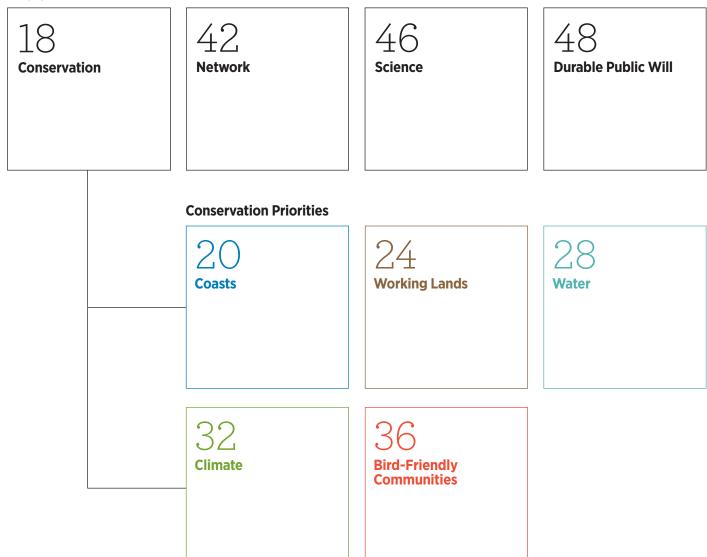


A Guide to Audubon's 2016-2020 Plan

10 Executive Summary















Audubon's Catalytic Moment

Audubon in 2016 enjoys a widely respected centrist brand, a powerful legacy of conservation success, deep loyalty among its supporters, and the clarity that springs from working for the benefit of birds and the places they need to survive and thrive.

Our previous strategic plan used the four flyways birds follow in their migratory travels as a framework for coordinating our conservation efforts on the ground, and helped us to achieve noteworthy organizational progress. That plan laid the groundwork for this one; it was a transitional plan that put us in place for a catalytic one, a plan that raises Audubon's sights and significantly expands our ambitions. This is a roadmap for Audubon to fulfill its enormous potential.

From the moment it was founded in 1905 as a collection of local organizations energized by the crusade to end the fashion trade in bird feathers, what has most set Audubon apart from our peers in conservation is our network's reach and its authentic local roots: 463 chapters in communities in every state across the country; 41 nature centers serving and educating more than a million visitors a year; 23 state and regional offices working to shape bird-friendly state policies and coordinating the

Bird conservation cannot be done on an ad hoc basis, touching a lone geography or a single stage in a vast and complicated cycle of breeding, wintering, and migration.

conservation work done by our staff and volunteers in the field.
Audubon is local and authentic everywhere, and our passionate members cross what are too often divisive ideological lines. To a bird, after all, conservation has no party.

But until recently that unrivaled grassroots network brought with it an unexpected weakness. We were, essentially, too distributed, too much a collection of conservation islands working passionately in relative isolation, inventing different solutions to the same challenges over and over. A thousand points of light can be beautiful and inspiring, but they don't provide enough in



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the way of illumination; they can't solve systemic problems alone. Though people have been doing good work in Audubon's name for generations, the organization has not created shared national conservation goals, priorities, and practices for decades. The aim of our 2011 strategic plan was to solve that paradox, to break down institutional barriers and build bridges in their place, to take the most effective ideas and practices emerging from our experts throughout the network and amplify and extend them to achieve the greatest possible national and hemisphere-wide impact: to create One Audubon. and to do so in actual practice, not just in rhetoric.

This plan emphasizes the central role of our distributed network and its unmatched passion, creativity, and expertise.

Under the last plan, Audubon has grown from a \$73 million annual budget to more than \$100 million, rekindled chapter relationships, built partnerships throughout the Americas, recruited exceptional new staff and board leadership, and become an industry leader in communications and in using digital mapping for conservation. We also have partnered with others to achieve noteworthy victories, from Congressional passage of the RESTORE Act that delivers \$20 billion to restore the Gulf Coast, to saving the Greater Sage-Grouse by adding new protections on 67 million acres in the American West, to passage of landmark conservation bond initiatives from California to Florida.

We now have the staff expertise and the senior leadership in place nationally, at the state level, in our nature centers, and throughout the network—to do meaningful conservation planning at the scale needed to confront the threats birds face. We will continue to gather the best

practices from the field, and will focus on building them into seamlessly coordinated flyway-scale strategies rather than a collection of strong local projects. And we have restructured to bring science, policy, and conservation planning together, using our deep data models to guide us to where the on-the-ground work will be most effective across the hemisphere, and to rigorously measure our progress as we go. We will assess our achievements based on bird populations, acreage, actions taken, and number of people engaged; we are committed to a culture of accountability and transparency based on best-of-class metrics.

We achieve conservation victories at scale through programs that drive high-impact outcomes. At the heart of Audubon's work are plans for full-lifecycle conservation for birds throughout the Americas. Bird conservation cannot be done on an ad hoc basis, touching a lone geography or a single stage in a vast and complicated cycle of breeding, wintering, and migration. And so we organize our work around five core strategic priorities (Coasts, Working Lands, Water, Climate, and Bird-Friendly Communities), which cover the breadth of landscapes that birds need to thrive, including shorelines, lakes, bird-friendly cities, and habitat strongholds that will provide shelter to birds as the climate changes and their old homes disappear.

This plan places particular emphasis on the central role of our distributed network and on its unmatched passion, creativity, and expertise. It recognizes the importance of investing in the network's growth and elevating and coordinating its essential work. We move from "rolling up" a set of existing initiatives to selectively choosing what we can do best and most effectively, which we then amplify for greatest impact across the network.

As the Audubon Board's Vice-Chair Maggie Walker said, "This plan represents a fundamental shift from being a collection of ideas to asserting real leadership."



Building New Connections Throughout an Expanded Audubon Network

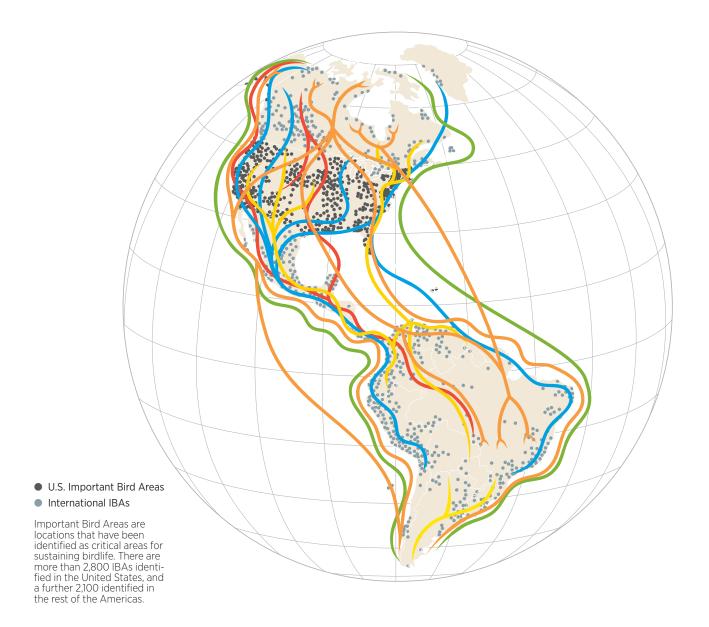


How are we going to save birds whose remarkable lives span the whole hemisphere? We are going to do

it as a network: a collaborative, enterprising, interconnected community of partners and local leaders. Every Audubon chapter, nature center, sanctuary, volunteer leader, member, partner organization, and advocate is a vital link in a web that supports migratory birds and the places they live throughout the hemisphere. We will pair local creativity with coordinated action. We will expand and diversify the network to fully reflect America and the communities where we live, work, and volunteer. And we will support each other in order to become the best Audubon we can be. The birds are counting on us. David J. Ringer

Chief Network Officer, Audubon

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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.













Raptors



Waterfow

Argentina

Bahamas Belize Bolivia Brazil

International Partnerships

Audubon is proud to be the BirdLife International partner for the United

States. We work with partners 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

local NGOs to foster grassroots actions on climate change issues.

Canada

Colombia

Dominican

Republic

Chile

partners doing conservation work; in a further five, we partner with

El Salvador Guatemala Mexico **Panama** Paraguay

Audubon chapters State offices Audubon chapter Sanctuaries Nature centers coverage

F--- PACIFIC FLYWAY ------ CENTRAL FLYWAY ------ MISSISSIPPI FLYWAY ------ ATLANTIC FLYWAY -----

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 can weave a seamless web of conservation across the hemisphere.

Our Grassroots Influence

State Offices

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.

Nature 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 domestic and international partners that serve as key contributors to a shared vision of bird and habitat conservation across the Americas.

