



# Flight Plan

AUDUBON STRATEGIC PLAN 2023-2028 OVERVIEW



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# Meeting the Moment



An Indigo Bunting  
calls out from atop  
a sunflower.

**B**irds fill us with joy and a profound connection to nature. From the chorus of songbirds in the spring to the midnight hoot of an owl, when birds speak, they tell us to pay attention, look for patterns, and be mindful that we live on a shared and special planet. But it is when they are silent that they tell us the most.

In my lifetime, North America has lost more than 3 billion birds. This is a catastrophe playing out on a planetary scale. We are reaching a tipping point for birds, magnified by the dual crises of biodiversity loss and climate change. But if we act now—in this critical decade—we can reverse this trend.

United in common purpose, we have set our ambitions high and identified a role that only Audubon can fill in the conservation community. Three drivers underpin our strategy: taking a hemispheric approach to conservation; tackling climate change; and incorporating equity, diversity, inclusion, and belonging (EDIB) throughout our work.

This effort is not ours alone. By linking arms with partners and communities throughout the Americas, Audubon will be a force multiplier, ensuring that all partners achieve more together than they ever could alone. We will protect more habitat, accelerate renewable energy, advance innovative policies, and engage broader constituencies. Our role as a trusted convener means we are invited into rooms and around tables that others are not. Our diverse flock of supporters from across the political spectrum and our unparalleled science have the power to change hearts and minds. With the support of our staff, Chapters, Board, and members, we are positioned to inspire, influence, innovate, and achieve results at unprecedented scale.

## A SONG OF HOPE

For more than a century, Audubon has demonstrated strength, adaptability, and resilience through periods of change. Our 2023–2028 Strategic Plan represents a new era that builds on the strengths and lessons from our past. As Audubon’s 11th CEO and the first woman to hold the title, I am proud to lead the organization into its next era amidst a complex and ever-changing landscape.

This Strategic Plan addresses the greatest threats to birds and orients the organization towards impact through:

- A measurable Guiding Star to unify the organization in a common direction
- Shared conservation milestones that will drive impact through contributions from the entire Audubon community
- Collaborative co-creation of the plan involving broad and deep staff, Chapter, and Board engagement
- Incorporating conservation and culture in one plan, acknowledging the need to build internal strengths to achieve our desired impact
- Audubon’s first-ever set of organizational values, EDIB conservation principles, and behaviors that bring our values to life

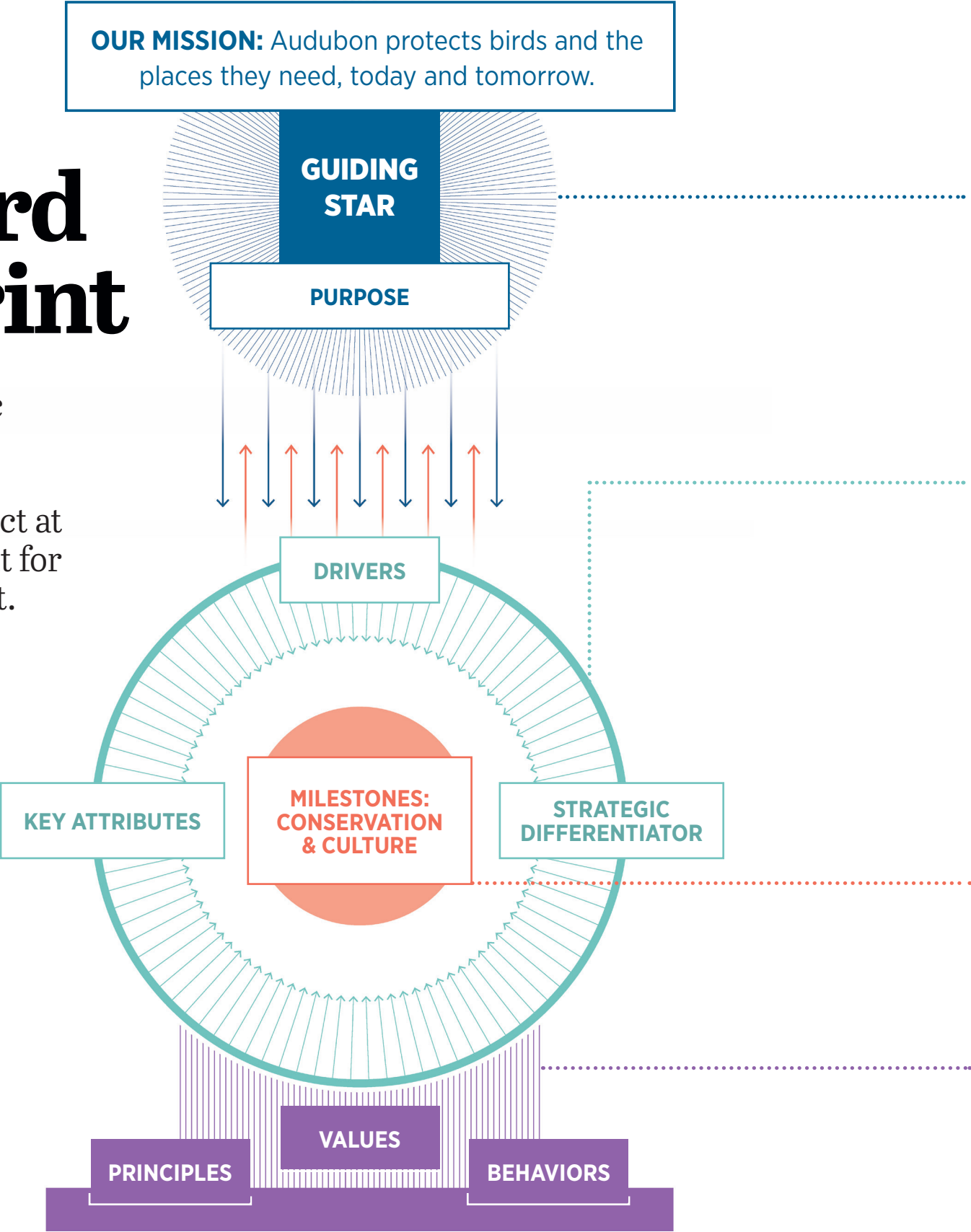
The urgency of the moment demands much of us. This is a turning point for our planet and our organization, and Audubon is ready to meet the challenge. This Strategic Plan positions us to achieve meaningful and lasting impact—protecting birds, people, and our planet.

