




CARIBBEAN
CONSERVATION
CORPORATION

Strategic Plan 2008-2012



Caribbean Conservation Corporation Mission Statement



It is the mission of the Caribbean Conservation Corporation to ensure the survival of sea turtles within the wider Caribbean and Atlantic through research, education, advocacy and protection of the natural habitats upon which they depend.

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STRATEGIC PLAN 2008 - 2012

A Vision for 2012

— by David Godfrey, CCC Executive Director



CCC's scientific founder, Dr. Archie Carr, penned these words in his classic book *The Sea Turtle: So Excellent a Fish*, "Without any doubt whatever, the Caribbean Conservation Corporation's program has saved the Tortuguero green turtle colony—by far the most important population in the Caribbean—from the total destruction it faced in the 1950s... Everybody in the organization has subscribed to the original concept that its most important attributes are a single-minded resistance to any distraction from the central aim of keeping watch over the Tortuguero nesting colony and a determination to make it the most thoroughly studied and protected sea turtle population in the world."

Dr. Carr wrote this in 1982, when CCC's Tortuguero Program had been underway for a mere quarter century. Now, as CCC prepares to celebrate the 50th anniversary of its 1959 founding, the Tortuguero program remains a cornerstone of the organization's activities. Still the longest running sea turtle conservation program in the world, CCC's Tortuguero program is a global model for recovering sea turtles. The colony of green turtles nesting at Tortuguero is one of the two largest populations in the world, and its numbers continue to grow.

As we plan for the next five years (2008-2012), CCC aims to solidify its role as one of the most successful and influential sea turtle conservation organizations in the world. Over the last two decades, CCC's core activities have expanded to include projects in Bermuda, Panama, Florida, as well as international policy initiatives. Although CCC has progressed beyond that single-minded dedication to Tortuguero, we have not diminished our attention to this globally important region. Indeed, the lessons learned in Tortuguero guide all of our science-based conservation work, and that work remains solely focused on the study and protection of sea turtles and their habitats.

For every success achieved on behalf of sea turtles over the last 50 years, there remains an equally challenging threat to their survival. Yes, CCC supporters have much to celebrate as we look back on five decades of work, but there is no time to rest. The fate of sea turtles still hangs in the balance. New threats from commercial fishing, global warming, sea level rise, and coastal development create a sort of perfect storm threatening sea turtle survival. The need has never been more urgent for CCC to remain engaged in the diversity of issues affecting sea turtles.

If we have learned one thing in the last five decades, it is that saving sea turtles takes perseverance. Sea turtles can be saved. Conservation programs do work. But we must remain focused. This Strategic Plan provides CCC's staff, Board of Directors and financial supporters with a clear course of action as we prioritize our programmatic, organizational and development activities over the next five years. To carry out this plan and to persevere in our ongoing efforts to protect sea turtles, we need our members and financial supporters to stand with us. We are carrying out the longest and most successful sea turtle conservation programs in the world. Together, we can ensure the long-term survival and recovery of sea turtles. Join us!

INTRODUCTION



A Brief History

Fascinated by sea turtles, Dr. Archie Carr began traveling the Caribbean in the early 1950s studying their life history and biology. His travels eventually led him to Tortuguero, a remote 22-mile black sand beach on the northeast coast of Costa Rica, where he found what would turn out to be the largest nesting colony of green turtles in the Western Hemisphere. The turtles were coming ashore in large numbers, but turtle hunters were also plentiful. Easy prey, the females were killed by the thousands and their freshly-laid eggs were collected.

Archie quickly realized that humans were hunting this rookery to extinction, as had occurred at other beaches throughout the Caribbean. He set up a makeshift research station to study the nesting turtle population. Archie, who was a University of Florida zoologist, made this rustic station his summer home, bringing family, students and colleagues to help. These summer trips launched an annual turtle monitoring and protection program (the first of its kind in the world), which was aimed at restoring dwindling turtle populations throughout the Caribbean. Archie later would public a book (*The Windward Road*, 1956) detailing the wonderful stories of his work with sea turtles and his interactions with the people of the Caribbean.



His talent for turning biology into literature captured the attention of Joshua Powers, a New York publisher's representative. Inspired by the book, Joshua sent copies to several dozen influential friends, including John Phipps. Together, they launched the informal "Brotherhood of the Green Turtle" and invited other colleagues to join them. On December 4, 1959, the Brotherhood met in Gainesville, Florida, and formally established itself as the Caribbean Conservation Corporation—the first organization in the world dedicated solely to the preservation of sea turtles.

As we approach our 50th Anniversary, CCC proudly continues the work started by Archie Carr. Through our research, conservation, education and advocacy in Central America, the Caribbean, and the United States, CCC continues to fulfill its mission. Shortly before his death in 1987, Archie Carr wrote, "It is chilling to think what shape the green turtles would be in today if there had been no Caribbean Conservation Corporation." The efforts of Archie Carr and CCC brought the plight of endangered sea turtles to the attention of the world and sparked a sea turtle conservation movement that now spans the globe.

Organizational Purpose

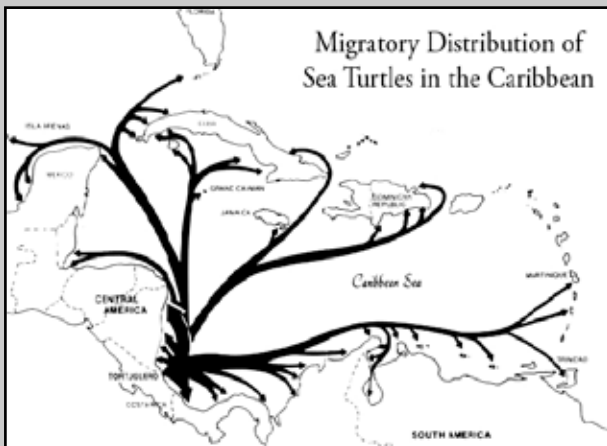
Caribbean Conservation Corporation (CCC)'s mission is to ensure the global survival of sea turtles, with an emphasis on the Wider Caribbean and Atlantic, through research, education, advocacy and protection of the natural habitats upon which they depend.

During the last 50 years, CCC's research activities have contributed greatly to the world's knowledge about marine turtles. This research has paved the way for conservation initiatives that are improving the survival outlook for several sea turtle populations. Combinations of factors, most of them human-caused, continue to threaten the survival of marine turtles. To protect and recover the species, new and existing threats must continually be eliminated, and critical habitats must receive long-term protection.

INTRODUCTION

Why Sea Turtles?

Sea turtles are the focus of our conservation efforts because these ancient creatures are important indicators of the health of the world's marine and coastal ecosystems. Each sea turtle species plays a unique and critical role in sustaining the health of different marine habitats. Whether sea turtles vanish from the planet or remain a wild, thriving part of the natural world will speak volumes about the health of the planet and mankind's ability to coexist in a sustainable manner with the diversity of life on Earth. Although CCC is primarily focused on sea turtles, our initiatives benefit many forms of marine life and coastal habitats.



Geographic Focus

Since its founding, CCC's primary geographic focus has been the Wider Caribbean and Atlantic because of the region's importance to the world's remaining populations of sea turtles. The colonies of green turtles, loggerheads, leatherbacks and hawksbills that nest at Costa Rica, Panama and Florida are the largest in the Western Hemisphere. The populations of juvenile green turtles on developmental foraging grounds in Bermuda and Florida are the

most genetically diverse populations of the species documented. CCC has concentrated its research and conservation efforts toward these critical nesting and developmental areas.

Organizational Purpose (continued)

Threats to Sea Turtle Survival

Once abundant throughout tropical and sub-tropical seas, six of the world's seven species of sea turtles are now in serious peril. Faced with unprecedented mortality levels and habitat destruction over the last century, sea turtle numbers have plummeted around the world by as much as 80% or more. Human threats to sea turtles within the Caribbean and Western Atlantic are numerous.



In the last 500 years, many Caribbean sea turtle populations have been eradicated due to slaughter for human consumption. Those that remain may exist at less than 1% of their original levels. In Central America and on many Caribbean islands, sea turtle eggs of all species are still prized as food and aphrodisiacs. Green turtles are killed for their meat. Hawksbill turtles are widely hunted for their beautiful shells. Loggerheads and leatherbacks are being killed in large numbers by commercial and artisanal fishing operations such as longlines, trawl fisheries and gill nets.

In addition, sea turtles are regularly mutilated by dredge and drilling operations. Solid waste, particularly plastic bags, often becomes a deadly meal for sea turtles. Polluted runoff from the land degrades important marine habitats and has been implicated in the spread of fibropapilloma, a debilitating and often-fatal tumor-causing disease. CCC's research, education and advocacy on behalf of sea turtles is helping to address and reduce these threats.

Tools

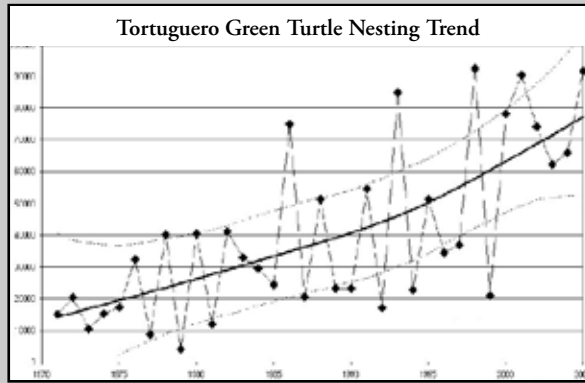
To achieve its mission, CCC uses research, habitat protection, public education, community outreach, networking and advocacy. These tools are applied in both international and domestic programs focusing on geographic areas that are globally important to sea turtle survival.

Major Accomplishments

INTRODUCTION

RESEARCH AND CONSERVATION

CCC's renowned research and conservation program in Tortuguero, Costa Rica, has produced a 415 percent increase in green turtle nesting since 1970 (see graph to right).



CCC's work at Tortuguero directly led to the establishment of Tortuguero National Park, one of the crown jewels of Costa Rica's famed national park system.

The annual field research program conducted at Tortuguero for nearly 50 years has trained and equipped some of today's most successful sea turtle scientists and conservation leaders active around the world.

CCC helped lead a successful campaign to establish a wildlife refuge preserving the most important sea turtle nesting beach in the

United States. Located on Florida's east coast, the 20-mile-long Archie Carr National Wildlife Refuge, named in honor of CCC's founder, was formally established by Congress in 1990.

Since the 1960s, CCC has funded and helped coordinate an in-water study of the juvenile sea turtles migrating to and from Bermuda from

throughout the Caribbean. First initiated by CCC Board member Dr. H. Clay Frick, Jr., the study is the longest running in-water study of sea turtles in the world.

CCC established an agreement with members of Panama's National Environmental Authority (ANAM) and the indigenous Ngöbe-Buglé people in the Bocas del Toro Region to study and protect the sea turtles nesting at Chiriquí Beach, Panama. The site hosts the fourth largest nesting aggregation of leatherbacks in the world and one of the most important hawksbill nesting populations in the Caribbean.

