are secured, we'll make a series of investments in development, conservation, community organizing, and youth education that will boost our capacity.

GOALS

- 1 Engagement**
More people will engage with GGAS as readers, learners, participants, volunteers, members, and stewards.

- 2 Wonder**
We'll provide meaningful opportunities for children and adults to learn about and become inspired by birds.
- 3 Action**
More people will take concrete actions to protect native birds and their habitats.

- 4 Advocacy**
Governments, businesses, nonprofits, and individuals will make better decisions that protect native birds and their habitats.
- 5 Healthy Bird Populations**
Native bird populations and their habitat will be more resilient and robust.


These mission goals are accompanied by **institutional goals**: Increasing our diversity and inclusiveness, growing our revenue, and adding the staff, technology, and other resources needed to fulfill our mission.

THEORY OF CHANGE

Underlying this Strategic Plan is a theory of how to fulfill our mission. This involves a three-step process:

STEP 1
People are engaged



STEP 2
People experience the wonder of birds



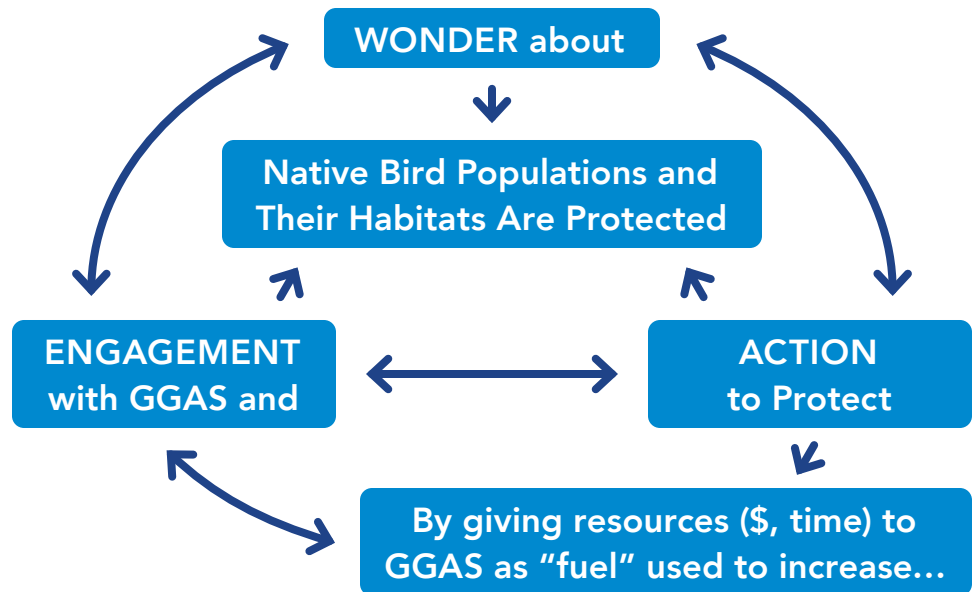
STEP 3
People translate that wonder into action to protect

The process of moving from engagement to wonder and action isn't always linear. Participants may move between these three steps over time, back and forth.

WITHOUT GGAS

Threatened Native Bird Populations and Habitats

WITH GGAS



GGAS decision-making will be based on the three steps in our Theory of Change. The diagram illustrates directions and connections among the three steps. We'll focus our efforts on becoming more efficient and intentional in moving people from one level of engagement to another. We'll generate and use data to help us determine which actions are most effective at moving people to deeper engagement, more wonder, and more action.

STRATEGIES

Strategies we'll use to fulfill our mission goals include:

- > Youth Education
- > Adult Education
- > Conservation Advocacy
- > Habitat Restoration
- > Communications
- > Community Organizing
Includes the S.F. Bay Osprey Cam, community science, and docents



Osprey fledglings from our nest cam (sfbayospreys.org).

FULL PLAN: A full copy of the Strategic Plan, including a timeline, is available on our website at: goldengateaudubon.org/strategic-plan-2020-2023