



WELCOME  
TO THE MOST  
EFFECTIVE  
CONSERVATION  
NETWORK  
IN AMERICA





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# Grassroots and Grasstops

## What the Audubon network adds to the 21st-century conservation movement

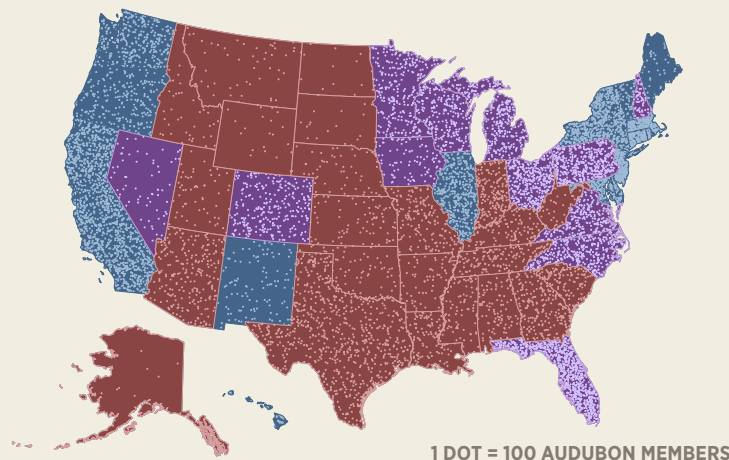
Our formula for success is as simple as it is unique: Take one of the most respected, credible, and centrist brands in the environmental space; add a growing network of one million passionate and active members; lock arms with partners; apply cutting-edge science; and leverage all of that through a hemispheric vision to protect birds and the places they depend on.

- **We scale**—with big goals and ambitious plans that address big threats.
- **We are authentic** and local everywhere.
- **We're finding and driving the leading edge** of technology and communications.
- **People know what we're about**—and brand clarity counts for a lot.

Perhaps most importantly, we empower people. Being local everywhere means that our supporters can begin with personal actions that feed into our five big strategic priorities. We help them answer the question, "What can I do?" We help them pick native plants for their balconies or gardens and we help them take a shift patrolling a beach to protect baby plovers. And we help Audubon supporters to become ambassadors, building personal commitment on climate or water issues by empowering activists who reach out to friends and family to talk about the birds they love and the threats that birds face. We help people across America satisfy the universal need to make a difference.

### America's Story: A Love of Birds Knows No Party

Audubon's membership crosses the political spectrum, from Republicans to Independents to Democrats. We work in all geographies—red, blue, and purple states—to find local solutions to protect birds.







# Audubon for Everyone

Audubon is a powerful distributed network with an unparalleled reach. No other conservation organization matches the

size, reach, scale, influence, diversity, and creative energy of our chapters, nature centers, volunteer leaders, and partners. At

its best, our network has the knowledge and authenticity to care for birds and the places they need in communities across the

country; it unites to tackle big challenges facing birds that cannot be solved by any single part of the network alone.





# Cutting-Edge Science

Audubon works to save birds through conservation and advocacy firmly grounded in science. As leaders in applied bird

conservation science, we engage in research and analysis to support the development of our programs, to build our

authority as a science-led thought leader, and to inform and evaluate the work of Audubon and our partners. This year

we've begun building the necessary infrastructure to deploy common metrics and analyses across the network.





# The Future of Conservation

In order to build an effective, sustainable conservation movement, we have to look for diverse leaders who can bring excellence

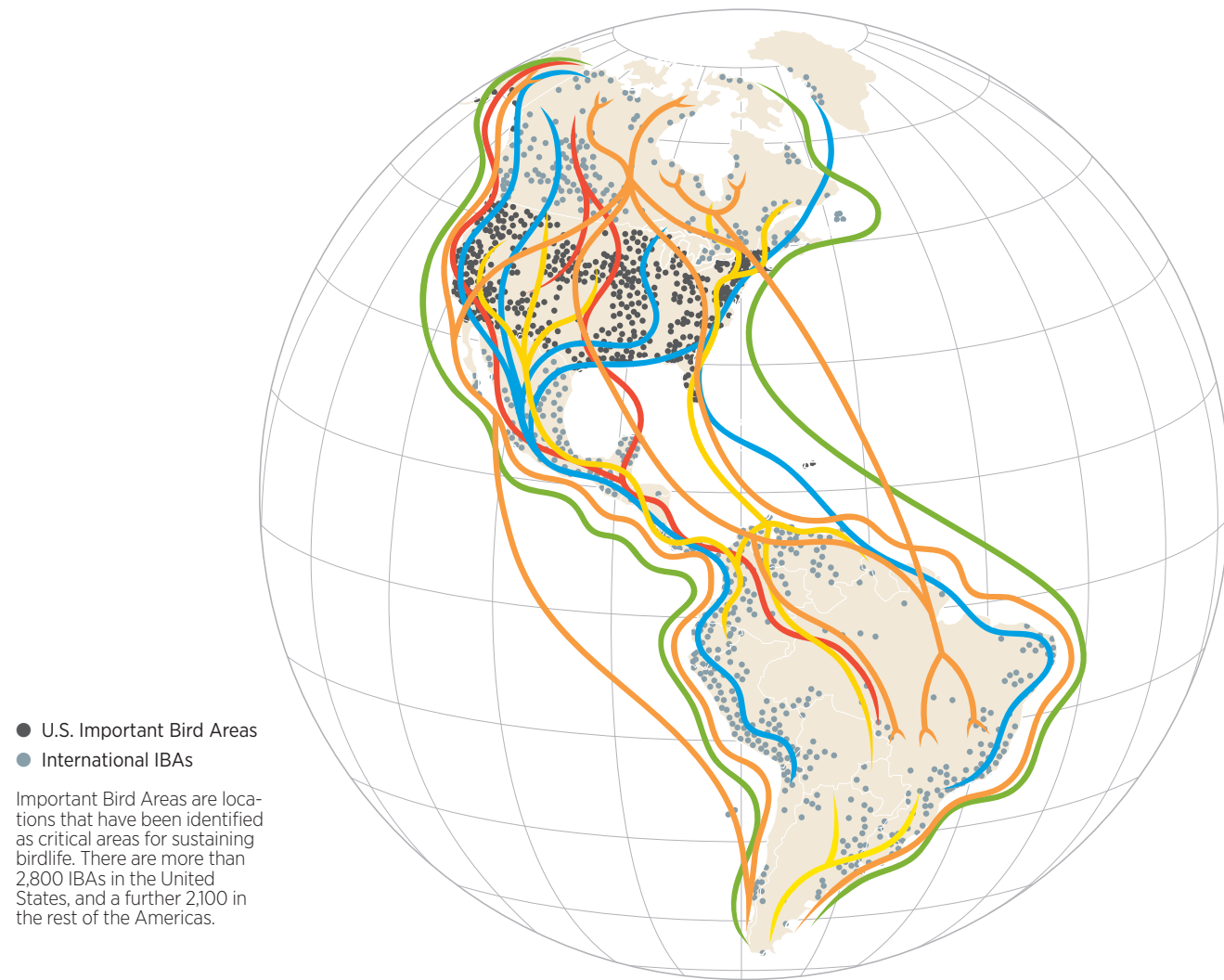
and leadership to our cause 15 or 20 years from now. We launched three programs this year focused on this important goal. Our

Fund II fellowship, Walker Communications fellowship, and Dangermond fellowship brought young, diverse talent to Audubon.