I look forward to your participation in this critical work. Together, we will ensure that everyone can enjoy bird song for generations to come.

Elizabeth Gray, CEO

# Our Bird Blueprint

Audubon’s Strategic Plan positions the organization to maximize our impact at this critical moment for birds and the planet.



**GUIDING STAR**

Our unifying vision for the future with an outcome that can be measured over time.

**PURPOSE**

Audubon’s reason for being—the “why” behind our organization and actions

**DRIVERS**

Three forces that underpin everything we do: Hemispheric Conservation; Climate Change; and Equity, Diversity, Inclusion, and Belonging.

**STRATEGIC DIFFERENTIATOR**

The unique role in the conservation movement that only Audubon can play, which derives from our key attributes, strengths, and emerging capabilities.

**KEY ATTRIBUTES**

Characteristics that set Audubon apart.

**2028 MILESTONES**

Goals and metrics against which we will track our progress toward our Guiding Star, including five Conservation Milestones and five Workplace Excellence Milestones.

**ORGANIZATIONAL VALUES**

Core ideals we each share that position Audubon to advance our strategy and effect cultural change.

**EDIB CONSERVATION PRINCIPLES**

Derived from our values, the Principles inform how we embed equity, diversity, inclusion, and belonging values throughout our programmatic work.

**BEHAVIORS**

Derived from our values, our Behaviors are individual actions that exemplify our values in the workplace.



# What the World Needs Now

Audubon is responding to the greatest challenges facing birds, including those that threaten people and the planet too. We remain focused on birds because we know their collective health reflects the health of our planet. What's good for birds is good for the Earth.

## Mission

Audubon protects birds and the places they need, today and tomorrow.

## Guiding Star

A future where birds thrive across the Americas because Audubon is a powerful, diverse, and ever-growing force for conservation.

## Purpose

When we create conditions for birds to thrive, we create conditions for people and the planet to thrive, too.

## Bending the Bird Curve

The Strategic Plan orients all of Audubon toward achieving a singular Guiding Star: halting, and ultimately reversing, the precipitous decline of birds across the Americas.

## What Drives Us

We are elevating three strategic drivers—forces that impact our strategy—throughout all aspects of this plan.

**A HEMISPHERIC APPROACH TO BIRD CONSERVATION** directs our work to the places where birds need us the most. It recognizes that the majority of bird species in the Americas migrate annually between Canada, the United States, Latin America, and the Caribbean. Audubon's programs will be like the birds—unencumbered by political boundaries and seamlessly integrated across the Western Hemisphere.

