

2019-2022

AUDUBON CANYON RANCH

Strategic Plan

Adopted 1.26.2019



AUDUBON CANYON RANCH



Bouverie Preserve
Cypress Grove Research Center
Martin Griffin Preserve
Modini Preserve

Photo: Carlos Porrata

Our Mission

Connecting nature, people and science in a rapidly changing world

Our Vision

Inspired and informed communities use scientific knowledge to build a resilient, sustainable society that respects the intrinsic value of our natural world.



ACR's Great Egret telemetry project begins at the edge of the marsh at Toms Point, Tomales Bay. Fake, decoy egrets and live fish are used to lure wild egrets to traps. Photo: Scott Jennings

Planning for resiliency

A letter from Executive Director John Petersen and Board President Phillip Carlsen

Dear ACR Community,

In January 2019, the ACR Board of Directors met a critical milestone by adopting this four-year strategic plan to guide us as we build on our robust history of regional conservation and confront today's evolving environmental challenges.

In recent years, ACR added exciting new programs to our acclaimed education, conservation science, and stewardship initiatives, prompting the creation of a cohesive vision for the future that re-articulates our mission and values and directs the path forward.

The strategic plan focuses on four key goals to help guide our organization into the future and improve effectiveness in fulfilling our mission. It directs us to use our preserves as healthy living laboratories, maximize new opportunities that produce local results with global implications, increase our influence as regional conservation leaders, and rebuild the Bouverie Preserve facilities that were lost in the Nuns Fire.

Our volunteers, donors, and friends are key to every step we take. This strategic plan culminated a six-month effort that included interviews with internal and external stakeholders; surveys of over 200 volunteers, donors and staff; countless hours of focused working groups; and many spirited discussions.

By being aligned in values, vision and goals, and working together, we can be even more effective in creating real change and "conservation in action."

Sincerely,



John Petersen
Executive Director



Phillip Carlsen
President, Board of Directors

THE PLAN

Vision & Values	Page 4
Strategic Directions	Page 6
Strategic Goals	Page 9
Our Staff and Board	back cover

Our Vision for Audubon Canyon Ranch in 2022

VALUES

- The survival and health of our planet depends on responsible conservation practices that are grounded in science, protect valuable resources, restore natural processes, and sustain human communities.
- Protected lands are important scientific resources for understanding the natural processes that direct responsible conservation and land stewardship practices.
- Generations of knowledgeable people are needed to tackle the complex environmental issues facing our society in ways that acknowledge the intrinsic value of natural environments and provide new and innovative solutions to global conservation challenges.

VISION FOR ACR IN 2022

Audubon Canyon Ranch is a recognized, influential leader in conservation that inspires connection with and stewardship of the natural world. ACR responds to external challenges and opportunities with flexibility and innovation. Building on our legacy, our programs are proactive, relevant, and united by our mission. Our board, staff, and volunteers are aligned on who we are and where we are going.

VALUE PROPOSITIONS

For the community, ACR:

- Inspires and teaches the next generation of conservationists.
- Builds a resilient, sustainable society that respects our natural world.
- Preserves and stewards valuable lands.
- Conducts science to help better understand our diverse North Bay ecology.
- Leads the way in connecting community to conservation projects.

For program participants and volunteers, ACR provides:

- Discovery and wonder
- Sharing and inspiration
- Connection to place and history
- Intellectual challenge
- Social connection
- Personal harmony



Photo: Nils Warnock

In the field and on the trail, ACR's programs are designed and managed by nearly 40 staff members and delivered by more than 400 active volunteers.



Photo: David Lumpkin

Photo: Jocelyn Knight

DIRECTION

ACR Strategic Directions

ACR is a leading North Bay resource for conservation science that addresses community needs, both local and regional, in a way that is innovative and informative. ACR will conduct conservation science and provide education to solve regional environmental issues and contribute to conservation efforts worldwide. Caring for its preserves as healthy living laboratories, ACR will inform and inspire broad audiences to foster respect and stewardship of the natural world.