We provided job skills and leadership training; in turn we learned from them how to connect with and engage them and their peers.



# Visualizing Our Network



## Hemispheric Reach

Each spring and fall, billions of migratory birds follow the flyways of the Americas from wintering to breeding grounds and back again. By protecting the web of life that represents the Americas' richest veins of biodiversity, Audubon is safeguarding our great natural heritage for future generations, preserving our shared quality of life, and fostering a healthier environment.

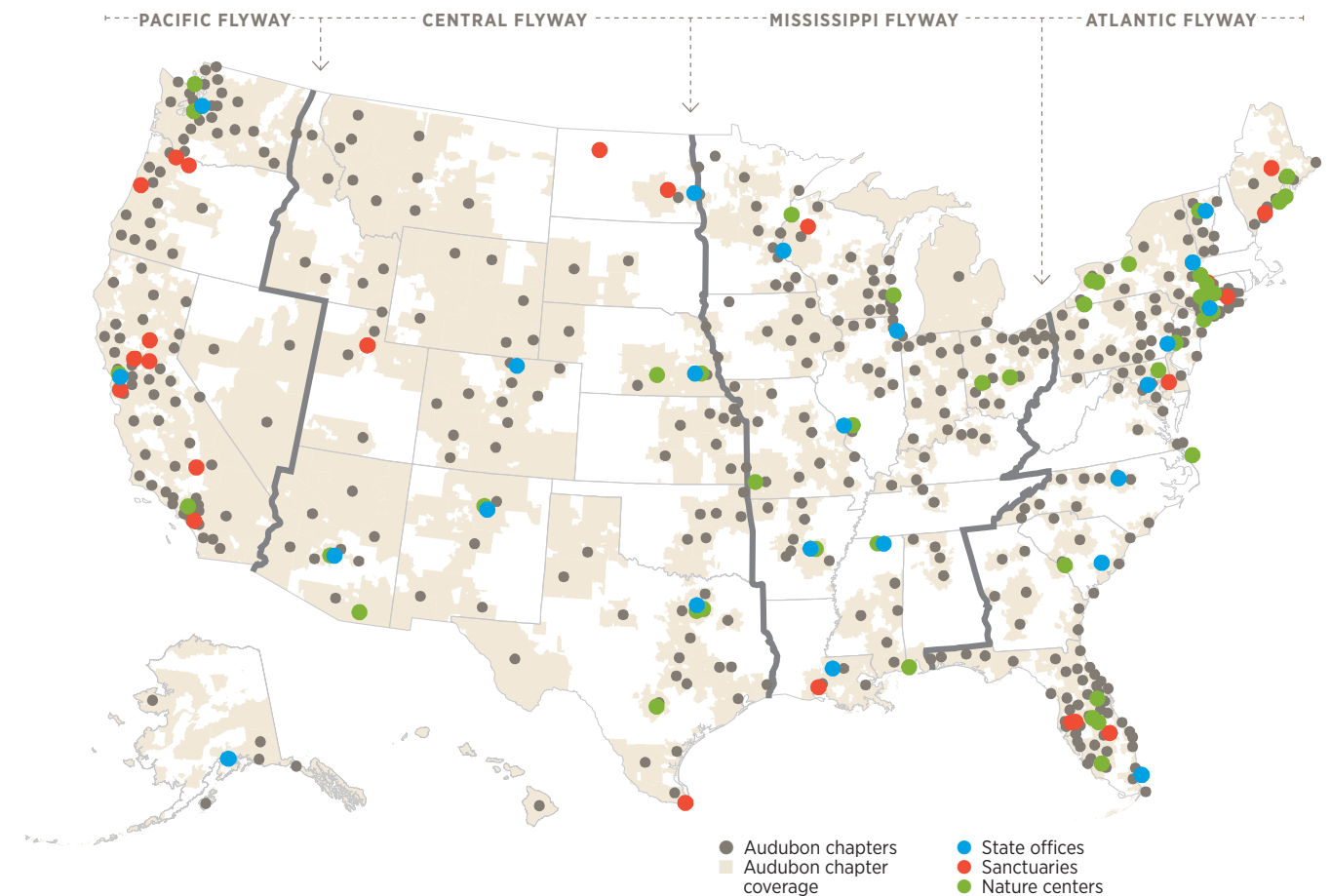


## International Partnerships

Audubon is proud to be the BirdLife International partner for the United States. We work with groups in the Caribbean, North America, and Latin America to ensure that birds are protected at every stage of their lifecycle and migratory path. In nine countries, we work with partners doing conservation work; in a further five, we collaborate with local NGOs to foster grassroots actions on climate change issues.

|           |                    |             |
|-----------|--------------------|-------------|
| Argentina | Canada             | El Salvador |
| Bahamas   | Chile              | Guatemala   |
| Belize    | Colombia           | Mexico      |
| Bolivia   | Dominican Republic | Panama      |
| Brazil    |                    | Paraguay    |

By connecting the work of the Audubon network—chapters, nature centers, national and state staff, volunteers, U.S. and international partners, and other supporters—along each of the flyways of the Americas, Audubon weaves a seamless web of conservation across the hemisphere.



# Our Grassroots Influence

## State Programs

Audubon's 23 state offices are highly effective agents at statehouses across America, and many provide statewide leadership for chapters and centers. The state offices deliver on-the-ground results throughout the flyways.

## Centers

Forty-one Audubon nature centers introduce more than a million visitors each year to the natural world—and inspire them to help protect it through education and conservation action.

## Chapters

Audubon's 463 chapters are more than our face across the continent; they drive community-based conservation work. As full partners in our strategic plan, chapters are a powerful force for conservation.

## Sanctuaries

Audubon's 23 sanctuaries encompass an incredible array of habitats and protect iconic landscapes for future generations.

## Collaborations

Audubon collaborates with BirdLife International and a network of international partners that serve as key contributors to a shared vision of bird and habitat conservation across the Americas.



# Birds Lead Us to Partnerships

Birds are true global citizens with needs that transcend political boundaries. This, combined with the magnitude of the threats facing birds, makes collaboration with diverse partners essential to our work. From local and national nonprofits to government agencies to corporations to our BirdLife International partners in the Americas, Audubon works with groups throughout the Western Hemisphere. Here is an example of how Audubon collaborates to benefit the Western Sandpiper:

## Alaska

We partner with the **Alaska Wilderness League** to protect the sandpiper's nesting and stopover areas from oil and gas development.

## Washington

We work with the **Western Hemisphere Shorebird Reserve Network** and **Columbia Riverkeeper** to prevent oil spills and protect the species from other threats.

## Humboldt Bay

We partner with the **California Waterfowl Association** and **Ducks Unlimited** to preserve eelgrass beds and tideflats.

## San Francisco Bay

We work with the **U.S. Fish and Wildlife Service** to restore vital intertidal and wetland habitats.

## Salton Sea

We are collaborating with the **Imperial Irrigation District** and other NGOs to identify, protect, and restore wetlands for migrant and wintering birds.