**CLIMATE CHANGE** poses fundamental challenges to traditional conservation approaches. The impacts of climate change directly threaten two-thirds of bird species and exacerbate other key threats. We will consider how climate change will continue to impact everything we do—business as usual will not suffice.

**EQUITY, DIVERSITY, INCLUSION, AND BELONGING (EDIB)** is fundamental to our organizational culture and how we partner. We will build a more equitable future where engaging across differences is embraced and celebrated. Audubon can be a leader in this space, forging a community that looks like the Americas—with the collective strength to change things for the better.



The Blackburnian Warbler completes an epic annual migration of nearly 12,000 miles across the Americas—and that route is growing longer as a warming climate drives its breeding grounds farther from the equator. To protect these birds, we must mitigate the impact of climate change and ensure ample habitat throughout the journey.



# What Sets Audubon Apart

Audubon has grown and evolved throughout its long and storied history. Today, we are launching a new Strategic Plan—and once again responding to the question: “How can Audubon best meet this urgent moment for birds and the planet?”

The answer can only be derived from a deep understanding of the challenges we face, our existing and historic strengths, opportunities for growth, and our unique position within the conservation field. Recent strategic plans have oriented the organization around flyways; expanded our reach into Canada, Latin America, and the Caribbean; and built capacity and expertise in key areas like climate, coasts, water, and working lands. They have laid the groundwork for our current plan, which will enable Audubon to scale our work like never before.

## KEY ATTRIBUTES

### We follow the science.

Audubon’s recent investments in our science leadership are paying dividends. Tools like the Bird Migration Explorer and studies like *Survival by Degrees* enable Audubon to make science-based decisions about the places that matter most for birds.

### We embrace nonpartisanship.

Across the Americas, the political landscape is increasingly divisive. Audubon—a known nonpartisan brand—plays a unique role as a connector and convener that engages decision makers and supporters from across the political spectrum. We put policy over politics—and birds benefit.

### We pair advocacy and diplomacy to influence decision makers.

Audubon is the only organization that brings together diplomacy and advocacy to achieve conservation outcomes. Audubon’s broad network of supporters are critical and will influence decision makers in government and the private sector to achieve our 2028 milestones.

### We inspire an expansive Audubon flock.

Our Chapters and Centers are hubs that connect individuals and communities to Audubon. Our lands and sanctuaries are living laboratories where we test and pilot innovative conservation projects. Our network spans the hemisphere—from coasts and swamps to deserts and mountainsides, from urban communities to the deep wilderness.

### And, of course, we have birds.

For 118 years, birds have been the heart and soul of Audubon. We know that birds are bellwethers of changes to our planet. Birds are also powerful unifiers—they are not bound by politics or property lines, and they captivate people across the globe. Unified by a love of birds, together we are an unstoppable force for conservation.



## STRATEGIC DIFFERENTIATOR

Together, these key attributes define our unique positioning within the conservation field. Our strategy, which leverages our strengths to halt and reverse the decline of birds, is to:

- Demonstrate that our bird agenda is a people and planet agenda
- Convene diverse coalitions for collective impact
- Catalyze actions at the scale of the challenges we face

No single organization can do it alone—depending on the need, we will either lead, work arm-in-arm with partners, or support others in leading the way.