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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
Coasts Audubon's work will focus on the most important breeding, stopover, and wintering sites for birds in each flyway throughout the hemisphere. Annual budget range to reach full potential: \$18–20 million	Increase the populations of 16 flagship species at 500 priority sites. Enlist 10,000 volunteers and partner with 130 Audubon chapters for beach stewardship.	 Arctic Gray's Harbor San Francisco Bay Southern California Coast Panama Bay Chiloé Island, Chile 	Island Sanctuaries of Texas Laguna Madre, Mexico	Gulf of Mexico Mississippi River Delta	 Maine Islands Long Island Sound Coastal Carolinas North/Central Florida Coast Bahama Islands
Working Lands Audubon will collaborate with landowners, land managers, government agencies, and private industry across the hemisphere to increase the quality of habitat on privately managed lands. Annual budget range to reach full potential: \$8-10 million	Increase or stabilize the populations of 20 flagship bird species in four priority landscapes. Get 10,000 landowners to pledge to adopt bird-friendly practices.	Central Valley, California	 Thunder Basin Northern Great Plains Flint Hills Western Sagebrush Steppe Chihuahuan Desert 		 Eastern Forests Maya Forest (Belize and Guatemala)
Water Audubon will engage and involve the public on issues surrounding water rights and water quality; restore habitats along rivers, wetlands, and deltas; and explore market-based solutions that contribute to the achievement of our water goals. Annual budget range to reach full potential: \$12–15 million	Manage, protect, and restore more than 1 million acres of habitat in watersheds. Get 250,000 people engaged in advocacy on local waterconservation measures.	Salton Sea Desert Terminal Lakes	Colorado River BasinGreat Salt LakePlatte River	 Great Lakes Upper Mississippi	• Everglades
Bird-Friendly Communities Audubon's chapters, nature centers, volunteer leaders, and partners are present and active in thousands of communities. Audubon will invest in the energy and creativity needed to strengthen its network and provide tools to share information and to make all communities safe for birds. Annual budget range to reach full potential: \$12–14 million	Address local threats to birds and connect people to conservation actions. Grow 1 million bird-friendly plants by working with volunteers and local governments.	Using local expertise and creativity, the Audubon network will identify 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.			
Climate Leveraging our climate science, Audubon will create far greater demand for change on the climate issue by tapping into people's passion for birds. Annual budget range to reach full potential: \$10–12 million	Implement adaptation strategies on 300,000 acres of coastal wetlands and marshes. Bring 1 million new people to the climate issue through outreach and advocacy efforts.	Leveraging Audubon's climate science, Audubon will follow 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.			



At the heart of Audubon's work are conservation programs that drive full-lifecycle conservation for birds throughout the Americas. Each is guided and informed by our Important Bird Areas (IBA) program, which shows us the places most critical for birds and ensures that we focus on the highest-impact conservation opportunities per dollar invested. (IBAs are determined based on the types and numbers of birds found in a given place, as well as the resilience or vulnerability of those places.) When combined with our climate strongholds analyses, IBAs tell us where the most threatened birds need conservation action today and in a future warming world.

Key Principles and Initiatives

Successful conservation weaves our already robust IBA framework throughout the rest of our conservation work, and helps tie together different strategic priorities around the most important bird habitat. To best capitalize on that framework, and leverage the power of the Audubon network, we will:

- Integrate our bird science, policy, and conservation measures to create and fulfill plans that achieve the scale needed to meet the threats that birds face in a changing world.
- Invest in best-in-class training for chapters and partners.
- Collaborate with partners on strategies for land management to deliver greater protection of private and public lands.
- Create a centralized and efficient data tracking and visualization system that enables us to analyze and share data internally and across our partnerships.
- Improve data collection and incorporate climate modeling into our work to support full-lifecycle conservation.





Coasts

Protecting and restoring coastlines will strengthen populations of shorebirds while preserving the places they need to survive throughout their lives. The work needed to accomplish this goal will 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. Audubon's work will target the most important breeding, stopover, and wintering sites in each flyway for 16 flagship bird species. These actions will both stabilize and enhance the populations of those flagship species while simultaneously benefiting at least 375 other species that rely on similar habitats.

By focusing on the biggest threats to 16 flagship bird species and the places they depend on, we will maximize our conservation impact and help build resilient coastlines. Those 16 flagship species represent at least 375 others as well as the ecosystems upon which they depend.

How to Get There

Audubon will:

- Finalize baseline measures for 16 flagship species and habitats and identify threats at all key sites.
- Reduce predator and human disturbance on breeding and wintering grounds through expanded coastal stewardship programs.
- Restore wetlands, beaches, salt marshes, and tidal flats through on-the-ground conservation.
- Pioneer new coastal resilience solutions that protect and enhance habitats critical to birds and that help protect coastal communities and infrastructure.
- Mobilize our network to advocate for increased protections for seabirds, shorebirds, and coastal habitats, as well as funding for coastal conservation.

Engagement Goals

- Increase or stabilize the populations of 16 flagship bird species by reducing threats at 500 priority sites.
- Grow the coastal stewardship program to enlist 10,000 volunteers and partner with 130 coastal Audubon chapters, our BirdLife International partners. and other organizations to support conservation at the 500 priority sites.
- Implement and influence climate adaptation strategies to address current and future threats to flagship species by restoring and protecting 300,000 acres of coastal wetlands and marshes.
- Strengthen coastal safeguards and land-management policies to protect and promote resilient, high-quality coastal habitats.
- Advance public policies to better manage coastal forage fisheries that are critically important food sources to our flagship species.
- Reduce threats to seabirds and shorebirds from oil and gas development and shipping accidents on the Arctic coast and in adjacent marine waters.
- With partners, establish a uniform, science-based approach to map priority sites, identify threats, and measure the biological response to conservation actions across the hemisphere in order to evaluate progress against these goals.

opment to climate change.

Conservation and



Protecting Birds Beyond National Boundaries With International Partnerships



Audubon started doing conservation in the Bahamas in the 1950s, when it hired two hunters as wardens to

protect flamingos on Inagua. In the years since, our partnership has been a great example of organizations working across international borders to protect species. Our recent work together will protect wintering grounds in the Bahamas for Piping Plovers. We are also revolutionizing bird and nature tourism in the Bahamas—so far we've trained 70 bird guides, which not only empowers local people, it helps teach Bahamians in general how important it is to learn about and protect the environment. After all, birds don't recognize political boundaries, and if you do conservation on only one end of a bird's lifecycle, you won't be successful.

Eric Carey

Executive Director Bahamas National Trust



Curlew Foraging Habitat

In winter the Long-billed Curlew (North America's largest shorebird) forages on the intertidal mudflats of the southern United States and Latin America. Audubon and its partners in Latin America and the Caribbean work to preserve wintering habitat for shorebirds, including the Long-billed Curlew, throughout the hemisphere.

The Bottom Line Coasts

Annual budget range to reach full potential (in millions)

Full potential

\$18-20

Strictly coastal species, like American Oystercatchers, face multiple threats, from devel-

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Working Lands

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 across the hemisphere to increase the quality of habitat on privately managed lands to benefit 20 flagship bird species. Audubon also helps landowners and land managers apply bird-friendly practices on their lands and develop market-based solutions to build economic incentives that have the potential to engage many more landowners. 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.

We will focus on four landscapes dominated by private lands and where birds and habitat are most threatened: California's Central Valley; the sagebrush ecosystem of the interior West; North American grasslands, including the Chihuahuan Desert; and eastern forests. Audubon will help landowners and land managers apply bird-friendly practices, and drive market-based solutions that influence ecosystem health at scale.

How to Get There

Audubon will:

- Develop market-based conservation solutions that help land managers increase the profitability of their lands as they adopt bird-friendly practices.
- Create land-management practices that target specific bird species and their habitat needs.
- Monitor and measure responses to these land-management practices to ensure the desired conservation outcomes are achieved.
- Collaborate with landowners to expand bird habitats, providing tools and technical assistance to adopt beneficial land practices.
- Through advocacy and partnering with agencies, increase government incentives for bird conservation on working lands.
- Increase conservation efforts on working lands throughout the Western Hemisphere by collaborating with local partners.
- Engage on a policy level around reauthorization of the U.S. farm bill to promote sound conservation policies and increase conservation funding.

Conservation and Engagement Goals

- Increase or stabilize the populations of 20 flagship bird species by reducing threats in four priority landscapes, thus benefiting bird species throughout the Western Hemisphere.
- Continue Audubon's leadership role with 11 states, multiple federal agencies, and thousands of private-sector stakeholders to implement Greater Sage-Grouse recovery plans. These plans will now cover 67 million acres; successful implementation will protect more than 350 additional species.
- Increase the acreage of working lands in bird-friendly management programs by 500,000 acres per year.
- Increase by 10 percent the amount of public and private funding available to private landowners to adopt birdfriendly land-management practices.
- Through active outreach and technical assistance, engage 10,000 land managers in birdfriendly land management.