ADVOCACY, EDUCATION & COMMUNICATIONS

CCC successfully upheld international bans on the trade of sea turtles. CCC staff attended both the 2000 and 2002 United Nations Conferences for the Convention on International Trade in Endangered Species. In both instances, CCC experts led successful efforts to block the reopening of international trade in the shells of critically endangered hawksbill and green sea turtles.


CCC led a major campaign in Costa Rica aimed at stopping a proposal to begin offshore oil drilling just off the coast from Tortuguero. The Costa Rican government accepted CCC's


arguments against the oil project and rejected the companies' permit requests.


CCC monitors issues impacting sea turtles and their habitats in the U.S., especially in Florida, and is one of the most effective advocates for sea turtle conservation in the world.


CCC pioneered the use of the Internet as a tool for raising awareness about sea turtles. The "Sea Turtle Migration-Tracking Education Program" first allowed people to watch the satellite-tracked migrations of sea turtles online. Since 1996, millions of people have tracked turtles on CCC's website, and more than 15,000 teachers have used the program in classrooms around the world.


Major Accomplishments (continued)

 CCC has led efforts to reform coastal management policies in Florida. In recognition of his expertise on the topic, CCC's Garry Appelson was appointed by Florida's Governor to serve on the Coastal High Hazard Study Committee, resulting in a number of important improvements to beach protection in Florida.


 CCC also serves on Florida's "Action Team on Climate Change," an advisory panel appointed by the Governor to recommend strategies that will help Florida adapt to climate change.


 Public awareness efforts begun by Dr. Carr in the 1950s—and carried on today by CCC—have spawned an international appreciation for sea turtles that has grown into a worldwide movement toward their protection.


 CCC's work in Tortuguero has helped create and maintain one of the world's most successful sustainable eco-tourism programs.


 CCC protects the robust sea turtle rookery at Tortuguero and helps the community generate renewable income through guided sea turtle walks and other tourism opportunities that respect the local environment.

ORGANIZATION


 Caribbean Conservation Corporation (CCC), formed in 1959 to support the pioneering work of Dr. Archie Carr, is the world's oldest sea turtle research and conservation group.


 CCC has expanded its presence to several national and international locations, including Costa Rica, Panama, Bermuda, Washington, D.C., the Archie Carr Refuge, Melbourne, FL, and our home office in Gainesville, FL.


 CCC's staff has grown to include experts on sea turtle research and conservation methods, satellite-tracking technology, international sea turtle policy, communications and education.

 CCC's Scientific Advisory Committee includes 11 of the world's most renowned sea turtle scientists, and our Board of Directors is made up of business, conservation and philanthropic leaders representing a broad spectrum of industries and geographic locations.

FINANCE & FUNDING

 CCC led the campaign that established a Sea Turtle License Plate in Florida. This specialty auto tag generates over \$1.5 million annually to fund the state's Marine Turtle Protection Program. It also funds an annual grants program supporting sea turtle research, conservation and education on behalf of Florida sea turtles. The grants program, which is administered by CCC, distributes about \$350,000 annually to Florida coastal governments, research and educational institutions and non-profit groups working to study and protect sea turtles in the state.

 In 2006, with the generous support of Landon and Lavinia Clay, CCC established the Emily T. Clay Scientific Director Chair—a permanent endowment that perpetually supports the position of Scientific Director of the CCC. The position currently is held by Dr. Emma Harrison.

 The organization has greatly expanded its programmatic work and solidified its financial footing since the early 90s. CCC is building an endowment to provide a stable source of revenue for core programs; a growing membership is supporting ongoing operations; and increasing numbers of private foundations provide grant support for specific programs.

Summary of Results

2003 - 2007 Strategic Plan

In its Strategic Plan for 2003-2007, CCC refined its mission to better guide the organization's strategic direction. The result was a broader mission incorporating new programmatic efforts in an expanding geographic area, while still remaining true to CCC's single-minded dedication to studying and protecting sea turtles. The section below evaluates the degree to which CCC achieved the goals and objectives set forth in its previous five-year Strategic Plan.

INTRODUCTION

RESEARCH & CONSERVATION

All of the research and conservation goals listed in the 2003-2007 Strategic Plan have been achieved. CCC updated and standardized the methodology for collecting, recording and preserving data from various research sites. These improvements enabled CCC to carry out numerous special research projects and to collaborate and share data with other scientists and organizations. The combination of improved record-keeping and expansion of special projects led to various published papers and presentations, including dozens of presentations at the annual International Sea Turtle Symposium. CCC also continued to provide logistical support for long-term research programs, such as an ongoing neo-tropical migratory bird study at Tortuguero. This project is the longest and most thorough assessment of bird migrations in the tropics at a single study site. CCC also maintained a successful collaboration with the Bermuda Aquarium, creating a new web site, publishing research reports and improving the database maintained by Drs. Anne and Peter Meylan, two members of CCC's Scientific Advisory Board.



ADVOCACY, EDUCATION & COMMUNICATIONS

Advocacy, education and communications are cornerstones of CCC's work to protect and recover sea turtles. During the previous 5-year period, CCC strengthened relationships with diverse stakeholders in each major project site. In Tortuguero, Costa Rica, CCC expanded partnerships with local associations, lodges and schools to address basic needs of the community and to improve sea turtle protection. For example, CCC helped the community improve solid waste disposal to keep garbage off the beach. CCC also launched a program to better train local park guards and turtle walk guides, while also raising money to fund local jobs that contribute to sea turtle conservation. CCC's Visitors' Center at Tortuguero attracted more than 30,000 visitors each of the last five years, making the facility an important educational resources for tourists. In the West Indies, a partnership with the Four Seasons Resort in Nevis raised CCC's profile in the region, creating new educational opportunities and expanding our capacity to conduct important

Summary of Results

2003 - 2007 Strategic Plan (continued)

research with hawksbills in the region. CCC's Sea Turtle Migration-Tracking Education Program generated record numbers of visitors to the CCC web site by providing fresh content and design improvements. CCC's direct advocacy initiatives expanded both nationally and internationally. CCC helped launch a Coastal and Ocean Coalition that is addressing important policy issues affecting sea turtles. In Florida, CCC has affirmed its role as the lead watchdog of coastal construction and beach management policy. CCC has helped to implement several strategies to improve coastal management, including the production of collaborative publications and

a persuasive video calling for policy reforms. Also, CCC lobbied for the passage of two important pieces of Florida legislation related to coastal protection. Internationally, CCC had great success defeating efforts by Cuba and Japan to legalize the international trade of sea turtle products. In recognition of his expertise in international sea turtle conservation, the IUCN recently appointed CCC Executive Director David Godfrey to the Marine Turtle Specialist Group. CCC's dedication to international sea turtle issues was elevated to a higher level with the hiring of Marydele Donnelly, who fills the new position of CCC Director of International Policy.

ORGANIZATION

From 2003 to 2007, CCC added new energy and expertise to its Board of Directors with the appointment of seven new members with experience in areas such as law, finance, marketing and fundraising. There has been very little turnover in CCC's senior staff, and new positions were created in the areas of marketing, accounting, biological research, international policy, education and volunteer coordination. Investments have been made toward the infrastructure of the Tortuguero Field Station; a new research station was established at Chiriquí Beach, Panama; and a new hub of operation was established at the Barrier Island Center in the Archie Carr National Wildlife Refuge. CCC also met its recruitment goals for Research Assistants in Tortuguero, ensuring that assistants from diverse geographic backgrounds were available to carry out the research protocol.

FINANCIAL

Over the last five years, CCC has increased its annual revenue from both private and government grants. During the last fiscal year (2007), CCC generated over \$700,000 from private and government grants. CCC also expanded its number of partnerships with responsible private corporations. Additionally, CCC successfully increased the number of private individuals making large annual donations to the organization. In 2005, CCC launched an Endowment Campaign with the goal of raising at least \$5 million in invested assets that will generate annual revenue to support CCC's core operations. As of 2007, more than \$2.5 million has been raised. CCC also has been incorporated into the long-range financial plans of many Board members and donors. Finally, fundraising events have been very successful in boosting memberships and increasing turtle adoptions.



Strategic Overview

INTRODUCTION

Building on CCC's reputation as an organization grounded in sound scientific research, CCC will expand its influence and commitment to international issues affecting marine turtles and their habitats. Within the United States, it is CCC's intent to be the national leader in using educational programs and materials to raise awareness and support for turtle conservation. CCC also strives to be a major political force for the enactment and enforcement of laws protecting sea turtles. In the countries along the Caribbean coast of Central America, it is CCC's goal to play a lead role in promoting enforceable environmental policies and regional agreements that protect sea turtles and their habitats in the Caribbean. CCC also aims to increase its effectiveness in addressing sea turtle threats throughout the Western Atlantic and the eastern islands of the Caribbean.

In preparing this new five-year strategic plan, CCC draws from the success of past strategic plans, while envisioning a broader role for CCC and its programmatic activities. Never wavering from CCC's longstanding tradition in science-based conservation, this plan ensures that current programs are thoughtfully managed to produce measurable results that directly achieve CCC's mission. While the organization's established programs will remain the cornerstones of CCC's work, ambitious new goals are set for expanding the organization's scope to include new projects in a broader geographic area. In short, CCC's 2008-2012 Strategic Plan establishes a firm commitment to current programmatic and organizational strategies that have produced important results and visionary possibilities for the future.

To ensure a proper alignment with CCC's mission statement, this Strategic Plan has been organized into four strategic themes: (1) Research and Conservation; (2) Advocacy, Education and Communications; (3) Structure and Organization; and (4) Finance and Funding. This arrangement gives the plan validity as the goals are directly motivated by the mission. It is also helpful because it provides a mission-based method of evaluating achievements.

"Everybody in the organization has subscribed to the original concept that its most important attributes are a single-minded resistance to any distraction from the central aim of keeping watch over the Tortuguero nesting colony and a determination to make it the most thoroughly studied and protected sea turtle populations in the world."

*--Dr. Archie F. Carr
on the Caribbean Conservation Corporation*



Strategic Themes

<p>RESEARCH AND CONSERVATION</p>	<p>CCC uses scientifically-grounded research as the basis for its conservation, advocacy and education initiatives. The organization conducts long-standing research at an increasing number of sites in the Wider Caribbean and Western Atlantic. The major goals and strategies for these established research and conservation programs are described in this section of the Strategic Plan</p>
<p>ADVOCACY, EDUCATION AND COMMUNICATIONS</p>	<p>The organization’s experienced staff and advisors ensure that CCC’s policy and educational initiatives are strategically focused and timely. As CCC takes positions on issues to promote conservation or influence policy decisions, the organization will be guided by sound science. In furthering its mission, CCC shall use strategic communications to promote its good work and accomplishments to the media, the public and stakeholders of all kinds. The organization’s major advocacy, education and communications goals are described in this section of the Strategic Plan.</p>
<p>ORGANIZATION</p>	<p>CCC shall maintain an experienced, dedicated and talented Board of Directors, staff, volunteers and advisors to assist the organization in achieving its mission.</p>
<p>FINANCE AND FUNDING</p>	<p>CCC will maintain a strong financial foundation and develop the resources necessary to carry out its mission and an expanding set of programs. The overall development goal shall be met through execution of the objectives and strategies for each of CCC’s major asset building and revenue generating activities.</p>



Tortuguero, Costa Rica

Research and Conservation Programs

RESEARCH & CONSERVATION

CCC's goal in Tortuguero is to ensure the long-term protection and full recovery of the Tortuguero's green, leatherback, and hawksbill sea turtle populations and associated biological diversity in the region.

