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spring 2012

directions

Journal of the Association of Nature Center Administrators

Rediscover Your Passion for Your Center!

Summit by the Shore ~ Aug. 22-26 at The Marine Science Consortium

Amber Parker
Executive Director
The Marine Science Consortium
Wallops Island, VA

"So, how are things at your center?" This is certainly one of the most common questions at any ANCA Summit.

The question and the response reveal so much about our profession and about ANCA members. It conveys the concern we all feel for our sister education centers. Competition is not a factor. We certainly want our center to be the best at what we do, but we realize that we are all in it together and that by learning from each other we both win.

The question also conveys a sense of understanding. The person asking KNOWS what the other person is going through.

They share similar issues, whether financial, staffing, or facilities. In addition, we compare our ups and downs with our peers. Knowing

how another center is doing helps us to understand how we stand in the grand scheme. The response to this question is never short or one-sided. It leads both people into a conversation rich with ideas, sympathy, admiration, suggestions, celebration, and catharsis.

If the ANCA

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photo courtesy of The Marine Science Consortium

The Eastern Shore of Virginia is known for its undeveloped barrier islands, waterman culture, and the wild ponies of Assateague Island National Seashore.

ANCA Headquarters:

Jen Levy, Executive Director
mail • P.O. Box 464
Logan, Utah 84323
email • jenlevy@natctr.org
phone • 435-787-8209
fax • 435-752-3984

www.natctr.org

Founded in 1989, the Association of Nature Center Administrators is a private non-profit organization dedicated to promoting and supporting best leadership and management practices for nature and environmental learning centers.

Serving nearly 500 organizations, ANCA is the leader in the profession.



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Director's Notes

Strategic Planning

Jen Levy
Executive Director
Association of Nature Center
Administrators
Logan, UT

happy Spring ANCA Members! I hope you have "saved the dates" for the ANCA Summit and reviewed the registration materials for the Summit on the Shore, August 22-26. We have been working closely with the staff at the Marine Science Consortium (MSC) in Wallops Island, VA and they are doing a fantastic job as host. The Summit is designed to discover and explore best practices with other ANCA members and provides a forum for building professional relationships with peers and mentors. This year's setting will provide a great opportunity for both professional development and well-deserved relaxation as we explore Virginia's Eastern Shore. Summit workshops, information on accommodations, and registration materials can be found [online here](#). I have had the opportunity to visit the MSC twice and I look forward to returning in August to 'rejuvenate, reconnect, and rediscover.'


The ANCA Staff has grown! I am very happy to introduce Danielle Bird as our Member Services Coordinator. Danielle will be responsible for office management, bookkeeping, and membership management. She has experience with non-profits and most recently served as the executive director for Bridgerland Literacy here in Logan, UT. Danielle has fond memories of growing up in eastern Michigan exploring the woods and rivers and is excited to be working for an organization that helps people connect with nature.

After a successful winter plan-



ning retreat at the MSC in January we are close to finalizing a new strategic plan for ANCA that includes long-term goals and strategies for achieving them. We identified six major strategies to focus on to meet member needs, become a stronger organization, and have more impact. Those strategies are:

1. Offer a spectrum of services over the spectrum of members/needs;
2. Increase membership;
3. Build ANCA's capacity (staff, board, funding) to serve our members;
4. Develop a variety of communications to reach members and nonmembers;
5. Explore/define relevance and trends in our profession; and,
6. Become the voice of the profession.

We then asked the question, "What structure and/or board committees do we need to move these strategies forward?" This resulted in a re-organization of the ANCA committees of the board to include membership development, governance, fund-raising, program services, communications, and executive committees. At this time, the new committees are meeting to develop desired outcomes, goals and objectives for the plan. The plan will be finalized by the end of May. 

Member News

Ever Green Society

Pat Welch
Executive Director, Retired
Pine Jog Environmental
Education Center
Palm Beach, FL

aNCA will be unveiling some exciting news at the Summit and, if you are reading this, you're getting a sneak preview.