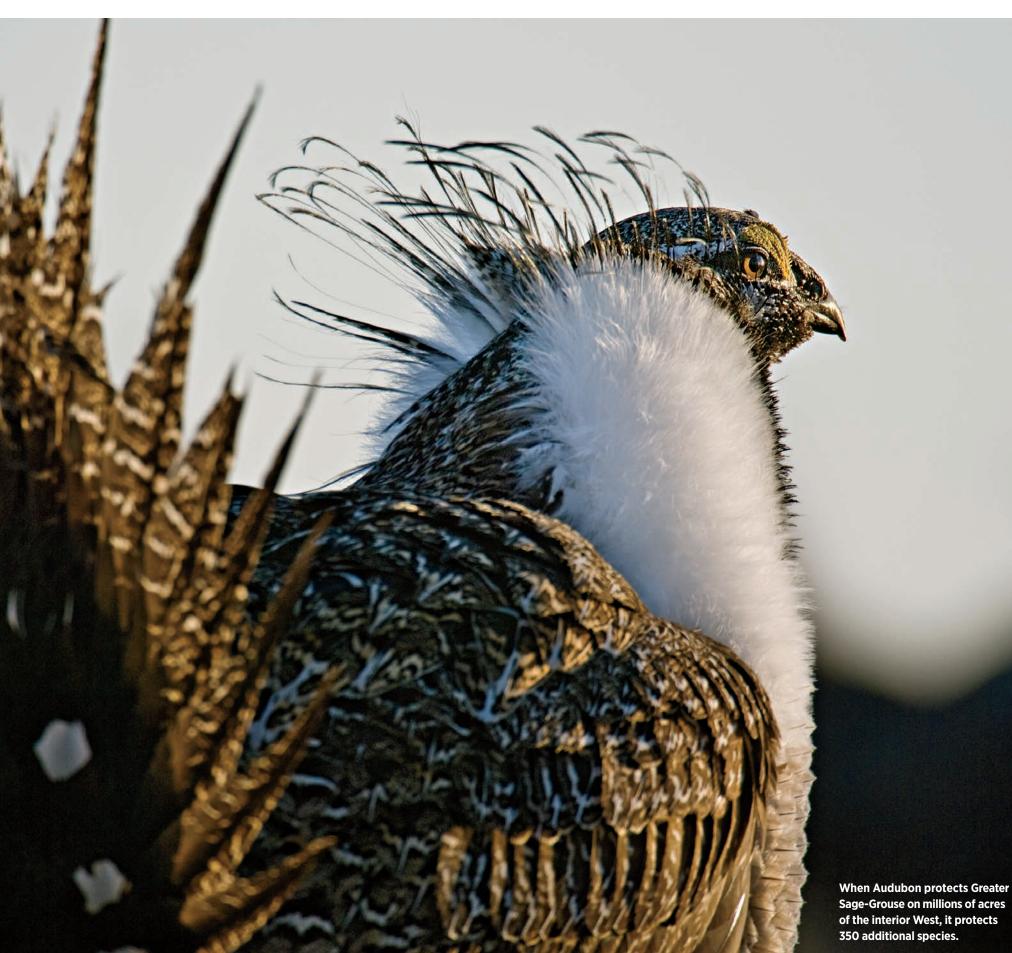
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The Bottom Line Working Lands

Annual budget range to reach full potential (in millions)

Full potential

\$8-10



Protecting Birds on Economically Important Landscapes



With the help of our conservation partners, including Audubon California's Working Lands Program,

we're working with Central Valley landowners to create landscapelevel change, from seasonally managing rice fields for shorebirds and eagles to creating habitat in hedgerows and field edges for warblers and bluebirds. To make this happen, we need to provide incentives for private landowners. because ultimately, these birdfriendly benefits are consumerdriven. That market focus is why we're also working with Audubon on a bird stamp for our rice products through our Waterbird Riceland Management Program. In the end, our partnership with Audubon legitimizes all the birdfriendly things we do.

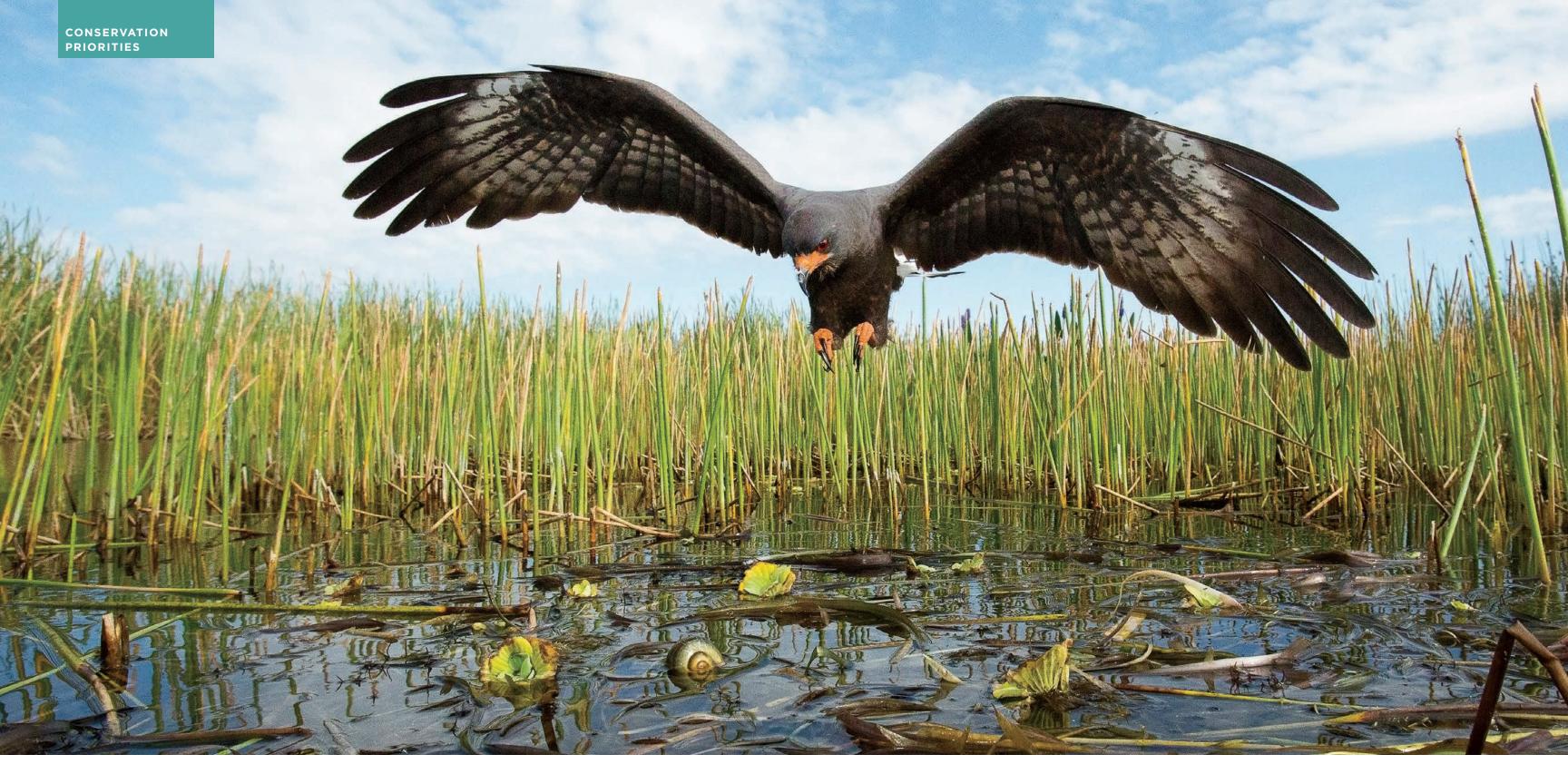
John Brennan

Co-owner, Robbins Rice Company



Curlews on Working Lands

Long-billed Curlews breed almost exclusively on grassland and sagebrush habitat in the American interior West, much of which has been converted to agricultural production. Audubon will work with 10,000 landowners to adopt bird-friendly management practices on their lands.





Water

Audubon's Water initiative will focus on landscapes where both water quantity and water quality are paramount to birds' survival. Affecting public water policies is one key aspect of our work, but policy alone won't be enough to address these challenging issues. Audubon and its partners will engage the public on water-management and water-quality issues; restore habitats along rivers, wetlands, and deltas; and explore market-based solutions that contribute to the achievement of our water goals.

The Everglades is a priority area for Audubon's work on fresh water. Here an endangered Everglades Snail Kite swoops down on its sole food source, an apple snail.