## Panama

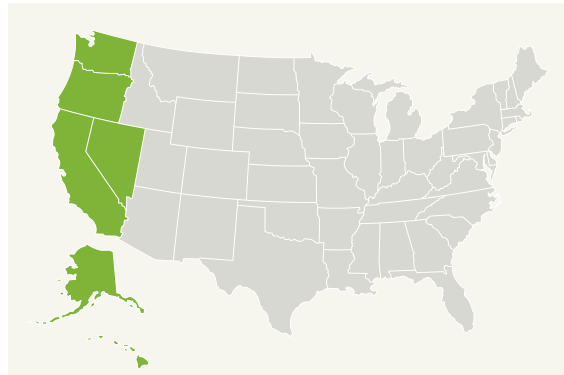
Our partnership with the **Panama Audubon Society** was instrumental in securing protected status for Panama Bay, where many Western Sandpipers winter.





# The Flyways

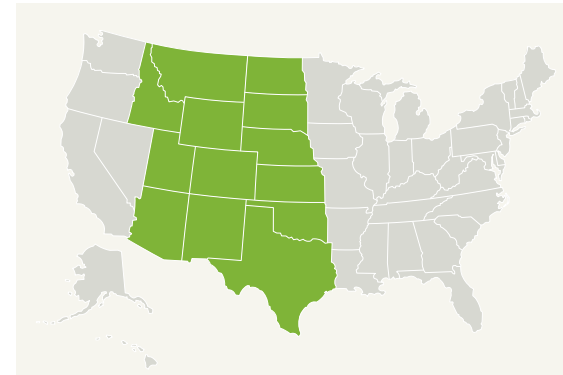
Birds follow the flyways—the routes over and through North America—as they make their annual migrations from wintering to breeding grounds and back again. We organize ourselves along the same flyway model to best serve the birds we aim to protect. Each flyway boasts state offices, nature centers, sanctuaries, and chapters. These, and those with whom we work, help form the Audubon network.



## PACIFIC FLYWAY

|  |                              |
|--|------------------------------|
| <b>255</b><br>Climate-<br>threatened species | <b>3</b><br>State<br>Offices |
| <b>94</b><br>Chapters                        | <b>4</b><br>Centers          |

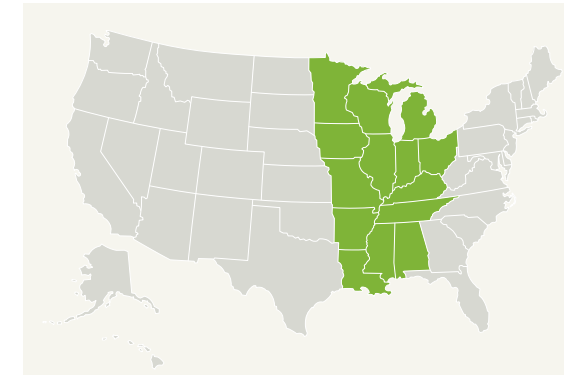
The birds of the Pacific Flyway depend on a diverse chain of habitats, from Arctic tundra and northwestern rainforest to tropical beaches and mangroves.



## CENTRAL FLYWAY

|  |                              |
|--|------------------------------|
| <b>273</b><br>Climate-<br>threatened species | <b>6</b><br>State<br>Offices |
| <b>95</b><br>Chapters                        | <b>7</b><br>Centers          |

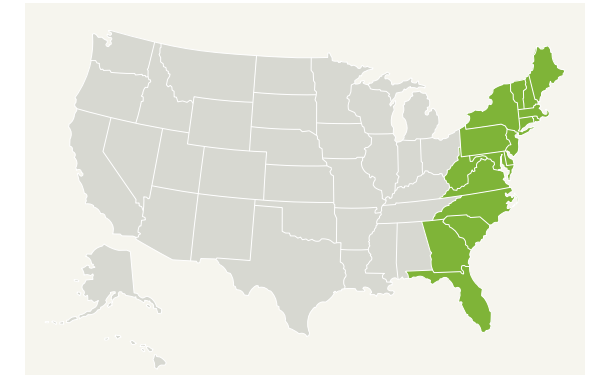
Spanning the Rocky Mountains, Great Plains, arid Southwest, and western Gulf Coast, the Central Flyway comprises nearly half the landmass of the continental United States.



## MISSISSIPPI FLYWAY

|  |                              |
|--|------------------------------|
| <b>241</b><br>Climate-<br>threatened species | <b>6</b><br>State<br>Offices |
| <b>118</b><br>Chapters                       | <b>8</b><br>Centers          |

More than 325 bird species migrate through the Mississippi Flyway, from their breeding grounds in the north to their wintering grounds along the Gulf of Mexico and in Central and South America.



## ATLANTIC FLYWAY






|  |                              |
|--|------------------------------|
| <b>204</b><br>Climate-<br>threatened species | <b>8</b><br>State<br>Offices |
| <b>156</b><br>Chapters                       | <b>22</b><br>Centers         |

The Atlantic Flyway encompasses some of the hemisphere's most productive ecosystems—and it is home to more than a third of the human population of the United States.



# Maximizing Our Impact

To leverage the power of Audubon, we follow a tight framework of strategic conservation priorities. This focus allows us to most effectively collaborate and coordinate our conservation efforts across flyways and the hemisphere.

|   | Strategic Priorities  | Goals   | Pacific Flyway  | Central Flyway   | Mississippi Flyway  | Atlantic Flyway  |
|---|---|---|---|--|---|--|
|    | <b>Coasts</b><br>Audubon's work focuses on the most important breeding, stopover, and wintering sites for birds in each flyway throughout the hemisphere.   | Increase the populations of 16 flagship species at 500 priority sites.<br><br>Enlist 10,000 volunteers and partner with 130 Audubon chapters for beach stewardship.             | <ul style="list-style-type: none"> <li>• Arctic</li> <li>• Gray's Harbor</li> <li>• San Francisco Bay</li> <li>• Southern California Coast</li> <li>• Panama Bay</li> <li>• Chiloé Island, Chile</li> </ul>   | <ul style="list-style-type: none"> <li>• Island Sanctuaries of Texas</li> <li>• Laguna Madre, Mexico</li> </ul>  | <ul style="list-style-type: none"> <li>• Gulf of Mexico</li> <li>• Mississippi River Delta</li> </ul> | <ul style="list-style-type: none"> <li>• Maine Islands</li> <li>• Long Island Sound</li> <li>• Coastal Carolinas</li> <li>• North/Central Florida Coast</li> <li>• Bahama Islands</li> </ul> |
|    | <b>Working Lands</b><br>Audubon collaborates with landowners, land managers, government agencies, and private industry across the hemisphere to increase the quality of habitat on privately managed lands.   | Increase or stabilize the populations of 20 flagship bird species in four priority landscapes.<br><br>Get 10,000 landowners to pledge to adopt bird-friendly practices.         | <ul style="list-style-type: none"> <li>• Central Valley, California</li> </ul>  | <ul style="list-style-type: none"> <li>• Thunder Basin</li> <li>• Northern Great Plains</li> <li>• Flint Hills</li> <li>• Western Sagebrush Steppe</li> <li>• Chihuahuan Desert</li> </ul> |   | <ul style="list-style-type: none"> <li>• Eastern Forests</li> <li>• Maya Forest (Belize and Guatemala)</li> </ul>  |
|  | <b>Water</b><br>Audubon engages and involves the public on issues surrounding water rights and water quality; restores habitats along rivers, wetlands, and deltas; and explores and implements market-based solutions that contribute to the achievement of our water goals.   | Manage, protect, and restore more than 1 million acres of habitat in watersheds.<br><br>Get 250,000 people engaged in advocacy on local water-conservation measures.            | <ul style="list-style-type: none"> <li>• Salton Sea</li> <li>• Desert Terminal Lakes</li> </ul>   | <ul style="list-style-type: none"> <li>• Colorado River Basin</li> <li>• Great Salt Lake</li> <li>• Platte River</li> </ul>  | <ul style="list-style-type: none"> <li>• Great Lakes</li> <li>• Upper Mississippi</li> </ul>          | <ul style="list-style-type: none"> <li>• Everglades</li> </ul>   |
|  | <b>Bird-Friendly Communities</b><br>Audubon's chapters, nature centers, volunteer leaders, and partners are present and active in thousands of communities. Audubon invests in the energy and creativity needed to strengthen its network and provides tools to share information and to make all communities safe for birds. | Address local threats to birds and connect people to conservation actions.<br><br>Grow 1 million bird-friendly plants by working with volunteers and local governments.         | Using local expertise and creativity, the Audubon network identifies local opportunities to help birds and communities thrive through a wide range of programs and activities. Bird-Friendly Communities also provides the expertise and platform to coordinate engagement across the other core strategies.  |  |   |  |
|  | <b>Climate</b><br>Leveraging our climate science, Audubon creates far greater demand for change on the climate issue by tapping into people's passion for birds.  | Implement adaptation strategies on 300,000 acres of coastal wetlands and marshes.<br><br>Bring 1 million new people to the climate issue through outreach and advocacy efforts. | Leveraging Audubon's climate science, Audubon follows people's passion for birds to create a greater demand for change at the local, state, national, and hemispheric levels. Focused conservation and targeted engagement initiatives that mix individual and collective action will bring 1 million Americans to the climate conversation over the next five years. |  |   |  |





