



VENTANA WILDLIFE SOCIETY

Conserving Native Wildlife and their Habitats

LONG RANGE PLAN
2008 - 2010



Hope for wildlife and people to thrive

August 28, 2007

Purpose and Intent


Ventana Wildlife Society first developed a Strategic Plan through the assistance of The David and Lucile Packard Foundation in 1999, which covered the period of 2000 through 2005. This *Long Range Plan* was developed by staff and received concurrence from the Board of Directors on August 28, 2007. One of the main differences between these two types of plans is that a Strategic Plan considers an unpredictable future whereas a Long Range Plan assumes a most likely future and works backwards.

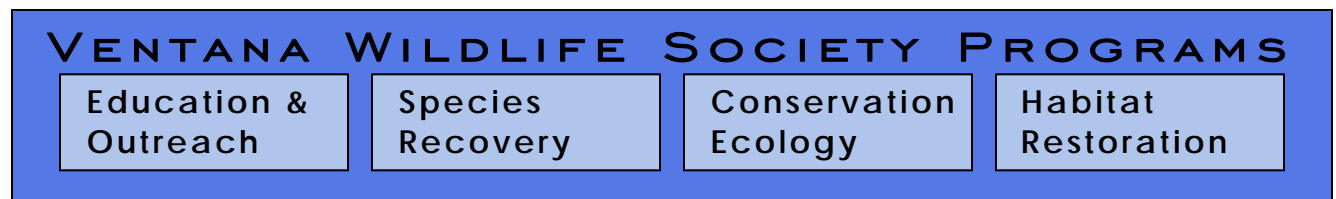
The intent of this Long Range Plan is to map out the direction of the organization based on what we expect over the next three years and to accomplish our goals in the least amount of time possible. The plan will be used to evaluate our accomplishments, which will be periodically reviewed. The Long Range Plan considers the organization's strengths, weaknesses, opportunities and threats as well as describes its assets. Nine (9) overall goals, or "**cross-section goals**", are described and 26 individual goals, or "**long range goals**", are listed in priority within each program area. Taken as a whole, the plan integrates well within the organization's budget and creates a clearly defined road map for the next three years.

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Core Values

-  **WILDLIFE** provide an intrinsic benefit to all people and serve as excellent indicators of the health and well being of our overall environment.
-  Striking balance between people and wildlife, and finding compatible collaboration therein, are integral parts of all healthy **COMMUNITIES**.
-  All **YOUTH** of various backgrounds, financial status, age and gender should have meaningful opportunities for outdoor and wildlife education.
-  **SCIENCE** and commensurate funding opportunities should jointly serve as the foundation and incentive for our programmatic and advocacy decisions, while working to **CONSERVE** native wildlife populations.



