THE DUCKS UNLIMITED

ANNUAL 2019 REPORT

RESCUE OUR WETLANDS: MAKING CONSERVATION HISTORY

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EXECUTIVE SUMMARY

WE DID IT! TOGETHER, WE ACCOMPLISHED WHAT MANY SAID COULDN'T BE DONE

Ducks Unlimited's ambitious *Rescue Our Wetlands* campaign was a huge success, raising \$2.34 billion from more than 2 million supporters and conserving more than 2.2 million acres!

In 2012, Ducks Unlimited, Ducks Unlimited Canada, Ducks Unlimited de México and Wetlands America Trust committed to making DU's vision of abundant wetlands a reality through *Rescue Our Wetlands*, and it will



go down as one of the largest conservation campaigns in history. The record-setting endeavor concluded in December 2018, and money raised has already been put to work across the continent through conservation projects and education programs that have positively impacted wildlife, people and their communities in our highest priority landscapes.

Three Wetlands America Trust trustees, Jim Kennedy, John Childs and Dave Grohne, launched *Rescue Our Wetlands* by committing the largest private gifts in the history of the organization, which served as the

foundation of this major philanthropic effort. Now the campaign has come full circle and exceeded all expectations. As DU's largest individual donor, Kennedy joined representatives from all three organizations on stage during the 2019 national convention in Hawaii in a special moment to celebrate the success of the campaign.

But each and every donor and every donation mattered during this campaign, no matter how large or small. Volunteering, attending a DU banquet in your local community or contacting your congressional representatives on behalf of DU made a huge difference through this campaign. That support will continue to ensure our conservation legacy continues.

WITH THE SUPPORT OF MORE THAN 737,000 MEMBERS, MORE THAN 58,000 DUCKS UNLIMITED VOLUNTEERS PARTNERED WITH STAFF ACROSS THE UNITED STATES TO RAISE MORE THAN \$115 MILLION IN PHILANTHROPIC SUPPORT, DU'S BIGGEST YEAR YET!

This fiscal year 2019 (FY19) Annual Report is filled with facts and figures explaining and celebrating our *Rescue Our Wetlands* success. It's also full of information about how FY19 was yet another successful and productive year for Team DU.

FY19 marked the ninth consecutive year we exceeded our budget goals with total revenue surpassing \$235 million. With the support of more than 737,000 members, more than 58,000 Ducks Unlimited volunteers partnered with staff across the United States to raise more than \$115 million in philanthropic support, DU's biggest year yet!

Each year, Ducks Unlimited commits to spend at least 80 percent of all funds raised on our conservation mission. We met that goal again in FY19 with 82 percent of our revenues going toward our mission.



Other great news about the fiscal year includes Ducks Unlimited's conservation of 309,000 acres of new wetland habitat in FY19. That's 482 square miles of habitat conserved for North America's waterfowl! Throughout North America, Ducks Unlimited has conserved more than 14.5 million acres since its inception in 1937.

And, following Dale Hall's retirement in June, Team DU welcomed Adam Putnam as our new CEO. Adam came on board in April and brings a wealth of experience and enthusiasm to the position. We are excited about what the future holds with Adam at the helm.

Team DU could not exist without the commitment of volunteers, members, staff, philanthropists, foundations, corporations and partnerships with private landowners and state and federal agencies that share our conservation goals.

OTHER GREAT NEWS ABOUT THE FISCAL YEAR INCLUDES DUCKS UNLIMITED'S CONSERVATION OF 309,000 ACRES OF NEW WETLAND HABITAT IN FY19. THAT'S 482 SQUARE MILES OF HABITAT CONSERVED FOR NORTH AMERICA'S WATERFOWL!

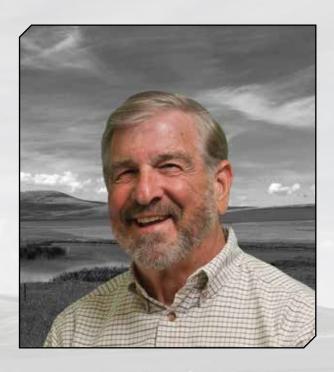
One of those conservation-minded partners, Axalta Coating Systems, a leading global supplier of liquid and powder coatings, received Ducks Unlimited's 2019 Corporate Conservation Achievement Award. The award recognizes corporations from the United States, Canada or Mexico that have made exceptional contributions to wetlands conservation and environmental stewardship. You can read all about Axalta's approach to sustainability and award-winning work with DU on page 29 and elsewhere throughout this report.

In addition to our outstanding fundraising efforts, FY19 was another successful year for DU in our nation's capital. Ducks Unlimited held its second annual volunteer public policy training and fly-in in January. Nearly 80 DU state chairs, state policy chairs, senior volunteers and board members from 25 states gathered to advance DU's public policy priorities. Volunteers received training from DU's governmental affairs team and attended meetings on Capitol Hill. During the three-day event,

DU volunteers had more than 100 visits with congressional leaders. More than 300 people attended a special reception in the Senate.

These are only a few of our FY19 achievements. You will read more about these and other success stories on the following pages.

Thank you for your commitment to our incredibly successful *Rescue Our Wetlands* campaign, to Ducks Unlimited and to our conservation mission that benefits waterfowl, other wildlife and communities across North America.



Rogers Hoyt Jr.
President, Ducks Unlimited Inc.