# WATER

## Great Salt Lake

Audubon collaborates with local governments and water authorities to preserve this saline lake, home to millions of migrating birds.

## Colorado River and Delta

Water-use negotiations are key to ensuring that both people and birds have enough water in the arid Southwest.

## Everglades

Work with local and state water managers ensures that the Everglades remain vital habitat for birds like the Snail Kite.

## Great Lakes

Wetland restoration work by Audubon and local chapters means more nesting grounds for threatened Black Terns.





### Jennifer Pitt

Director, Colorado River  
Project, Audubon

### Shaping a 21st Century Secure Water Future

With the American West facing increasing water scarcity and competing claims from water users, effective water policy and water-management practices will be critical to preserving the Colorado River and its watersheds. Jennifer Pitt works with state and federal policy-makers and water managers in the U.S. and in Mexico to help build management plans and targeted water releases to preserve the habitats and communities along the Colorado.



Snail Kite  
Everglades, Florida



# Water for All

Audubon works with federal and local agencies to manage a most precious resource

Audubon's Water strategy focuses on engaging our extensive network and technical and policy expertise to influence water management decisions that balance the needs of birds, people, and economies in targeted rivers, lakes, and deltas throughout the United States. Audubon uses robust data derived from collaborations, citizen science, and our landmark climate research to better understand the trade-offs resulting from various water policies on ecosystem health and economies. By directing our resources and involving our technical experts and network, we will improve water quality and increase water flows to enhance the functioning of habitats across priority landscapes.

### Water Security In the American Southwest

Working with local water agencies and leveraging the power of the Western Rivers Action Network, Audubon helped shape critical water-use policy in Colorado. The policy now protects streams covering 80 percent of the state's watersheds by 2030. Also, Audubon New Mexico brokered a historic water donation for strictly environmental purposes, delivering 264 million gallons of water to the Middle Rio Grande. For three weeks in September, a 25-mile stretch of the river had water flowing through it during the driest time of year.

### Five-Year Goals

- 1 million acres of land managed, restored, and protected in critical watersheds
- 20 percent increase in federal and state funding and incentives to enhance water management and restoration action
- 200,000 people engaged in advocacy on water conservation measures





**New York**

Advocacy efforts by Audubon and local chapters led to New York State adopting Lights Out protocols on all state buildings.

**Minnesota**

Audubon Minnesota worked with local schools and more than 1,000 students to help replant native tallgrass prairie.

**Baltimore, Maryland**

Patterson Park Audubon Center worked with local stakeholders to plant native-plant gardens in communities in Baltimore.

**Colombia**

Working with local partners, Audubon helped establish bird-based tourism as a viable economic model in northern Colombia.



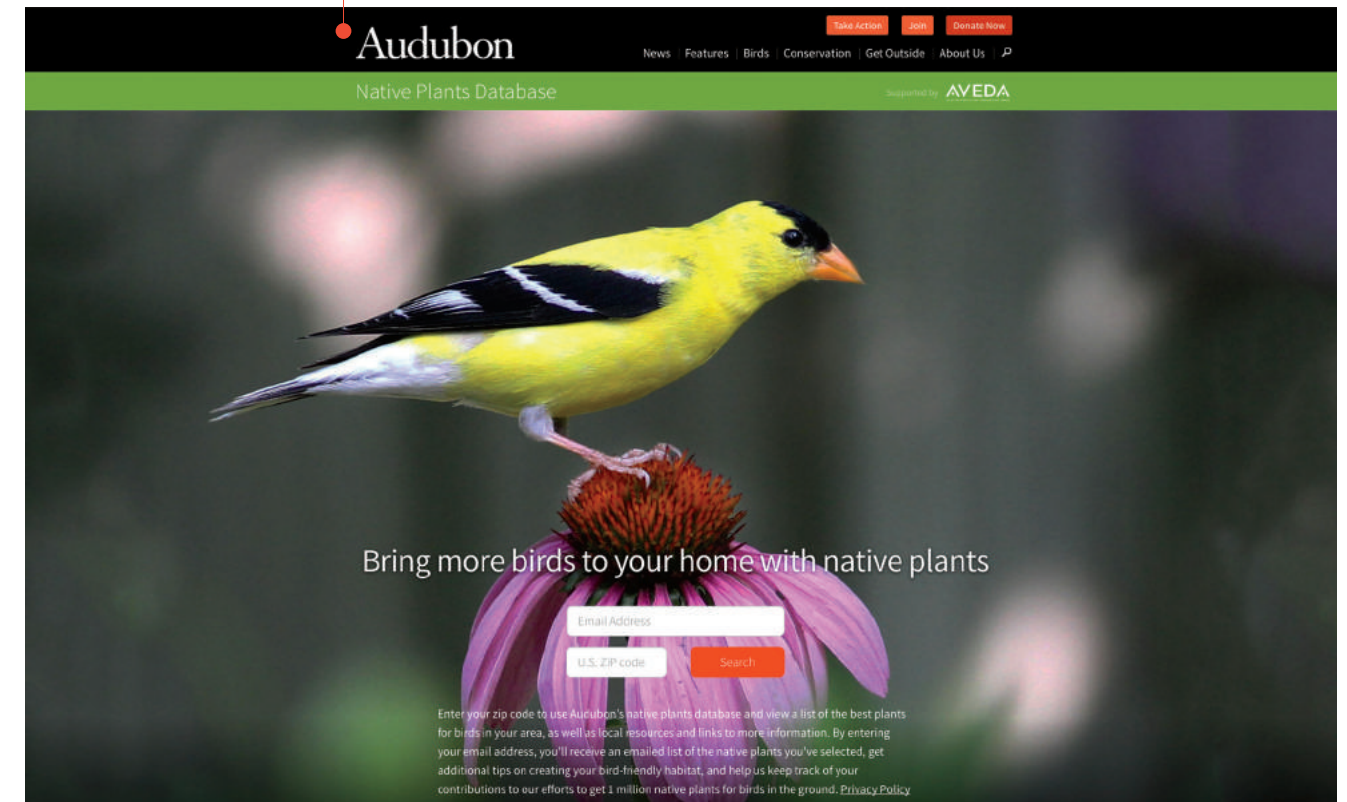




**Chris Pollard**  
Fund II Fellow,  
LA Conservation Corps

### Restoring Native Bird Habitat in Los Angeles

As part of the Fund II Fellowship, a program focused on developing leadership and job skills for future conservation leaders, Chris Pollard from LA Conservation Corps worked with staff at Debs Park Audubon Center in Los Angeles on the center's native plants. In addition to traditional habitat restoration, Pollard gathered seeds from plants found in the park like California buckwheat and black sage to grow for later restoration work. (See page 8 for more about Audubon's commitment to future conservation leaders.)