Our organization has successfully navigated the transition from an all volunteer board to the hiring of staff and the recent challenges of our economy. Together, the staff and board have worked hard to respond to member needs, plan for strategic direction, and position ANCA for continued success.

ANCA has emerged from the downturn in the economy in very solid financial condition much in thanks to the generosity of our members. The annual "fund-the-need" campaign and the Summit auction are critical fundraising components in the ANCA budget.

ANCA members are incredibly generous which is amazing considering the depth (or lack there of!) of our pockets. But in some respects, it is not so amazing. We want to give back to our organization. ANCA has sustained us through all sorts of professional challenges and provided us with the tools to become better at our jobs.

Under the leadership of Dede Long, the initial Ever Green Society (EGS) idea was created and then fully developed by ANCA's current fundraising committee. The EGS is a way to ask members as well as people who might not be ANCA members to give a special gift. So, at the Summit, we will be unveiling the Ever Green Society.

The Ever Green Society recognizes gifts of \$1,000 or more and we all have the opportunity to become charter members. Char-

ter members will be recognized as such forever. Their names will appear on the ANCA website and in other ANCA media and communications. After the initial, charter period, annual gifts of \$1,000 will qualify a donor as an annual member of the EGS.

The charter membership in the Ever Green Society is a great way to ask family, friends, and other potential donors for a one-time contribution to an organization which you love and does the incredible work of supporting nature centers around the world.

It is a great way for ANCA members to make a legacy gift. If your means permit, it is a good way to make and memorialize your annual contribution to ANCA. The EGS is a wonderful vehicle for asking non-ANCA members for a gift – some of us have asked our parents!

We have been quietly soliciting gifts to the Ever Green Society and will announce the charter members at the Summit! Many of your colleagues have made their gifts or pledges. We would love to see your name announced at the Summit! We have creative strategies to make it as easy as possible for you to manage a pledge and will work with you to ensure that you can become a charter member.

Look for more news and announcements about the EGS and please give serious thought to making your legacy gift!

Looking forward to hearing from you! 

Pat Welch, Chair, Fundraising Committee
Committee Members: Jim Berry, Victor Elderton, Francis Velazquez, Dede Long, Kitty Pochman, Bill Rose, Jen Levy



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SECRETARY
Cynthia Harrell
Appalachian Trail Mobile Classroom
cbharrell@att.net

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Baltimore Woods Nature Center
patty@baltimorewoods.org / 315-673-1350

Bill Rose, PhD
Kalamazoo Nature Center
brose@naturecenter.org / 269-381-1574

Holly Dill
Environmental Learning Center
holly@discoverelc.org / 772-589-5050

Victor Elderton
North Vancouver Outdoor School
thinkingnaturally@hotmail.com
604-898-5422

Jason Kindall
Beaver Watershed Alliance
jasonkindall@gmail.com

Keanna Leonard
Rowe Sanctuary & Audubon Center
kleonard@nctc.net / 308-468-5282

Francis Velazquez
York County Parks, Nixon Park
nixoncountypark@york-county.org
717-428-1961

Tim Sandsmark
Lookout Mountain Nature Center
tsandsma@co.jefferson.co.us
720-497-7602

Brian Winslow
Delaware Nature Society
brian@delawarenaturesociety.org
302-239-2334

Staff

EXECUTIVE DIRECTOR
Jen Levy
jenlevy@natctr.org / 435-787-8209

MARKETING & COMM. DIRECTOR
Ann Rilling
arilling@natctr.org / 970-375-7090

MEMBER SERVICES COORDINATOR
Danielle Bird
daniellebird@natctr.org / 435-787-8209

Summit could provide nothing else but a chance to ask this question of our peers it would be worth the registration fee. However, the Summit is so much more!