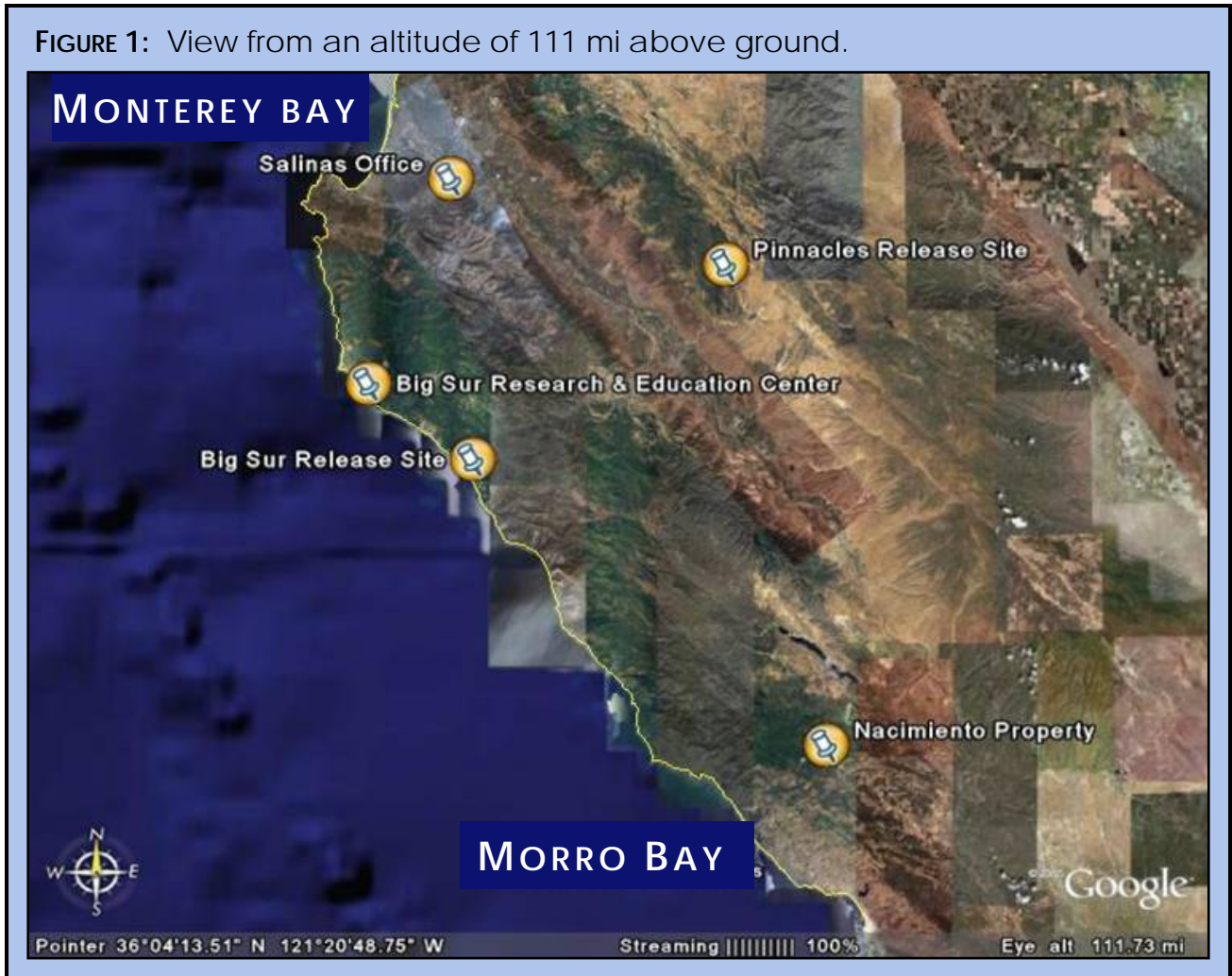
Key Accomplishments and Services

- ✓ Created a remote wildlife sanctuary in Big Sur
- ✓ Completely restored breeding bald eagles to the California Central Coast Region
- ✓ Recognized by Congress, California State Assembly and the County of Monterey
- ✓ Established 2 release sites for California condors in central California & currently manages wild and captive flocks
- ✓ Continuous operation of Big Sur Ornithology Lab which conducts year-round, constant effort mist-netting of landbirds
- ✓ Serve hundreds of youth annually, grades 2-12, through a range of education programs including Summer Youth Camp, After School Program, Condor Wilderness Camp, and other activities
- ✓ Maintain and disseminate vital information on wildlife species in California
- ✓ Contribute scientific contributions through publications, training workshops & conferences
- ✓ Train over 20 interns in the field of natural resources annually
- ✓ Population monitoring, management planning, habitat evaluation, and risk assessment projects for wildlife to prevent intensive recovery projects in the future
- ✓ Acquired 81 acres of land, containing nesting bald eagles, adjacent to Lake Nacimiento

Ventana Wildlife Society Assets and Operations

LOCATION - CENTRAL CALIFORNIA

FIGURE 1: View from an altitude of 111 mi above ground.



THE SALINAS OFFICE



Located at 19045 Portola Drive, Ste F-1 (and F-2) and has been rented since 2000.

Assets include:

Computers and vehicles primarily. A mobile treatment facility for wildlife rehabilitation is temporarily parked at the Society for the Prevention of Cruelty to Animals of Monterey Co, located along Hwy 68.

Ventana Wildlife Society Assets con't

THE BIG SUR RESEARCH AND EDUCATION CENTER



Located at Andrew Molera State Park, was established in 1992. Ventana Wildlife Society provides interpretation to the public, primarily through the operation of the Big Sur Ornithology Lab. We maintain a concession agreement with the California Department of Parks and Recreation. The facility remains in its original configuration and is primarily used for offices and storage with limited ability for education inside the structure. The Big Sur Ornithology Lab, which is adjacent to the Research and Education Center is small (10' x 12'), can only contain approximately 10 people at a time, and is also in need of repairs / renovation. The current agreement expires in 2012 with an optional extension to 2017.