Dale Hall
DU Chief Executive Officer, retired

Dale Hall





— Ernest Hemingway

RESCUE OUR WETLANDS

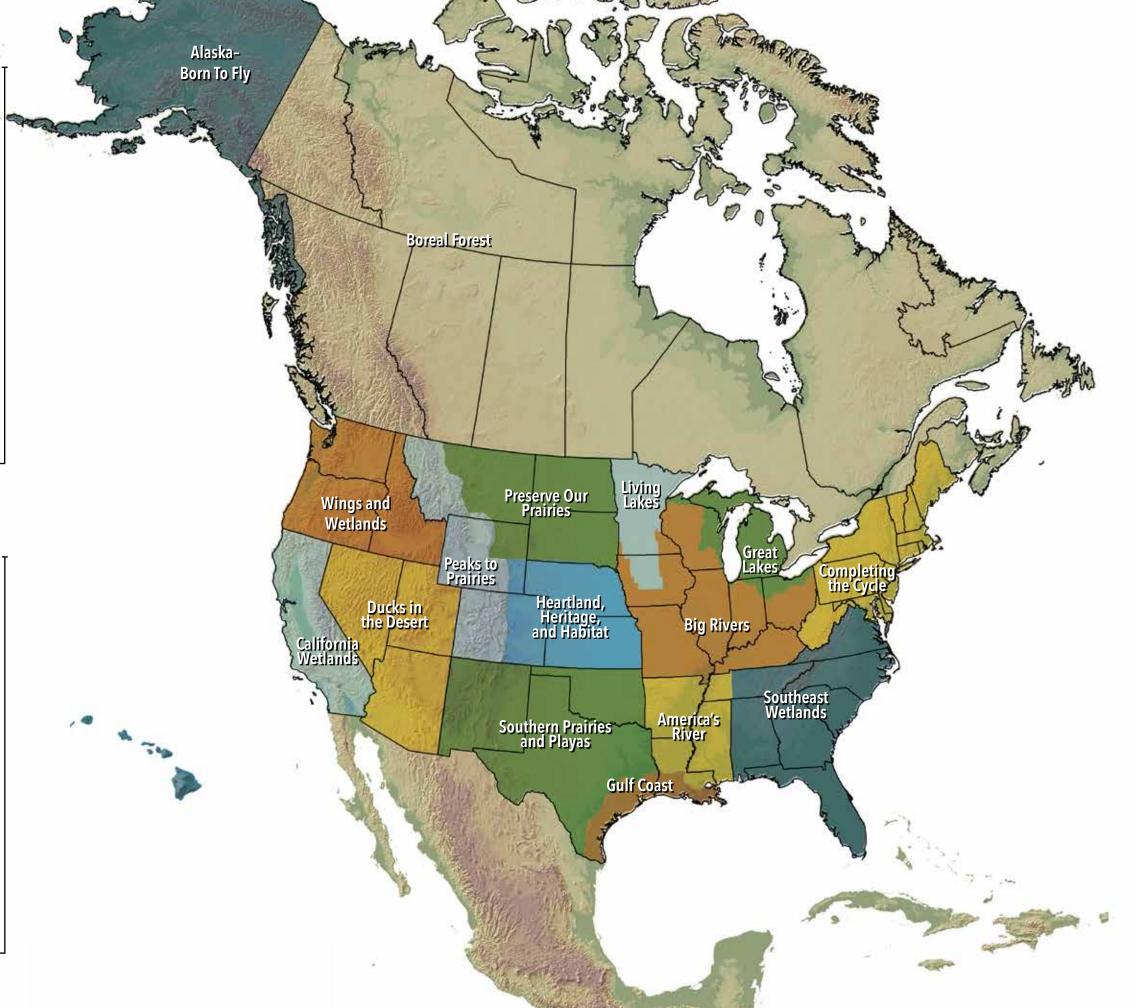
CONTINENTAL ACRES	CONSERVED
Initiative Name	Acres
America's River	140,330
Big Rivers	70,765
California Wetlands	101,143
Completing the Cycle	30,140
Ducks in the Desert	16,146
Great Lakes	33,624
Gulf Coast	339,807
Heartland, Heritage, and Habitat	113,738
Living Lakes	219,071
Peaks to Prairies	15,361
Preserve Our Prairies	944,677
Southeast Wetlands	150,848
Southern Prairies and Playas	4,381
Wings and Wetlands	36,954
Total	2,216,985

RESCUE OUR WETLANDS

Boreal Forest Initiative
64.8 Million Acres Conserved

FY19 U.S. ACRES CONS	EKVED
Initiative Name	Acres
America's River	6,134
Big Rivers	5,844
California Wetlands	4,585
Completing the Cycle	3,542
Ducks in the Desert	193
Great Lakes	3,642
Gulf Coast	26,377
Heartland, Heritage, and Habitat	19,767
Living Lakes	5,818
Peaks to Prairies	1,182
Preserve Our Prairies	211,467
Southeast Wetlands	9,754
Southern Prairies and Playas	733
Wings and Wetlands	10,211
Total	309,249

Boreal Forest Initiative
1.5 Million Acres Conserved



RESCUE OUR WETLANDS SNAPSHOT

Total raised: \$2.34 BILLION \diamondsuit acres conserved: 2.2 MILLION \diamondsuit More than 9,900 PROJECTS completed

WINTERING & MIGRATION LANDSCAPES -

Ducks Unlimited and ConocoPhillips join forces to conserve and restore wetlands in Louisiana and Iowa. Conservation-minded corporate partners are key to saving critical habitats. An incredible \$582 million committed.



ConocoPhillips helps conserve wintering landscapes by contributing to the construction of terraces along the Gulf Coast of Louisiana at Bayou L'Ours.

BREEDING LANDSCAPES -

Dave and Marg Grohne are honored by Ducks Unlimited and the U.S. Fish and Wildlife Service with the dedication of a 1,380-acre waterfowl production area in their names. Their conservation easement gifts benefit priority breeding habitat in the Boreal Forest, other areas of Canada and the Prairie Pothole Region of the Dakotas. \$787 million committed.



Dave and Marg Grohne were honored with the dedication of a waterfowl production area bearing their names.

— KICKOFF ———

The 75th Anniversary of Ducks Unlimited is celebrated at the National Convention in Nashville. Wisconsin volunteer and current DU staff member Andrew Limmer told the convention crowd, "If I've learned anything, it's that DU has always reached for greatness and as a result has accomplished great things."



John Childs and Jim Kennedy challenge the audience at the 2012 National Convention in Nashville, TN.

CONSERVATION LEGACY —

Future financial stability for DU grows with endowments equaling \$75.5 million and total planned gift commitments reaching \$188 million during the campaign. \$228 million committed.



President's Council member Allan Reishus has included Ducks Unlimited in his estate plans because he is committed to a bright future for waterfowl.

CONSERVATION EDUCATION

The campaign inspired tremendous growth in DU Varsity and University programs. In North Carolina, George Henry pioneers state-specific Youth and Education coordinators with his generous contribution to youth programs. \$17 million committed.



George Henry III-a pioneer for Youth and Education Programs in North Carolina and beyond

WATERFOWL FOREVER -

Waterfowl Forever is at the core of the Rescue Our Wetlands campaign. The campaign drew more than 2 million donors, spawned numerous fundraising events and added hundreds of unique volunteers to fuel the conservation fires. The Volunteer Recognition Program is begun to honor the top leaders in fundraising efforts. President Rogers Hoyt Jr. expresses his gratitude to all the volunteers. "The hard work and dedication from DU's event system volunteers and staff



drive the organization's conservation mission from a financial, membership and policy strength perspective. DU chapters across the country are showing that the future of waterfowl populations and the wetlands that filter our water and protect us from flooding are important to them and to their communities," Hoyt said. "The more money we raise, the more habitat we can conserve and the closer we are to preserving our waterfowl hunting heritage." \$723 million committed.