To achieve this, CCC will incorporate geographic, biological

and sociological components into an integrated set of objectives to help conserve sea turtles. These objectives will be implemented with strategies based on sound scientific information that will guide all of CCC's conservation, advocacy and educational programs. CCC's scientific activities in Tortuguero will include the collection of data, analysis and dissemination of findings, with regular Scientific Advisory Committee consultation to periodically review monitoring protocols for the Tortuguero nesting beach.

Completed in 1994, the John H. Phipps Biological Field Station is an important asset which enhances the ability of CCC to fulfill its goals in the region. The facility shall be managed to provide a base of operations for all of CCC's activities in the region and to maximize opportunities to generate revenue in support of those activities. The station will remain open year-round and will offer scientists, students and the public a wide array of research and field opportunities. From March to October, the station shall be occupied by research assistants and paying volunteers who assist CCC scientists with turtle tagging and monitoring programs.

The adjacent H. Clay Frick Natural History Museum & Visitors Center shall be managed to provide visitors with information on the area's sea turtle populations, tropical rainforests and the wetland ecosystems. Through the Center, CCC shall provide a central location for tourists seeking information about local nature guides, community establishments and other services offered by the Tortuguero community.



Tortuguero, Costa Rica

Research and Conservation Programs (continued)

Overall Goal

To ensure the long-term protection and full recovery of the Tortuguero sea turtle populations and associated biological diversity in the region

Objective 1

Continue CCC's core sea turtle research activities and distribute data to serve as a base for making conservation decisions and strategies.

Objective 2

Initiate special research and conservation projects that help CCC achieve its goals in Tortuguero.

Objective 3

To eliminate direct and indirect threats to Tortuguero sea turtle nesting colonies both at the nesting beach and regionally, as well as threats to Tortuguero National Park.

Objective 4

To establish CCC's field station as a long-term base for scientific research on sea turtles and other flora and fauna of the region.



Chiriquí Beach, Panama

Research and Conservation Programs

CCC's goal in Chiriquí Beach is to ensure the long-term protection and recovery of hawksbill and leatherback sea turtle populations nesting, foraging and mating in the Bocas del Toro region of Panama.



To accomplish this goal, CCC will continue to build on the scientific project begun in 1989 by Drs. Anne and Peter Meylan. Using Tortuguero as an example, CCC will implement comprehensive objectives to improve the survival outlook for the Bocas del Toro sea turtle populations, which, according to Dr. Archie Carr, is one of the most important hawksbill rookeries in the Caribbean. Through intensive monitoring of hawksbill and leatherback sea turtle nesting activity, protection of nesting females and their nests, and public education in the region, CCC will carry out strategies that can help the recovery of these crucial hawksbill and leatherback populations.

The success of this goal will involve cooperation with local students and indigenous Ngöbe-Buglé leaders to build a connection between the community and the project. Results from CCC's sustained protection programs at other sea turtle nesting beaches give us confidence that depleted sea turtle populations can be restored through long-term, coordinated protection of nesting beaches and foraging grounds.

<p style="text-align: center;">Overall Goal</p> <p>To ensure the long-term protection and recovery of sea turtle populations nesting, foraging and mating in the Bocas del Toro region of Panama</p>	<p style="text-align: center;"><i>Objective 1</i></p> <p>Continue coordinating core sea turtle monitoring activities at Chiriquí Beach and associated nesting areas and distribute data to serve as a base for making conservation decisions and strategies.</p> <p style="text-align: center;"><i>Objective 2</i></p> <p>To eliminate direct and indirect threats to Bocas del Toro turtle populations.</p>
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United States Sea Turtle Survival League

It is CCC's goal to eliminate threats facing sea turtles in the U.S. and to preserve nesting and feeding habitats through a program of networking, education and advocacy. In 1993, CCC established the Sea Turtle Survival League to directly engage in issues affecting U.S. sea turtle populations, especially in Florida, where over 90% of all sea turtle nesting in the continental United States takes place. From a research perspective, the Sea Turtle Survival League will engage the scientific community in the U.S. to gather data and carry out research projects pertinent to sea turtle and habitat conservation.

Overall Goal

To eliminate threats facing sea turtles in the U.S. and to preserve nesting and feeding habitats through a program of networking, education and advocacy.

Objective 1

Collect or assemble data regarding the status of sea turtle nesting in the United States, as well as data on the impact of various threats to sea turtles and their habitats.

Objective 2

Form collaborative partnerships with other research entities to conduct research that will aid in the conservation of marine turtles. As is practical, provide financial support for important research through the Sea Turtle Grants Program.

An updated analysis of Florida's long-term loggerhead sea turtle nesting data, carried out as part of the Florida Fish and Wildlife Conservation Commission's (FWCC) Index Nesting Beach Survey, reveals a continuing decline in loggerhead nest numbers around the state. Nest counts have decreased nearly 50 percent from 1998 to 2007.

Annual Total Nest Counts for Loggerhead Sea Turtles on Florida Beaches, 1989–2007

Survey year	Total number of nests
1989	40,000
1990	48,000
1991	52,000
1992	45,000
1993	40,000
1994	48,000
1995	55,000
1996	52,000
1997	40,000
1998	58,000
1999	55,000
2000	52,000
2001	42,000
2002	38,000
2003	35,000
2004	28,000
2005	32,000
2006	30,000
2007	25,000

International Research and Policy Programs

CCC’s International Research and Policy goal is to protect sea turtles throughout the world, with an emphasis on the Atlantic and Wider Caribbean, by strengthening conservation policies and improving enforcement. The International Policy Program will concentrate on reducing the incidental capture of sea turtles in fisheries and promoting international accords for conservation.

This direction complements decades of research and monitoring activities on nesting beaches and support of international policies to protect sea turtles. Promoting bycatch reduction on the high seas within the large and powerful regional fishery management organizations, such as the International Convention for the Conservation of Atlantic Tunas (ICCAT), will be a strong focus in the next five years. While addressing international sea turtle bycatch in fisheries is an enormous challenge, our work is timely as governments and fishery managers increasingly recognize the need to protect the biodiversity and health of the oceans and prevent future environmentally-based fishing embargoes.

Overall Goal

To protect sea turtles throughout the world, with an emphasis on the Atlantic and Wider Caribbean, by expanding research, conservation and policy activities.

Objective 1

Expand CCC’s research and conservation initiatives throughout the Wider Caribbean, Atlantic and Pacific wherever and whenever CCC’s experience and capabilities can aid in the protection and recovery of sea turtles and their essential habitats.

Objective 2

Participate in international policy deliberations whenever decisions have the potential to affect sea turtle populations in the Caribbean and Atlantic.

Objective 3

Expand research and education activities in the Leeward Islands, such as St. Kitts and Nevis.

Objective 4

Continue the core research and education activities associated with the Bermuda Turtle Project.



Tortuguero, Panama, Bermuda and the Wider Caribbean

CCC will increase its networking, education and advocacy initiatives in all our international locations to grow support for sea turtle conservation and eliminate threats to their survival. This will be carried out by raising awareness about the problems sea turtles face in communities in each area.

Overall Goal

To improve CCC's core networking, education and advocacy initiatives in each of these regions in order to grow support for sea turtle conservation and eliminate threats to their survival.

Objective 1

Raise awareness about each of CCC's project sites and the specific threats to sea turtle survival in each region.



In Panama, local school children lined up to perform an indigenous dance in honor of a historic agreement on behalf of sea turtles. CCC representatives traveled to Chiriquí Beach to formalize a three-way agreement between CCC, Panama's National Environment Authority (ANAM) and the indigenous Ngöbe-Buglé people. The formal agreement was finalized and signed in person by leaders representing each group. To celebrate the signing of the agreement, the community held a public reception followed by a community feast.

United States Sea Turtle Survival League

CCC's Sea Turtle Survival League education and advocacy programs have the goal to eliminate threats facing sea turtles in the U.S. and to preserve nesting and feeding habitats through networking, education and advocacy.

Since STSL's formation in 1993, CCC has grown into one of the most effective advocates for sea turtles and their habitats in the United States. The STSL's educational programs and materials are widely used and respected around the world. Each year, many thousands of people view the satellite-tracked migrations of sea turtles through CCC's web site. This excellent traffic and interest will generate continued awareness as it is used to educate the public on sea turtle issues and threats, as well as involve them in advocacy topics.

The STSL is also responsible for managing the Sea Turtle Grants Program in Florida. This program gives CCC recognition as a respected sea turtle conservation group, providing further opportunity to educate the public and advocate for sea turtle-friendly policies.

At the Archie Carr National Wildlife Refuge in Melbourne, Florida, the Barrier Island Center will permanently house educational displays and provide varied sea turtle activities to engage children and the community. Human activities are directly threatening the survival of U.S. sea turtle populations, and there is a need to coordinate sea turtle education and advocacy on a national level. The STSL's work complements CCC's ongoing research and conservation projects and capitalizes on over five decades of experience in marine conservation.

The Barrier Island Center (BIC) in Melbourne, Florida, is located in the Archie Carr National Wildlife Refuge. Built by Brevard County, the BIC provides a perfect location

for conducting education programs and building community stewardship for this



renowned sea turtle nesting beach. CCC has a full-time staff member based at the BIC. Through a contract with the county, CCC is charged with helping run the public education programs

at the Center, including providing guided sea turtle walks.

United States Sea Turtle Survival League (continued)

Overall Goal

To eliminate threats facing sea turtles in the U.S. and to preserve nesting and feeding habitats through a program of networking, education and advocacy.

Objective 1

Increase support for sea turtle conservation by providing reliable information and guidance on sea turtle issues to U.S. decision-makers, the media, NGOs and the public.

Objective 2

Administer the Florida Sea Turtle Grants Program to facilitate research, education and conservation in Florida.

Objective 3

Promote passage, implementation and enforcement of U.S. regulations to protect sea turtles and their habitats.

Objective 4

To ensure the protection of sea turtles and other resources within the Archie Carr National Wildlife Refuge and the adjoining barrier island and Indian River Lagoon.

Objective 5

Campaign to bring about reforms in Florida's coastal management policies to better protect sea turtle nesting beaches and nearshore habitats in the face of rampant development, increased storms and sea level rise.

Objective 6

Maintain a permanent educational presence in the Archie Carr Refuge through the Barrier Island Center.

Communications



CCC's goal is to effectively communicate the organization's mission and brand through consistent initiatives to increase visibility and awareness. With increasing advances in technology and competition for nonprofit dollars, communications will provide the foundation necessary to continue programmatic work and advance new projects.

Communications will not only convey the value of CCC's programmatic work. It will also serve to enhance membership recruiting and correspondence to establish loyal CCC supporters. Finally, communications will help position CCC as a leader in sea turtle science and conservation, especially through the organization's research programs.