Assets include:

Two offices (structure owned by State), computers, freezers for condor food storage, vehicles, Big Sur Ornithology Lab

THE BIG SUR RELEASE SITE



Located in a remote coastal canyon along the Coast Ridge Road in Big Sur, Ventana Wilderness Area of the Los Padres National Forest. The 240-acre property was purchased by Salvatore Lucido, Gerald Petkus, and Don Petkus in 1977. The Lucido's, Sal and Ada, subsequently acquired the entire property from the Petkus family and then provided a lot line adjustment between the two existing parcels comprising of 80 and 160 acres. Through a donation of an undivided fee interest in 2005, VWS and Lucido co-own the 80-acre portion that is currently being used for the reintroduction of the California

Condor. This is the same site used for the reintroduction of the Bald Eagle and other wildlife projects. VWS has an exclusive option available for purchasing the remaining interest in this 80-acre parcel ending September 30, 2011.

Assets include:

Condor rearing and release facility (1500 sq ft), consolidated rearing pen (4500 sq ft), a monitoring station (500 sq ft), travel trailer, equipment, and vehicles

Ventana Wildlife Society Assets con't

THE NACIMIENTO PROPERTY



Acquired in 2006 from Bill and Sally Irving, funded by a long-time supporter, who wishes to remain anonymous. The property is 81 acres of vacant land bordering Lake Nacimiento, San Luis Obispo County, California where a pair of VWS-released Bald Eagles has nested since 1995.

Assets include:

Fee title of the 81-acre parcel

THE PINNACLES RELEASE SITE



Established in 2003 jointly between the National Park Service and VWS for the release of California Condors. For the first three years, the project was co-managed with equal funding support. Currently, the Pinnacles National Monument (PNM) is funding the project almost entirely and manages the day-to-day operations. PNM and VWS meet monthly to provide oversight for field operations.

Assets include:

The rearing and release facility, (1500 sq ft) is owned by VWS and must be removed at the conclusion of the project.

FIGURE 2: Total Assets as of March 31 for Fiscal Years ending 2005 -2007

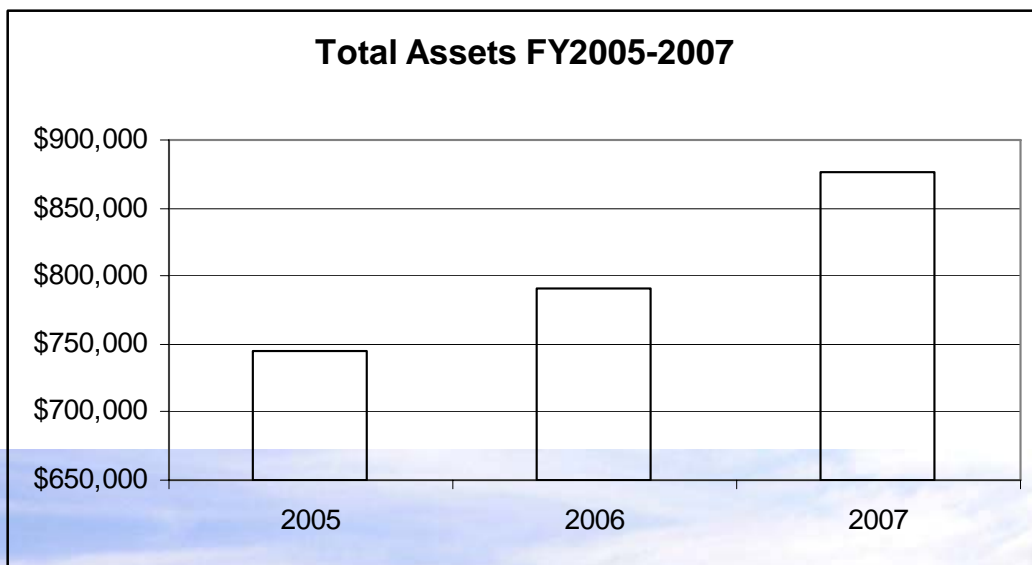
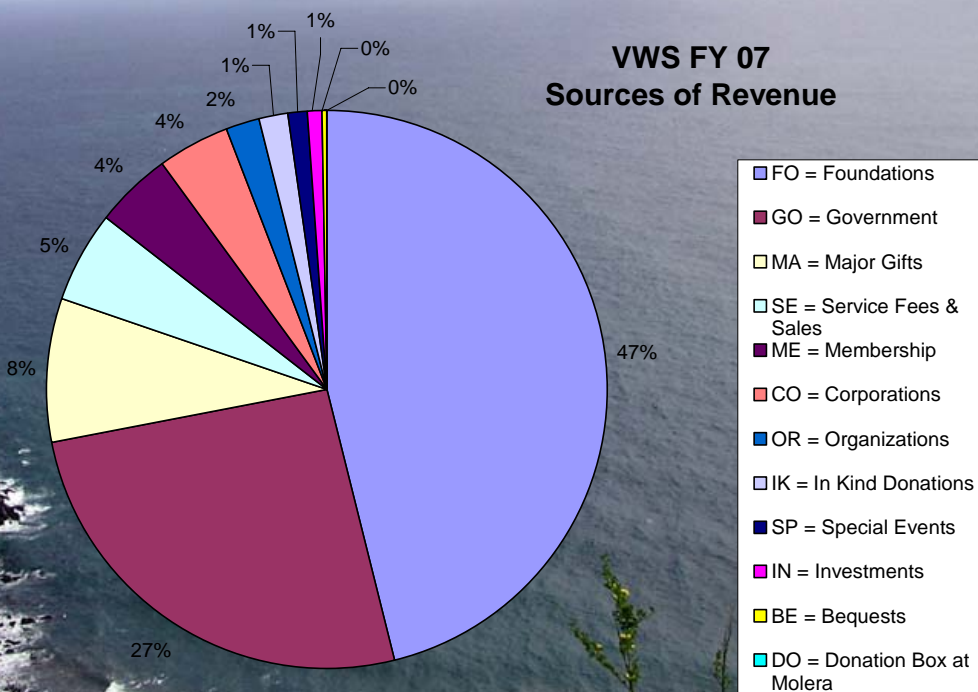