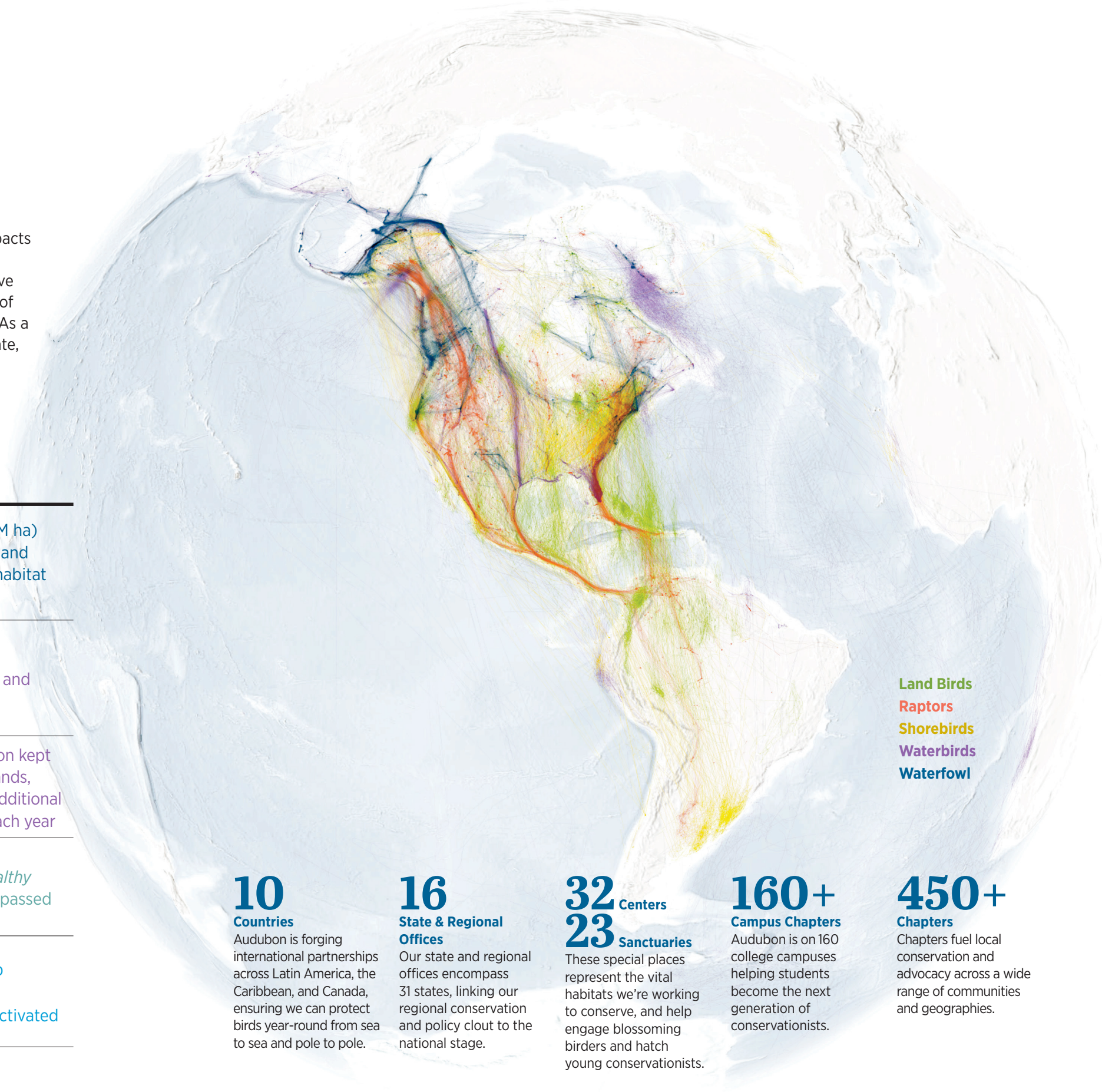
In December 2022, Audubon staff traveled to Montreal for COP15—the United Nations Biodiversity Conference—to advocate for boreal forest conservation and to support the Seal River Watershed Alliance in their efforts to protect 12 million acres (5M ha) of bird habitat that overlaps with First Nations land. During the event, Canadian officials agreed to work with the Alliance to form a new Indigenous protected area.



# Charting Our Course

We will use five 2028 Conservation Milestones to assess progress towards our Guiding Star. We will improve and expand habitat while tackling the impacts and causes of climate change. We will leverage public and corporate policies and funding to achieve gains in habitat and climate, while building a base of supporters inspired to change the world for birds. As a result, we are prepared to inspire, influence, innovate, and achieve unprecedented impact.

	2028 MILESTONE	METRIC
 <b>Habitat Conservation</b>	A connected network of climate resilient lands and waters across the Americas	300 million acres (121M ha) of quality, connected, and climate-resilient bird habitat conserved
 <b>Climate Action</b>	Swift and responsible deployment of renewable energy	100 gigawatts of new renewable generation and transmission sited
	Natural climate solutions as a win-win for birds and climate	30 billion tons of carbon kept stored in forests, wetlands, and grasslands, with additional carbon sequestered each year
 <b>Policy</b>	Government action and funding for birds and the planet	The <i>Healthy Birds, Healthy Planet</i> Policy Agenda passed
 <b>Community Building</b>	Bird lovers working together to advance our shared vision	Audubon membership doubled Influential coalitions activated







# Habitat Conservation

SECURE THE FLYWAYS OF THE AMERICAS

2028 HABITAT CONSERVATION MILESTONE

A vast connected network of conserved lands and waters ranging from Canada to Chile provide passage and safe haven for migratory and resident birds.