Practice land stewardship and program innovation

Develop our capacity to adapt to a changing physical and business environment, including building leadership in managing change

Build external awareness and internal understanding of ACR

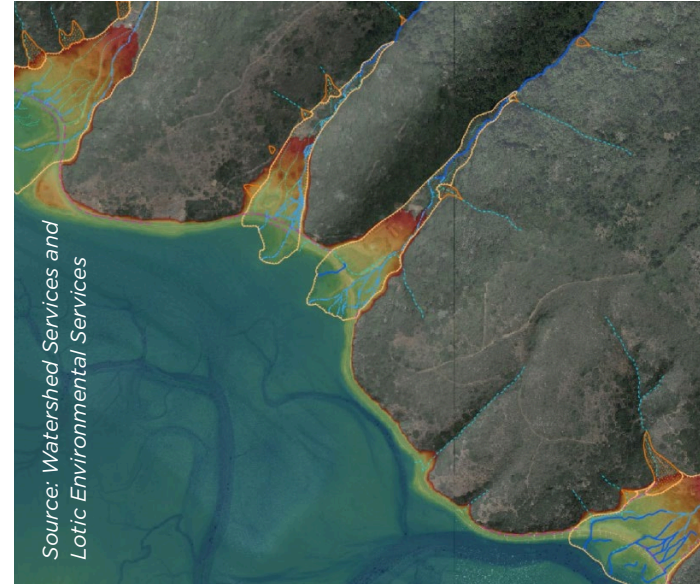
Rebuild the Bouverie Preserve facilities



Photo: Jeff Newman



Fire stimulates fire followers, rare flora like this bear grass that bloom for a few years and then disappear. Photo: Jennifer Potts



Source: Watershed Services and
Lotic Environmental Services



Photo: Nils Warröck

Libellula saturata (flame skimmer),
Martin Griffin Preserve, Stinson Beach.
Photo: Jocelyn Knight



STRATEGIC DIRECTION:

*Practice land stewardship
and program innovation*

GOALS

Strategic Goal #1

ACR preserves serve as healthy living laboratories and are models for effective science-based stewardship and restoration.

Among ACR's greatest assets are its geographically and ecologically diverse preserves. Over the next four years, we will proactively care for our preserves and steward them as living laboratories for our science conservation programs. We will complete a strategic assessment of all programs and integrate program (impact) evaluation.

- 🍃 Proactive care of ACR preserves—land management and stewardship.
- 🍃 Create resource atlas for ACR preserves.
- 🍃 Address climate change impacts on the natural and human resources of ACR preserves and programs. These include loss of habitat values and sustainability of plant and animal populations living on all ACR preserves: sea level rise (buildings at Cypress Grove and Martin Griffin Preserve in danger), fire (frequency and intensity projected to increase), and water (projected to become scarcer).
- 🍃 Initiate collaborative leadership opportunities with regional conservation partners.
- 🍃 Evaluate establishing a Bolinas Lagoon collaborative hub at Martin Griffin Preserve, partnering with other conservation non-profits.
- 🍃 Evaluate establishing Bourne House stewardship visitor center focused on climate change.
- 🍃 Evaluate launching a Bolinas marine biology project at Martin Griffin Preserve, along with other new programs that score high on ACR's decision matrix.
- 🍃 Create an ACR in-residence visiting scientist program to expand scope of research conducted on ACR lands, increase access for the scientific community, and forge new collegial relationships.



Photo: Wendy Coy



Photo: David Lumpkin



GOALS

Strategic Goal #2

ACR programs are proactive and relevant to current environmental and community needs

There are major changes in climate, donor trends, volunteerism trends, politics, and other contextual changes in ACR's external environment. Market changes, competition, and changing business needs are all impacting ACR's programs and operations. ACR will proactively anticipate and manage change while maximizing the new opportunities that change presents to us. ACR will also enhance its internal change management capacity to build alignment among staff, board members, and volunteers.