# Backyards for the Birds

Together we provide food, shelter, and safe passage to birds across urban landscapes

Scientific studies increasingly show how important human environments are for birds: They provide crucial resources that support birds as they migrate through, breed, or overwinter in our midst. These are also the places that people most often encounter birds. Bird-Friendly Communities programs build the capacity of our network to achieve conservation outcomes for birds in cities, towns, and suburbs at scales that match the challenges birds face. We rely on local expertise; best practices for equity, diversity, and inclusion; authentic community engagement to find win-wins for birds and people; and a focus on system-level changes as an important end result of individual actions.

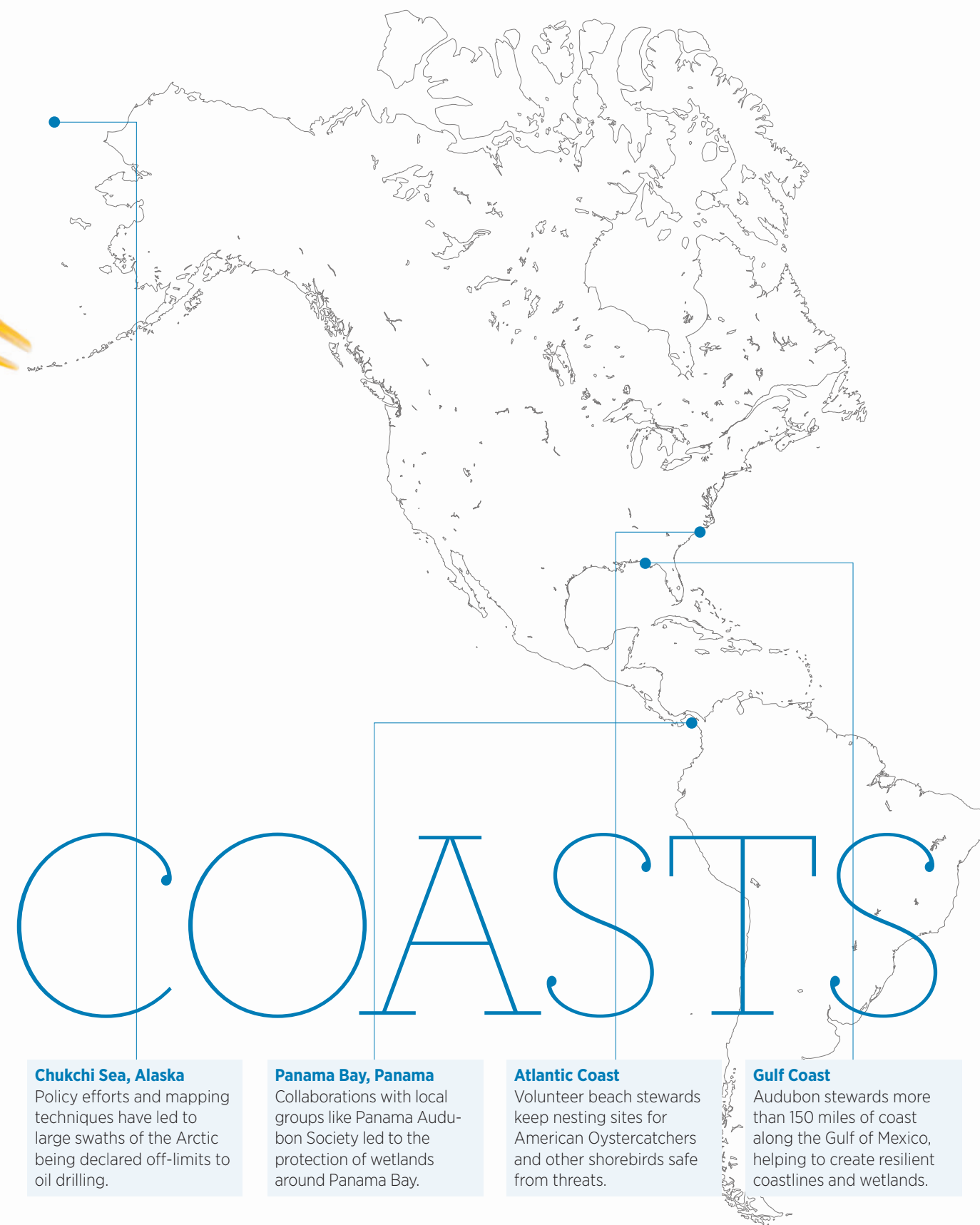
### Plants for Birds Across the United States

Audubon's Plants for Birds native-plants program launched nationally in September after a six-month pilot. The project is a collaboration between Audubon national staff, nature centers, and chapters throughout the U.S., and includes a searchable database of plants, where to buy them, and local Audubon resources available to help the aspiring native-plant gardener achieve success. Within the first three weeks after launch, more than 30,000 people signed up for information about native plants.

### Five-Year Goals

- Put 5-10 million new native plants in the ground
- Engage in at least 500 community-level programs and partnerships to establish more native plants
- Evaluate at least 100 urban areas (at least 20 in each flyway) for problematic buildings and lighting regimes to encourage bird-safe buildings





**Chukchi Sea, Alaska**

Policy efforts and mapping techniques have led to large swaths of the Arctic being declared off-limits to oil drilling.

**Panama Bay, Panama**

Collaborations with local groups like Panama Audubon Society led to the protection of wetlands around Panama Bay.

**Atlantic Coast**

Volunteer beach stewards keep nesting sites for American Oystercatchers and other shorebirds safe from threats.

**Gulf Coast**

Audubon stewards more than 150 miles of coast along the Gulf of Mexico, helping to create resilient coastlines and wetlands.





**Pam Loring**

Biologist, U.S. Fish and  
Wildlife Service

**Collaborating to Protect  
Shorebirds Throughout  
the Hemisphere**

Every five years, scientists gather in the Bahamas for a Piping Plover census to see how the population is faring. During the 2016 census, USFWS biologist Pam Loring joined colleagues and Audubon staff to tally the shorebirds wintering in places like Joulter Cays. Understanding where shorebirds spend their winters is key to making sure their habitats are protected throughout their lives.



Atlantic Puffins  
Eastern Egg Rock Island, Maine



# Protected Coasts and Seas

Audubon works along the Atlantic, Pacific, and Gulf Coasts to protect bird habitats

Audubon is protecting and restoring coastlines to strengthen populations of shorebirds and preserve the places they need to survive throughout their lives. Those resilient shores also protect coastal communities against the threat of sea-level rise due to a changing climate. Audubon's Coasts initiative focuses on the most threatened and iconic bird species that rely on coastal habitats (estuaries, islands, beaches, and the marine environment) throughout the hemisphere. We target the most important breeding, stopover, and wintering sites in each flyway to stabilize and enhance bird populations while benefiting hundreds of other species that rely on similar habitats.