METRIC

**300 Million Acres**  
(121M ha) of connected, climate-resilient bird habitat conserved

WHY HABITAT?

Habitat loss, exacerbated by climate change, is driving bird declines across the hemisphere. Fueled by the unmatched science of the Migratory Bird Initiative, and in collaboration with local communities and partners, Audubon will ensure the protection and restoration of the places birds need. This includes the migratory pathways of today and the refuges birds will seek out as climate impacts worsen, from vast forest to urban canopies.

HIGH-IMPACT ACTIVITIES

Follow the Science

Supported by our Migratory Bird Initiative and climate science, use the best-available science to develop a Bird Conservation Blueprint identifying the most climate-resilient and important places for birds across the hemisphere, to guide our habitat protection and restoration priorities.

Direct Public & Private Investment

Leverage our nonpartisan position to influence laws, policies, and investments that incentivize better bird habitat on the public, private, and communal lands in our Bird Conservation Blueprint.

Drive Collective Impact for Birds

Convene a diverse coalition of partners inspired to work together to conserve the most climate-resilient and important places for birds across the hemisphere.

Innovate on Our Lands

Implement and monitor innovative habitat management and restoration techniques at Centers and Sanctuaries that can be scaled by our public and private partners.



This picturesque stretch of the *Río Magdalena* in Huila, Colombia, is a priority landscape for *Conserva Aves*.

Birds Without Borders

*Conserva Aves* is an innovative program that demonstrates Audubon’s ability to unite diverse groups across international lines in support of shared conservation goals. In partnership with BirdLife International, American Bird Conservancy, and RedLAC, this strategic initiative promotes the creation, consolidation, management, and strengthening of more than 80 protected areas covering more than 5 million acres (2M ha) in nine Latin American countries. Audubon has already served as a force multiplier, connecting resources from the Bezos Earth Fund to local communities and Indigenous peoples to establish and strengthen new protected sites. *Conserva Aves* recently closed a call for proposals phase in Colombia and soon will have a call for proposals in Peru, Bolivia, and Ecuador.





# Climate Action

SPEAKING FOR BIRDS.  
SOLVING FOR CLIMATE.

## RENEWABLE ENERGY 2028 MILESTONE

Swift and responsible deployment of renewable energy accelerates decarbonization — curbing the long-term impacts of climate change and minimizing the short-term impacts on birds through well-sited wind and solar energy operations.

### METRIC

**100 gigawatts**  
of renewable energy generation and transmission responsibly sited for deployment

#### WHY RENEWABLE ENERGY?

Audubon’s *Survival by Degrees* report tells us birds face unprecedented threats from climate change. Two-thirds of North American bird species may face unlivable conditions across their current ranges by 2080. There is no path to stabilizing the climate without dramatically changing how we produce electricity. Seventy-three percent of global greenhouse gas emissions come from the energy sector. A shift to clean energy is critical for birds’ long-term survival, and our own.

### HIGH-IMPACT ACTIVITIES

#### Follow the Science

Informed by science, identify the best places for renewable energy with the least impact on birds.

#### Leverage Diplomacy and Advocacy

Convene governments, energy developers, utilities, and local communities to chart a course for rapid, bird-friendly, and equitable renewable energy deployment.

#### Support Community Champions

Engage and support Chapter members and other local leaders to be champions of renewable energy projects in their communities.

Opposite page: A flock of Blackbirds spotted perched near several wind turbines during the Great Backyard Bird Count, a community-science initiative that helps Audubon and our partners track bird populations and pathways.

## NATURAL CLIMATE SOLUTIONS 2028 MILESTONE

Forests, wetlands, and grasslands are a critical part of tackling climate change across the hemisphere — storing greenhouse gases while providing healthy bird habitat.

### METRIC

**30 billion tons**  
of carbon stored through natural systems that provide co-benefits to birds

#### WHY NATURAL CLIMATE SOLUTIONS?

The natural ability of ecosystems to store carbon is one of the most powerful tools in the climate toolkit. By keeping more carbon in the ground and capturing it in plants and soil, we can reduce carbon dioxide in our atmosphere. At the same time, these natural systems are also important habitats, creating a win-win for birds and the climate.



### HIGH-IMPACT ACTIVITIES

#### Follow the Science

Incorporate Audubon science to show significant overlap between critical bird habitat areas and areas of high carbon value, and use the results to augment our Bird Conservation Blueprint.