Audubon will focus its technical and policy expertise and bring our network to bear to influence water-management decisions; these should balance the needs of birds, people, and economies in targeted rivers, lakes, and deltas across the United States. 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.

How to Get There

Audubon will:

- Expand our knowledge of water needs for birds and other wildlife, and establish a solid foundation of information on the impacts of water scarcity and water pollution on birds.
- Strengthen the Audubon network of members and partners to advance balanced water-management decisions that benefit birds, habitat, and people.
- Engage our conservation team and network in on-the-ground restoration actions that support our water goals.
- Develop and advance marketbased mechanisms to provide flexibility in water-management decisions.
- Expand international partnerships to address water issues on a hemispheric scale.

The Bottom Line Water

Annual budget range to reach full potential (in millions)

Full potential

\$12-15

Conservation and Engagement Goals

- 20 percent increase in protected or managed habitat acres that are important wintering, breeding, or stopover sites for birds in key landscapes.
- One million acres of land managed, restored, and protected in critical watersheds.
- International, federal, and state policy actions that ensure adequate flows to critical ecosystems, including the Colorado River Delta, the Salton Sea, the Mississippi River and Delta, the Great Lakes, and the Greater Everglades.
- 20 percent increase in federal and state funding or incentives to enhance water management and restoration action.
- 250,000 people engaged in advocacy on water conservation measures.
- 25,000 households participating in a new native habitat/ xeriscaping program designed to reduce water consumption by 300 million gallons.
- 75 chapters and 10 Audubon sanctuaries and nature centers engaged in advocacy, education, and on-the-ground actions.



Developing New Ways to Collaboratively Manage Vital Water Resources



Audubon is honing its focus on water at a really important time, and we have an opportunity to address

how water is managed to adapt to climate change. Audubon brings a potent combination of factors to the table: technical experts on staff that can address specific problems, and a highly motivated grassroots network that brings the force of public will to an issue. This strategic plan lets us continue to strengthen our network, and gives us a consistent way in which to communicate our goals and methods surrounding water issues to the public, to funders, and to policymakers across the country. **Jennifer Pitt**

Director, Colorado River Project Audubon



Curlews and Water

Long-billed Curlews and other shorebirds stop over or winter in freshwater wetlands in places like California's Central Valley. These critical migratory stopover habitats are in peril due to complex water-rights issues at play across the U.S. West. Audubon is working with international, federal, and state agencies to make sure these critical ecosystems get the water they need.





Climate

Audubon's scientists say that climate change is the greatest threat to birds; our peer-reviewed research shows that 314 species—roughly half of all North American bird species—are threatened with the loss of at least 50 percent of their habitat by 2080. Our Climate initiative has two key elements: protecting the places that birds need in a warmer world, and advocating for significant public policy changes at the local, state, and federal levels. A fundamental shift in energy sources is underway and accelerating. Federal policy will ultimately be needed to generate the necessary pollution reductions, and while no federal policy option currently attracts the broad base of support needed, Audubon will prepare for that opportunity by actively engaging our bipartisan membership to support state and local efforts to lower carbon emissions.

Leveraging our climate science, Audubon will follow people's passion for birds to create a greater demand for climate solutions at the local, state, national, and hemispheric levels. Focused conservation and targeted engagement initiatives that mix individual and collective action will bring a million people to the climate conversation over the next five years. Using new data-based models, we've identified what we're calling "strongholds," the places that are likely to provide food and shelter for birds in almost any climate-changed future.

How to Get There

Audubon will:

- Apply and expand our climatescience research.
- Protect climate strongholds and maximize long-term conservation benefits for birds by prioritizing work in these habitats.
- Influence state and national wildlife and natural resource management and direct investment toward the conservation of climate strongholds.
- Build trusted relationships with a full spectrum of public leaders to broaden the range of voices for climate solutions.
- Develop and deliver a series of successful campaigns that engage and leverage the full spectrum of Audubon's conservation network.
- Create and support a sciencebased action plan with local partners in 12 countries in Latin America and the Caribbean that builds a resilient set of sites, sound policies, and greater support for action on climate change.

Conservation and Engagement Goals

- 12,000 climate advocates pushing for solutions online and in person.
- 25,000 citizen scientists engaged in monitoring and tracking climate-threatened birds.
- 100,000 participants—homeowners, cities, corporations actively involved in our Plants for Birds program, leading to 1 million new native plants in the ground that benefit climatethreatened birds.
- 8 new or enhanced state renewable energy standards or statewide advances in solar energy.
- 100 municipal resolutions supporting climate action to protect birds and habitat.
- 10,000 homes solarized through Audubon efforts, representing more than 50 megawatts of new solar capacity.

As weather patterns shift, normally nourishing mudflats offer little sustenance to Greater Yellowlegs and other species.

Using Data to Effectively Talk About Climate Change



Without question, Audubon is on the front lines of using big data to understand issues around climate.

And it's great to hear Audubon talk about "five years" in the future. Five years is a timescale in which you can really do something, and big change needs time and bold steps to get there. I am excited to hear about what Audubon plans to do over the next five years, and I hope we can figure out what that looks like together.

Bessie Schwarz

Chief Strategist, Yale Program on Climate Change Communications



Curlews and Climate Change

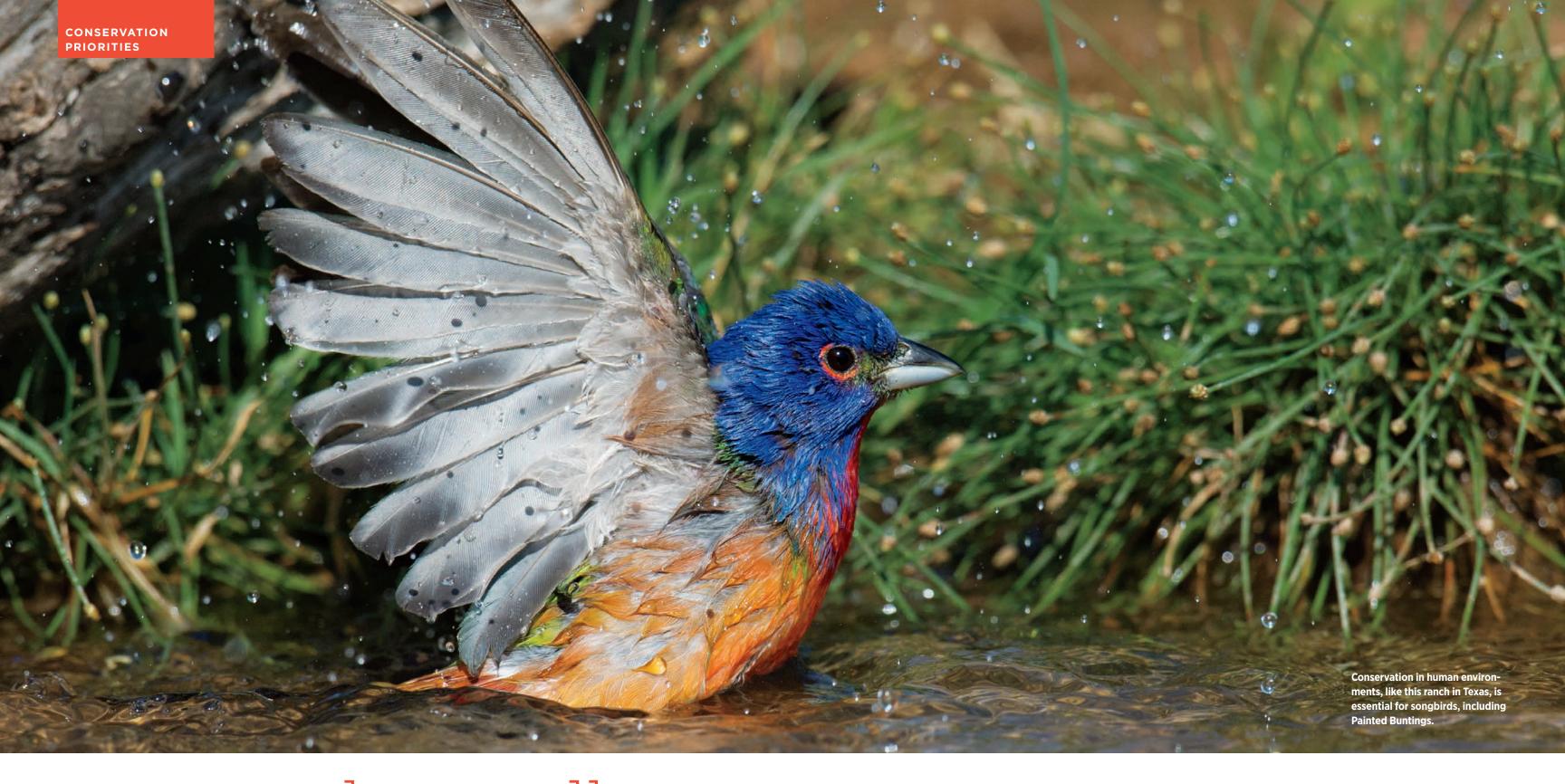
Audubon will work to protect 314 climate-threatened North American bird species by engaging more than a million new supporters to urge for clear actions that will help mitigate climate change. According to Audubon's climate science, the Long-billed Curlew may lose most of its breeding range by 2080.