Overall Goal

To effectively communicate CCC's mission and brand through consistent initiatives to increase visibility and awareness.

Objective 1

Conduct a Communication Audit and develop a Strategic Communication Plan.

Objective 2

Monitor CCC's effectiveness at generating media coverage that increases the organization's visibility in Florida, the U.S. and internationally to determine whether communications efforts are producing measurable results.

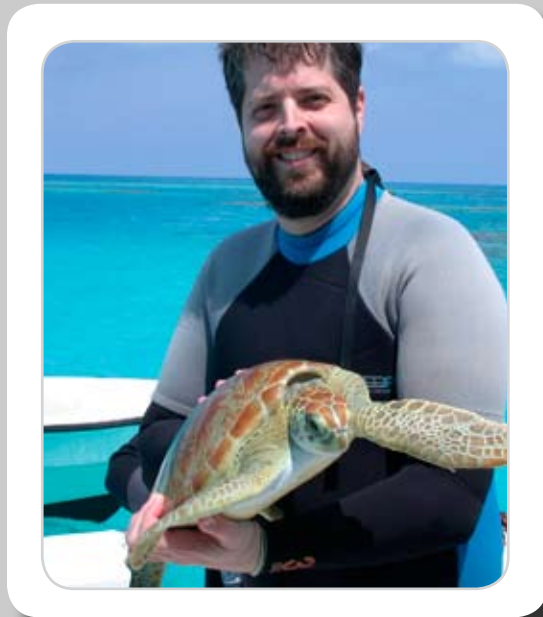
Objective 3

Raise the level of national awareness about CCC, sea turtles and threats to their survival through quality education programs and outreach through the media.

Board of Directors

CCC's goal is to have a Board of Directors that helps CCC carry out its mission by meeting programmatic and financial goals and objectives. The Board of Directors is currently comprised of 25 individuals from around the world, including the United States and Costa Rica.

The Board has been very effective as a whole and has become particularly efficient since it began to conduct much of its activities through committees. Current Board committees include, the Executive Committee, Program Committee, Finance Committee, Membership and Economic Development Committee, Investment Committee and Nominating Committee.



Overall Goal

To have a Board of Directors that helps CCC carry out its mission by meeting programmatic and financial goals and objectives.

Objective 1

To recruit new Board members who offer CCC a diversity of professional backgrounds, geographic spheres of influence, levels of financial support and relevant contacts that will benefit the organization.

Objective 2

To maintain the Board at 25 active members, and achieve a quorum at every Board Meeting.

Objective 3

To improve the efficiency of the Board through the use of specialized committees.

Staff



CCC's staff is currently comprised of 14 professional-level staff members who are employed in four locations. CCC's headquarters is located in Gainesville, Florida, and houses seven full-time administrative and programmatic personnel, including the Executive Director, Outreach & Field Programs Coordinator, Policy Coordinator, Controller, Membership Coordinator, Marketing and Communications Coordinator, Manager of Education & Volunteers, and Office Manager.

CCC also has a Director of International Policy located in Washington, D.C. CCC's office in San Jose, Costa Rica houses the In-Country Director and an assistant. The field station houses the Station Director, Scientific Director and Museum/ Gift Shop Manager. Additional support staff is employed seasonally at the Tortuguero station. In Panama, CCC employs a Field Research Coordinator at the Chiriquí Beach station.

Overall Goal

To maintain executive and administrative staff at sufficient levels and qualifications to meet the demands of implementing all facets of the organization's strategic plan.

Objective 1

To augment existing staff in the areas of membership, development, accounting and marketing, subject to funding availability

Objective 2

Ensure CCC's ability to maintain reliable financial controls by expanding the organization's accounting/bookkeeping capabilities.

Objective 3

To consistently hire contract employees to fill the seasonal position of Participant Program Coordinator in Tortuguero.

Scientific Advisory Committee and Research Assistants

CCC's goal with respect to the Scientific Advisory Committee (SAC) is to maintain the high caliber of the current membership and to fully utilize the Committee's expertise. The SAC is a nonvoting, advisory body made up of 12 internationally-renowned marine turtle biologists. Members are appointed by and serve at the discretion of the Executive Director and the Board Executive Committee. The SAC is consulted for advice relative to CCC's research protocols and for guidance on conservation strategies.

Overall Goal

CCC's goal with respect to the SAC is to maintain the high caliber of the current membership and to fully utilize the Committee's expertise.

Objective 1

To fully utilize the expertise of the SAC on matters related to scientific research or monitoring and conservation strategy.

Objective 2

To maintain the SAC as a qualified, active and integral part of CCC.

CCC's goal for to Research Assistants is to gather nest monitoring and tagging data in Tortuguero, Costa Rica, with the help of qualified volunteers who gain valuable biological field experience.

Though not officially staff members, CCC also depends greatly upon volunteer Research Assistants.



Overall Goal

To gather nest monitoring and tagging data in Tortuguero, Costa Rica, with the help of qualified Research Assistants who gain valuable biological field experience.

Objective 1

To annually contract a sufficient number of qualified Research Assistants from a diversity of backgrounds.

Growing CCC's Asset Base

CCC's goals are to develop an endowment and provide donors multiple giving options in order to help build upon current programmatic work. To achieve this, CCC will concentrate on raising income through the endowment campaign and planned giving. These two methods of raising funds are essential for helping CCC solidify its financial stability and promote the programmatic growth. CCC's objectives present an aggressive development strategy that will help the organization fully implement its Strategic Plan.

Endowment

<p style="text-align: center;">Overall Goal</p> <p>To develop an endowment that annually generates sufficient income to cover at least one-quarter of CCC's core programmatic and administrative expenses.</p>	<p style="text-align: center;"><i>Objective 1</i></p> <p>Conduct a targeted endowment campaign that grows CCC's revenue-generating endowment to at least \$5 million by 2010.</p> <p style="text-align: center;"><i>Objective 2</i></p> <p>Grow the CCC endowment to at least \$40 million over the next 20 years.</p>
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Planned Giving

<p style="text-align: center;">Overall Goal</p> <p>Ensure that CCC has the capacity to offer and manage any of a variety of planned giving options to prospective donors.</p>	<p style="text-align: center;"><i>Objective 1</i></p> <p>Increase the number of Board members and general CCC members who establish planned gifts to the CCC.</p> <p style="text-align: center;"><i>Objective 2</i></p> <p>Make information readily available to prospective donors describing bequests, stock donations, endowment pledges and other planned giving options.</p>
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Generating Operating Funds

CCC's goal is to establish a strong financial foundation and to develop the resources necessary to carry out CCC's mission. This financial foundation comes from four key sources: major donations from individuals, private foundation and government grants, corporate support and memberships. While CCC has remained in operation for almost five decades and has steadily increased its level of activities and infrastructure, CCC's objectives focus on continuing these activities.

Overall Goal— to establish a strong financial foundation and to develop the resources necessary to carry out CCC's mission.

<p>Foundation and Government Grants</p>	<p><i>Objective 1</i> To generate at least \$450,000 in annual grants from private foundations and government sources to support CCC's programs and administrative operations.</p> <p><i>Objective 2</i> To generate restricted grants to support special projects or new program endeavors.</p>
<p>Donations from Private Individuals</p>	<p><i>Objective 1</i> To gradually increase revenue derived from large private donations to at least \$200,000 annually within the next five years.</p> <p><i>Objective 2</i> Increase CCC memberships by 10% per year for the next five years to 10,000, so that \$250,000 is generated annually from this source. In 2007, CCC had 6,500 active members.</p>
<p>Corporate Support and Cause-Related Marketing</p>	<p><i>Objective 1</i> To raise at least \$35,000 annually from a combination of corporate donations and cause-related marketing agreements.</p>

Generating Operating Funds (continued)

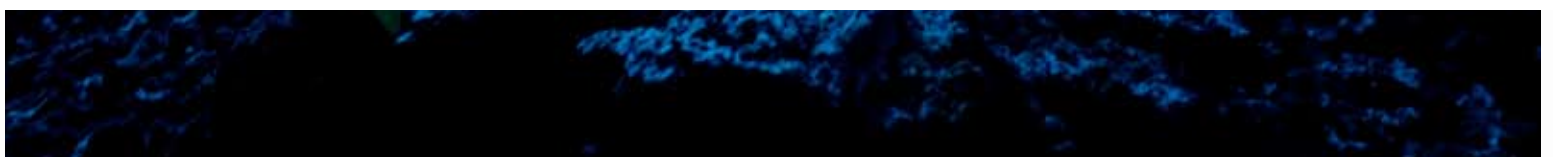
Overall Goal— to establish a strong financial foundation and to develop the resources necessary to carry out CCC’s mission.

FINANCE & FUNDING

<p>Events and Donor Outreach</p>	<p><i>Objective 1</i> Conduct special events at various settings to inform and attract potential CCC members and donors who will contribute to CCC’s endowment or to general operations</p> <p><i>Objective 2</i> Conduct site visits that give prospective major donors an opportunity to observe and participate in CCC’s major sea turtle research and conservation programs.</p>
<p>Research Participant Programs</p>	<p><i>Objective 1</i> To increase participation rates so that the station is at 75% occupancy through the peak months of the research programs. Occupancy rates in 2006 and 2007 averaged 60% for the green turtle program and 23% for the leatherback program. Over the next 5 years, this would increase annual revenue from the participant programs to at least \$100,000.</p>
<p>Field Station Rentals and Visitor Center Revenue</p>	<p><i>Objective 1</i> To maximize revenue generated at the station through off-season room rentals without affecting CCC’s research and conservation mission.</p> <p><i>Objective 2</i> To begin generating at least \$10,000 per year from rentals of the Landon T. Clay Scientists Residence, and increase revenue from this facility by 5% each year over the next five years.</p> <p><i>Objective 3</i> To increase revenue from the Visitors Center over the next five years to an annual total of \$150,000.</p>



STRATEGIES FOR IMPLEMENTATION



Tortuguero, Costa Rica

Research and Conservation Programs

Overall Goal—To ensure the long-term protection and full recovery of the Tortuguero sea turtle populations and associated biological diversity in the region.

RESEARCH & CONSERVATION

Objective 1:

Continue CCC’s core sea turtle research activities and distribute data to serve as a base for making conservation decisions and strategies.