FIGURE 3: Proportion of Revenue Sources in Fiscal Year 2007 (Ending March 31, 2007)



S.W.O.T. Analysis

(Strengths, Weaknesses, Opportunities, and Threats)

STRENGTHS

- Energetic, skilled, and experienced staff and board
- Unique and interesting programs
- Proven track record for consulting and technical research contracts
- Significant improvement made in recent years regarding infrastructure, including but not limited to: staff and board meetings and overall communication, new marketing identity, vehicles, and databases
- Recently acquired land in Big Sur and Lake Nacimiento

WEAKNESSES

- Lack of unrestricted funds and insufficient restricted funds for programs leading to hindered ability to build reserves
- Low number of members (600 in 2007) relative to organization size
- High cost of housing, which limits internship program

OPPORTUNITIES

- Acquisition of property through partnerships with land preservation agencies to augment existing VWS programs
- Renovate Research and Education Center at Andrew Molera State Park
- Consulting opportunities involving monitoring of wildlife diversity and abundance, potential impacts to threatened and endangered species, development of management plans, habitat restoration projects and others, hereinafter referred to as "Conservation Ecology Projects"

THREATS

- External factors limiting recovery of the California Condor, ie. Availability of lead in food supply of free-ranging birds
- Inadequate reserves

Key Strategies for FY2008-2010

- Develop restricted funds for internship program
- Implement new government and private contracting opportunities to further mission and diversify funding
- Reduce threats to condors in the wild so that they may become self-sustaining
- Expand support from individual donors
- Focus on fundraising events, Birdathon and Wings Over the World, condor release auction
- Create additional corporate partnership opportunities
- Develop eco-experiences for families and adults with service fees

Goals by Program



Education and Outreach

CROSS-SECTION GOAL

Train next generation of biologists through wildlife internships and workshops.



BACKGROUND: Through our research, restoration and education programs, we are able to provide unique training opportunities for college and graduate students. The experience these young professionals gain not only enables them to move out into the working world with better knowledge and skills, it also helps to create greater stewards of our environment.

CROSS-SECTION GOAL

Provide opportunities for youth to enjoy and appreciate the natural world through camps and after school programs



BACKGROUND: Through our Natural Science Discovery Programs; Youth Summer Camp, After School, Condor Wilderness Camp and Bald Eagle Camp, Ventana Wildlife Society staff work to deepen the connection that children and young adults feel towards the natural environment. Our programs focus on providing meaningful outdoor experiences utilizing public and private properties throughout the Monterey Peninsula region.

CROSS-SECTION GOAL

Provide eco-experiences for families and adults to enjoy and appreciate the natural world through condor and bald eagle tours and overnight camps



BACKGROUND: Through two-hour, one-day, and two-day eco-experiences, Ventana Wildlife Society inspires passion in families and adults for the outdoors and wildlife in need. We share our experiences with bald eagle and California condor recovery against the backdrop of Big Sur and surrounding areas.