The Bottom Line Climate

Annual budget range to reach full potential (in millions)

Full potential

\$10-12





Bird-Friendly Communities

Birds are the most common visible wildlife on the planet, and 47 million Americans say they enjoy birdwatching. We wake to birdsong, we connect birds with places, memories, family, and friends. Even small parks and yards can provide critical refuge for birds, and studies show that cities can contain important functional ecosystems and biodiversity hotspots. However, habitat destruction, window collisions, and other threats all take their toll on both rare and common birds. Audubon's members and friends reconnect with the natural world, and their passion is contagious. That critical connection with nature has real consequences for human well-being and community sustainability, and ensuring the durability of long-term public will to protect birds and their homes.

We will continue to engage people in practical, win-win solutions that help birds thrive in human environments and to make communities healthier and more sustainable for people, too. A diverse mix of locally developed and nationally coordinated programs will protect birds and their habitats, introduce people to the wonder of birds, and build community resolve to protect birds and special places.

How to Get There

Audubon's chapters, nature centers, volunteer leaders, and partners are present and active in thousands of communities across America. Audubon will invest in the energy, creativity, and effectiveness of their work by strengthening and connecting our network and by providing tools to share information more seamlessly.

Using approaches pioneered in the field, Audubon will also coordinate national campaigns to tackle large-scale challenges and opportunities. We will share solutions that work with our entire network, providing resources, training, and technology platforms that allow good ideas to grow rapidly. We're getting started in three areas:

We'll make it easier to plant native plants for birds in backyards and community areas across the country. We will give people new tools to identify and locate native plants that attract birds, connect people to local programs and initiatives, and forge new partnerships. We will also promote Audubon chapters and nature centers as local centers of excellence.

- We'll make buildings safer for birds. These programs save energy, engage the public, and protect birds from potentially fatal disorientation and collisions. We're going to compile the lessons we've learned and resources we've developed around the country and take our work to new communities.
- We'll support local stewardship of Important Bird Areas. We'll launch new efforts to share best practices and increase targeted work and actions in IBAs.

Audubon nature centers, chapters, partner organizations, and volunteers will serve as leaders in their communities to conduct outreach, model best practices and devise new solutions, and implement successful programs.

Audubon also knows that many communities are taking action to help birds and improve their environments without waiting for Audubon or anybody else. We will partner with those communities and learn from them. Equity, diversity, and inclusion are key principles for all of Audubon's work and are nowhere more visible and important than here.

Conservation and Engagement Goals

Goals for Bird-Friendly Communities will be completed during business planning with the Chief Network Officer and Bird-Friendly Communities team in 2016.

The Bottom Line Bird-Friendly Communities

Annual budget range to reach full potential (in millions)

Full potential

\$12-14



Seeking Out and Tapping Into Local Creativity for Conservation



With this new strategic plan, we're challenging ourselves to make sustainable partnerships. It will

connect us with new groups that we haven't even thought of yet, and let us build true collaboration based on shared understanding and enthusiasm. And with clear goal-driven conservation priorities, we're able to have more conservation outcomes more quickly with projects and initiatives, because it's easier and more productive to have core projects around which to organize.

Suzanne Langley

Executive Director
Birmingham Audubon Society



Curlews and Bird-Friendly Communities

By engaging the entire network of chapters, nature centers, and sanctuaries, Audubon will improve landscapes across the United States by supporting native plants programs and local IBA stewardship. This will help maintain the wetlands and grasslands that the Long-billed Curlew and other shorebirds need to survive.



How to Get There

Science Audubon uses science to identify, assess, and monitor the most essential habitat for birds.

Capacity Building Audubon works with in-country partners to strengthen their operational, leadership, financial, technical, and political capacities.

Technical Expertise Audubon provides expertise in bird science, sustainable economic activities, community engagement, education, advocacy, and policy.

Policy and Advocacy Audubon and its partners engage governments and corporations to make better development decisions, and build key constituencies through education and outreach.

Bird-based Tourism Audubon is working with local NGOs to leverage the birdwatching market to create sustainable jobs while simultaneously protecting biodiversity and natural resources in those countries. Climate Change Audubon and its partners in 12 countries in the Americas are developing a regionally aligned set of strategies, with an understanding of local political, cultural, and economic contexts.

Places, Actions, and Partners

- The Bahamas Audubon is securing critical sites for the Piping Plover and other shorebirds from the United States and Canada through science, policy, and community economic development.
- **Belize** We are working with Belize Audubon Society to improve management of three protected areas, totaling some 140,000 acres.

The Bottom Line International

Annual budget range to reach full potential (in millions)

Full potential

ntial \$5-6

- Brazil Audubon is working in two key areas on the northeast and southern Atlantic Coast of Brazil with SAVE Brasil to conserve 300,000 acres of coastal wetlands, mudflats, and beaches.
- Chile Audubon is working with Chilean partner CECPAN to conserve five crucial watersheds on Chiloé Island that support many Pacific Coast shorebirds.
- Colombia Audubon, in partnership with Calidris and Patrimonio Natural, has initiated a birdtourism project on the Caribbean coast to support local development and conservation.
- Guatemala Audubon is partnering with Asociación Vivamos Mejor, Wildlife Conservation Society-Guatemala, and the country's tourism board to develop and enhance the bird-tourism market.
- Mexico Audubon is working with Pronatura Noroeste and local ranchers in the Chihuahuan Desert grasslands to promote sustainable ranching on 50,000 acres of grassland bird habitat.
- Panama We are working with Panama Audubon Society to save 500,000 acres of the Panama Bay wetlands from development.
- Paraguay Audubon is partnering with Guyrá Paraguay to develop the bird-tourism market.

Conservation and Engagement Goals

- Protect, restore, and reduce threats to birds at 100 Important Bird Areas covering 10 million acres in Latin America, the Caribbean, and Canada.
- Increase the conservation capacity of 12 partners in 10 countries to guarantee sustained conservation efforts over the long term.
- Build a bigger constituency for conservation in Latin America and the Caribbean by helping partners engage 100,000 people in direct conservation actions.
- Directly engage 10 state programs, 100 chapters, and individual Audubon experts in providing technical support to flyway-level projects.

Network

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. It is also true that the Audubon network faces challenges—some significant—in capacity, diversity, and coordination. This plan—developed in collaboration with leaders from across the network—commits to making Audubon and its partners the most effective conservation network in America.

The Bottom Line

We'll put an additional \$10 million a year to work across our Network, Science, and Policy divisions.

Mark Rachal, the manager of Audubon Florida's Coastal Island Sanctuaries, on Fantasy Island in Hillsborough Bay, near Tampa.



Theory of Change

In order to live up to our potential and achieve our conservation ambitions, we must invest in the capacity, diversity, connectedness, and vision of our network.

Key Principles and Initiatives

- We have created a new senior leadership position reporting to the CEO—the Chief Network Officer—to lead growth and change across the Audubon network. We will continue to expand the team that supports and coordinates with the network in pursuit of our mission and strategic priorities.
- We will collaboratively develop tools, programs, and capacities that contribute to accomplishing our strategic priorities and that help local work flourish. We'll respect and celebrate diverse local approaches to our work.
- We will support one another through skill building, peer-to-peer mentorship, and frequent collaboration. We'll identify pockets of expertise in the Audubon network and make sure those skills and that knowledge are shared widely. We'll also identify missing skills and capacities and fill those together.
- We will collaboratively identify clear strategic opportunities and responsibilities for leaders and partners in the Audubon network.
- We will expand the diversity of people and partners in the Audubon network so that we fully reflect America and can accomplish our strategic objectives. (See Audubon's Statement on Diversity and Inclusion on the following pages.)
- We will mobilize more people than ever before through focused advocacy efforts at the local, state, and federal level.
- We will establish clear goals and outcome metrics that will guide our work together.

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Excellence Demands Diversity and Inclusion

Diversity and inclusion is a core value and strategic imperative for Audubon. We recognize that achieving our conservation goals requires authentic representation of all the communities we work in to build brighter futures for birds. To get there, we will be intentional about becoming more diverse, with an approach that will yield measurable results. We do all of this to make our work more effective, to be an employer of choice, and because these practices reflect our values.