Bill and Coni Felinski enjoy the DU event held at Gordy & Sons in Houston, TX.

RESCUE OUR WETLANDS

Unprecedented Success

Thank You!

When Ducks Unlimited, Ducks Unlimited Canada, Ducks Unlimited de México and Wetlands America Trust set out to raise \$2 billion for wetlands conservation in 2012, we knew it would require a tremendous team effort. For the Rescue Our Wetlands Campaign to succeed it would take sacrifice, dedication, commitment and a relentless energy driving Ducks Unlimited volunteers and staff.

We found that energy. We found it all over the continent. We found it at fundraising events nationwide. We found it in the hearts of individuals willing to give back much more than they had taken.

Thank you. Two simple words meant to express gratitude to someone for caring. We can't thank everyone enough for making Rescue Our Wetlands a huge success.

Thank you, all the members, sponsors and major donors who contributed to the campaign.

Thank you, all the volunteers on the ground raising funds across North America, for your generosity and time. You are the backbone of Ducks Unlimited.

Thank you, all the members of Wetlands America Trust who work tirelessly every day, for your efforts to ensure there are lands for waterfowl and wildlife forever.

Thank you, all the corporate, federal and state partners, for your help and cooperation. We could never accomplish our goals without you.

Thank you, all the DU staff members in every capacity who found a calling and not a career, for your service and brilliance. This combination makes Ducks Unlimited the best waterfowl conservation organization on the planet.

The goal was \$2 billion. The fact that \$2.34 billion dollars was raised for wetlands conservation in just seven short years is staggering.

 $To date, more than 14.5\,million\,acres\,of\,wetlands\,have been conserved\,and\,restored\,through\,Ducks\,Unlimited.$ The Rescue Our Wetlands Campaign is a huge reason why that number is still growing.

Thank you to everyone who played a part in the triumph of Rescue Our Wetlands. Our job is far from over. But with people like you dedicated to the Ducks Unlimited mission, we know the future is bright.

RESCUE OUR WETLANDS DUCKS UNLIMITED PRESIDENTS

OHN NEWMAN

2011-2013

2013-2015

2015-2017

ROGERS HOYT IR. 2017-Present

RESCUE OUR WETLANDS WETLANDS AMERICA TRUST PRESIDENTS

JOHN W. CHILDS

2012-2014

STEVE MARITZ 2014-Present

RESCUE OUR WETLANDS

BANDING TOGETHER FOR WATERFOWL =



t began as a bold mission to raise \$2 billion for wetlands conservation and to conserve more than 2 million acres of habitat conserved for waterfowl, wildlife and people. It ended with \$2.34 billion raised and more than 2.2 million acres conserved.

The successful *Rescue Our Wetlands* continental campaign was launched seven years ago and will go down as one of the largest conservation campaigns in history. The money raised wasn't banked away for a rainy day–it is already being put to work conserving, restoring and protecting critical wetland habitat across North America.

Ducks Unlimited President Rogers Hoyt Jr. announced during DU's 82nd National Convention that more than 2 million donors across North America helped DU vault past the \$2 billion goal.

"When I became president of Ducks Unlimited in 2017, one of my primary goals was to see that this ambitious continental campaign reached its goal," Hoyt said. "We did that and more in terms of both dollars raised and acres conserved during the campaign. I am proud to have played a part, along with the millions of DU volunteers, members, donors and supporters who made this happen."

WHY A CONTINENTAL CONSERVATION CAMPAIGN?

he urgency is real-more than 80,000 acres of wetlands are lost every year. That equates to losing a football field of wetlands every nine minutes. In total, the United States has lost approximately 16.8 million acres of wetlands since the mid-1950s and more than 2 million acres of wetlands just since 1986.

"Wetlands are the lifeblood of nature, but year by year, the carefully mapped lines delineating wetlands from encroaching uplands, farmlands or urban lands are being redrawn," said DU's former Chief Conservation Officer and current COO Nick Wiley. "Ducks Unlimited was founded to protect the lifeblood

that draws man and nature together. We must ensure these wetlands are protected not just for our generation, but for generations to come."

Agricultural conversion, coastal erosion, human development and drought are just a few of the threats facing wetland habitats across the continent.

Our mission remains at the forefront of our work. Fewer wetlands means fewer sunrises with waterfowl on the horizon, fewer chances to share a first retrieve with a young pup and far fewer memories afield with kindred spirits.



OUR SOLUTION: FIVE PRIORITIES

To help offset the loss of these critical wetlands, DU's campaign focused on five priorities vital to the survival of wetlands, waterfowl, communities and ecosystems that rely on those resources.

WATERFOWL FOREVER

Unrestricted support, including cash gifts, event proceeds, gifts of land and other sources of unrestricted gifts allocated through the Waterfowl Forever priority will continue to ensure broad-based support for our mission to conserve, restore and manage wetlands and associated habitats for North America's waterfowl, other wildlife and people.

Volunteers are at the heart of the Waterfowl Forever initiative, and it's people like Duane Peitzmeier who carry the flag. To understand a little more about Duane, you should know that the average DU member is 55 years old.

Duane, however, has been a member for 57 years. That's longer than our average member has been alive!

It's thanks to the tireless, lifelong commitment of people like Duane that make DU as successful as we are today, and without the support of people like him, we'd just be another footnote in conservation history. Instead, because of Duane and others like him across the continent, we are leading the charge.

BREEDING LANDSCAPES

The purpose of the Breeding Landscapes campaign initiative is protecting and restoring crucial breeding habitat across the continent. This component raised dollars for on-the-ground work in our most coveted areas in North America—the breeding grounds.

Some of the most ardent supporters of this critical initiative are Jim and Carol Faulstich. Jim and Carol, along with their children and grandchildren, own the Daybreak Ranch in central South Dakota. Primarily a ranching and farming operation, the ranch also includes native grassland, wetland sloughs and food plots with an interest in nurturing wildlife.

Jim has traveled to Washington, D.C., with DU staff and other volunteers to advocate for strong conservation-supporting public policy, and he also serves on several conservation organization boards. Not only are the Faulstiches huge DU supporters, they are also providing a great example to the farming community of how conservation and agriculture can work together for a common cause.

WINTERING AND MIGRATION LANDSCAPES

As most DU supporters know, waterfowl must have strong wintering ground habitat to build up fat reserves for their return trip to the breeding grounds each spring. To help ensure those waterfowl have a fighting chance when they make their long trek back north, DU started the Wintering and Migration Landscapes initiative. This campaign component protected

and restored more than 315,000 acres of wintering and staging habitat during the campaign.