LONG-RANGE GOALS (in order of priority)

GOAL #1:
Serve 300 youth annually through Natural Science Discovery Programs; Summer Camp, After School, Condor Wilderness Camp and Bald Eagle Camp.

TYPE: Program

BACKGROUND / JUSTIFICATION:
Beginning in 1992, VWS has conducted summer youth programs and expanded to year-round programming in 2002. Starting in 2007, we expanded to include a Salinas-based summer youth program at Marks Ranch. Condor and Bald Eagle Camps occur sporadically throughout the year.



GOAL #2:
Raise \$149,000, not including service fees, in FY 2008 and increase by 5% annually for Natural Science Education Programs.

TYPE: Financial

BACKGROUND / JUSTIFICATION:
In FY 2007, we received \$190,000, not including service fees. This net decrease is due to decreased foundation support, which in large part explains for this shift in strategy toward more service fees and therefore greater financial diversity and stability.



GOAL #3:

Collect service fees in the amount of \$67,000, \$72,000, and \$77,000 in FY2008, 2009, and 2010 respectively for summer youth camp, bald eagle camp, condor wilderness camp, and eco-experience tours combined.

TYPE: Financial

BACKGROUND / JUSTIFICATION:

In summer of 2006, service fees accounted for \$27,455 and beginning in summer 2007 we expanded our Summer Youth Camp to include a Salinas-based component using Marks Ranch as well as two weeks of Condor Wilderness Camp at the Big Sur release site. In summer of 2007 we anticipate receiving a total of \$35,000 in service fees. We anticipate greater service fee support through increased number of eco-experiences and camp opportunities in the coming years.

GOAL #4:

Show *Bringing the Condors Home* at museums, zoos, and other hosts to the maximum extent possible.

TYPE: Program

BACKGROUND / JUSTIFICATION:

In 2003, VWS created an exhibit on the California Condor. Approximately 750,000 people have seen the exhibit through five hosts by April 2007.



Species Recovery

CROSS-SECTION GOAL

Monitor and maintain healthy wild population of bald eagles in Central California



BACKGROUND: Beginning in 1986, Ventana Wildlife Society released bald eagles into Big Sur, California, completely restoring our national symbol to the region. We conduct annual monitoring of the breeding population and have documented 120 young that have successfully fledged from wild nests in the region as of the 2007 breeding season.

CROSS-SECTION GOAL

Restore self-sustaining wild population of California Condors in California



BACKGROUND: Since 1996, Ventana Wildlife Society has been responsible for reintroducing California condors to the central coast region of California. Ventana Wildlife Society is the only private, non-profit organization in California responsible for restoring the California condor to the wild and we continue to play an integral role in the current success of the project nationwide.

LONG-RANGE GOALS (in order of priority)

GOAL #1:

Release and manage California condors in Central California to achieve wild population of 55 individuals by 2010.

TYPE: Program

BACKGROUND / JUSTIFICATION:

Releases began in Big Sur in 1997 and 2003 at Pinnacles National Monument. As of July 2007, there were 40 condors in Central California.

GOAL #2:

Raise \$210,000 and \$225,000 in FY 2008 and 2009 respectively, not including the release auction event, restricted funds for internships, and in-kind, and increase by 5% annually thereafter for California Condor recovery.

TYPE: Financial

BACKGROUND / JUSTIFICATION:

In FY 2007, we raised \$200,000 toward condor recovery (not including one-time gift of \$95,000 from Sydney S. Byers and the sources named above).

GOAL #3:

Share information with decision makers regarding legislation and/or regulation against lead ammunition within three years and encourage opportunities for hunters to switch to nonlead ammunition.

TYPE: Program

BACKGROUND / JUSTIFICATION:

Lead ammunition is the predominant, if not the only, source of exposure in free-ranging condors, which in turn is the number one threat to the recovery of the species in the wild. There are numerous approaches currently underway; including but not limited to: AB821 in the CA Legislature, CA Fish and Game Commission petition, US Fish and Wildlife Service consultation with state and federal agencies. VWS is indirectly involved with marketing efforts and events to encourage nonlead ammunition.



GOAL #4:

Implement condor release auction event and raise \$30,000 in FY2008 and increase by 20% annually.