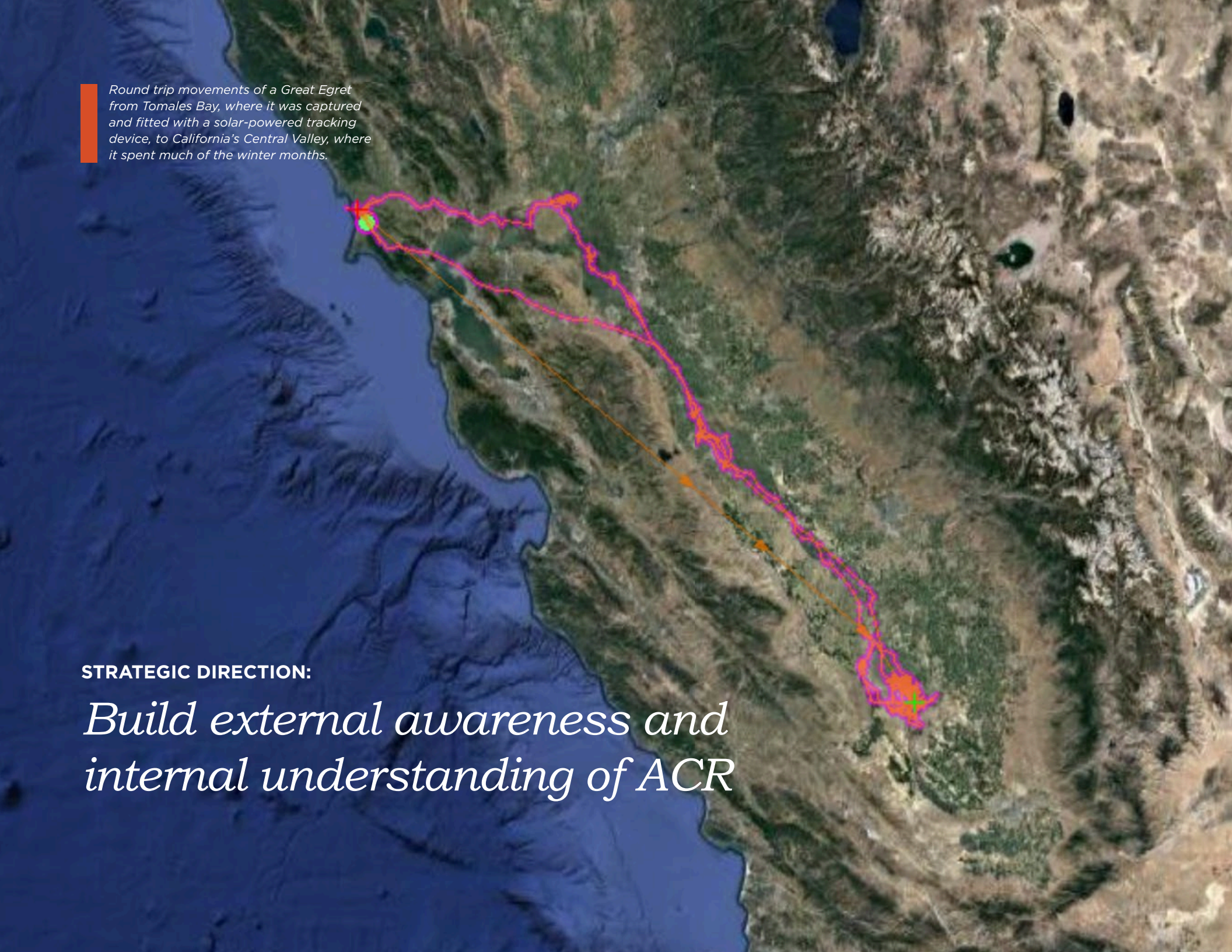
- 🍃 Education staff, with input from docents, will structure and evaluate education programs to maintain their responsiveness to current market conditions, governmental standards, pedagogical practices, and scientific understanding. These programs will serve all ages, have a high impact, and support ACR science and stewardship initiatives. Program opportunities to evaluate will include:
 - Explore ACR overnight education programming, including at the Bouverie and Martin Griffin Preserves. Pilot expanded programming at MGP, depending on results of market evaluation and organizational capacity.
 - Develop new opportunities to educate young people in high school through college who are interested in environmental sciences.
 - Expanded specialty day programming (special education, early arrivals, teach the teacher, etc.).
- 🍃 Effective engagement, communications, and support of volunteers in service of ACR's mission.
- 🍃 Diversify staff, volunteers, board, and program participants.
- 🍃 Implement succession planning for executive director and other key leadership positions.
- 🍃 Develop organizational capacity in leading and managing change.





STRATEGIC DIRECTION:

Develop our capacity to adapt to a changing physical and business environment, including building leadership in managing change

A satellite map of California showing the migration path of a Great Egret. The path is marked with a pink line that starts at Tomales Bay on the coast and moves inland to the Central Valley. An orange line with arrows indicates the direction of travel from the coast towards the interior. The map shows the coastline, the Central Valley, and the surrounding mountain ranges.

Round trip movements of a Great Egret from Tomales Bay, where it was captured and fitted with a solar-powered tracking device, to California's Central Valley, where it spent much of the winter months.

STRATEGIC DIRECTION:

Build external awareness and internal understanding of ACR

GOALS

Strategic Goal #3

Externally, Audubon Canyon Ranch is a recognized, influential regional conservation leader.

ACR will make a deep investment in clarifying its messaging, expanding its audiences, and achieving the public awareness and recognition it deserves.