It is a chance to learn about cutting edge methods from experts in peripheral fields and to learn from the leaders and peers in the nature center profession. It is also the opportunity to rediscover your love for your profession, rejuvenate your spirit amongst like-minded people, and

reconnect with your peers.

By hosting the Summit at a nature or environmental learning

center participants find the opportunity to connect to a unique landscape, see how things are done

at another center, and remain true to our roots.

The ANCA Summit gives us the opportunity to:

- Discover and explore best practices with other nature/environmental learning center leaders.
- Develop and renew rich profes-



photo courtesy of The Marine Science Consortium

Rejuvenate • Reconnect • Rediscover at the Summit on the Shore. Aug. 22 - 26 at The Marine Science Consortium in Wallops Island, VA.

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Future (continued from page 4)

sional relationships with peers and mentors.

- Discuss issues that you have in common with your fellow administrators.
- Gain fresh perspective by seeing your center's concerns from a new angle.
- Rejuvenate your mind, body, and spirit.
- Reconnect with your professional community.
- Rediscover your passion for your center, its mission, and our profession.
- Return to your center with new tools and reinvigorated commitment to mission and success.

This year's Summit will be held August 22 – 26 on the Eastern Shore of Virginia, a remote and very beautiful part of the

mid-Atlantic coast known for its undeveloped barrier islands, waterman culture, and the wild po-



photo by Dan Pancamo

American Oystercatcher

nies of Assateague Island National Seashore.

The Eastern Shore of Virginia is defined by its unique location. The Chesapeake Bay and its many tributaries lie to the west, and to the east lie shallow bays, dynamic barrier islands, and inlets that lead to the great Atlantic Ocean. This 90 mile strip of land ranges from 5 to 12 miles across, which means its inhabitants are never far from the water.

The Eastern Shore has always been an isolated place. Prior to the construction of the Chesapeake Bay Bridge-Tunnel in the late 1960's the only way to reach The Shore from the south was via boat. This isolation created a strong and unique agrarian and maritime culture on the peninsula

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Future (continued from page 5)

and its surrounding islands. Farmers still till the bucolic landscape and watermen ply its waters for fish and shellfish. To come to The Eastern Shore, to see its quaint villages, sleepy seaside harbors, and vast open spaces, is to feel you have stepped back in time.

The host site, The Marine Science Consortium (MSC), is a vibrant environmental learning center and field station who's 30-acre residential campus hosts thousands of school children, college students, families, and adults each year. Staying on MSC's campus gives Summit attendees the opportunity to learn, network, eat, sleep, relax, and play all in one convenient, comfortable location.

MSC is located on the sea-side of the Eastern Shore, just across Chincoteague Bay from Chincoteague and Assateague

Islands. MSC's classrooms include the tidal creeks, marshes, dunes, maritime forests, and beaches that surround this dynamic coastal and maritime environment. All of these wild coastal ecosystems and unspoiled natural areas are just an MSC bus, van, or boat ride away.

We hope you will join us at The Summit on the Shore where you will find critical professional growth opportunities as well as refreshment for your mind, body, and soul. This is a Summit you won't want to miss! 

Amber Parker is Executive Director of The Marine Science Consortium where she has served for 4 years. She and her staff have developed an exciting mix of educational programs that connect people to the natural wonders of the mid-Atlantic coast through hands-on, feet-wet experiences.

The Summit on the Shore

Aug. 22 - 26

The Marine Science Consortium
Wallops Island, VA

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Deadline:
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From The Field:

It's a Risky Outdoor World Out There! Don't Let Nature Center Risks Catch You by Surprise

Michael Harding
Senior Loss Control Specialist
Markel Insurance Corporation
Glen Allen, VA

You took a lot of risks to get your nature center to where you are today. In fact, your nature center probably wouldn't exist if you hadn't taken some of those risks. But now as your center is more established, the risks are more significant - there is just so much more to lose! Risks can be managed however. Whether your nature center is small or large, you have the responsibility to your center, your employees, your volunteers, to your clients and to YOU to invest in risk management planning.