Audubon's Statement on Diversity and Inclusion

Just as biodiversity strengthens natural systems, the diversity of human experience strengthens our conservation efforts for the benefit of nature and all human beings. Audubon must represent and reflect that human diversity, embracing it in all the communities where we work, in order to achieve our conservation goals. To that end, we are committed to increasing the diversity of our staff, board, volunteers, members, and supporters, and to fostering an inclusive network of Audubon nature centers and chapters in all kinds of communities, from rural to urban.

Diversity and inclusion is not only a best practice for business, it's a strategic imperative. Our business and conservation strategies are enriched and made stronger by the contribution of the experiences, perspectives, and values of diverse individuals and communities. Protecting and conserving nature and the environment transcends political, cultural, and social boundaries, and so must Audubon in order to expand our network's reach and engage more people in protecting birds and habitat throughout the hemisphere.

We are dedicated to providing a work environment that prioritizes fairness and respect. At Audubon, all employees are treated equally and are encouraged to achieve their fullest potential. We respect the individuality of each member of our community, and we are committed to a workplace free of any kind of discrimination based on race, color, religion, sex, age, sexual orientation, gender identity and expression, disability, national or ethnic origin, politics, or veteran status.

With a plurality of voices, Audubon will inspire more people and conserve more habitats. Respect, inclusion, and opportunity for people of all backgrounds, lifestyles, and perspectives will attract the best ideas and harness the greatest passion to shape a healthier, more vibrant future for all of us who share our planet. The birds we are pledged to protect differ in color, size, behavior, geographical preference, and countless other ways. By honoring and celebrating the equally remarkable diversity of the human species, Audubon will bring new creativity, effectiveness, and leadership to our work throughout the hemisphere.



Theory of Change

We believe that, in matters related to diversity, all that matters is what we do. Our diversity and inclusion effort will increase staff diversity, broaden our network and membership, and engage community partnerships.

Key Principles and Initiatives

We have made or will make the following investments in leadership and accountability, the collection of baseline data, and the leveraging of resources:

- Hired first Vice President for Diversity and Inclusion.
- Required hiring managers to recruit diverse candidate slates for all professional positions.
- Achieved a 5 percent improvement of staff demographics and have committed to an additional
 10 percent over the next five years.
- Reached 36 percent participation rate for young people of color at Audubon nature centers (16 percent Black or African-American, 15 percent Hispanic or Latino origin, 3 percent Asian, 1 percent American Indian, and 1 percent other).
- Increased proportion of interns of color participating in the Wings internship to 40 percent; will grow that to 50 percent.

Additionally, we will leverage our assets to create connections between Audubon and the diverse audience we strive to serve, including:

- The 10 strategically located Audubon urban nature centers poised to increase the diversity of people participating in conservation activities in their communities, including the new Discovery Center to open in Philadelphia in 2017.
- The new Walker Communication Fellowships for students to create stories that will resonate with young, diverse urban audiences.
- A biannual Diversity and Inclusion Summit on Hog Island to scale the number of diversity and inclusion leaders among the network staff.



Audubon will use the best available science to set goals and strategies that have the greatest opportunity to benefit birds and their habitats. Audubon will establish a set of common metrics to track its progress across initiatives and flyways. Metrics will include the biological response of species; acres of habitat restored, protected, or better managed; and people engaged in conservation and policy outcomes.

Key Principles and Initiatives

Audubon will:

- Together with our partners, leverage our command of citizen science and volunteer-based bird monitoring and data collection through the Christmas Bird Count, the Great Backyard Bird Count, and other projects. This way we will gain a unique and powerful view on bird trends across the hemisphere, and help to identify and refine our understanding of new and emerging threats to birds, such as climate change.
- Employ cutting-edge analyses to better understand and predict how birds will respond to future climate change. We will also engage the public in crowd-sourced efforts to test predicted shifts in bird ranges while building local engagement and interest in climate efforts.
- Invest in expanding our partnerships with top bird science organizations and experts. Strategic partnerships allow us to focus our time on opportunities that have the highest impact, while also extending our scientific expertise and influence in specialized topics and state-of-the-art methodologies.
- Build on our communications assets and our strategic relationships with leading bird science organizations and individuals to become the clearinghouse for all research on bird science.

Durable Public Will

We must rally enduring support for conservation at a level great enough to ensure that public policy and private enterprise do right by birds as often as possible. We will exercise our ability to make sure that bird issues are always at or near top of mind, because intermittent engagement isn't nearly as effective as building ongoing relationships. And while we have broadened our outreach and engagement through a variety of communications channels, we have recruited and engaged only a fraction of the millions of Americans who care about birds and the environment. This plan defines explicit engagement objectives to grow and shape a powerful and diverse new constituency to achieve our conservation goals.

The Bottom Line

We'll put an additional \$10 million a year to work across our Network, Science, and Policy divisions.



Theory of Change

Audubon now has the marketing expertise and audience-targeting capacity to build, engage, and activate an ever-more-effective network of passionate supporters and volunteers. We strive to broaden and diversify support for conservation, strengthen people's commitments to action, and pursue an ambitious public policy agenda to cement the impact of these efforts.

Key Principles and Initiatives

Successful programs will build on Audubon's strengths, give supporters opportunities that are meaningful to them, connect communities of supporters, and drive actions that address specific conservation needs. Audubon will:

- More than double, to 2 million, the number of Audubon members.
- Grow to 1 million advocates who take action on their own and raise their voices in support of birds and their habitats.
- Grow to 125,000 online "super advocates" who regularly speak up for birds and their habitats through email and on the phone.
- Grow to 6,250 "super activists" who regularly meet in person with government officials, corporate leaders, and other audiences to advocate for birds.
- Leverage Audubon's unparalleled network of nature centers to reach our ambitious engagement outcomes, extend Audubon's brand, expand Audubon's influence, and cultivate the next generation of conservationists.



Technology and Communications

Cave drawings show us that human beings have been in awe of birds since the beginnings of civilization. Whether it's their ability to fly, their heroic migrations, their devotion to their young—something has always sparked a connection. But birds can't vote and they can't point to their most vulnerable breeding sites and they can't tell their own stories. We do these things for them. From sharing cutting-edge digital mapping technology to creating a best-in-class website or a journalistically excellent magazine, Audubon is the most trusted source of information on bird conservation. We are committed to the future of birds, and that compels us to deploy technology, to innovate, and to share the love with more than a million social-media users as of 2016. That commitment leads us to invest in our network—including staff, training, and the tools that will make a difference.

How to Get There

Audubon will:

- •Put our credibility first in all of our communications.
- •Deepen its partnership with Esri and build other relationships with technology partners who will help our network do more effective monitoring, visualization, and planning.
- •Invest in ways that connect people with Audubon through compelling content, shared experiences, and rewarding relationships. Whether those are new apps or a constantly improving Web presence, we will tell the stories of birds and the people who care about them to inspire, recognize, and honor those efforts.
- •Invest in technology platforms that will help us communicate and measure our conservation results accurately and broadly to ensure our work has impact and that we are accountable to ourselves, our partners, and our funders.
- •Invest in technology that will enable us to communicate effectively with our network, and share ideas and best practices.

The Bottom Line

We'll put an additional \$9-11 million a year to work on technology and communications.



Organizational Effectiveness

The challenges birds face transcend state and national boundaries, leading us to pursue conservation at the scale of birds' full hemispheric migratory flyways. To do this, we must invest in key areas to increase our capacity, including staff and training. We'll attach a handful of talented and ambitious scientists, policy experts, and fundraisers to our conservation priorities and in our organizational flyways to drive the execution of our plans. And we'll train a new generation of leaders to knit together the work done in states, nature centers, and chapters across the hemisphere. With a fully integrated distributed network, we will make the One Audubon vision a reality.

How to Get There

Audubon will:

- Build out the needed leadership in our flyways and our priority initiatives to ensure the success of the large-scale conservation strategies that we have put at the heart of our plan.
- Optimize the expertise and assets of state offices, chapters, flyway leadership, and national departments to implement conservation strategies that cross geographic and political boundaries.
- Build our network capabilities to attract the scale of resources we know will be necessary to achieve our objectives.

- Foster continued growth of creative and entrepreneurial work locally in the context of hemispheric conservation objectives.
- Put in place the staffing and structure we need to raise significant public, government funds that will create additional leverage and incentives for private philanthropy.
- Deploy new donor-centric models for fundraising across Audubon that maximize our potential, balancing local, regional, state, and national opportunities.

The Bottom Line

We'll put an additional \$5-8 million a year to work on organizational effectiveness.

Our Conservation Partners

No single organization can meet all of the challenges facing birds. That's why Audubon collaborates create a better environmental future for birds and people.