One DU volunteer who was instrumental in the initiative's success is Scooter Trosclair. Scooter is the program manager at Rockefeller Wildlife Refuge on the Gulf Coast of Louisiana, and as everyone knows, it takes the support of our partners to put your dollars to work. In fact, DU is almost always working on someone else's land with funds entrusted to us. Dedicated land managers like Scooter, who have a vision for the prime waterfowl habitats necessary for the long-term sustainability of waterfowl populations, are essential to our mission.

Scooter is truly a great example of a "leave-it-better-than-you-found-it" land ethic.

Rockefeller Refuge is 86,000 acres of prime waterfowl habitat, thanks in great part to Scooter's tireless pursuit of habitat protection and improvement for waterfowl, other wildlife and the people of Louisiana.

CONSERVATION LEGACY

Endowed gifts and planned commitments ensure that DU will have the monetary resources to continue our conservation mission far into the future. To help increase that fund, we formed the Conservation Legacy initiative to recognize the endowment gifts and planned gift commitments that will grow DU's endowment for the future.

DU spends at least 80 percent of every dollar on habitat conservation and conservation education. Few other conservation organizations in America can tout that number and maintaining that efficiency ratio is one of our most important financial objectives. At the same time, DU must have a strong financial base to help ensure its ability to weather economic downturns, and to invest in future conservation opportunities and scientific research programs.

One of the most enthusiastic supporters of this initiative was DU volunteer Monty Lewis. Monty, of Thomasville, Ga., attended his first DU dinner with his dad more than 50 years ago. Since then he has been a donor and volunteer for 40 years and served in many volunteer leadership positions.

At the beginning of the campaign, Wetlands America Trust members set a goal of raising \$150 million for the endowment. In answering that challenge, Monty established an endowed fund with an estimated value of more than \$6 million to support Ducks Unlimited Inc. and Ducks Unlimited Canada. Monty's support is truly a farsighted and perpetual continental conservation legacy.



CONSERVATION EDUCATION

It's long been said that the youth are the future, and nowhere is that more true or important than within DU. To increase public education resources and provide operating resources



that will support our projects and programs well into the future, we created the Conservation Education initiative.

To see how bright the future looks for DU, all you have to do is look at the success of our Varsity and University programs under the leadership of longtime volunteer Ronal Roberson.

Jordan Keller is one of several leaders who started out with a DU college chapter and have gone on to new roles with Ducks Unlimited.

Take Sam Wigand, Jordan Keller and Bob Locke for example. All three started their volunteer career with a DU college chapter and have gone on to new roles within the organization.

Sam is now the area chairman of the Denver committee and chairs one of the top DU events in the country. Jordan co-chairs the Houston committee, and under her leadership the chapter held the number one event in the country last year.

Bob was a leader of one of our top DU University programs and he joined the volunteer ranks immediately after graduation. Not only is Bob a volunteer leader, he is also DU's director of development in north Texas and Oklahoma.

All three of these leaders started their career in a University chapter, and that program continues to grow and ensure the DU conservation legacy lives on.

DUCKS UNLIMITED DE MÉXICO—

ucks Unlimited de México (DUMAC) played a big part in the Rescue Our Wetlands campaign.

"Waterfowl must have good habitat across the continent. They need healthy and abundant wetlands on their wintering grounds, places where ducks and geese can thrive during the coldest months of the year, find mates and acquire fat reserves for the upcoming spring migration and breeding season," said DUMAC CEO Eduardo Carrera. "The Wintering and Migration Landscapes priority of the Rescue Our Wetlands campaign focused on making sure waterfowl have what they need. With the goal of conserving 315,000 acres of wintering and migration habitat, Ducks Unlimited, Ducks Unlimited Canada and Ducks Unlimited de México focused on the important places waterfowl rest, refuel and find mates. I am proud to say we surpassed this Rescue Our Wetlands goal and conserved 761,520 acres of critical habitat."

Throughout the campaign, DUMAC focused on projects and programs to improve water quality, wildlife habitat and environmental conditions for local communities.

"DUMAC helped get 400,000 acres in the Laguna Madre area in Tamaulipas, on Mexico's Gulf Coast, designated as a Federally Protected Area," Carrera said. "In addition, we partnered with the U.S. Fish and Wildlife Service, Texas A&M University and the U.S. Geological Survey to help conserve freshwater wetlands adjacent to the Laguna Madre of Texas and Tamaulipas, protecting more than 35,000 acres of critical habitat for waterfowl, especially redheads and northern pintails."

In the Central Highlands Region, DUMAC and partners constructed eight wastewater treatment plants and installed 700 toilet facilities in rural communities around Mexico's Lake Cuitzeo.

The project reduces organic waste running into the wetlands and improves water quality and the quality of life for more than 8,000 residents, while also educating residents about environmental health.

Funding for these projects was provided by Ducks Unlimited de México, Ducks Unlimited, Axalta Coating Systems, the North American Wetlands Conservation Council and the Gonzalo Rio Arronte Foundation.

DAVID DENIES BIRD HUNTING OFFERS SPORTING OPPORTUNITIES IN ARGENTINA, URUGUAY

In 2009, a partnership was formed between Ducks Unlimited and David Denies Bird Hunting to provide DU event attendees with sporting opportunities at some of the world's premier destinations, raising important funds for conservation. Featured at many DU fundraising events, David Denies Bird Hunting is a cornerstone of the DU Approved Outfitter Program, netting almost

David Denies Bird Hunting, located outside of Cordoba, Argentina, strives to create a unique experience for visitors with personal attention and unparalleled service provided to every quest.

With a population estimated to exceed 50 million birds, doves are present in plague-like numbers. To share the bounty, David Denies supports local food banks and community centers with harvested doves and other game.





DUCKS UNLIMITED CANADA

ucks Unlimited Canada's (DUC) leadership in the *Rescue Our Wetlands* campaign made history as one of Canada's most significant conservation achievements. The seven-year effort conserved more than 650,000 acres of wetlands and other natural habitats. On top of this, DUC collaborated with governments, industry, Indigenous communities and other conservation partners to positively influence another 96 million acres. Dr. Karla Guyn, chief executive officer of DUC, said wetlands provide solutions to some of our most pressing environmental issues.

"The wetlands we conserve play an essential role in keeping Canada's lakes and rivers clean," Guyn said. "They also lessen the severity of floods and droughts, mitigate climate change by storing carbon, buffer storm surges and sea level rise, and provide critical habitat for species at risk. Wetlands benefit every citizen, and the campaign has helped create a healthier and more sustainable future for us all."