Many only think about buying insurance when they think about risk management (RM). Many don't give much thought of other ways they can protect their nature center from risks. There are many risks nature centers face. Some risks are random and unpredictable (weather and acts of nature). Others are more predictable and can be planned for - like costs of supplies, overhead, new hires, and equipment replacement. There are also the other kinds of events that can - and do - happen almost anytime; they can disrupt your operations,

take a chunk out of your reserves, kill your bank account, and cripple or destroy your nature center.

Trying to get your arms around all risks and trying to completely eliminate them is unrealistic; it can be very expensive and burdensome. On the other hand, not paying enough attention to risks can "catch you by surprise" and leave you unprotected. It makes sense to



photo courtesy of The Marine Science Center

Getting up close and personal with the marsh during an Intergenerational Road Scholars program - having a great week with grandparents and their grandkids at the Marine Science Consortium.

be cautious. The big challenge in RM is to find the proper balance between peace of mind, and serving your mission.

Management is the Key

For most nature centers - YOU have the responsibility of managing risks. Your role as a leader is to help everyone generally understand risks and to make sure policies are in place to manage them. You can create a culture of RM by:

- Educating everyone how much risk is acceptable and that risk is

part of every job

- Setting expectations for plans to deal with and reduce risk
- Making sure that everyone understands that risk is everyone's responsibility
- Holding everyone accountable.

Simply stated, risk management is a discipline for dealing with uncertainty. It provides you with an approach to recognize and

confront the threats you face. Risk management can be very complicated - but it doesn't have to be - to get started. Every nature center can start with a simple, easy to follow plan that can manage and lessen risks. If needed, you can expand from there.

It is well worth the time!

Including risk management into your nature center activities is well worth the time:

The threat of law suits is increasing - Many nature centers never have faced a lawsuit, but those that do know that it can be costly and time consuming even defending unfounded allegations. Good RM can reduce these costs or perhaps help you to avoid a lawsuit altogether.

The risk of client harm - Your mission is to serve people, not hurt

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them. Responsibility for harm to a client, however unintentional, undermines and jeopardizes your nature center.

For your own safety and security - Sound RM will help create a sense of confidence and safety about your operation.

Avoiding Problems

Failing to manage your risks can cause a wide variety of problems including:

- Injuries to employees, volunteers or the public
- Financial loss
- Loss of your good name / reputation
- Increased insurance premiums.

Insurance is affected by market conditions and the number of claims you make/risks you pose to the carrier. Making fewer claims and having procedures in place to manage your risks may lead to lower premiums.

Getting Started

Risk management goes beyond just identifying risks; it is about learning to weigh your risks and making decisions about which risks deserve immediate attention. You can do this when you:

A. Establish a framework. Ask, “What am I trying to accomplish by integrating RM into our operations?” Some goals might include reducing injuries, avoiding costly claims, or reducing insurance premiums.

B. Recognize and pinpoint risks (risk identification). There are many ways to undertake risk identification; the key is using a system that allows you to identify major risks facing your nature center. It is important to make a

list and examine every risk, no matter how small; they could develop into something more serious over time.

C. Identify, evaluate and prioritize risks (risk assessment). The third step, a risk assessment, is a great way to take the risks you’re facing and put them in perspective. Of course, just making a list of all possible risks is not enough. It is easy to quickly become overwhelmed. Not all risks are created equal.

RM is not just about identifying risks; it is about learning to weigh various risks and mak-

to help determine both the likelihood and the consequences of any particular risk. It helps you focus your attention on those issues that have higher consequences. In such a matrix, the likelihood is rated from almost certain to unlikely and the consequences are rated from minimal to catastrophic.

A risk that is almost certain to occur but has few serious consequences needs little attention. This frees you to identify and mitigate risks that may be less certain but have great consequences.