American Bird Conservancy Aves & Conservación Bird Studies Canada

Guyrá Paraguay SAVE Brasil Sociedad Ornitológica Patrimonio Natural (CECPAN) Chicago Wilderness Clean Water/Jobs Coalition

Fauna and Flora International Healing Our Waters The Humane Society of the United States National Wildlife Federation

Pew Charitable Trust Point Blue Conservation Science Rainey Conservation Alliance Smithsonian Migratory Bird Center Southern Environmental Law Center Stanford Graduate School of Trust for Public Land The Wilderness Society

Partnership for Gulf Coast Land



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NATIONAL AND PROGRAM OFFICES

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1200 18th Street, Suite 500 Washington, DC 20036 (202) 861-2242

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(844) 428-3826

Audubon Adventures Program

audubon_adventures@audubon.org (800) 340-6546

Audubon Magazine

audubonmagazine@audubon.org

Chapter Services

chapter_services@audubon.org (800) 542-2748

Christmas Bird Count

2300 Computer Avenue, Suite I-49 Willow Grove, PA 19090 cbcadmin@audubon.org

Development Bequests and Charitable Trusts

(212) 979-3033

Great Backyard Bird Count

1200 18th Street, Suite 500 Washington, DC 20036 citizenscience@audubon.org

Important Bird Areas

2300 Computer Avenue, Suite I-49 Willow Grove, PA 19090 iba@audubon.org

International Alliances Program

1200 18th Street, Suite 500 Washington, DC 20036 international@audubon.org

Public Policy

1200 18th Street, Suite 500 Washington, DC 20036 audubonaction@audubon.org

Seabird Restoration Program

(Sept.-mid-May) 159 Sapsucker Woods Road Ithaca, NY 14850 (607) 257-7308 (mid-May-Aug.) 10 Audubon Road Bremen, ME 04551 (207) 529-5828

Science

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

AUDUBON FLYWAYS

Atlantic Flyway

Audubon Flyway Office

1200 18th Street, Suite 500 Washington, DC 20036 (202) 861-2242

Central Flyway

Audubon Flyway Office

2201 Main Street, Suite 600 Dallas, TX 75201 (214) 370-9735

Mississippi Flyway

Audubon Flyway Office

5615 Corporate Boulevard Suite 600B Baton Rouge, LA 70808 (225) 768-0820

Pacific Flyway

Audubon Flyway Office

111 SW Columbia Street, Suite 200 Portland, OR 97201 (503) 681-2211

STATE OFFICES, CENTERS, AND SANCTUARIES

Alaska

State Office

Audubon Alaska 431 W. 7th Avenue

Suite 101 Anchorage, AK 99501 (907) 276-7034

Arizona

State Office

Audubon Arizona

3131 South Central Avenue Phoenix, AZ 85040 (602) 468-6470

Centers and Sanctuaries

Appleton-Whittell Research Ranch

366 Research Ranch Road Elgin, AZ 85611 (520) 455-5522

Nina Mason Pulliam Rio Salado Audubon Center

3131 South Central Avenue Phoenix, AZ 85040 (602) 468-6470

Arkansas

State Office

Audubon Arkansas

4500 Springer Boulevard Little Rock, AR 72206 (501) 244-2229

Centers and Sanctuaries

Little Rock Audubon Center 4500 Springer Boulevard

Little Rock, AR 72206 (501) 244-2229

California

State Office

Audubon California

220 Montgomery Street Suite 1000 San Francisco, CA 94104 (415) 644-4600

Centers and Sanctuaries

Audubon Bobcat Ranch 25929 County Road 34

Winters, CA 95694 (530) 795-4116

Audubon Center at Debs Park

4700 North Griffin Avenue Los Angeles, CA 90031 (323) 221-2255

Glide Ranch

36355 Russell Boulevard Davis, CA 95616 (530) 768-8518, ext. 134

Kern River Preserve

P.O. Box 1662 Weldon, CA 93283 (760) 378-2531

Richardson Bay Audubon Center and Sanctuary

376 Greenwood Beach Road Tiburon, CA 94920 (415) 388-2524

Starr Ranch Sanctuary

100 Bell Canyon Road Trabuco Canyon, CA 92679 (949) 858-0309

Colorado

Regional Office

Audubon Rockies Region

116 North College Avenue, Suite 1 Fort Collins, CO 80524 (970) 416-6931

Connecticut

State Office

(203) 869-5272

of the River

185 East Flat Hill Road Southbury, CT 06488

Audubon Center in Greenwich

613 Riversville Road Greenwich, CT 06831 (203) 869-5272

Edith Leopold Sanctuary

182 Ringerman Hill Road East Hartland, CT 06027

Emily Winthrop Miles Wildlife Sanctuary

99 West Cornwall Road Sharon, CT 06069 (860) 364-0520

Fairchild Wildflower Garden **Caldwell Sanctuary**

Oneida Marsh

Hemlock Gorge

Wood Duck Swamp c/o Audubon Center in Greenwich

613 Riversville Road Greenwich, CT 06831 (203) 869-5272

Guilford Salt Meadows Sanctuary

330 Mulberry Point Road Guilford, CT 06437 (203) 264-5098

Sharon Audubon Center

325 Cornwall Bridge Road Sharon, CT 06069 (860) 364-0520

Florida

Audubon Florida

Suite 205 (305) 371-6399

Conservation Office

308 North Monroe Tallahassee, FL 32301 (850) 222-2473

Centers and Sanctuaries

Audubon Center for Birds of Prev

1101 Audubon Way Maitland, FL 32751 (407) 644-0190

Blair Audubon Center at Corkscrew Swamp Sanctuary

375 Sanctuary Road West Naples, FL 34120

Florida Coastal Islands Sanctuaries

410 Ware Boulevard Suite 702 Tampa, FL 33619 (813) 623-6826

Lake Okeechobee Sanctuaries/ **Kissimmee Prairie Sanctuary**

100 Riverwoods Center Lorida, FL 33857 (941) 467-8497

Tavernier Science Center

115 Indian Mound Trail Tavernier. FL 33070 (305) 852-5318

Illinois

Regional Office

Audubon Great Lakes

17 North State Street, Suite 1650 Chicago, IL 60602 (312) 453-0230

Louisiana

5615 Corporate Blvd., Suite 600B Baton Rouge, LA 70808

Centers and Sanctuaries

Paul J. Rainey Wildlife Sanctuary P.O. Box 187

Perry, LA 70575 (337) 652-5496

Maine

Centers and Sanctuaries

Borestone Mountain Sanctuary East Point Sanctuary Hamilton Sanctuary Josephine Newman Sanctuary Mast Landing Sanctuary

Todd Audubon Sanctuary c/o Maine Audubon 20 Gilsland Farm Road

Falmouth, ME 04105 (207) 781-2330

Fields Pond Audubon Center

216 Fields Pond Road Holden, ME 04429 (207) 989-2591

Gilsland Farm Audubon Center

20 Gilsland Farm Road Falmouth, ME 04105 (207) 781-2330

Hog Island Audubon Center

12 Audubon Road Bremen, ME 04551 (843) 340-8673

Project Puffin Visitor Center

311 Main Street Rockland, ME 04841 (May-Oct.) (207) 596-5566

Scarborough Marsh Audubon Center

92 Pine Point Road Scarborough, ME 04074 (May-Sept.) (207) 883-5100 (Oct.-April) (207) 781-2330

Maryland-DC

State Office

Audubon Maryland-DC

2901 East Baltimore Street, Box 2 Baltimore, MD 21224 (410) 558-2473

Centers and Sanctuaries

Patterson Park Audubon Center

2901 East Baltimore Street, Box 2 Baltimore, MD 21224 (410) 558-2473

11450 Audubon Lane Easton, MD 21601 (410) 822-4903

Minnesota

State Office

Audubon Minnesota

1 Water Street West, Suite 200 St. Paul. MN 55107 (651) 739-9332

Mississippi

285 Plains Road Holly Springs, MS 38635 (662) 252-1155

Centers and Sanctuaries

Audubon Coastal Bird Survey

4200 Audubon Way Moss Point, MS 39563 (228) 475-0825

Strawberry Plains Audubon Center

285 Plains Road Holly Springs, MS 38635 (662) 252-1155

Pascagoula River Audubon Center

(228) 475-0825

Missouri

State Office

West Alton, MO 63386 (636) 899-0090

Centers and Sanctuaries

301 Riverlands Way West Alton, MO 63386 (636) 899-0090

and Audubon Center

201 W. Riviera Drive, Suite A Joplin, MO 64804 (417) 782-6287

Nebraska

State Office

Audubon Nebraska

P.O. Box 117 11700 SW 100th Street Denton, NE 68339 (402) 797-2301

Centers and Sanctuaries

lain Nicolson Audubon Center at Lillian Annette Rowe Bird Sanctuary

44450 Elm Island Road Gibbon, NE 68840 (308) 468-5282

Spring Creek Prairie Audubon Center

P.O. Box 117 11700 SW 100th Street Denton, NE 68339 (402) 797-2301

New Mexico

State Office

Audubon New Mexico

P.O. Box 9314 Santa Fe, NM 87504 (505) 983-4609

Centers and Sanctuaries

Randall Davey Audubon Center and Sanctuary

1800 Upper Canyon Road Santa Fe, NM 87501 (505) 983-4609

New York

State Office

Audubon New York 2 Third Street, Suite 480 Troy, NY 12180 (518) 869-9731

Centers and Sanctuaries

Beaver Meadow Audubon Center

1610 Welch Road North Java, NY 14113 (585) 457-3228

Buttercup Farm Audubon Sanctuary

Ramshorn-Livingston Audubon Center and Sanctuary Rheinstrom Hill Audubon Center and Sanctuary