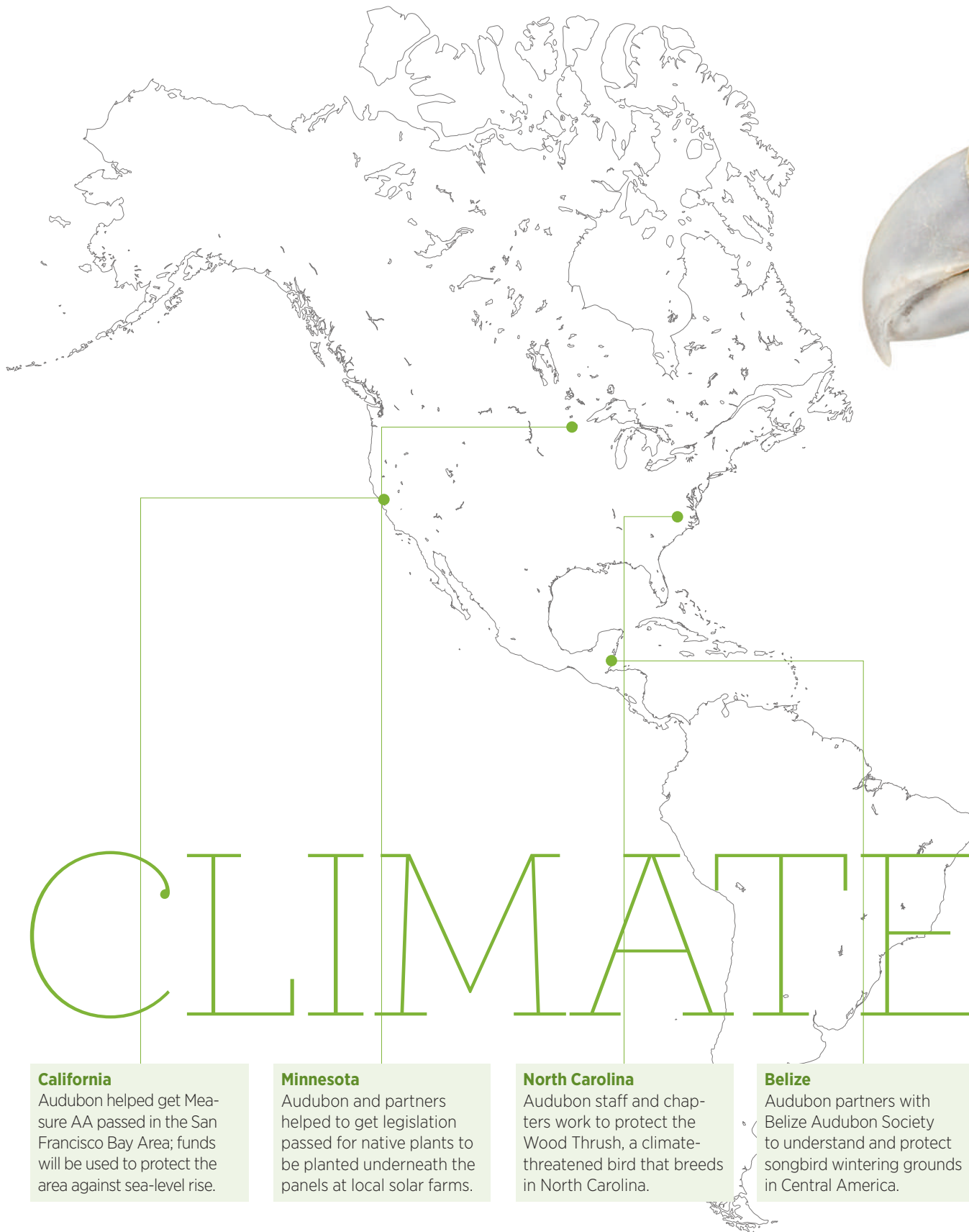
**Critical Habitats Set  
Aside for Protections**

This year Audubon played a key role in two landmark decisions regarding ocean habitat. This spring NOAA issued a final rule that preserves 200,000 square miles of Pacific fisheries; Audubon members sent more than 20,000 letters to NOAA in support of the rule. And in September, the Obama administration announced the creation of the Northeast Canyons and Seamounts Marine National Monument; Audubon research into the wintering grounds of Atlantic Puffins helped bolster the argument for the creation of the marine reserve.

**Five-Year Goals**

- 16 flagship bird species populations increased or stabilized
- 300,000 acres of coastal wetlands and marshes protected
- 10,000 volunteers supporting coastal conservation at 500 priority sites
- \$2 billion of funding directed to coastal bird conservation





**California**

Audubon helped get Measure AA passed in the San Francisco Bay Area; funds will be used to protect the area against sea-level rise.

**Minnesota**

Audubon and partners helped to get legislation passed for native plants to be planted underneath the panels at local solar farms.

**North Carolina**

Audubon staff and chapters work to protect the Wood Thrush, a climate-threatened bird that breeds in North Carolina.

**Belize**

Audubon partners with Belize Audubon Society to understand and protect songbird wintering grounds in Central America.







**Kim Brand**  
Field Organizer,  
North Carolina

#### Fostering Collective Action on Climate

Kim Brand works with climate ambassadors and other volunteers in North Carolina to create meaningful discussion around the topic of climate change. It is through a love of birds—and a centrist, practical approach—that people of all backgrounds can find common ground when it comes to climate change. In addition to her grassroots organizing around climate, Brand works with chapters in North Carolina and with the Belize Audubon Society to protect the climate-threatened Wood Thrush.



## Effective Climate Action

Audubon leverages people's love of birds to help birds survive climate change

Audubon science has made it clear that climate change is the greatest threat to birds. To address that threat, Audubon's Climate Initiative has two key elements: protecting the places birds need in a warming world, and advocating for significant public policy changes at the local, state, and federal levels. Renewable energy and other climate solutions are gaining momentum, but achieving the necessary carbon-emissions cuts to address climate change will require federal policy. Audubon is building toward that by creating a greater demand for solutions and leadership. By engaging our bipartisan membership to support state and local solutions, Audubon builds essential safe political space around the issue of climate.