		A	B	C	D	E
		Negligible	Minor	Moderate	Significant	Severe
E	Very Likely	Low Med	Medium	Med Hi	High	High
D	Likely	Low	Low Med	Medium	Med Hi	High
C	Possible	Low	Low Med	Medium	Med Hi	Med Hi
B	Unlikely	Low	Low Med	Low Med	Medium	Med Hi
A	Very Unlikely	Low	Low	Low Med	Medium	Medium

A Risk Matrix can help you identify and prioritize risks to your nature center.

ing decisions about which risks deserve immediate attention. In doing this you will often find that your nature center’s vulnerability to a risk is often a function of financial impact. What are the odds that a particular risk will materialize – and – how much is it likely to cost? How much does your nature center stand to lose as a result? This helps quantify which risks are worth worrying about and which are not.

Using a Risk Matrix in your Risk Assessment

A risk matrix is a valuable tool

Prioritize Your List

Once you’ve assessed your risks, you can begin to take steps to control them – giving priority to these with the greatest likelihood and/or biggest potential impact.

D. Select appropriate risk management strategies and implement your plan. There are four basic RM techniques that can be used individually or in combination to address virtually every risk you face:

1. Avoid it

Whenever you can’t offer a program with a high degree of

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safety, you should choose avoidance as a RM technique. Don't offer programs or services that pose too great a risk. In some cases avoidance is the best technique because many nature centers don't have the financial resources required to fund the training, supervision, or other safety measures. Always ask, "Is there something we could do to provide this service safely?" If the answer is "yes," risk modification (#2 - next) may be more practical.

2. Change it or Modification

Modification is simply changing an activity or service to make it safer. Policies and procedures are examples of risk modification. An example is a nature center concerned about the risk of using unsafe drivers for program field trips may add DMV record checks to its screening process.

3. Take it on yourself/Retention

A nature center may decide that other available techniques above aren't suitable and it will retain the risk of harm or loss. For example, when a nature center purchases liability insurance and elects a \$1,000 deductible, it's retaining risk. Where nature centers get into trouble is when risk is retained unintentionally such as in the exclusions of an insurance policy

4. Share it

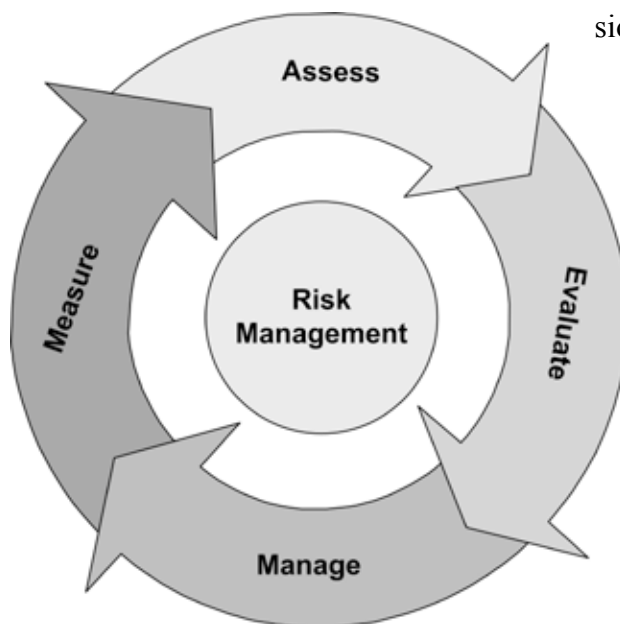
Risk sharing involves sharing risk with another through a contract. (Insurance is an example that shares the financial impact of risks.)

E. Monitor and update the risk management program. Your

nature center is a dynamic one that constantly faces new challenges and opportunities. RM techniques and plans should be reviewed periodically to make certain that they remain the most appropriate strategy given your nature center's needs and circumstances.