Constitution Marsh Audubon Center and Sanctuary

Cold Spring, NY 10516 (845) 265-2601

1600 Riverside Road Jamestown, NY 14701

Kaler's Pond Audubon Center

P.O. Box 865 Center Moriches, NY 11934 (631) 878-5576

(315) 365-3580

95 Prospect Park West Brooklyn, NY 11215 (718) 287-3400

Theodore Roosevelt Sanctuary and Audubon Center

134 Cove Road Oyster Bay, NY 11771 (516) 922-3200

North Carolina

Audubon North Carolina

400 Silver Cedar Court, Suite 240 Chapel Hill, NC 27514

Donal C. O'Brien Jr. Audubon **Sanctuary and Center at Pine** Island

(919) 929-3899

State Office

Audubon Dakota

(701) 298-3373

Centers and Sanctuaries

Edward M. Brigham III Sanctuary

2646 90 R. Avenue SE Spiritwood, ND 58481 (701) 298-3373

Frederick L. Wicks Prairie Wildlife Sanctuary

118 Broadway North, Suite 512 Fargo, ND 58102 (701) 298-3373

Centers and Sanctuaries

Aullwood Audubon Center and Farm

1000 Aullwood Road Dayton, OH 45414 (937) 890-7360

Grange Insurance Audubon Center

505 West Whittier Street Columbus, OH 43215 (614) 545-5475

Pennsylvania

State Office

Audubon Pennsylvania 1201 Pawlings Road Audubon, PA 19403 (610) 666-5593

Centers and Sanctuaries

John James Audubon Center at Mill Grove

1201 Pawlings Road Audubon, PA 19403 (610) 666-5593

South Carolina

(843) 462-2150

State Office

Audubon South Carolina 336 Sanctuary Road Harleyville, SC 29448

Centers and Sanctuaries

at Francis Beidler Forest

Silver Bluff Audubon Center

336 Sanctuary Road

Harleyville, SC 29448

(843) 462-2150

and Sanctuary 4542 Silver Bluff Road

Audubon Center and Sanctuary

118 Broadway North, Suite 512 Fargo, ND 58102

State Office

Texas

Audubon Texas

2201 Main Street, Suite 600 Dallas, TX 75201 (214) 370-9735

Centers and Sanctuaries

Coastal Sanctuaries

c/o Audubon Texas 2201 Main Street, Suite 600 Dallas, TX 75201 (214) 370-9735

Dogwood Canyon Audubon Center

Cedar Hill, TX 75104 (469) 526-1980

Mitchell Lake Audubon Center

San Antonio, TX 78221 (210) 628-1639

Sabal Palm Audubon Sanctuary

8435 Sabal Palm Road Brownsville, TX 78523 (956) 541-8034

6500 Great Trinity Forest Way Dallas, TX 75217 (214) 398-8722

Shore Preserve

Vermont

Audubon Vermont

255 Sherman Hollow Road Huntington, VT 05462 (802) 434-3068

Popasquash Island, Rock Island c/o Audubon Vermont 255 Sherman Hollow Road

Huntington, VT 05462 (802) 434-3068

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Audubon Connecticut

613 Riversville Road Greenwich, CT 06831

Centers and Sanctuaries **Audubon Center at Bent**

(203) 264-5098

(860) 364-0520

Gimbel Sanctuary

The Meadowlands

State Office

4500 Biscayne Boulevard

Miami, FL 33137

(239) 348-9151

State Office **Audubon Louisiana**

(225) 768-0820

Pickering Creek Audubon Center

State Office

Audubon Mississippi

5107 Arthur Street Moss Point, MS 39563

Audubon Missouri 301 Riverlands Way

Audubon Center at Riverlands

Wildcat Glades Conservation

P.O. Box 1 Craryville, NY 12521 (518) 325-5203

P.O. Box 174

Jamestown Audubon Center and Sanctuary

(716) 569-2345

Montezuma Audubon Center

P.O Box 187 2295 State Route 89 North Savannah, NY 13146

Prospect Park Audubon Center

State Office

(919) 929-3899 Centers and Sanctuaries

c/o Audubon North Carolina 400 Silver Cedar Court, Suite 240 Chapel Hill, NC 27514

North Dakota

Jackson, SC 29831 (803) 471-0291

1206 West FM 1382

10750 Pleasanton Road

PO Box 5169

Trinity River Audubon Center

Centers and Sanctuaries Edward L. & Charles F. Gillmor **Audubon Sanctuary and South**

West Valley City, UT 84120

State Office

3868 Marsha Drive

(801) 966-0464

Centers and Sanctuaries Grammas Island. Hen Island.

Green Mountain Audubon Center

255 Sherman Hollow Road Huntington, VT 05462 (802) 434-3068

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State Office

Audubon Washington

5902 Lake Washington Boulevard S. Seattle, WA 98118 (206) 652-2444

Centers and Sanctuaries

Dungeness River Audubon Center

Railroad Bridge Park 2151 West Hendrickson Road Sequim. WA 98382 (360) 681-4076

Seward Park Environmental and Audubon Center

5902 Lake Washington Boulevard S. Seattle, WA 98118 (206) 652-2444

Wisconsin

Centers and Sanctuaries

Schlitz Audubon Nature Center

1111 East Brown Deer Road Milwaukee, WI 53217 (414) 352-2880

AUDUBON CHAPTERS

Alabama

Birmingham Audubon Society Cullman Audubon Society Mobile Bay Audubon Society **Shoals Audubon Society** Tennessee Valley Audubon Society

Anchorage Audubon Society Arctic Audubon Society Juneau Audubon Society Kodiak Audubon Society Prince William Sound Audubon Society

Arizona

Desert Rivers Audubon Society **Huachuca Audubon Society** Maricopa Audubon Society Northern Arizona Audubon Society **Prescott Audubon Society** Sonoran Audubon Society Tucson Audubon Society White Mountain Audubon Society Yuma Audubon Society

Arkansas

Arkansas River Valley Audubon Audubon Society of Central

Arkansas Audubon Society of North Central

Arkansas Garland County Audubon Society Hot Springs Village Audubon Society

Little Red River Audubon Society Northwest Arkansas Audubon Society

Three Rivers Audubon Society

Madrone Audubon Society

Monterey Audubon Society

Morro Coast Audubon Society

Mount Diablo Audubon Society

Napa-Solano Audubon Society

Palos Verdes/South Bay Audubon

Ohlone Audubon Society

Palomar Audubon Society

Pasadena Audubon Society

Peregrine Audubon Society

Pomona Valley Audubon Society

Redwood Region Audubon Society

Sacramento Audubon Society

San Diego Audubon Society

San Fernando Valley Audubon

San Joaquin Audubon Society

Santa Barbara Audubon Society

Santa Clara Valley Audubon Society

San Bernardino Valley Audubon

Plumas Audubon Society

Redbud Audubon Society

Mount Shasta Area Audubon

Society

Society

Mendocino Coast Audubon Society

Marin Audubon Society

California

Aiken Audubon Society Arkansas Valley Audubon Society Altacal Audubon Society Audubon Society of Greater Denver Buena Vista Audubon Society Black Canyon Audubon Society Central Sierra Audubon Society **Boulder County Audubon Society** Conejo Valley Audubon Society **Evergreen Audubon Society** Eagle Lake Audubon Society Fort Collins Audubon Society Grand Valley Audubon Society Eastern Sierra Audubon Society El Dorado Audubon Society Platte and Prairie Audubon Society Fresno Audubon Society Roaring Fork Audubon Society Weminuche Audubon Society Golden Gate Audubon Society Kern Audubon Society Kerncrest Audubon Society Connecticut La Purisima Audubon Society Audubon Greenwich Laguna Hills Audubon Society Los Angeles Audubon Society

Litchfield Hills Audubon Society Mattabeseck Audubon Society Menunkatuck Audubon Society Naugatuck Valley Audubon Society Potapaug Audubon Society Quinnipiac Valley Audubon Society

Santa Monica Bay Audubon

Sequoia Audubon Society

Stanislaus Audubon Society

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