Up to 70 percent of wetlands in settled areas of Canada have been lost, and more are lost every day. The initial campaign goal in Canada was to secure \$500 million to deliver conservation programs from coast to coast to coast. DUC vastly exceeded this goal, raising \$559 million.

"We have our supporters and partners to thank for these incredible results," said Guyn. "It's inspiring to witness people's generosity when it comes to wildlife and the natural world. It's also extremely humbling to deliver the work they believe in."

SUCCESS STORIES

he success of *Rescue Our Wetlands* is already being seen in wetland conservation projects on the ground across the continent. Here are just a few examples of Team DU's *Rescue Our Wetlands* accomplishments so far.

MISSISSIPPI PUBLIC LANDS IMPROVED

Ducks Unlimited and the Mississippi Department of Wildlife, Fisheries and Parks each secured a North American Wetlands Conservation Act (NAWCA) grant to enhance more than 1,100 acres of moist, soil wetlands on Mahannah Wildlife Management Area (WMA) as well as reforest 300 acres of bottomland hardwoods. Mahannah WMA consists of 12,695 acres of bottomland hardwoods, agricultural fields, hardwood reforestation and managed impoundments in Issaquena County. It is open to public hunting through a draw system. New infrastructure



One of the newly created impoundments in summer, full of millet and other high-quality wetland plants for waterfowl.



This is one of the newly enhanced impoundments following construction. Water was left on this impoundment following a late natural flood into the summer. Late natural flooding was used to improve conditions to provide high-quality wetland habitat during the fall and winter.

vastly improved water-management capability and moist-soil habitat quality on 13 wetland units. Other partners include Mississippi Land Trust, Wetlands America Trust, Bradshaw Tree Inc. and Delta Wind Birds. In addition to improvements to Mahannah, the DU NAWCA grant also supports improvements to Morgan Brake and Hillside National Wildlife Refuges, Delta National Forest and O'Keefe WMA, all public lands within a 30-mile radius. Together, these areas provide important wildlife habitat, particularly for waterfowl, in the Lower Mississippi Alluvial Valley (MAV). The MAV is a priority for Ducks Unlimited based on the needs of wintering waterfowl and threats to habitat in the area.

PLAYA LAKES RESTORATION RECHARGES AQUIFER

The Texas Playa Conservation Initiative was recognized by Texan by Nature as a 2018 Conservation Wrangler. The program highlights the very best Texanled conservation projects in the state. Within the grasslands of the Texas Panhandle lie thousands of access points to the biggest aquifer in America. These shallow basins, called playas, are Texas's recharge points for the Ogallala Aquifer, and they play a critical role in providing plentiful clean water for the entire region. However, the health and integrity of the playas and the assurance of a steady water supply is declining. To counter this trend, the Texas Playa Conservation Initiative (TPCI) works with landowners and other stakeholders across the region to incentivize the restoration and rejuvenation of healthy playas. TPCI partners include the Texas Parks and Wildlife Department, Playa Lakes Joint Venture, USDA Natural Resources Conservation Service, U.S. Fish and Wildlife Service, Ducks Unlimited and Texan by Nature. The partnership has funded and coordinated restoration of more than 400 acres at a cost of \$140,000. Playas recharge the aquifer at approximately 81,461 gallons an acre per year, which means the restored playas are already providing 32.5 million gallons of water annually.



TPCI partners from the Texas Parks and Wildlife Department, Playa Lakes Joint Venture, USDA Natural Resources Conservation Service, US Fish and Wildlife Service, Ducks Unlimited and Texan by Nature pose in front of a restored playa.

NORTH CAROLINA PUBLIC LAND EXPANSION

A DU project to expand public lands in coastal North Carolina was awarded \$1.2 million from the North Carolina Clean Water Management Trust Fund (CWMTF) program. The grant supports the fee title acquisition of the 6,300-acre Hubbard-Pinkerton tract, an expansive forested wetland, marsh and riverfront property on the North River in Camden County. The property is



Permanent protection of the Hubbard-Pinkerton tract will enhance public lands managed by the North Carolina Wildlife Resources Commission.

connected to several other conservation properties and projects in the region through geography, hydrology and ecology. Additional project funding comes from a National Coastal Wetland Conservation Grant, the Enviva Forest Conservation Fund and Ducks Unlimited.

The property will be purchased and dedicated by the North Carolina Wildlife Resources Commission (NCWRC) as part of the expansive, publicly accessible North River Game Lands, including protection of wetlands and waters, availability for NCWRC-guided workshops and public access for hunting and recreation. Objectives for this project include permanent protection of wetlands, contributing to the improvement of water quality discharged into the Albemarle Sound, acquisition of land and increased opportunities for outdoor recreation.



RYMAN HOSPITALITY PROPERTIES FOUNDATION

Located in Nashville, Tennessee, the Ryman Hospitality Properties Foundation is the philanthropic arm of Ryman Hospitality Properties Inc., owners of resort and convention center hotels and a collection of iconic and emerging country music brands,

including the world-famous Grand Ole Opry, Ryman Auditorium and Ole Red. Ryman Hospitality Properties Foundatior focuses on making a difference in the local community through their various programs Since 1998, the Foundation has been a



consistent supporter of Ducks Unlimited with yearly unrestricted gifts, allowing DU the flexibility to use the funds where they are needed most.

he *Rescue Our Wetlands* campaign infused the Great Lakes/Atlantic Region with the resources to make landscape-level improvements in 21 states. In this region, Ducks Unlimited's accomplishments are especially

critical to addressing the needs of people and communities. Beyond its substantial waterfowl and habitat resources, the Great Lakes/Atlantic Region accounts for 42 percent of the U.S. population and 45 percent of Ducks Unlimited members nationwide. The two following examples are programs illustrating the value of wetlands in this region to wildlife and people and the variety of challenges Ducks Unlimited overcomes to meet its mission.

FREEBORN LAKE, MINNESOTA

Since 1909, Freeborn Lake in southern Minnesota has been struggling to survive. That was the year the outlet of this 2,222-acre shallow lake was dammed to control flooding, prevent drought-like conditions in the lake and promote farming downstream.

The dam succeeded in holding water and supporting new agriculture, but an unintended consequence was a less resilient lake with fluorescent-green water, choked with algae and supporting scarce wildlife.

Freeborn Lake includes a mixture of residential areas, farmland and park and conservation lands. The lake's strong hunting heritage has suffered throughout the years

as water quality declined, said Jeanine Vorland, area wildlife manager for the Minnesota Department of Natural Resources (DNR) Owatonna Area.