Developing Your Risk Management Plan

Once you've gone through the steps of identifying and evaluating risks, it will probably become apparent that you'll need to put



together a RM plan to manage them all in some sort of organized fashion. As mentioned, the first step in developing a plan is to determine why you're creating your RM program. Your goal may be to reduce the cost of insurance or to reduce the number of work-related injuries. By determining your intention before initiating RM planning, you can evaluate the results to determine the effectiveness.

A risk management plan generally will cover a number of different categories oftentimes including:

1. Risk Assessment

2. Management Expectations & RM Training

3. Board & Management Liability

4. Hiring & Volunteer Policies

5. Staff, Participant & Visitor Safety

6. Program Development

7. Insurance

8. Property & Facilities

9. Workers Compensation

10. Crisis & Emergency Planning

11. Auto Exposures

12. Records Management &

Disaster Recovery

13. Staffing (includes succession planning)

14. Social Media

15. Creating a Culture of Risk Management

16. Monitoring & updating of RM program.

Analyzing each is a matter of dissecting each and asking:

1. What can go wrong ?

2. What are you concerned about?

3. What will we do to prevent harm from occurring ?

4. What will you do to lessen the worry?

5. How will you finance that?

Your answers to each will provide you with a direction for necessary action.


Conclusion

The ultimate goal for your nature center regarding risk is to create a culture where risk is routinely examined and managed simply as part of the nature center process. Risk management starts at the highest levels of a nature center. By operating in a transparent and ethical manner a lot of risks are mitigated by promoting a

sense of accountability.

We can't know what lies ahead, but we do want to be prepared to respond to future events effectively and gracefully. Make a conscious effort to identify & manage your exposures. ASK:

- Can you avoid or eliminate the risk?
- If not, can you control or mitigate the risk?
- Can you transfer the responsibility of finance?

Reckless leaders take reckless risks; prudent leaders take calculated risks. Risk management is the "calculator." 

Mike Harding is a Senior Loss Control Specialist for Markel Insurance Corporation with over 20 years experience in risk management, safety management and safety consulting encompassing a broad background of expertise. In his current risk management role with Markel, he is responsible for providing educational services for clients and supporting related industry trade associations through activities such as conducting risk and crisis management workshops, developing safety guidelines, industry articles, visiting client sites, industry initiatives and creating risk control plans.



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Your Risk Management Program

The next step is to involve others in your efforts. Remember that an effective risk management program can never be the responsibility of one individual. If you've already engaged a group, task force, or committee in identifying risks and strategies, you're well on your way to implementing a risk management program.

Keep in mind that many effective strategies for managing risk in a nature center may not require any additional expenses. Instead, time, attention, and resolve may be all that's needed to increase the safety of vital assets. Give your team a deadline, a date by which you plan to have made significant progress in achieving your risk management goals. Review your progress frequently and set new goals as you achieve the existing ones.

As we have discussed, risk management need not be a complex and bewildering array of technical terms, actuarial tables, or probabil-

ity statistics. On the contrary, risk management is, in large part, the application of healthy doses of common sense and sound planning.

Remember that the simpler the risk management strategy is, the more likely it is that it will be applied. Yes, there may be items that are not considered in the first iteration of the plan, but at the outset it is more important that your program be comprehensible rather than comprehensive. As you continue to develop and refine your plan, what now seems new and strange will become second nature.

As time passes, your plan should become more inclusive as you address more risks in order of their priority.

As stated at the beginning of this article, risk management is a process not a task, therefore it is important to constantly review what you are doing, celebrate your triumphs, and analyze the reasons behind any setbacks.



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Profile:

Iain Nicholson Audubon Center at Rowe Sanctuary Sandhill Cranes & the Platte River ~ CraneMania!

Keanna Leonard
Education Director
Rowe Sanctuary
Gibbon, NE

It happens nowhere else on Earth and it happens right here in Nebraska! To be more specific, *it* happens in central Nebraska along the Platte River mostly between Kearney and Grand Island. We see *it* every spring and *it* has taken place for thousands of years.