Strategies:

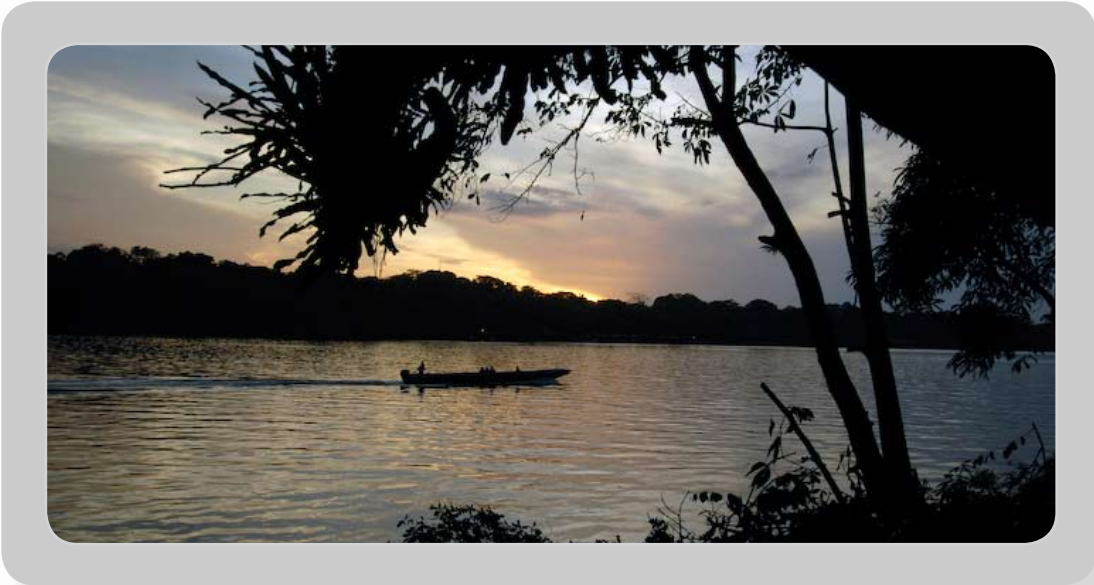
- A) Continue implementing the monitoring protocol developed in association with CCC’s Scientific Advisory Committee. The following are the core monitoring activities in Tortuguero: Conducting 22-mile track surveys; Tagging nesting sea turtles; Accumulating biometric data including the clutch size of a turtle nest and the minimum and maximum carapace length of nesting turtles; Assessing fibropapilloma on nesting sea turtles; Determining nest survivorship and hatching success; Collecting physical data including precipitation trends, ground water levels and beach sand temperature; and Collecting human impact data including tourism trends, economic development and lighting impacts.
- B) Maintain Tortuguero data in a usable database, which is regularly analyzed and shared with key stakeholders and researchers.
- C) Working with CCC’s scientific advisory committee, as well as outside experts, develop and incorporate standardized monitoring protocol to calculate impacts on the nesting population associated with global warming and sea level rise.
- D) Work with appropriate organizations to facilitate “social monitoring” to determine how sea turtle conservation in Tortuguero impacts the local community.



Tortuguero, Costa Rica, Research and Conservation Programs (continued)

Overall Goal—To ensure the long-term protection and full recovery of the Tortuguero sea turtle populations and associated biological diversity in the region.

<p><i>Objectives 2:</i></p> <p>Initiate special research and conservation projects that help CCC achieve its goals in Tortuguero.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Design and implement new research activities that address potential ecological threats to Tortuguero sea turtles or which take advantage of new technological opportunities. Before initiating any of these projects, detailed methodologies and research protocol will be presented to members of CCC’s Scientific Advisory Committee for review. The following list briefly summarizes research projects currently under consideration:</p> <ol style="list-style-type: none"> 1. Effects of pesticide and other chemical contamination on the Tortuguero nesting beach. 2. Appropriateness and effectiveness of nest relocation and/or hatcheries at Tortuguero to mitigate for impacts of a warming climate and rising sea levels. 3. Investigation of possible changes in sex ratios as a result of climate change. 4. Analysis and comparison of Tortuguero leatherback genetics. 5. Analysis of stable isotope characteristics in green turtles. 6. Expansion of Leatherback and hawksbill migration tracking studies and incorporation of GPS tracking of green turtles to monitor inter-nesting behavior. 7. Investigate the significance of foraging habitats off the coast of Venezuela for Tortuguero green turtles. 8. Explore opportunities for supporting sea turtle research in Cuba.
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Tortuguero, Costa Rica

Research and Conservation Programs (continued)

Overall Goal—To ensure the long-term protection and full recovery of the Tortuguero sea turtle populations and associated biological diversity in the region.

RESEARCH & CONSERVATION

<p><i>Objective 3:</i></p> <p>To eliminate direct and indirect threats to Tortuguero sea turtle nesting colonies both at the nesting beach and regionally, as well as threats to Tortuguero National Park.</p>	<p style="text-align: center;">Strategies:</p> <ul style="list-style-type: none"> A) Help implement the Tripartite Agreement to coordinate green turtle conservation efforts in Costa Rica, Nicaragua and Panama. B) Participate in organizing Conferences of the Parties of the Inter-American Convention for Sea Turtle Protection and Conservation. Provide direct support to the Convention Secretariat. C) Assist the community in addressing Tortuguero’s solid waste problems. D) Work with other NGOs in the region to monitor issues that may affect Tortuguero sea turtles and develop case-specific strategies for resolving or minimizing threats. E) Specifically monitor the threat of proposed offshore oil drilling in Nicaragua and Costa Rica for the purpose of preventing any activities that pose a direct threat to sea turtles in the region. F) Coordinate regular beach clean-ups to control the presence of garbage on the nesting beach. G) Monitor the issue of turtle harvesting in Nicaragua and explore opportunities for CCC to support research and conservation efforts aimed at reducing the impact of this harvesting on the Tortuguero nesting colony. H) Help coordinate the “Turtle Spotter Program” in Tortuguero as a mechanism for minimizing negative impacts associated with turtle-walk tours and as a source of funding for TNP management and community projects.
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Tortuguero, Costa Rica

Research and Conservation Programs (continued)

Overall Goal—To ensure the long-term protection and full recovery of the Tortuguero sea turtle populations and associated biological diversity in the region.

<p><i>Objective 4:</i></p> <p>To establish CCC’s field station as a long-term base for scientific research on sea turtles and other flora and fauna of the region.</p>	<p style="text-align: center;">Strategies:</p> <ul style="list-style-type: none"> A) Recruit foreign and Costa Rican scientists and students to conduct biological and anthropological research at CCC’s Tortuguero field station. B) Advertise the availability of the station and the quality of the facilities to university faculty and international research institutions. C) Maintain and improve the physical plant at Tortuguero by proactively maintaining and upgrading the buildings, grounds and equipment at the station. D) Continue providing support for the bird monitoring program at Tortuguero and attempt to recruit similar research programs to the station. E) Encourage the completion of masters and Ph.D. thesis projects at Tortuguero. F) Perpetually extend CCC’s land lease concession for the Tortuguero station land.
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Chiriquí Beach, Panama

Research and Conservation Programs

Overall Goal—To ensure the long-term protection and recovery of sea turtle populations nesting, foraging and mating in the Bocas del Toro region of Panama.

<p><i>Objective 1:</i></p> <p>Continue coordinating core sea turtle monitoring activities at Chiriquí Beach and associated nesting areas and distribute data to serve as a base for making conservation decisions and strategies.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Continue implementing the monitoring protocol developed in association with CCC’s project collaborators. The following are the core monitoring activities at Playa Chiriquí and Escudo de Varaguas: Conducting 20-mile track surveys; Tagging nesting sea turtles; Accumulating biometric data including the clutch size of a turtle nest and the minimum and maximum carapace length of nesting turtles; Determining nest survivorship and hatching success; Collecting physical data including precipitation trends, ground water levels and beach sand temperature; and Collecting human impact data including dog predation, poaching and other impacts.</p> <p>B) Maintain Panama data set in a usable database, which is regularly analyzed and shared.</p> <p>C) Conduct satellite telemetry on leatherbacks and hawksbills to determine migratory movements of these species in the Caribbean and beyond.</p>
<p><i>Objective 2:</i></p> <p>To eliminate direct and indirect threats to Bocas del Toro turtle populations.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Help implement the Tripartite Agreement to coordinate turtle conservation efforts in Costa Rica, Nicaragua and Panama.</p> <p>B) Coordinate activities with the Comarca Ngöbe-Buglé to comply with the terms of our Agreement and to involve the local community in research and conservation activities.</p> <p>C) Work with other NGOs in the region to monitor issues that may affect Panama’s sea turtles and develop case-specific strategies for resolving or minimizing threats.</p> <p>D) Expand the capacity of CCC’s facilities in Panama to host visiting scientists, paying volunteers and potential financial sponsors.</p> <p>E) Expand environmental education activities beyond the communities where CCC currently works in Panama.</p>



United States Sea Turtle Survival League

Overall Goal—To ensure the long-term protection and recovery of sea turtle populations nesting, foraging and mating in the Bocas del Toro region of Panama.

<p><i>Objective 1:</i></p> <p>Collect or assemble data regarding the status of sea turtle nesting in the United States, as well as data on the impact of various threats to sea turtles and their habitats.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Use existing CCC staff to collect baseline data on the spread of sea walls in Florida and their impacts on sea turtles.</p> <p>B) Partner with other research entities carrying out satellite telemetry on Florida turtles.</p> <p>C) Utilize Florida Wildlife Conservation Commission (FWCC) record-keeping on statewide turtle nesting to monitor nesting and hatching success trends, as well as trends in turtle strandings, health and light disorientations.</p> <p>D) Solicit input from Program Committee and Scientific Advisory Committee before starting any new research initiatives.</p> <p>E) Use the Barrier Island Center as a base of operations for special research projects.</p> <ol style="list-style-type: none"> 1. Collect data on raccoon predation in the Carr Refuge and the effectiveness of predator control programs. 2. Collect data on the impact of educational sea turtle walks on nesting and hatching success. 3. Continually monitor sea wall expansion in the vicinity of the refuge. 4. Collect data on the impacts of beach nourishment on turtle nesting and nearshore developmental habitat.
<p><i>Objective 2:</i></p> <p>Form collaborative partnerships with other research entities to conduct research that will aid in the conservation of marine turtles. As is practical, provide financial support for important research through the Sea Turtle Grants Program.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Look for opportunities to partner with other sea turtle permit holders in Florida to have CCC participate in or support research activities.</p> <p>B) Identify key research and conservation needs and support grant funding for activities that can produce the greatest benefit to sea turtle conservation in Florida.</p>

International Research and Policy Programs

Overall Goal—To protect sea turtles throughout the world, with an emphasis on the Atlantic and Wider Caribbean, by expanding research, conservation and policy activities.

<p><i>Objective 1:</i></p> <p>Expand CCC’s research and conservation initiatives throughout the Wider Caribbean, Atlantic and Pacific wherever and whenever CCC’s experience and capabilities can aid in the protection and recovery of sea turtles and their essential habitats.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> A) Pursue a multi-year funding to support a Caribbean-wide climate change adaptation project focused on sea turtles and the protection of nesting and foraging habitats. B) As funding permits, conduct research, conservation and capacity-building activities that spread CCC’s influence throughout the region. C) Maintain a focus on the Wider Caribbean and Atlantic; however, unique research and conservation opportunities in the Pacific should also be considered when CCC is able to utilize its expertise to support sea turtle conservation.
<p><i>Objective 2:</i></p> <p>Participate in international policy deliberations whenever decisions have the potential to affect sea turtle populations in the Caribbean and Atlantic.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> A) Participate as an “observer” in each Convention on International Trade in Endangered Species (CITES) meeting, whenever proposals would affect sea turtles. B) Maintain CCC as a member of the Species Survival Network, which specializes in monitoring and influencing CITES policies. C) Network with other non-governmental organizations and scientists who participate in CITES or are active members of the Sea Turtle Specialist Group (MTSG). Maintain staff membership in the MTSG. D) Maintain staff involvement in the Inter-American Agreement for the Conservation of Sea Turtles. E) Monitor and influence decisions by regional fisheries organizations in order to reduce sea turtle bycatch association with commercial fishing operations. F) Engage in activities that ensure the continuation and increase of Congressional funding for the Marine Turtle Conservation Fund. G) Look for opportunities to use sea turtles as a flagship species for raising awareness about climate change and sea level rise issues. H) Advocating for U.S. program to fund activities that decrease commercial fishing interactions overseas.