"The lake has a history of being an important resource for hunting and fishing," Vorland said. "But from a local standpoint, it's been an impaired resource."

Freeborn County leaders turned to Ducks Unlimited, and for the first time in more than 100 years, the lake is becoming healthy for both ducks and residents. The answer was replacing the aging, failing dam with modern infrastructure enabling the Minnesota DNR to manage lake levels.





Minnesota's Freeborn Lake is returning to a clean state benefitting ducks and people following a Ducks Unlimited enhancement project.



BLACK DUCK TERRITORY

The American black duck of eastern North America represents important social, economic and cultural values to the people of Canada and the United States. Historically, the black duck was the most abundant duck species in eastern North America, but the species declined by more than 50 percent between the 1950s and 1990s.

The duck's core habitat falls within DU's Completing the Cycle Initiative area, which has lost seven million acres of wetlands from Maryland to Maine. Thanks to the *Rescue Our Wetlands* campaign, thousands of acres of black duck habitat have been conserved. The work dives deep into research, too.

Dozens of research projects have examined black duck habitat use and food and energy requirements. That knowledge enabled Ducks Unlimited and partners to develop the Black Duck Decision



Ducks Unlimited and several partners collaborated with the State University of New York-College of Environmental Science and Forestry to research the ecology of American black ducks and mallards that winter in New York's Finger Lakes region.



Stephanie and Sam Smolik

MEET SAM AND STEPHANIE SMOLIK

Sam and Stephanie Smolik, of Houston, are passionate conservationists and DU supporters. "Conservation of wetlands and natural habitat is of critical importance to us all." Sam said.

Sam and Stephanie are Ducks Unlimited Diamond Heritage Sponsors, DUMAC Life

Sponsors, DU Canada Life Sponsors, Grand Slam Life Sponsors, members of DU's President's Council, DUMAC's John E. Walker III Society and Gold Feather Society members. Sam is a member of the DUMAC Board and Conservation Programs Committee and a national at-large board member.





A Ducks Unlimited restoration project in 2018 expanded resting and feeding opportunities for migrating ducks on Maryland's Blackwater National Wildlife Refuge.

Support Tool, which guides black duck conservation efforts by identifying priority habitats.

"We're trying to understand what we need to do, where we need to do it, and how much habitat restoration will be required to increase black duck populations," said Dr. John Coluccy, DU's director of conservation planning in the Great Lakes/Atlantic Region.

Ducks Unlimited has dedicated additional resources to the job. Thanks to a National Fish and Wildlife Foundation grant, Ducks Unlimited hired biologist Chase Colmorgen to implement the NRCS Black Duck Working Lands for Wildlife Initiative. Colmorgen is targeting conservation of black duck priority habitat in Delaware, Maryland and Virginia (Delmarva) on agricultural working lands.



Debora and Bill Ebert

MEET DU VOLUNTEERS BILL AND DEBORA EBERT

Ohio residents Bill and Debora Ebert are Diamond Grand Slam and Heritage Sponsors as well as Emerald Feather Society members. Bill is owner and president of William J. Ebert Trucking LLC and has been a Ducks Unlimited volunteer for 30 years. Elected to the DU Board of Directors in May, Bill began volunteering for DU in New York and moved to Ohio. He most recently served as Ohio State Chairman. Ohio Outdoor News named Bill their 2018 Person of the Year.

Despite increasing land prices, Ducks Unlimited protected almost 571,000 acres in the Prairie Pothole Region in the United States during the *Rescue Our Wetlands* campaign. ROW major sponsors contributed more than \$32 million of the \$401 million invested in permanent conservation easements between 2012 and 2018.

MAKING THE PRAIRIES MORE DROUGHT RESISTANT

his year's heavy rains in South Dakota have been a curse for many but a blessing for rancher Randy Barondeau. The abundant water showed what wetland conservation can do for his operation, and the ducks have noticed.

"The area has been in a drought for the last three to four years, but it made a complete 180 this year and filled every basin out there and the ducks have responded incredibly," said Bruce Toay, DU South Dakota manager of conservation.

Rain has been rare at Barondeau's South Dakota ranch, and when it did fall it just kept coming, running into creeks and rivers. Barondeau wanted to retain the water so his buffalo would not have to travel as far to get a drink, trampling good grass along the way.

He had restored and protected thousands of previously cropped acres, but the work had not included the degraded wetlands. Ducks Unlimited stepped in to help restore and enhance wetlands on the property, to benefit livestock and waterfowl.

Toay says DU's recent restorations improved more than 100 acres of wetlands. Restoring wetlands makes the prairies more drought-resistant and ready to hold water when the rains come, helping waterfowl populations recover after dry years. DU also helped enhance the restored grass with more native species. The increased diversity improves grazing and bird nesting cover.

"Driving around, I bet I saw 80 ducks in one place," Barondeau said. "Some of the sloughs used to dry up quickly, now there is canary grass six feet tall. This country is feast or famine, but now the water will last longer."



MEET JEFF HEIDELBAUER AND REBECCA MCGEE

For nearly 45 years, Jeff Heidelbauer has supported DU's work in the Prairie Pothole Region. Jeff has held many DU volunteer positions and is currently a regional vice president and member of the board of directors of Ducks Unlimited and Ducks Unlimited de México.

He and Rebecca McGee are Grand Slam Diamond Life Sponsors and recently pledged Benefactor in support of DU's prairie conservation programs. They are also President's Council and Platinum Feather Society members.

"DU's programs are duck and farmer friendly," Jeff said. "The DU soil health programs improve wetlands, provide nesting cover and improve farmers' bottom line. We need healthy landscapes, abundant wetlands and vibrant rural communities."



Rebecca McGee and Jeff Heidelbauer



RESTORING A CONTINENTALLY WITH IMPORTANT MIGRATION REST STOP

mile wide and an inch deep may sound like a derogatory description for Nebraska's North Platte River, but some 225 bird species rely on the river as they breed, migrate and winter. An average of 2 million ducks, 500,000 geese and 75,000 sandhill cranes look for food and shelter as they pass through each spring and fall.

Unfortunately, the river's flow has been depleted over the years and ground water has declined. Sediment and invasive species have reduced the quality of wetlands and grasslands available to wildlife and livestock. Outdoor recreation opportunities have decreased.

The Rescue Our Wetlands campaign helped conserve more than 83,000 acres along the Platte River in Nebraska, Colorado and Wyoming. Since DU first began working along Nebraska's North Platte, DU and conservation partners have perpetually protected nearly 12,500 acres.