#### Deploy Our Network

Use diplomacy to influence governments and the private sector to mainstream NCS implementation and funding into local, national, and global climate solutions.

#### Leverage Our Nonpartisan Position

Engage with private landowners to influence and implement natural climate solutions on rural working lands, public lands, and other types of private lands.

### Renewed Focus

Audubon believes that renewable energy has an important role to play in mitigating the impact of climate change—the single greatest threat to birds and other species. Audubon will play a unique role in ensuring that new projects are bird friendly and properly sited and operated, helping our supporters embrace cleaner energy sources that move us toward decarbonization.





# Policy

ACROSS THE SKIES. ACROSS THE AISLE.

2028 *HEALTHY BIRDS, HEALTHY PLANET* POLICY  
AGENDA MILESTONE

Policy across the hemisphere  
advances and funds  
conservation and climate  
initiatives with solutions equal  
to the scale of the challenges  
we face.

METRIC

Audubon’s *Healthy Birds,  
Healthy Planet* policy  
agenda passed

WHY POLICY?

Public policy and funding have a catalytic effect on protecting bird habitat and addressing climate change. Concepts we test and demonstrate in our on-the-ground conservation programs can be scaled through policy initiatives. Known as a nonpartisan organization, we play a unique role as a connector and convener across the political spectrum. We influence the highest impact laws and policies at all levels, from the local to the global.

HIGH-IMPACT ACTIVITIES

Secure Funding for  
Climate Solutions

Leverage our diplomacy and non-partisan approach to grow public funding in the Farm Bill and elsewhere for resilient habitat protection and natural climate solutions.

Accelerate Renewable  
Energy

Ensure science-based implementation of the Inflation Reduction and Infrastructure Investment and Jobs Acts to expedite and scale responsible renewable energy deployment locally.

Strengthen Core Bird  
Protections

Convene Chapters and partners to influence decision makers to strengthen foundational laws and programs, like the Neotropical Migratory Bird Conservation Act, that protect birds across the hemisphere.

Elevate Our Global Presence

Enhance Audubon’s international presence and leadership through direct engagement with national governments and at multinational forums like the UN Conference of Parties (COP) for Climate and Biodiversity.



Building Bridges

Led by Senators Braun (R., IN) and Stabenow (D., MI), and co-sponsored by Senators Graham (R., SC) and Whitehouse (D., RI), the Growing Climate Solutions Act (GCSA) creates opportunities for ranchers, farmers, and landowners to address climate change. Audubon worked directly with Senators Braun and Stabenow to shape the language of the bill. To secure passage of the bill, we paired direct engagement with Congressional Offices with efforts of the Audubon Action Fund to activate our advocacy network. This included events to activate Audubon Chapters; 12 op-eds and letters to the editor in national publications; and a digital effort that engaged more than 48,000 people who sent over 173,000 letters to members of Congress. Proof of the power of diplomacy married with advocacy, the GCSA was signed into law by President Biden in December 2022.

Audubon policy staff on the steps of the United States Capitol during the Save the Seabirds Fly In—a national effort to protect forage fish and seabird habitat.





# Community Building

THE MOST  
POWERFUL  
FLOCK IN THE  
AMERICAS.

## 2028 COMMUNITY BUILDING MILESTONE

Audubon is a growing and diverse community of millions of bird lovers, Chapters, and members working seamlessly across the hemisphere, improving the world for birds and people.

### METRIC

Double the number of Audubon members who financially support and participate in actions that advance our vision

A powerful coalition of supporters who use their influence to achieve our habitat, climate, and policy milestones

### WHY COMMUNITY BUILDING?

Transformative change requires widespread public support and action. To make the change in the world we need to protect birds, we will expand the constituency of people who care and take action for birds, and grow our flock to create substantive conservation impact.

### HIGH-IMPACT ACTIVITIES

#### Expand and Diversify the Constituency for Birds

Centers, Chapters, staff, and partners use ‘Birds Tell Us’ messages to inspire an ever-growing flock that supports Audubon’s mission and conservation action for birds, people, and the planet.

#### Inspire Impactful Advocacy

Use our expansive reach and nonpartisan position to recruit a geographically and politically diverse community of advocates to advance our shared vision.

#### Strengthen Diplomacy

Use our nonpartisan position to create a robust diplomats program that broadens and strengthens our relationships with key influencers and decision makers.