TYPE: Financial

Background / Justification: Two similar events were held by VWS in past years with success (\$10,000 to \$15,000 raised) despite limited planning and difficult location (held at Big Sur release site which is very remote). On November 3, 2007 we plan to hold the event at Rancho Grande in condor range in Big Sur. Given the unique nature of the event, the success of similar events in the past, a well organized event committee, coupled with a much more logistically feasible location we anticipate good results.



GOAL #5:

Manage Power Structure Interactions Subcommittee (organize two meetings per year and provide recommendations) of the California Condor Recovery Team to prevent losses of condors to power lines.

TYPE: Program

BACKGROUND / JUSTIFICATION:

A subcommittee of the California Condor Recovery Team was formalized in 2007 to reduce or eliminate the threat of power line collisions in California and Kelly Sorenson was named chair. Power line fatalities represent the second greatest threat to the species.



Conservation Ecology

CROSS-SECTION GOAL

Monitor wild populations of birds in Central California to identify declining species in time to prevent intensive recovery and management efforts



BACKGROUND: Ventana Wildlife Society is one of only a few wildlife conservation organizations that monitors bird populations year-round in California and encourages the public to participate in these efforts. Ventana Wildlife Society also serves as a consultant to government and corporate entities to protect wildlife.

CROSS-SECTION GOAL

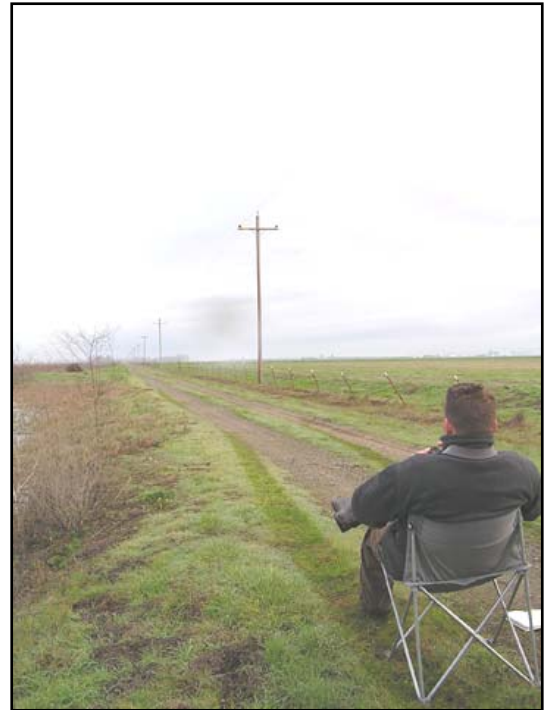
Conserve monarch butterflies in Central California



BACKGROUND: Through the Big Sur Ornithology Lab, we conduct counts of monarch butterflies to identify population declines early to prevent intensive recovery and management efforts. We work closely with the City of Pacific Grove and other entities to encourage monarch butterfly conservation through effective planning and education.

CROSS-SECTION GOAL

Reduce bird fatalities associated with overhead wires and wind turbines through research, education, and collaboration



BACKGROUND: Interactions with power structures remain a significant problem for wild bird populations. Collisions with power lines and towers may account for 179,000 fatalities nationally each year. Wind turbines, although generate renewable energy, can cause significant numbers of fatalities of birds and bats as well, especially those poorly sited. VWS works closely with power companies and government agencies to conserve birds through mitigating losses by conducting research and monitoring and consulting.

LONG-RANGE GOALS (in order of priority)

GOAL #1:
Maintain long-term mist-netting and banding (>200 days per year) in Big Sur and other sites in the California Central Coast.

TYPE: Program

BACKGROUND / JUSTIFICATION:

The Big Sur Ornithology Lab began operation in 1992 and since that time has generated a large database of landbird populations associated with riparian habitat. The Lab is one of the few long-term, constant effort (year-round) banding stations and as such serves a vital niche in avian conservation. Between January and June, 2007, the Lab operated 95 days.



GOAL #2:

Raise \$185,600, not including Birdathon, funds for Monarch Butterfly conservation, in-kind, and restricted funds for internships, largely through obtaining government and private contracts for Conservation Ecology and increase by 5% annually.

TYPE: Financial

BACKGROUND / JUSTIFICATION:

In FY 2007, VWS raised \$145,600 for Conservation Ecology, excluding sources named above. Significant opportunities exist for government and private contracts to expand this program.



GOAL #3:

Conduct research to determine efficacy of bird flight diverters on power lines to mitigate avian losses.

TYPE: Program

BACKGROUND / JUSTIFICATION:

Power lines and towers may account for 179,000 bird fatalities annually due to collisions. Determining the most effective way to prevent mid-air collisions is important for bird conservation nationally.