"Given that nearly 98 percent of land is in private ownership in Nebraska, we must work with private landowners to achieve our goals and benefit wildlife and recreationists," said John Denton, DU's Nebraska manager of conservation programs.

The strong conservation mindset of local landowners helps drive continued growth in working lands conservation programs. Ducks Unlimited helped Scottsbluff-area landowner Russ Smith conserve habitat on his land bordering the North Platte River.

"We restored sloughs by cleaning out the cattails and silt," Smith said. "You can see the difference in the number of birds and hunting success in the area."

Ducks Unlimited also helped create two of western Nebraska's largest recreation areas open to the public along the North Platte.



Nebraska's North Platte River.

ROW SUCCESS IN THE WEST

ucks Unlimited saw several major success stories throughout DU's Western Region during the *Rescue Our Wetlands* campaign.

In 2015, Ducks Unlimited and the Sonoma Land Trust breached a levee at two locations at Sears Point in California's San Pablo Bay, restoring tidal flow to 960 acres of

Trust breached a levee at two locations at Sears Point in California's San Pablo Bay, restoring tidal flow to 960 acres of former diked farmland. At the time, the Sear's Point Wetland Restoration Project represented the largest private tidal marsh restoration project in San Francisco Bay and one of the largest on the West Coast.

This new tidal marsh is turning back habitat loss by reintroducing the tides, restoring critical habitats for wildlife, protecting against sea level rise, improving water quality and expanding the nearby San Pablo Bay National Wildlife Refuge. Over the next 20 years, the Sears Point tidal habitat restoration

will eventually benefit canvasbacks, scaup, mallards and northern pintails.

In 2016, Ducks Unlimited completed the last of a series of conservation projects in northwest Oregon and southwest Washington funded under a three-phase, six-year-long programmatic NAWCA grant, titled the "Living Floodplains." This partnership with federal, state, private and municipal sponsors completed 21 projects for more than 2,007 acres of protected, restored and enhanced habitats within the Willamette and Lower Columbia River watersheds.

Activities on these properties not only improved wintering and breeding conditions for waterfowl and other waterbirds, but also provided benefits for endangered salmon species including Coho, steelhead, and Chinook. Many of the project sites are open to public use, and offer opportunities for





hunting, fishing, wildlife viewing and environmental appreciation.

In 2017, DU placed a conservation easement on one of its own properties near the Market Lake Wildlife Management Area, the first of its kind in Idaho and only the second such arrangement for Ducks Unlimited along the Pacific Flyway.

The 242 acres of farmland located just a half-mile from Market Lake WMA was originally purchased by Wetlands America Trust in 2012 and is an important buffer for the wildlife area. In 2016, Ducks Unlimited approached the Teton Regional Land Trust with a proposal to keep the property protected from mining, development and other potential harmful uses, while still serving as productive farmland.

Ducks Unlimited donated the conservation easement and gave up a portion of the property's development rights to protect the wetlands, natural habitat and agricultural areas that provide numerous benefits for waterfowl, wildlife and people in the region.

And people are what made *Rescue Our Wetlands* a resounding success.

Dale Hall, who retired as Ducks Unlimited CEO on June 30, thanked Team DU for their hard work and dedication to the campaign.

"Doing something as simple as attending a DU banquet in your local community made a difference through this campaign, and those efforts will continue to ensure wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever," Hall said.

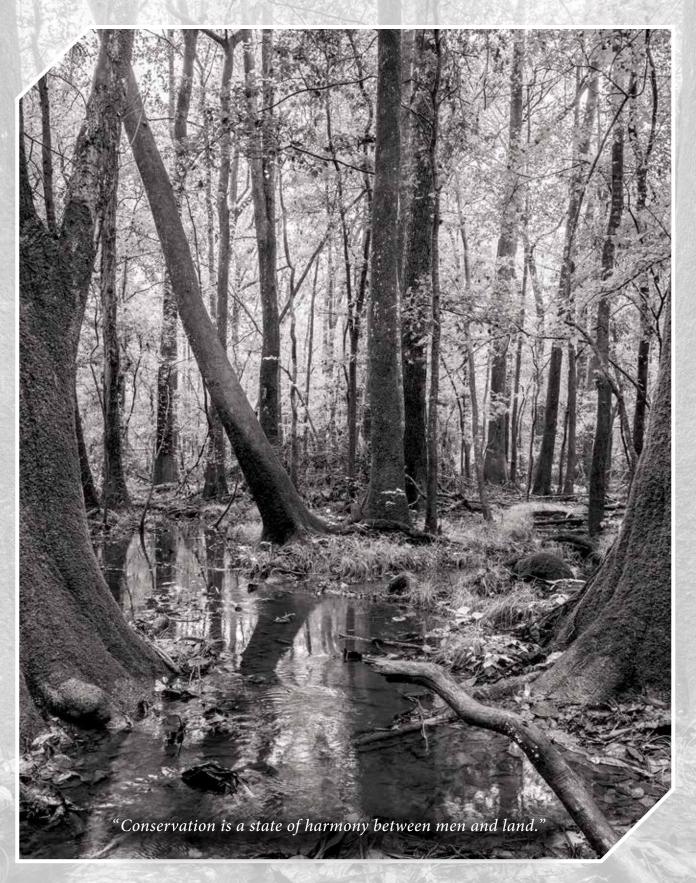
HOWARD AND PEGGY JOHNSON ARE MAKING A DIFFERENCE OUT WEST

For 40 years, Howard Johnson has made a difference for waterfowl and wildlife, most recently as DU regional vice president for Colorado, Montana and Wyoming. Howard cherishes his DU family and the support he received, particularly after the loss of his wife Cherie. Howard is now married to Peggy, who along with Howard, enjoys bringing family to DU events across the country, including many national conventions.



Howard and Peggy Johnson, and many of their grandchildren, enjoyed time at the 2019 DU National Convention in Hawaii.





— Aldo Leopold

DU'S FINANCIAL SUCCESS CONTINUES IN FY19

ucks Unlimited's FY19 was another outstanding year of mission delivery with significant philanthropic, conservation and financial achievements.

Support and revenues for FY19 were \$235 million, driven by continued strong philanthropy from committee events, major gifts, direct response membership, royalties and planned gifts.

As in the past, Ducks Unlimited revenues were also strengthened by leveraging the organization's philanthropy with critical governmental, nongovernmental and foundation partners to enhance the organization's conservation work. In-kind donations of conservation easements and public service announcements were sources of revenue that contributed to habitat conservation, education and program efficiency.