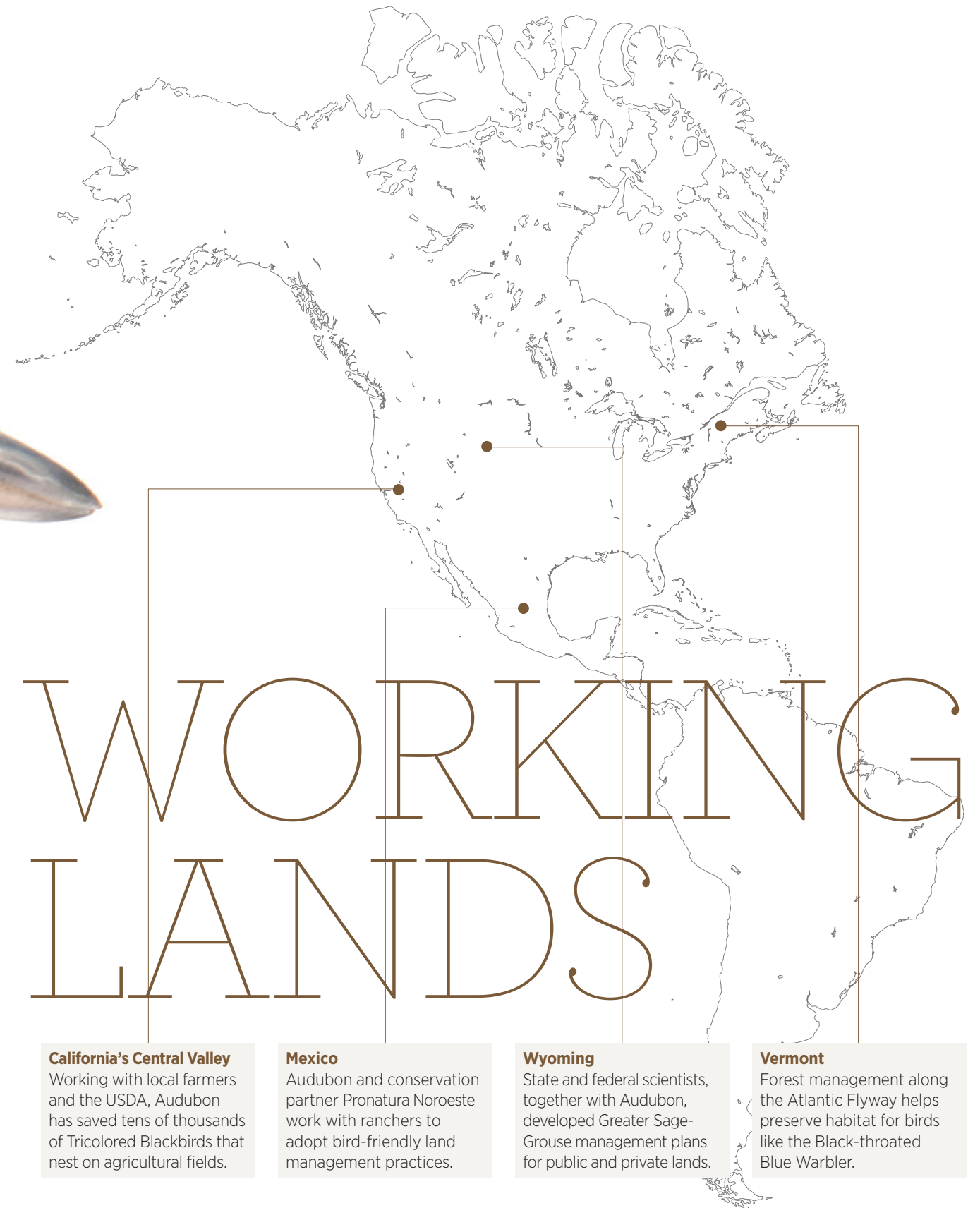
#### Replicable Solar Power Legislation Passed

Audubon Minnesota, with support from the Audubon climate team and Fresh Energy, the leading renewable-energy nonprofit in the state, helped to create and pass a bill to set voluntary standards for solar energy sites that are friendly to birds and other pollinators. The bill specifies that any solar-energy sites should be planted with native plants. Audubon hopes that the coalition-building that helped this bill pass could become a template in other states. Several solar companies have already pledged to plant native plants on their solar sites in Minnesota.

#### Five-Year Goals

- One million people engaged through targeted campaigns and other climate programs
- 12,000 climate super activists, including 2,400 volunteer leaders—40 percent moderates or conservatives
- 100 local resolutions, policies, or plans adopted, and 8-10 new state policies passed that advance clean energy and healthy climate





# WORKING LANDS

## California's Central Valley

Working with local farmers and the USDA, Audubon has saved tens of thousands of Tricolored Blackbirds that nest on agricultural fields.

## Mexico

Audubon and conservation partner Pronatura Noroeste work with ranchers to adopt bird-friendly land management practices.

## Wyoming

State and federal scientists, together with Audubon, developed Greater Sage-Grouse management plans for public and private lands.

## Vermont

Forest management along the Atlantic Flyway helps preserve habitat for birds like the Black-throated Blue Warbler.





**Marshall Johnson**

VP and Executive Director,  
Audubon Dakota

**Protecting Prairies of the  
Northern Great Plains**

Marshall Johnson focuses his work for Audubon on the Prairie Pothole region of the Central Flyway, where some of the best remaining grasslands and wetlands still support millions of migratory birds. Johnson and his team collaborate with local landowners to create conservation and economic benefits from bird-friendly land-management practices.



# Collaborative Stewardship

We work with agencies, industry, and landowners to create shared conservation solutions

Working lands represent one of the best hopes for conservation. These parcels of forests, ranches, and farms add up to roughly a billion acres—or about half the land in the entire Lower 48 states. Audubon collaborates with landowners, land managers, government agencies, and private industry to increase the quality of habitat on privately managed lands. Audubon helps landowners and land managers apply bird-friendly practices on their lands while also remaining economically sustainable. And Audubon works on federal policies that substantially influence the management of land to advance large-scale solutions that benefit both landowners and the environment.

**Helping Landowners and  
Birds to Share the Land**

Through cooperative agreements with farmers in California's Central Valley, Audubon California helped protect all of the Tricolored Blackbird colonies nesting on agricultural fields during the 2016 harvest season. Those 57,000 birds represent a third of the global population of this species. Audubon Vermont worked with 10 maple syrup producers to ensure that their sugarbushes have the diverse structure and composition that make them high-quality nesting habitat. These sugar-makers collect sap on more than 1,700 acres of well-managed forest.

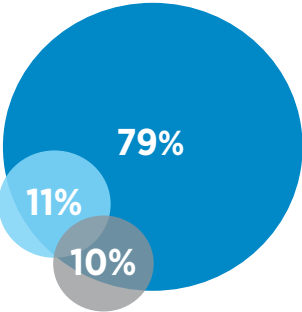
**Five-Year Goals**

- 500,000 acres of working lands in bird-friendly management programs
- 67 million acres involved in sage-grouse recovery plans
- 10,000 land managers using bird-friendly land management practices



Summary Report for 2016

2016 REVENUE:  
\$102,597,000

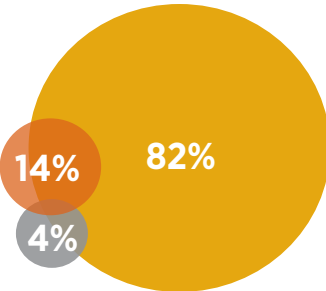


Contributions, grants, and bequests

Earned income and other revenue

Investment earnings, appropriated

2016 EXPENSES:  
\$97,420,000



Conservation programs

Fundraising

Management and general

CONDENSED STATEMENT OF ACTIVITIES  
Year ended June 30, 2016 (dollars in thousands)

|  |           |
|--|-----------|
| REVENUES, GAINS, AND OTHER SUPPORT:                    |           |
| Contributions, grants, and bequests                    | \$80,590  |
| Earned income and other revenue                        | 11,534    |
| Investment earnings, appropriated                      | 10,473    |
| TOTAL REVENUES, GAINS, AND OTHER SUPPORT               | 102,597   |
| EXPENSES:  |           |
| Conservation programs                                  |           |
| Field conservation programs                            | 56,082    |
| National conservation programs                         | 24,410    |
|  | 80,492    |
| Fundraising  |           |
| Membership development                                 | 4,100     |
| Other development                                      | 9,299     |
|  | 13,399    |
| Management and general                                 |           |
|  | 3,529     |
| TOTAL EXPENSES   | 97,420    |
| RESULTS FROM OPERATIONS                                | 5,177     |
| Investment earnings, not-appropriated, and other gains |           |
|  | (15,475)  |
| Charitable trust additions and changes in value        | (5,300)   |
| Pension and post retirement activity                   | (3,610)   |
| CHANGE IN NET ASSETS                                   | (19,208)  |
| NET ASSETS AT BEGINNING OF YEAR                        | 434,790   |
| NET ASSETS AT END OF YEAR                              | \$415,582 |