International Research and Policy Programs (continued)

Overall Goal—To protect sea turtles throughout the world, with an emphasis on the Atlantic and Wider Caribbean, by expanding research, conservation and policy activities.

<p><i>Objective 3:</i></p> <p>Expand research and education activities in the Leeward Islands.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Expand the partnership with the Nevis Turtle Group and the Four Seasons Resort Nevis to facilitate the continuation of hawksbill satellite tracking.</p> <p>B) Work with regional contacts to disseminate educational materials in Nevis and neighboring islands.</p> <p>C) Monitor issues impacting sea turtles and their nesting beaches in the region and engage where appropriate. For example, stay involved in decision-making regarding a proposed marina at Lovers Beach in Nevis.</p> <p>D) Attempt to get Nevis and other island nations in the region to strengthen turtle protection laws and to sign on as members of the Inter-American Convention for the Protection of Sea Turtles (IAC).</p>
<p><i>Objective 4:</i></p> <p>Continue the core research and education activities associated with the Bermuda Turtle Project.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Continue partnership with the Bermuda Aquarium to carry out annual tagging and monitoring program on juvenile sea turtles around Bermuda.</p> <ol style="list-style-type: none"> 1. Provide scientific oversight of the project through CCC research associates Drs. Anne and Peter Meylan. 2. Maintain master database and make available to researchers in Bermuda and elsewhere. <p>B) Maintain an updated web site dedicated to the Bermuda Turtle Project and issues affecting turtles in Bermuda.</p> <p>C) Continue the use of DNA analysis and satellite telemetry to learn about the population makeup and migratory movements of Bermuda turtles.</p> <p>D) Work with Bermuda Aquarium, Museum and Zoo (BAMZ) to develop eco-tourism program similar to Tortuguero Research Participant Program to draw revenue for the program and expand outreach.</p>

Tortuguero, Panama, Bermuda and the Wider Caribbean

Overall Goal—To improve CCC’s core networking, education and advocacy initiatives in each of these regions in order to grow support for sea turtle conservation and eliminate threats to their survival.

<p><i>Objective 1:</i></p> <p>Raise awareness about each of CCC’s project sites and the specific threats to sea turtle survival in each region.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Maintain and distribute a diversity of educational information and content, including printed reports, newsletters, brochures, exhibits and a user-friendly web site—each of which should convey accurate and current information about each major program.</p> <p>B) Through published articles, media coverage, personal presentations and direct communication with stakeholders, continuously promote CCC’s accomplishments and challenges in conserving sea turtles in these areas.</p>
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United States Sea Turtle Survival League

Overall Goal—To improve CCC’s core networking, education and advocacy initiatives in each of these regions in order to grow support for sea turtle conservation and eliminate threats to their survival.

<p><i>Objective 1:</i></p> <p>Raise awareness about each of CCC’s project sites and the specific threats to sea turtle survival in each region.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> A) Gradually expand the STSL’s national network of sea turtle groups and advocates to whom information and action alerts are provided. B) Distribute national press releases and kits on sea turtle issues to appropriate media outlets. C) Maintain web site as a major conduit for communicating and sharing information with the public. D) Correspond with national, state and local decision-makers on issues relevant to sea turtles. E) Thoughtfully expand the STSL’s advocacy initiatives to address issues involving coastal development and commercial fishing along the U.S. east coast and in coastal waters of the Western Atlantic. F) Expand the STSL’s role as an umbrella group for smaller sea turtle groups. G) Continue participating as a member of the Florida Oceans and Coastal Coalition. H) Continue administering the Florida Sea Turtle Grants Program to facilitate research, education and conservation in the state.
<p><i>Objective 2:</i></p> <p>Administer the Florida Sea Turtle Grants Program to facilitate research, education and conservation in Florida.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> A) Promote sales of the sea turtle license plate in Florida, and maintain control over the use of the turtle tag logo. C) Advertise the availability of grants to reach the broadest possible group of eligible applicants. D) Work with state agencies to identify priority research and conservation needs that can be met through this funding program. E) Rotate on and off a variety of participants in the Sea Turtle Grants Committee, and ensure the proper administration of each individual grant. F) Identify key research and conservation needs and support grant funding for activities that can produce the greatest benefit to sea turtle conservation in Florida.



United States

Sea Turtle Survival League (continued)

Overall Goal—To improve CCC’s core networking, education and advocacy initiatives in each of these regions in order to grow support for sea turtle conservation and eliminate threats to their survival.

<p><i>Objective 3:</i></p> <p>Promote passage, implementation and enforcement of U.S. regulations to protect sea turtles and their habitats.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Monitor the enforcement of fisheries, coastal construction, beach lighting and other regulations affecting sea turtles and their habitats.</p> <ol style="list-style-type: none"> 1. Review permit applications and approvals at the national, state and local level. 2. Consult with local groups, contacts and agency personnel to determine the effectiveness of various enforcement programs. 3. Review press coverage for leads on policy or enforcement problems. <p>B) Host regular meetings with agency officials in Florida to identify enforcement problem areas. If needed, work to strengthen regulations and laws.</p> <p>C) When problems arise, utilize various advocacy techniques, including lawsuits and permit challenges, to see that laws are enforced.</p>
<p><i>Objective 4:</i></p> <p>To ensure the protection of sea turtles and other resources within the Archie Carr National Wildlife Refuge and the adjoining barrier island and Indian River Lagoon.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Work to keep the ad-hoc Archie Carr Working Group, and its independent members, actively involved in the protection of the Carr Refuge.</p> <p>B) Work with federal, state and county agencies to develop and implement a comprehensive Refuge management plan.</p> <p>C) Maintain a permanent presence in the region through the Barrier Island Center (BIC).</p> <p>D) Develop and conduct a broad array of educational programs at the BIC that reach area adults and children, as well as tourists.</p> <p>E) Use the BIC as a platform from which to facilitate regional support for CCC, the Carr Refuge and sea turtle conservation in general.</p> <p>F) Conduct regular sea turtle watches from the BIC.</p>

United States

Sea Turtle Survival League (continued)

Overall Goal—To improve CCC’s core networking, education and advocacy initiatives in each of these regions in order to grow support for sea turtle conservation and eliminate threats to their survival.

<p><i>Objective 5:</i></p> <p>Campaign to bring about reforms in Florida’s coastal management policies to better protect sea turtle nesting beaches and nearshore habitats in the face of rampant development, increased storms and sea level rise.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> A) Widely disseminate information to the public, press and government presenting the economic, environmental and social arguments for improved coastal management policies. B) Utilize the educational film co-produced by CCC and Clean Air, Visibility Unlimited (“Higher Ground: The Battle to Save Florida’s Beaches”) to increase public debate on the issues. C) Develop and promote creative tools for discouraging sea wall construction and the landward location of new coastal development (e.g. tax incentives, easements, fewer subsidies) D) Expand and diversify the network of groups and institutions supporting policy reform. E) Lobby for change within the legislature and within Florida agencies. F) Use Strategic Lawsuits, permit challenges and legal interventions as necessary.
<p><i>Objective 6:</i></p> <p>Maintain a permanent educational presence in the Archie Carr Refuge through the Barrier Island Center.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> A) Recruit and train a dedicated corps of volunteers to assist with the delivery of educational programming at the BIC. B) Operate a gift shop to provide revenue that supports BIC staff and educational activities C) Develop and deliver educational programs and materials that raise awareness and support for the Carr Refuge, sea turtles and the entire barrier island ecosystem.

Communications

Overall Goal: To effectively communicate CCC's mission and brand through consistent initiatives to increase visibility and awareness.

<p><i>Objective 1:</i></p> <p>Conduct a Communication Audit and develop a Strategic Communication Plan</p>	<p>Strategies:</p> <ul style="list-style-type: none"> A) Assess CCC's past and current communication initiatives (in-house, donors, media, etc.) to determine effectiveness, target audiences, messaging, frequency, etc. B) Draft a Strategic Communication Plan based on communication audit and organizational direction for the next 5 years, a communication plan includes a communication: goal, objective, strategy, messaging, tactics, and evaluation. The plan is intended to guide communication on all programmatic work.
<p><i>Objective 2:</i></p> <p>Monitor CCC's effectiveness at generating media coverage that increases the organization's visibility in Florida, the U.S. and internationally to determine whether communications efforts are producing measurable results.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> A) Maintain hard-copy and electronic copies of CCC media coverage B) At least once per year, assess the effectiveness of each major media initiative. C) Compare media coverage over time to determine if measurable results are being achieved.



Communications (continued)

Overall Goal: To effectively communicate CCC's mission and brand through consistent initiatives to increase visibility and awareness.

<p><i>Objective 3:</i></p> <p>Raise the level of national awareness about CCC, sea turtles and threats to their survival through quality education programs and outreach through the media.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Improve media communications with more targeted efforts:</p> <ol style="list-style-type: none"> 1. Develop media communication materials for each programmatic area 2. Position CCC staff as expert resources for sea turtle research and conservation 3. Promote Tortuguero as travel destination in the media 4. Promote CCC's advocacy work regionally, nationally and internationally 5. Promote Adopt-A-Turtle Program 6. Expand awareness about CCC's role as a trainer of biologists at Tortuguero 7. Produce CCC materials in both Spanish and English, when feasible. <p>B) Increase communication initiatives within the sea turtle community:</p> <ol style="list-style-type: none"> 1. Enhance CCC's reputation as conservation leader within the scientific community 2. Improve communication and coordination efforts among sea turtle conservation groups regionally, nationally and internationally 3. Create a database of sea turtle community contact information and resources to use internally and provide to wider community <p>C) Enhance communication efforts with members</p> <ol style="list-style-type: none"> 1. Advance technological communication avenues for members and general public 2. Increase member participation opportunities to engage member publics <p>D) Participate and host public events</p> <ol style="list-style-type: none"> 1. Participate in more regional, national and international events related to conservation, environment, education, endangered species and sea turtles 2. Host promotional events to advance visibility, educational and fundraising goals
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Board of Directors

Overall Goal—To have a Board of Directors that helps CCC carry out its mission by meeting programmatic and financial goals and objectives.