What is *it*? It is the largest gathering of sandhill cranes...no...let me rephrase that. It is the largest gathering of any type of crane in the world. Many call this one of the greatest wildlife spectacles in the world.

In a six-week period, we see around 600,000 sandhill cranes. These three to four foot tall, eight pound birds use the Platte River valley in spring as a rest stop between their wintering grounds in Texas, New Mexico, Arizona, Oklahoma, and Mexico and their nesting areas in Canada, Alaska, and Siberia.

Cranes normally start arriving in the area around Valentine's Day. We say that St. Patrick's Day is when we witness the peak of the migration with somewhere around 350,000 cranes in the area. Each group of cranes stays in the area three or four weeks feeding, gaining strength, and courting before moving on north.

So why have they chosen the Platte River as their stopover?



photo courtesy of Rowe Sanctuary

More than half a million cranes gather on the Platte River in central Nebraska each spring on their way to their summer nesting grounds in Canada, Alaska, and Siberia.

Cranes come because they can find the right combination of foods for a healthy diet. They eat corn left in the fields from harvest and other seeds in the wet meadows to build up fat. They munch on earthworms, insects, snakes, frogs, and mice for protein to build strong muscles. Cranes even eat snails, shell and all, for the calcium to build strong bones and eggshells.

There is another reason the Platte is so important to cranes. It provides protection. Because of how their toes are arranged, they cannot hold onto tree limbs. So, they have adapted to sleeping in the river. They look for wide, shallow stretches of river surrounded by deeper water and clear of vegetation. They prefer the wide-open spaces so they can watch for predators and the deeper water

acts like a burglar alarm.

When south winds blow in late March and early April, groups of cranes begin to leave and head north. By mid-April most have gone.

We will not see them again until fall, but this time only briefly. Winging their way south, the cranes just whet our anticipation for the coming spring and their arrival back here on what many call Crane River.

People come from all over the world to see this phenomenon. Many people will drive the back roads looking at cranes, but they are missing the real show. The show happens on the river at dawn and dusk, and the best place to watch it, in my opinion, is from

(continued on page 12)

our viewing blinds here at Audubon's Rowe Sanctuary.

We have around 5,000 people from all 50 states and many countries reserve space in our blinds each year. Braving all kinds of weather, they go out with our trained guides at dawn and dusk.

Others come to the center during the day to view our displays, walk the trails, participate in classes and events, or ask questions.

Last year around 15,000 visitors came to our center in six weeks.

Though our mission states that we work to conserve the Platte River ecosystem for sandhill cranes and other wildlife through conservation and education, we can only take some of the credit for this phenomenon. It only happens because we work together as a community on the local, national, and international levels.

On the national level, Rowe Sanctuary was established by National Audubon 37 years ago because of this area's importance to sandhill crane conservation. This site was and still is considered one of the most pristine sandhill crane habitats along the Platte River with its wide channels, few instream trees, and unobstructed views.

We work in cooperation with agencies from federal, state, coun-

ty, and city governments, as well as non-government organizations and private individuals to maintain the land and river channel.

Internationally, Rowe Sanctuary has been designated by Bird Life International and National Audubon Society as a globally important bird area and we are now in the process of aligning our work with conservation and education efforts throughout the central flyway.



Sunset brings multitudes of cranes to roost on the Platte River.

photo courtesy of Rowe Sanctuary

Beyond these efforts, volunteerism at Rowe is also an international community. Though we have many volunteers from the local community, just as many of our volunteers come from all over the United States and Canada. Their main goal is to make sure our visitors have a memorable experience while here. They help lead blinds, teach public programs, greet guests, clean, cook, and basically do anything that needs to be done. We could not possibly be able to do what we do here at Rowe without their support.

On the local level, we work

hand in hand with the whole community. Wildlife and our rural lifestyle both rely on the efforts that we as a community put forth to conserve our soil and water. We all want the same outcome - an environment that supports a healthy, productive way of life for all concerned.