### Better Together

Birds are Audubon’s not-so-secret strength: Their beauty, songs, and personalities capture the imaginations of people around the world; their heroic migrations forge tangible connections between distant habitats. Bringing people together to appreciate and understand birds is the first step in inspiring them to take action to protect birds. Audubon’s Discovery Center in Philadelphia builds community among people who love and take action for birds, people, and the planet. The Center enables science-based conservation projects and educational programs throughout the Philadelphia region. It is a premier destination for birders, hosting free guided bird and nature walks in the Center and surrounding areas. Visitors enjoy Audubon’s interactive, educational workshops and classes to learn about the importance of planting native plants and habitat conservation around the reservoir and beyond.

Visitors enjoy an urban oasis at Audubon’s Discovery Center, adjacent to Philadelphia’s Strawberry Mansion neighborhood.



# Workplace Excellence

## THE FOUNDATION FOR A BRIGHTER FUTURE.

Our practices and operations empower each of us as individual employees, as teams and departments, and together as one Audubon to achieve meaningful change for birds and the planet. The following milestones are the goals we will achieve by 2028 to ensure a strong organizational backbone.

### OUR VISION

Audubon is one of the best places to work, where our talented and diverse staff are deeply engaged with a strong sense of belonging. We are committed to operational excellence, where resources flow to the highest priorities, leading to impactful conservation outcomes thanks to generous and engaged donors paired with sound financial management.

### Supporting Our Staff

Audubon is in our third year of an organization-wide project to foster physical and emotional safety. Audubon invited participants from across the entire organization to form a safety advisory committee to assist in the creation of a field safety manual underpinned by our commitment to EDIB. Along with our focus on culture and safety manual, we have offered local and national trainings, which we have solicited from external providers. Collectively, we have entered into a new era of more consistent, organization-wide commitment to safety at Audubon.

### 2028 WORKPLACE EXCELLENCE MILESTONES

#### 1. Accountability to Impact and Values

Individuals, teams, and leaders across the organization are recognized and accountable for living Audubon’s values and achieving performance objectives that directly contribute to shared organizational goals.

#### 2. Inclusive Workplace

Audubon is a place where talented and diverse staff are deeply engaged, with a strong sense of belonging, and are supported in their professional growth.

#### 3. Financial Sustainability

Audubon’s financial position is strong, with a diverse portfolio of revenue including public grants and philanthropic investments that is equal to the funding required to achieve our ambitious milestones.

#### 4. Continuous Improvement Through Feedback and Learning

Creativity and innovation are supported through organization-wide practices to regularly capture, share, and incorporate learnings from both successes and failures, as well as seeking self-improvement by giving and openly receiving constructive feedback.

#### 5. Efficient, Effective, and Safe Operations

Robust systems and streamlined processes to support operations across Audubon are in place and facilitate collaboration, clear decision making, risk management, and safety across the organization.

# Mission First, People Always

To achieve our ambitious goals, we will strengthen Audubon as an organization and a community of talented and motivated individuals. As we emerge from a time of significant change and upheaval, it is critical that we nurture and evolve Audubon’s organizational culture alongside our strategy. Shared values put words to the essence of that culture. **This planning process represents the first time Audubon has codified a set of organizational values.**

### Audubon Values

Drive for lasting, positive <b>IMPACT</b>	Recognize <b>COLLABORATION</b> is key to accomplishing our mission
Build trust by acting with <b>INTEGRITY</b>	Demonstrate <b>CARE</b> for each other, our partners, and our communities
Foster <b>INNOVATION</b> and learning	Embrace complexity and <b>CHANGE</b>



# Living Our Values

It is not enough to merely have values. For them to matter and make a difference for our culture, we will live out our values both in the structure of our work and in our everyday interactions.

To support the implementation of these values, we developed a set of Equity, Diversity, Inclusion & Belonging (EDIB) Conservation Principles. These principles demonstrate how EDIB will weave throughout our programmatic work, helping us develop projects and programs that embody our ideals.

As members of the Audubon flock, we live our values through individual behaviors that guide our interactions as colleagues.