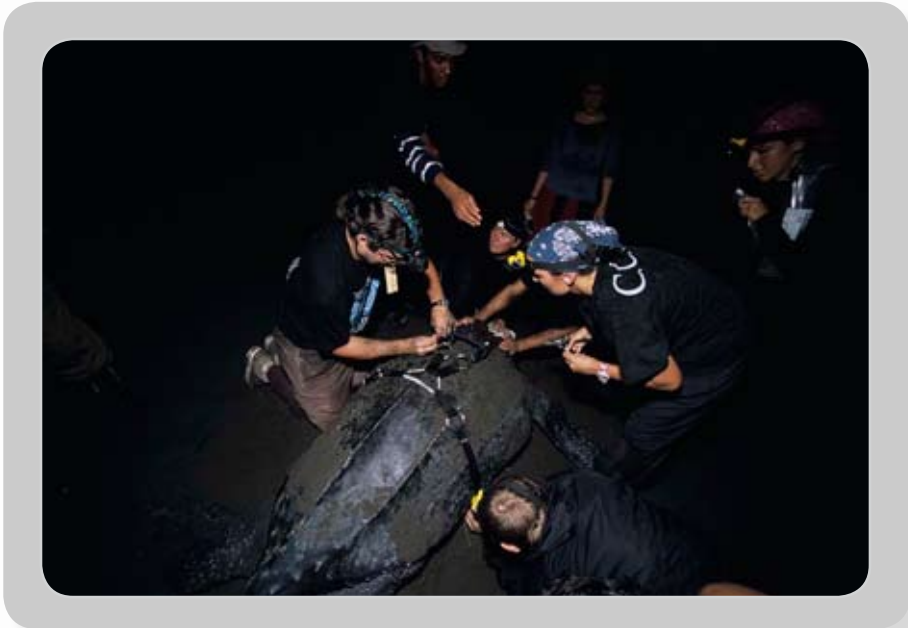
<p>Objective 1:</p> <p>To recruit new Board members who offer CCC a diversity of professional backgrounds, geographic spheres of influence, levels of financial support and relevant contacts that will benefit the organization.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> A) Solicit the Board for recommendations on new members experienced in such fields as development, finance, marketing, science and law. B) Gradually recruit Board members from diverse areas in the Wider Caribbean. C) Provide nominees with background information on CCC, and conduct personal visits with staff or current Board members. D) Bring appropriate candidates to the attention of the Nominating Committee. E) Expand the geographic range of CCC’s Board members by recruiting candidates in various parts of the U.S. and the Caribbean.
<p>Objective 2:</p> <p>To maintain the Board at 25 active members, and achieve a quorum at every Board Meeting.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> A) Replace any Board members who choose to resign their positions or who decline re-appointment after the conclusion of their three-year terms. B) As CCC continues to attract motivated individuals who want to serve on the Board, the active Board will need to consider rotating off Board members who are largely inactive during their terms.
<p>Objective 3:</p> <p>To improve the efficiency of the Board through the use of specialized committees.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> A) The Board will conduct more business through special committees—so that leadership on such matters as programs, finance and development is provided regularly by key groups of Board members. B) Establish permanent and ad-hoc committees as needed, permitting all Board members to be involved actively in CCC while maintaining the current practice of three annual Board meetings. C) Adopt and approve a “Conflict of Interest” policy that places strict limits on the manner in which CCC can engage in any activities that provide financial or other direct benefits to individual Board members or their organizations.



Staff

Overall Goal—To maintain executive and administrative staff at sufficient levels and qualifications to meet the demands of implementing all facets of the organization’s strategic plan.

<p>Objective 1:</p> <p>To augment existing staff in the areas of membership, development, accounting and marketing, subject to funding availability</p>	<p>Strategies:</p> <p>A) Hire staff as appropriate to assist with each facet of the organization.</p> <ol style="list-style-type: none"> 1. Hire an experienced fundraiser to assist with grant writing and general administration in the San Jose office. 2. Hire an experienced grant writer to work in the Gainesville office. 3. Hire an office assistant for the Panama program to be based in Bocas del Toro.
<p>Objective 2:</p> <p>Ensure CCC’s ability to maintain reliable financial controls by expanding the organization’s accounting/ bookkeeping capabilities.</p>	<p>Strategies:</p> <p>A) Hire a full-time staff member to assist with the administration of the Sea Turtle Grants Program, while also being cross-trained as a general accounting assistant for the Controller.</p>
<p>Objective 3:</p> <p>To hire staff member to fill the position of Participant Program Coordinator in Tortuguero.</p>	<p>Strategies:</p> <p>A) Hire individuals that will work seasonally in Tortuguero providing effective orientation and coordination for paying participants.</p> <p>B) Ensure that individuals in this position also have the capacity and training to assist with outreach activities at the Visitor Center.</p>



Scientific Advisory Committee

Overall Goal—CCC’s goal with respect to the SAC is to maintain the high caliber of the current membership and to fully utilize the Committee’s expertise.

<p><i>Objective 1:</i></p> <p>To fully utilize the expertise of the SAC on matters related to scientific research or monitoring and conservation strategy.</p>	<p>Strategies:</p> <p>A) Solicit annual input from the SAC to review research protocol and discuss strategies; whenever feasible, the group will attempt to meet at the annual Sea Turtle Symposium.</p> <p>B) Use state of the art technology to disseminate information and facilitate meetings.</p>
<p><i>Objective 2:</i></p> <p>To maintain the SAC as a qualified, active and integral part of CCC.</p>	<p>Strategies:</p> <p>A) Ensure that one active SAC member also serves on the Board of Directors.</p> <p>B) Regularly review the membership and replace or add members as needed; develop SAC policies.</p>

Research Assistants

Overall Goal: To gather nest monitoring and tagging data in Tortuguero, Costa Rica, with the help of qualified volunteers who gain valuable biological field experience.

<p><i>Objective 1:</i></p> <p>To annually contract a sufficient number of qualified Research Assistants from a diversity of backgrounds.</p>	<p>Strategies:</p> <p>A) Ensure that CCC contracts qualified RAs.</p> <p>B) Provide proper training and oversight to ensure strict adherence to all CCC policies.</p> <p>C) Attempt each year to select applicants from a diversity of geographic regions—including Latin America, the Caribbean and elsewhere—in order to raise conservation and research capacity in these regions</p> <p>D) Include interested local residents in CCC’s research and conservation activities in all of the communities where the organization works.</p>
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Growing CCC's Asset Base

Endowment

Overall Goal—To develop an endowment that annually generates sufficient income to cover at least one-quarter of CCC's core programmatic and administrative expenses.

<p><i>Objective 1:</i></p> <p>Conduct a targeted endowment campaign that grows CCC's revenue-generating endowment to at least \$5 million by 2010.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Prepare an attractive version of the Strategic Plan and an endowment introduction piece, which can be used to approach potential donors.</p> <p>B) With help from the Board, cultivate a list of individuals, corporations and foundations to be approached about making an endowment gift.</p> <p>C) Conduct a capital campaign over the next five years with the aim of raising an additional \$2.5 million.</p>
<p><i>Objective 2:</i></p> <p>Grow the CCC endowment to at least \$40 million over the next 20 years.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Continue building relationships with major donors, members, foundations and other CCC supporters that will provide large gifts and bequests to the CCC endowment.</p>

Planned Giving

Overall Goal—Ensure that CCC has the capacity to offer and manage any of a variety of planned giving options to prospective donors.

<p><i>Objective 1:</i></p> <p>Increase the number of Board members and general CCC members who establish planned gifts to the CCC.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Specifically encourage each CCC Board member and major donors to consider a bequest to CCC.</p>
<p><i>Objective 2:</i></p> <p>Make information readily available to prospective donors describing bequests, stock donations, endowment pledges and other planned giving options.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Ensure that information about CCC's planned giving program is continually updated and posted on the organization's website. As needed, prepare print versions of this information and make available to members and supporters.</p>

Generating Operating Funds

Foundation and Government Grants

<p>Objective 1:</p> <p>To generate at least \$450,000 in annual grants from private foundations and government sources to support CCC's programs and administrative operations.</p>	<p style="text-align: center;">Strategies:</p> <ul style="list-style-type: none"> A) Develop timely and compelling proposals for each of CCC's core programs, and incorporate many of CCC's general education, research and conservation activities. B) Develop new proposals to fund the expansion of programmatic activities, as described in the Program section of this Strategic Plan. C) Organize personal visits with foundation program officers. Invite foundation representatives on site visits to view programs in action at Costa Rica, Bermuda, Panama and Florida. D) Keep foundations informed of CCC's programmatic successes through regular newsletter mailings, phone communications, update letters and annual reports. E) Diversify sources of grant funding by developing proposals for a variety of private, corporate and government grant-makers.
<p>Objective 2:</p> <p>To generate restricted grants to support special projects or new program endeavors.</p>	<p style="text-align: center;">Strategies:</p> <ul style="list-style-type: none"> A) Develop grant proposals for each new or potential program initiative. Examples include: <ul style="list-style-type: none"> 1. Satellite telemetry of leatherbacks in Tortuguero and Panama 2. Sex ratio and climate-change-related studies in Tortuguero 3. Implementation of Tripartite Agreement 4. Educational programming and materials for the Barrier Island Center 5. Special research projects that can take place at the Barrier Island Center 6. Production of a new Tortuguero video and a general CCC video 7. Caribbean-wide education and advocacy initiative 8. Fully fund the International Policy Program 9. Remodel the Tortuguero visitor center to make better use of space

Generating Operating Funds (continued)

Corporate Support and Cause-Related Marketing

<p>Objective 1:</p> <p>To raise at least \$35,000 annually from a combination of corporate donations and cause-related marketing agreements.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Solicit Board and other supporters for referrals to companies in which they have good contacts.</p> <p>B) Prepare targeted appeals to companies with any sort of connection to sea turtles or coastal issues.</p> <p>C) Prepare a mailing to large national advertising agencies that represent companies that would be appropriate for cause-related marketing agreements. Pitch the bottom line benefits of such a relationship with CCC and invite agency staff to learn more about our work.</p> <p>D) Initiate a campaign to establish a “Corporate Council” made up of large business contributors.</p> <p>E) Maximize revenue opportunities derived from existing and new marketing agreements (e.g. Attempt to continue partnership with the Four Seasons and expand to other resorts in region.)</p>
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Donations from Private Individuals

<p>Objective 1:</p> <p>To gradually increase revenue derived from large private donations to at least \$200,000 annually within the next five years.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Increase the number of major donors giving \$1,000 or more annually.</p> <ol style="list-style-type: none"> 1. Cultivate a list of individuals to be approached about making large, annual contributions. 2. Set up donor trips to Costa Rica, Bermuda or Florida project sites. 3. Maintain personal contact with donors who give at least \$200 annually.
<p>Objective 2:</p> <p>Increase CCC memberships by 10% per year for the next five years to 10,000, so that \$250,000 is generated annually from this source. In 2007, CCC had 6,500 active members.</p>	<p style="text-align: center;">Strategies:</p> <p>A) Improve database management and the membership sign-up and renewal process.</p> <p>B) Expand and improve the use of e-mail communication to maintain regular contact with members and facilitate on-line renewals.</p> <p>C) Encourage individuals who participate in Florida turtle walks, as research participants in Tortuguero or as research assistants to become long-term CCC members.</p> <p>D) Use personal presentations to solicit membership donations at the Tortuguero Visitors Center and Barrier Island Ecosystem Center.</p>