- Develop ACR brand, new or expanded, to better reflect ACR mission, programming, and values.
- Support existing and establish new collaborations and communications with external partners.
- Broadly increase public awareness of our work and grow the ACR community by better publicizing ACR's programs and accomplishments.
- Expand ACR's regional leadership in science-based land stewardship, conservation education, and other key initiatives.
- Responsibly steward relationships with current volunteers and donors by providing consistent communication, training, and respectful treatment.
- Publish results of ACR-led data collection in peer-reviewed scientific journals and other forms more accessible and digestible to the public, such as white papers, maps, popular articles, etc.
- Share ACR's conservation education models (CSI, docent training, fire ecology, living with lions, etc.) throughout the education community.

Internally, staff, board and volunteers have shared goals, values, expectations, and understanding of ACR.

ACR will also invest in strengthening internal communications to build alignment and cohesion among ACR staff, board members, and volunteers.

- Develop an internal statement or list of shared ACR community values articulating how ACR staff, volunteers, and board members work with each other, with nature, and with the public.
- Foster and develop better communication and enhance internal collaboration across preserves and programs.



Photo: Sarah Minnick





GOALS

Strategic Goal #4

Rebuild the Bouverie Preserve facilities as an innovative model for green building and fire safety that embodies conservation and community values.

ACR's Bouverie Preserve facilities will be rebuilt as an innovative and inspiring model for green building that embodies our values.

- Engage a full-service architectural firm managed by ACR staff (facilities, programs, and science), with board input and approval at key decision points, and incorporating input from volunteer leadership and others, as needed.
- Hire a project manager/planning director.
- Formulate a fundraising plan, including assessing the feasibility of a Bouverie Preserve facilities rebuild capital campaign.
- Communicate with and engage volunteers, donors, and other stakeholders on progress with the Bouverie Preserve facilities rebuild.
- Begin construction process when all planning documents are completed and significant project dollars are secured.
- Establish a plan for ACR's administrative center.



Photo: Sasha Berleman



STRATEGIC DIRECTION:

Rebuild the Bouverie Preserve facilities

Audubon Canyon Ranch Strategic Plan 2019-2022

Adopted 1.26.19

*Plan prepared in consultation with
Lyons-Newman Consulting*

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ACR Board (FY 2020)

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ACR Staff

Executive Management

John Petersen, Executive Director
Julia Clothier, Chief Operating Officer
Gary Schick, Chief Financial Officer
Erika Obedzinski, Board Liaison
Jennifer Spangler, Administrative Assistant

Education, Conservation Science and Stewardship

BOUVERIE PRESERVE

Nancy Trbovich, Preserve Manager
Susie Allen, M.F.K. Fisher Last House
Program Coordinator
Kurt Heffernon, Land Steward
Jared Jacobs, Land Steward
Scott Keith, Land Steward
Jacqueline Levy, Education Program Manager
Jennifer Potts, Resource Ecologist

CYPRESS GROVE RESEARCH CENTER

Nils Warnock, Ph.D., Director of Conservation Science
Barbara Wechsberg, Preserve Manager
Emiko Condeso, Ecologist / GIS Specialist, CGRC
David Greene, Land Steward
Scott Jennings, Avian Ecologist
David Lumpkin, Avian Ecologist

MARTIN GRIFFIN PRESERVE

Gwen Heistand, Preserve Manager and
Resident Biologist
Henry Inman, Resource Ecologist
Natasha Lekach, Education Program Manager
Claire Seda, Weekend Program Coordinator
Steve Trivelpiece, Land Steward

MODINI PRESERVE

Michelle Cooper, Preserve Manager and
Resident Biologist
Julianne Bradbury, Resource Ecologist
Kyle Doron, Land Steward
Tomas Ruiz, Land Steward

FIRE FORWARD

Sasha Berleman, Ph.D., Consulting Director
Jared Childress, Prescribed Fire Specialist
Brian Peterson, Consulting Fire Ecologist

LIVING WITH LIONS

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Principal Investigator
Alex Hettena, Research Associate
Sheila McCarthy, Field Technician
Liz Martins, Education Coordinator

Development and Communications

Naomi Sultana Young, Director of Philanthropy
Susie Allen, Events Manager
Wendy Coy, Communications Manager
Marie Fox, Grants Manager
Jennifer Newman, Associate Director of Philanthropy
Erika Obedzinski, Development & Communications
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**Bouverie Preserve
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Martin Griffin Preserve
Modini Preserve**

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