VALUE	EDIB CONSERVATION PRINCIPLES	BEHAVIORS
Drive for lasting, positive <b>impact</b>	<ul style="list-style-type: none"><li>• Accountability in our impact</li><li>• Hemispheric scope</li></ul>	<ul style="list-style-type: none"><li>• Center the mission.</li><li>• Seek courageous and equitable solutions.</li><li>• Think even bigger.</li></ul>
Recognize <b>collaboration</b> is key to accomplishing our mission	<ul style="list-style-type: none"><li>• Shared purpose</li><li>• Humility</li></ul>	<ul style="list-style-type: none"><li>• Create inclusive spaces and experiences.</li><li>• Meaningfully include people in decisions that affect their lives.</li><li>• Build and use cultural sensitivity and competence.</li></ul>
Build trust by acting with <b>integrity</b>	<ul style="list-style-type: none"><li>• Respect</li><li>• Accountability in our relationships</li><li>• Reflection and learning</li></ul>	<ul style="list-style-type: none"><li>• Understand power and biases and consciously engage with others.</li><li>• Honor commitments, prioritize honest, timely, and thorough communications.</li><li>• Work through conflict, own missteps, and seek self-reflection and repair.</li></ul>
Demonstrate <b>care</b> for each other, our partners, and our communities	<ul style="list-style-type: none"><li>• Shared fate</li><li>• Timeliness</li></ul>	<ul style="list-style-type: none"><li>• Act so that all feel welcome, particularly those with historically marginalized identities.</li><li>• Take opportunities to create more equitable and inclusive systems.</li><li>• Elevate the voices of people who have historically been excluded from decision-making.</li></ul>
Foster <b>innovation</b> and learning	<ul style="list-style-type: none"><li>• Knowledge</li></ul>	<ul style="list-style-type: none"><li>• Proactively learn with and from each other.</li><li>• Support each other to bring forward ideas and learn from missteps.</li><li>• Seek understanding before resolution.</li></ul>
Embrace complexity and <b>change</b>	<ul style="list-style-type: none"><li>• Engage across difference</li><li>• Intentionality</li><li>• Solidarity</li></ul>	<ul style="list-style-type: none"><li>• Be open to multiple ways of working and thinking.</li><li>• Create space and time to share stories and raise questions.</li><li>• Navigate complexity by centering the mission and equity.</li></ul>

Opposite page, clockwise from top left: Audubon staff, fellows, and former fellows Daniel Suarez, Keith Russell, Juliana Chavarria, Martha Harbison, Robyn Shepherd, Halle Goldstein, Sophie Becker-Klein and Su Ly.



# Vision Into Action

With Board endorsement of this high-level Strategic Plan, a new body of work is set into motion. Using our Milestones as our frame, we are ready to launch the development of five-year operating plans. Each operating plan will include:

- Clear, measurable, and time-bound objectives that collectively position Audubon to achieve the Milestone
- Detailed theory of change and key assumptions
- Internal contributors and external partners
- Key performance indicators and a process for monitoring progress
- Human and financial resource needs
- Revenue plan
- Risk assessment



**“A goal without a plan is just a wish.”**  
—Antoine de Saint-Exupéry

A Royal Tern enjoys a snack at Fort De Soto Park in Florida.

## Securing Resources for Success

Our Guiding Star represents an ambitious, long-term commitment to orient our work strategically around the areas of greatest impact for birds and people. Audubon will require significant resources to realize the full potential of our Strategic Plan. In addition to the support of current members and existing funders, we will unlock additional sources of revenue to fuel our efforts as we pursue our milestones. Habitat and climate-focused work across the Americas can leverage public funding and private grants; growing our flock will expand our membership and donor ranks. Finally, we will build on the success of our *Elevate* campaign, which transformed our organizational culture of philanthropy and serves as an outstanding springboard for future fundraising.

Audubon has ambitious plans to grow to roughly a **\$230 million total annual budget** by FY28 to support the costs of achieving our 2028 Milestones. This includes Audubon’s \$25 million commitment to EDIB. More detailed budgets will be developed as part of operational planning.



Birds are telling us—in their behavior,  
in their dwindling numbers, in their  
silence—that we must take action  
now, and that we must take action  
across the full length of the Americas.  
It’s time to rise to the occasion.

**We are ready for takeoff.**

**Thank You**

Well over 1,000 people from within the Audubon flock shared their passion, their insights, and their ideas to help create this plan. Each element and milestone was informed by their contributions.

Thank you to the staff, Chapter, Advisory Board, and National Board members who helped give voice to our shared vision.

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Sandhill Cranes flock together in Merced National Wildlife Refuge, California.



Cover: American Avocets on the wing over Galveston, Texas. Back cover: Active during the day and at night, Burrowing Owls have excellent vision and a striking gaze. When it comes to protecting their future, Audubon has the same level of focus and intensity.