Generating Operating Funds (continued)

Research Participant Programs

<p>Objective 1:</p> <p>To increase participation rates so that the station is at 75% occupancy through the peak months of the research programs. Occupancy rates in 2006 and 2007 averaged 60% for the green turtle program and 23% for the leatherback program. Over the next 5 years, this would increase annual revenue from the participant programs to at least \$100,000.</p>	<p style="text-align: center;">Strategies:</p> <ul style="list-style-type: none"> A) Promote the programs through the media, internet and travel agencies. B) Offer special incentives to CCC members, previous participants and other supporters. C) Working with a professional travel agency to market a variety of travel packages that incorporate CCC's research programs. D) Develop creative partnerships with zoos, aquariums, universities, schools and others to jointly market CCC's participant programs. E) Evaluate participant opinions regarding the experience and adapt as necessary. F) Ensure that participants are fully informed and prepared to assist with the program to minimize negative impacts on the research program, staff and volunteers, and the community.
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Fundraising Events

<p>Objective 1:</p> <p>Conduct special events at various settings to inform and attract potential CCC members and donors who will contribute to CCC's endowment or to general operations.</p>	<p style="text-align: center;">Strategies:</p> <ul style="list-style-type: none"> A) Work with Board members and other supporters to organize annual donor events located near a sea turtle nesting beach or at an appropriate site in New York City. B) Organize an annual event utilizing the new Barrier Island Ecosystem Center in Brevard County, Florida, and timed with the start of each new sea turtle nesting season. C) Continue hosting regular cocktail receptions and other social events in New York and Florida. D) Re-initiate the annual Drive for the Greens golf tournament in Melbourne.
<p>Objective 2:</p> <p>Conduct regular field trips that give prospective major donors an opportunity to observe and participate in CCC's major sea turtle research and conservation programs.</p>	<p style="text-align: center;">Strategies:</p> <ul style="list-style-type: none"> A) Organize and promote to targeted audiences trips to observe CCC's work in the Archie Carr Refuge, Bermuda, Tortuguero and Chiriquí Beach, Panama.



Generating Operating Funds (continued)

Field Station Rentals and Visitor Center Revenue	
<p>Objective 1:</p> <p>To maximize revenue generated at the station through off-season room rentals without affecting CCC's research and conservation mission.</p>	<p>Strategies:</p> <p>A) Distribute brochure about the station and its availability for group rentals. Target eco-tour operators, universities and field study programs.</p> <p>B) Market the station to teachers and school groups during the "off season" by promoting other activities available at the station, including the bird migration study.</p>
<p>Objective 2:</p> <p>To begin generating at least \$10,000 per year from rentals of the Landon T. Clay Scientists Residence, and increase revenue from this facility by 5% each year over the next five years.</p>	<p>Strategies:</p> <p>A) Promote the availability of the facility the science community and other likely tenants. Establish competitive pricing packages.</p>
<p>Objective 3:</p> <p>To increase revenue from the Visitors Center over the next five years to an annual total of \$150,000.</p>	<p>Strategies:</p> <p>A) Remodel the gift shop area of the Visitor Center to make better use of space.</p> <p>B) Put in place highly motivated staff to run the gift shop and interact with visitors in Spanish and English.</p> <p>C) Increase the average weekly number of turtle adoptions in Tortuguero to three or more by setting up an incentive program for the Visitor Center staff.</p> <p>D) Have two staff members or volunteers run the facility – one to staff the store, the other to answer questions and promote CCC.</p> <p>E) Maximize opportunities for using the Welcome Center at the Tortuguero airport to sell items and steer visitors to the Natural History Museum.</p>

ORGANIZATIONAL STRUCTURE



Board of Directors

Landon T. Clay -- *CCC Chairman*; East Hill Management, Boston

Peggy M. Cavanaugh -- *CCC President*; Broker Associate/Owner with Premier Properties of Brevard, Inc.

F. Peter Rose -- *CCC Secretary*; Ecologist with an advanced degree in environmental science

Nicholas A. Shufro -- *CCC Treasurer*; Governance Risk and Compliance, Pricewaterhouse Coopers, LLP

Mario A. Boza -- Conservationist, Founder of the Costa Rican National Park System; Former Vice Minister of Natural Resources; Recipient of the J. Paul Getty Wildlife Conservation Prize

Michael P. Bruyere, Esq. -- Attorney with Locke, Lord, Bissell & Liddell LLP in Atlanta, GA

Archie F. Carr, III, Ph.D. -- Director of Wildlife Conservation Society's Meso-American program; Son of founding scientific director Dr. Archie F. Carr, Jr.

Sing Chan -- Vice President of Marketing, Duff & Phelps, financial advisory services firm

William G. Conway -- Senior Conservationist, Wildlife Conservation Society, New York; Former President and CEO of the Wildlife Conservation Society

Dr. David W. Ehrenfeld -- Professor II, Biology, Rutgers University; Received Ph.D. under Dr. Archie Carr; renowned conservation writer

Laura J. Forte -- Retired Managing Director and Former Director of Latin American Equity Research, Citigroup

Elise Frick -- Daughter of H. Clay Frick, Jr.; Past volunteer with the Bermuda Turtle Project

H. Clay Frick, III -- Owner of a private commercial salmon fishing operation in Alaska; Son of long-time CCC Board member Dr. Clay Frick, Jr.

Anthony D. Knerr, Ph.D. -- *President Emeritus*; Owner/Director, Anthony Knerr & Associates, strategic consultants to leading nonprofit institutions in the U.S. and Europe

Tara McIntyre -- Public Relations Director, Four Seasons Resort Nevis in the West Indies

Dr. Charles Magal -- Managing partner in a Maryland-based radiology practice

Carolien P. Maynard -- Daughter of CCC co-founder Mr. Joshua Powers

Carmel B. Mc Gill -- Partner, Engenium Group, an environmentally sensitive development firm

Rafael E. Morice -- Chief Executive Officer, Grupo ECOS, Costa Rica

Jeffrey S. Phipps -- Owner of Growth Innovations; grandson of CCC co-founder John H. Phipps

Chris Rajczi -- Computer industry consultant and business networking specialist

Rainey Sellars -- Managing Director, International Private Client Group

Mark D. Shantzis -- Founder of the Conservation Education Foundation. Inventor and former owner of Hi-Rise Recycling

Jordan Urstadt, Esq. -- Attorney for a Swiss investment company; Grandson of CCC co-founder Joshua Powers

Scientific Advisory Committee

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-- Florida Marine Research Institute

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-- Turtle and Tortoise Project, Conservation & National Parks, Division of Environment, Republic of Seychelles

Larry H. Ogren

-- National Marine Fisheries Service (retired)

Peter C. H. Pritchard, Ph.D.

-- Chelonian Research Institute

J. Perran Ross, Ph.D.

-- Florida Museum of Natural History, University of Florida

Barbara Schroeder

-- National Sea Turtle Coordinator, National Marine Fisheries Service

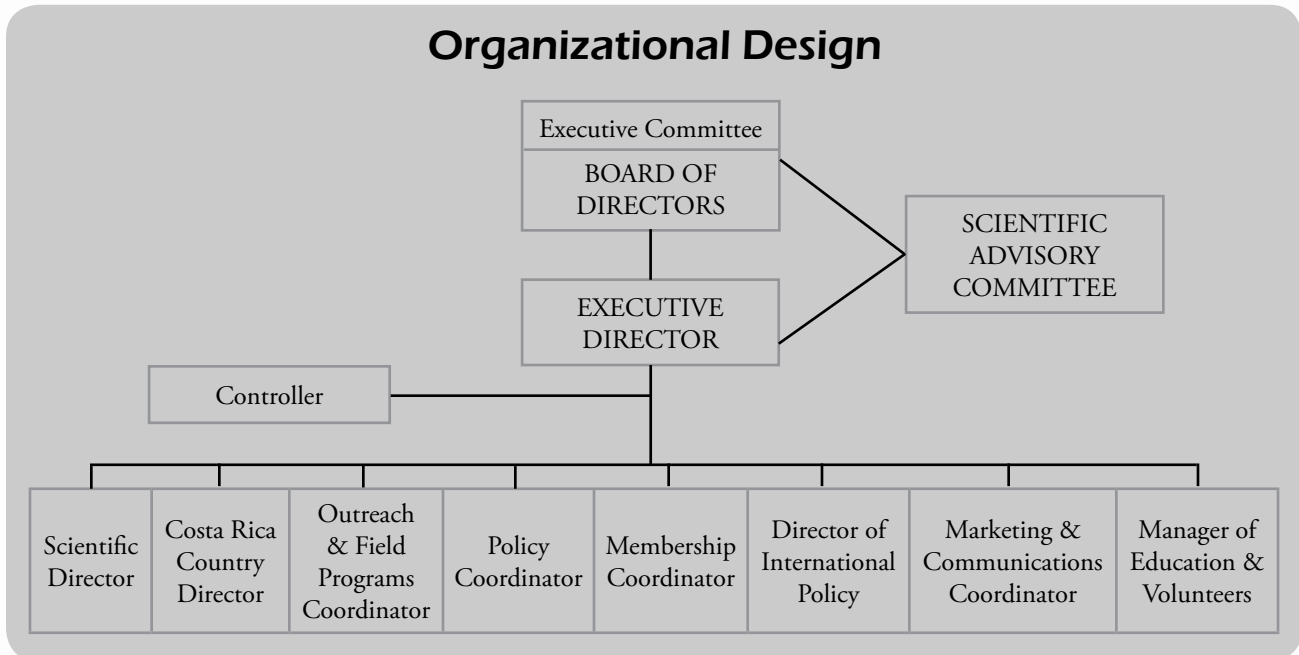
Sebastian Tröeng, Ph.D.

-- Marine Programs, Conservation International



Staff

United States Staff	International Staff
<p>David Godfrey --Executive Director</p> <p>Marydele Donnelly --International Policy Director</p> <p>Daniel Evans --Program and Field Coordinator</p> <p>Gary Appelson --Policy Coordinator</p> <p>Pat McCloskey --Controller</p> <p>Kim Allen --Office Manager</p> <p>Kimberly Johnson --Membership Coordinator</p> <p>Rocio Johnson --Marketing and Communications Coordinator</p> <p>Leslie Sprague --Barrier Island Center Manager of Education and Volunteers</p> <p>Audrey Kennedy --Accounting Assistant</p>	<p><i>Costa Rica</i></p> <p>Roxana Silman --In-Country Director</p> <p>Dr. Emma Harrison --Scientific Director</p> <p>Dagnia Nolasco --Tortuguero Field Research Coordinator</p> <p>Xavier Debade --Tortuguero Field Research Coordinator</p> <p>Sergio Campos --Manager, John H. Phipps Biological Field Station, Tortuguero</p> <p>Cesar Ruiz Gamboa --Museum and Visitor Center Coordinator</p> <p>Ileana Vargas --Office Assistant, San Jose</p> <p><i>Panama</i></p> <p>Cristina Ordoñez --Chiriqui Field Research Coordinator</p>





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