GOAL #4:

Raise \$10,000 annually for the Monarch Butterfly Project, of which at least 90% is from restricted sources.

TYPE: Financial

BACKGROUND / JUSTIFICATION:

In FY 2007, VWS raised \$10,000 for the Monarch Butterfly project. The City of Pacific Grove and perhaps others have expressed interest in expanding the scope of the project.



GOAL #5:

Raise \$8,000 in Birdathon revenue provided by Monterey Peninsula Audubon Society and increase by 10% annually.

TYPE: Financial

BACKGROUND / JUSTIFICATION:

In 2007, VWS held its 14th Birdathon which has been successful in raising awareness of bird conservation and bringing together the birding community in Monterey County. In 2007, the event raised \$14,768, paid by the Monterey Peninsula Audubon Society (MPAS). This decrease is based on our future expectations of the support of MPAS.



GOAL #6:

Implement introduction to bird banding and advanced techniques workshops (one of each) annually.

TYPE: Program

BACKGROUND / JUSTIFICATION:

Beginning in 2004, advanced ageing and sexing techniques through the support of Peter Pyle has been conducted. A workshop on an introduction to bird banding is being implemented for the first time in 2008.



Habitat Restoration

CROSS-SECTION GOAL

Protect and restore habitat benefiting native wildlife



BACKGROUND: Ventana Wildlife Society successfully restored a riparian corridor along the Big Sur River at the river mouth at Andrew Molera State Park and continues to monitor its progress. Reaching out to other critical areas in Central California, Ventana Wildlife Society also restores and monitors habitats that benefit native wildlife.

LONG-RANGE GOALS (in order of priority)

GOAL #1:

Provide for the stewardship of the Nacimiento property to protect nesting bald eagles and science education.

TYPE: Program

BACKGROUND / JUSTIFICATION:

VWS now owns this 81-acre property which comes with responsibility and opportunity.

GOAL #2:

Raise \$40,000 and implement at least one habitat restoration project annually.

TYPE: Financial

BACKGROUND / JUSTIFICATION:

VWS restored 90 acres of riparian habitat to the Creamery Meadow area within Andrew Molera State Park. Over 95% of riparian in California has been lost and this habitat type is very important to wildlife.



Goals Involving Multiple Programs



LONG-RANGE GOALS (in order of priority)

GOAL #1:

Train 20 interns (generally 6-month internships) annually with possible expansion depending on securing additional housing and in connection with new conservation projects.

TYPE: Program

BACKGROUND / JUSTIFICATION:

Our internship program was formalized through a grant from the National Fish and Wildlife Foundation in 1998. We are currently at the level of this goal and cannot expand unless additional housing and funding opportunities are secured.

GOAL #2:

Raise restricted support for internship stipends and housing costs in the amount of \$20,000, \$40,000, and \$60,000 in 2008, 2009, and 2010 respectively thereby reducing dependence on unrestricted funds.

TYPE: Financial

BACKGROUND / JUSTIFICATION:

We currently spend \$80,000 annually for intern stipends and housing, but only receive \$20,000 in restricted funds to support the program. As we secure new sources restricted for this purpose, unrestricted funds can be made available for other priority needs.



GOAL #3:

Secure \$75,000 in major donor support in 2008 and increase 10% annually.

TYPE: Financial

BACKGROUND / JUSTIFICATION:

Major donor support varies greatly every year largely due to the success of obtaining large gifts. In FY 2007, we received \$60,000 in major donor support.



GOAL #4:

Secure \$48,000 in corporate support in 2008 and increase annually by 10%.

TYPE: Financial

BACKGROUND / JUSTIFICATION:

In FY 2007 we received \$30,864 in corporate support. For VWS, this area is largely under utilized with the exception of a few long-time corporate supporters.



GOAL #5:

Obtain \$40,000 in membership and increase by 20% annually.

TYPE: Financial

BACKGROUND / JUSTIFICATION:

In FY 2007 a total of \$32,681 in membership support was realized and the number of members increased by 18%. A great deal of opportunity and competition exists in the area of individual donors. We should do everything we can to encourage individuals to act and support our mission.

GOAL #6:

Publish at least one peer-reviewed journal article annually.

TYPE: Program

BACKGROUND / JUSTIFICATION:

Numerous technical reports have been produced by VWS over the years, but fewer published articles. In recent years, the number of peer-reviewed published papers has increased, which has elevated our credibility and visibility in the scientific community.