CONDENSED STATEMENT OF FINANCIAL POSITION  
June 30, 2016 (dollars in thousands)

|   |           |
|---|-----------|
| ASSETS:                                       |           |
| Cash and investments                          | \$250,402 |
| Receivables                                   | 18,804    |
| Beneficial interest in charitable trusts      | 37,125    |
| Property                                      | 147,152   |
| Other assets                                  | 2,748     |
| TOTAL ASSETS                                  | 456,231   |
| LIABILITIES AND NET ASSETS:                   |           |
| LIABILITIES                                   |           |
| Accounts payable and accrued expenses         | 8,615     |
| Deferred rent, tuition, and other liabilities | 6,307     |
| Funds held for others                         | 2,771     |
| Obligations under charitable trusts           | 7,944     |
| Pension and post retirement benefit liability | 15,012    |
| TOTAL LIABILITIES                             | 40,649    |
| NET ASSETS                                    | 415,582   |
| TOTAL LIABILITIES AND NET ASSETS              | \$456,231 |

Additional information is available at [www.audubon.org](http://www.audubon.org)

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David Litman

**Favorite Bird:**  
NORTHERN  
CARDINAL

# Investing in Conservation’s Future

## David Litman

David Litman, entrepreneur and founder of the philanthropic Litman Foundation, is focused on the long game of conservation—specifically, how organizations like Audubon can engage, cultivate, and support the next generation of conservationists. With this goal in mind, Litman has partnered with Audubon for more than a decade, including five years as board chair for Audubon Texas, pushing the organization to better efficiency and organizational resilience while supporting its education efforts at places like the Trinity River Audubon Center. For Litman, the most important measure of success is not the effort or funds expended, but the tangible outcomes delivered, and he holds Audubon accountable to performance metrics in all areas. In addition to his commitment to cultivating the conservationists of tomorrow, Litman is committed to preserving native plants and habitat—a goal he shares with Audubon. His 3.5-acre property is planted with local, indigenous plants that support a natural East Texas ecosystem. “My interest is in urban environments,” says Litman, “because a native retreat 500 miles away is not as influential as having one in your own backyard.”





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Jorgen Thomsen

**Favorite Bird:**  
HYACINTH MACAW

# Partnering to Create Effective Nationwide Climate Action

## The John D. and Catherine T. MacArthur Foundation

The John D. and Catherine T. MacArthur Foundation has a reputation for backing ambitious people with big dreams. Trying to alter the politically polarized way that climate change is viewed at the state and federal level in the United States certainly qualifies as ambitious, and from those goals grew a partnership between the MacArthur Foundation and Audubon's national Climate Initiative. When asked why MacArthur chose to work with Audubon, Jorgen Thomsen, Macarthur's Director of Climate Solutions, cites Audubon's grassroots outreach to hard-to-reach constituencies in the United States and its centrist positioning as strong factors. By working with Audubon's diverse membership and leveraging its passion for birds, Thomsen believes that effective policies and climate actions could become mainstream in the U.S.





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Craig Newmark

**Favorite Bird:**  
ANNA’S  
HUMMINGBIRD

# Connecting Conservationists Through Technology

## Craig Newmark

California-based philanthropist Craig Newmark is perhaps best known as the founder and namesake of craigslist, but he is also a bird lover, bird photographer, and conservationist. Newmark, who has been a fan of Audubon since childhood after participating in Audubon school assemblies, believes that communicating about conservation efforts with like-minded people is critical to the overall success of the conservation movement. To help realize this, he has supported Audubon to help build its technology-enabled outreach and to leverage the power of social media. “My hope is that people see others who have a love of birds or other wildlife as a common interest, and they can act on those interests,” says Newmark. In addition to funding our efforts at the national level, Newmark has also stayed local, including supporting the Richardson Bay Audubon Center in Tiburon.





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Dr. Ann Harwood-Nuss

**Favorite Bird:**  
BALD EAGLE

# Helping Audubon Protect Eagles Now, and For Years to Come

## Dr. Ann Harwood-Nuss

A seminar at Duval Audubon Society featuring a Bald Eagle sparked Dr. Ann Harwood-Nuss’s passion for eagle conservation. “I just saw the eagle and I thought, ‘Well, that’s it, I love that bird,’” she says. “I was absolutely enchanted with the species and concerned about all of the challenges it faces in Florida.” Since that encounter, Harwood-Nuss has dedicated her time to raptor conservation in her home state. An active board member of Audubon Florida, Harwood-Nuss supports raptor rehabilitation work at Audubon’s Center for Birds of Prey. She is also the coordinator for northeast Florida’s Eagle Watch, a group of 72 volunteers in the Jacksonville area that monitors eagles during the nesting season. This involves assessing their habitat for disturbances and threats, reporting on nest productivity, and the occasional rescue of young eaglets. And as a Grinnell Legacy Society member Harwood-Nuss’s generosity will help Audubon Florida protect raptors far into the future.





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Vivamos Mejor (Guatemala)  
Western Resources Advocates  
Western United Dairymen  
The Wetlands Initiative  
Wild at Heart  
The Wilderness Society  
Wildlife Conservation Society  
World Wildlife Fund

# Directory

A guide to the national, flyway, state, and local resources of the National Audubon Society.



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New York, NY 10014

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audubon\_adventures@audubon.org  
(800) 340-6546

**Audubon Magazine**  
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**Chapter Services**  
chapter\_services@audubon.org  
(800) 542-2748

**Christmas Bird Count**  
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Washington, DC 20036  
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**Development Bequests and Charitable Trusts**  
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**Great Backyard Bird Count**  
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Washington, DC 20036  
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**Important Bird Areas**  
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**International Alliances Program**  
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**Public Policy**  
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audubonaction@audubon.org

**Seabird Restoration Program**  
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Ithaca, NY 14850  
(607) 257-7308  
seabird@audubon.org

(mid-May through Aug.)  
10 Audubon Road  
Bremen, ME 04551  
(207) 529-5828

**Science**  
2300 Computer Avenue, Suite I-49  
Willow Grove, PA 19090

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**Audubon Flyway Office**  
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**Audubon Flyway Office**  
5615 Corporate Boulevard  
Suite 600B  
Baton Rouge, LA 70808  
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**Audubon Flyway Office**  
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Suite 1000  
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Little Rock, AR 72206  
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**Glide Ranch**  
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**Kern River Preserve**  
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**Starr Ranch Sanctuary**  
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**On the cover:**  
Burrowing Owls were sometimes called “howdy birds,” because they seemed to nod their heads in greeting. These diurnal owls are found throughout most of the American West.

**Back cover:**  
Atlantic Puffins nest along the edges of the North Atlantic Ocean. Recent research by Audubon scientists has shown that the puffins winter about 200 miles off the coast of Cape Cod, an area the Obama Administration just set aside as a marine reserve.







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