Because of this community effort, we can offer our visitors spectacular views of the cranes and the river. So let me try to

describe the experience.


Morning blind trips begin before dawn so we can slip out to the blinds and quietly watch the cranes wake up and go through their morning rituals. They stretch, greet family members, take morning walks, and finally take flight and leave for the day. Other times we can witness thousand of cranes

explode off the river as an eagle lazily flies by harassing them.

Evening blind trips begin before sunset. Many times we watch deer, beaver, otter, waterfowl, and shorebirds before the big event begins. Just as the sun slips below the horizon, cranes by the thousands start streaming over the Platte looking for a place to settle down for the night. The combination of a Platte River sunset and sandhill cranes offers spectacular views.

(continued on page 13)

There are even a few hardy souls who reserve our photo blinds and brave a night on the river just to have the chance to sleep with the cranes and get that rare photo. Heck, one couple reserved a blind to spend their honeymoon out amongst the cranes.

It is so hard to explain what happens here on the Platte River. How can you put into words an all encompassing sensory experience? My suggestion is that you come out, experience it yourself, and witness what community can do. 

Keanna Leonard is a Nebraska native who's love for the outdoors and passion to share nature with others led her to a B.A. in biology and into the field of environmental education. She and her family have lived in the Big Bend region of the Platte River in central Nebraska over 17 years. Keanna started working for Audubon's Rowe Sanctuary more than ten years ago. Keanna now administers and conducts various nature-based educational programs for over 12,000 people yearly. She has also been a member of ANCA over those ten years and now serves on the ANCA Board of Directors.

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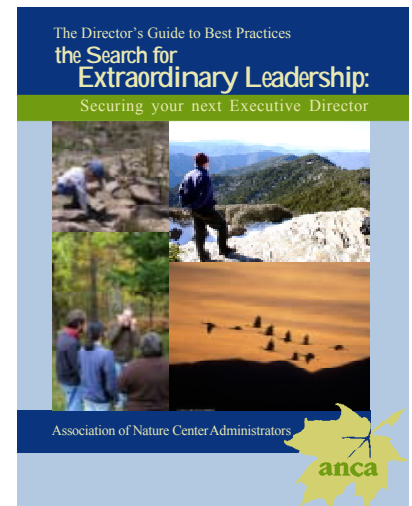
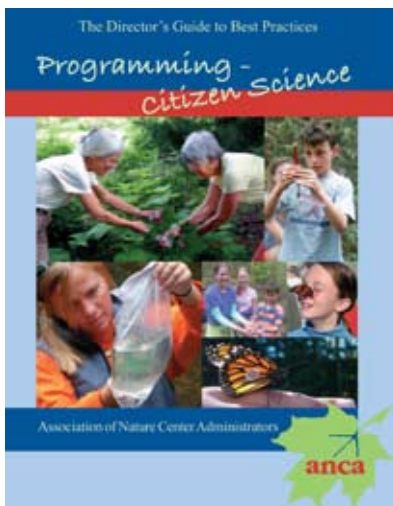
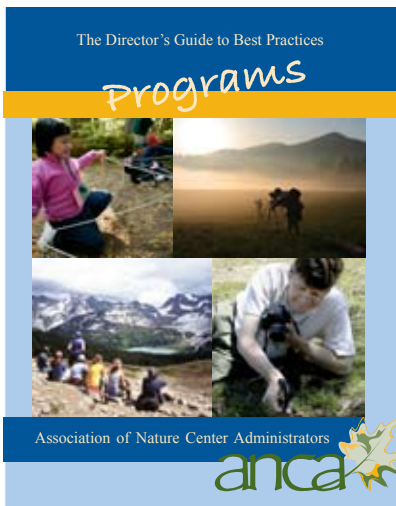
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To find out more about ANCA's Peer Consults contact:

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