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GOAL #7:

Establish and manage planned giving society starting in 2008.

TYPE: Financial

BACKGROUND / JUSTIFICATION:

VWS currently has no formal planned giving society despite having received bequests and other planned gifts in the past. Planned gifts provide significant support to the organization and to the donor and their family.

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VENTANA WILDLIFE SOCIETY PROGRAMS

... YOU MAKE THEM HAPPEN!

...Hope for wildlife & people to thrive...

GOAL #8:

Upgrade and maintain a high quality, reliable vehicle fleet with average age of 10 years or 100,000 miles by end of 2008 and 8 years and 80,000 miles by end of 2010, respectively.

TYPE: Capacity

BACKGROUND / JUSTIFICATION:

As of July 2007, the average age and mileage per VWS-owned vehicle was 11.5 years and 118,000 miles, respectively. The following goal is important for ongoing safety and reliability.

GOAL #9:

Raise \$5,000 through online sales and auctions to benefit all programs.

TYPE: Financial

BACKGROUND / JUSTIFICATION:

We currently do not have an online capability of sales nor auctions for merchandise and donated in-kind gifts. Both mechanisms are relatively easy to set up with little management and inventory.

GOAL #10:

Develop stronger relationships with local universities for student participation in office support, biological research and media or communication writing. Engage at least one student annually.

TYPE: Program

BACKGROUND / JUSTIFICATION:

VWS has supported and realized benefit from university student volunteers in the past, which provides a win-win situation for both parties. Our hope is to engage at least one student annually since in the past this relationship has been inconsistent and sporadic.

GOAL #11:

Renovate facilities at Research and Education Center in Big Sur in 2009; Capital Campaign of \$50,000.

TYPE: Capacity

BACKGROUND / JUSTIFICATION:

The Research and Education Center (Center) in Big Sur has been in its original configuration since 1992. The Big Sur Ornithology Lab (Lab) and the Center are both located within a cultural zone of Andrew Molera State Park. Since the Lab is not a historic structure but the Center is, the Lab is in jeopardy since ultimately the Park intends to remove all non-historic structures from this zone. The best solution is to relocate the Lab into the Center and renovate the Center.



Funding Needs

| | <u>FY 2008</u> | <u>FY 2009</u> | <u>FY 2010</u> |
|---------------------------|----------------|----------------|----------------|
| OPERATIONS | \$785,843 | \$861,032 | \$952,880 |
| CAPACITY BUILDING* | \$20,000 | \$70,000 | \$20,000 |
| RESERVES | \$36,230 | \$39,407 | \$42,501 |
| TOTAL | \$842,073 | \$970,439 | \$1,015,381 |

* Not including optional property acquisition goals listed below



Optional Property Acquisition Goals (not given in order of priority)

GOAL #1:

Secure \$1,250,000 by October 2007, (5-year option period extends to 2011 with \$100,000 annual increases) through bequest or grants and purchase of the remaining undivided interest of 80 acres in Big Sur, California for wildlife conservation, ecological studies, and science education.

TYPE: Capacity

BACKGROUND / JUSTIFICATION:

VWS has a co-tenancy agreement with the Sal and Ada Lucido who gifted an undivided interest of land where the Big Sur Release Site is located. The agreement also includes a generous purchase option for the remaining interests.

GOAL #2:

Develop a property acquisition fund of \$1,000,000 for opportunities in central California to be used for ecological studies, habitat restoration, wildlife recovery, and science education.

TYPE: Capacity

BACKGROUND / JUSTIFICATION:

The Big Sur Land Trust and other land preservation organizations look to regional nonprofit groups to sometimes take ownership of land to aid in their broader goals. Several potential land purchase opportunities may exist in the near future.

GOAL #3:

Secure long-term housing for interns through purchase (approx. \$750,000) or cooperative agreement with partnering agencies.

TYPE: Capacity

BACKGROUND / JUSTIFICATION:

Securing long-term housing for interns would go a long way toward this goal whether through collaborative agreements with partnering agencies, bequest from donor, etc since we spend \$25,000 annually for housing rent.

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GOAL #4:

Secure offices through purchase (approx. \$750,000) or cooperative agreement with partnering agencies.

TYPE: Capacity

BACKGROUND / JUSTIFICATION:

WS does not own the office space it uses for its main office, which has two downsides: 1) paying rent without accumulating the asset and 2) vulnerable in terms of having to move if building is sold and subject to increase rental costs