Ducks Unlimited exceeded \$220 million in total operational support and revenue for our last five fiscal years.

Team DU also exceeded its 80 percent program efficiency target with 82 percent of DU's dollars spent in FY19 on program services, delivering more than \$159 million in on-the-ground conservation and another \$31 million in mission-related education programs and deliveries.

Ducks Unlimited had an operational surplus of approximately \$3.8 million. Our non-operational surplus of \$1.8 million was driven by contributions to the

endowment, planned gift maturities and positive net endowment investment earnings offset by net losses on the sale of certain conservation lands and planned endowment expenditures related to our continuing information technology renovation efforts.

"Ducks Unlimited continues to focus on investing in its information technology platforms, providing top-notch ecological services and expanding the organization's conservation mission delivery capabilities to more areas," said DU Chief Financial Officer Earl Grochau. "Continuing our recent successes, Ducks Unlimited again successfully attained all of the standards of charity accountability by the Better Business Bureau and Wise Giving Alliance."

Ducks Unlimited is also pleased to report its consolidated financial statements with accompanying notes, as of June 30, 2019, were again audited by an external accounting firm, resulting in an unmodified audit opinion indicating DU's financial statements are a true and fair representation of the organization's finances.

"This wraps up our current strategic plan's third year and we are thrilled with the progress we continue to make," Grochau said. "Our continued success is heavily attributable to the sustained efforts of Ducks Unlimited's volunteers, whose time and fiscal investments form the foundation of this organization. We could not achieve this level of sustained success without our broad base of support."

THE WILLITS FAMILY'S CONSERVATION LEGACY

Ward and Rita Willits have devoted their lives to conservation. Both are retired from the U.S. Forest Service and continue building a legacy of conservation.

They are longtime DU volunteers in Olympia, Washington, and Heritage Sponsors.

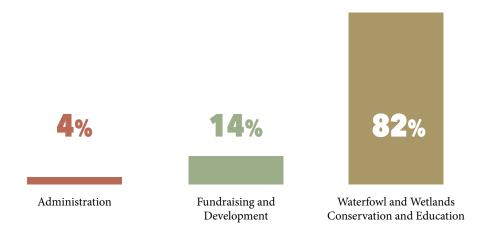
The Willits recently made a \$3.5 million Feather Society commitment by including DU in their estate plan. Their ongoing support of DU's Wings and Wetlands Initiative in the Pacific Northwest and Washington State has made a tremendous impact on DU's ability to conserve and restore vital habitat in the region.



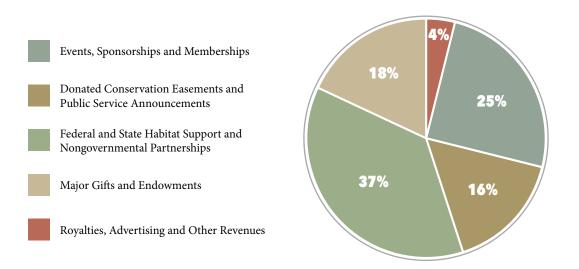
DU's Barney Lake Project in the Puget Sound area of Skagit County, Washington, is just one of the projects Ward and Rita Willits' generosity has helped fund.



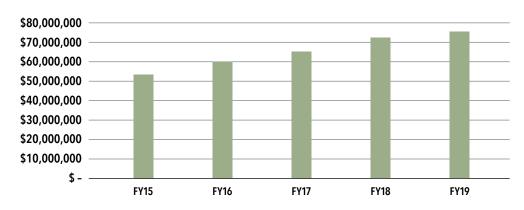
WHERE YOUR DOLLAR GOES =



Sources of Support and Revenue =



TOTAL ENDOWMENTS





CONSOLIDATED BALANCE SHEETS

June 30, 2019 and 2018

Assets	_	2019	2018
Cash and cash equivalents	\$	27,831,121	19,543,061
Restricted cash and investments		35,104,585	30,655,462
Events receivable, net		1,014,292	1,240,649
Pledges receivable, net		38,779,712	42,287,219
Habitat conservation and other receivables		26,138,517	29,969,818
Event merchandise inventory		4,266,462	3,203,947
Investments		75,753,451	74,074,676
Land held for conservation purposes		57,795,590	50,014,421
Land, buildings, and equipment, net		19,079,513	19,503,993
Other assets	=	20,186,916	17,134,591
Total assets	\$	305,950,159	287,627,837
Liabilities and Net Assets			
Accounts payable and accrued expenses	\$	20,637,594	15,558,639
Compensation and related accruals		8,195,514	7,727,545
Deferred revenue		11,345,737	9,824,383
Pension and deferred compensation accruals		5,187,913	5,518,440
Accrued postretirement benefits		427,230	505,862
Revolving land line of credit		8,385,000	7,670,528
Other liabilities	-	1,582,608	1,591,567
Total liabilities	_	55,761,596	48,396,964
Net assets:			
Without donor restrictions		86,437,259	81,581,931
With donor restrictions	-	163,751,304	157,648,942
Total net assets	_	250,188,563	239,230,873
Total liabilities and net assets	\$	305,950,159	287,627,837



CONSOLIDATED STATEMENTS OF SUPPORT AND REVENUES WITHOUT DONOR RESTRICTIONS AND EXPENSES

Years ended June 30, 2019 and 2018

Philanthropic sources: Net proceeds from committee events \$47,739,265 45,351,07 Direct response membership 12,210,010 11,607,41 Major gifts 40,068,402 34,356,76 Planned gift maturities 1,000,000 561,59 Planned gift maturities 1,000,000 561,59 Planned gift maturities 1,000,000 561,59 Royalties 2,276,713 2,237,73 Total philanthropic revenue 103,311,390 94,153,90 Other operational support and revenue: Federal and state habitat reimbursements 60,821,751 59,522,74 Nongovernmental partnerships 23,233,528 23,044,67 State grants 3,438,652 3,415,79 State grants 3,438,652 34,15,79 State grants 3,458,612 18,953,77 Advertising revenue 2,582,907 2,500,50 Donated deutational programming 6,177,741 15,300,77 Appropriated endowment and quasi-endowment earnings 4,146,234 3,138,77 Other revenues 69,322 161,40 Total operational support and revenue 235,437,651 221,192,28 Operational expense: Program sentice expense: Waterfowl consensation: 111,154,663 107,540,05 Octos-enation essements 31,656,126 18,933,77 Government relations 3,820,061 3,33,44 Octos-enation education: 111,154,663 107,540,05 Operation educat		_	2019	2018
Philanthropic sources: Net proceeds from committee events \$47,739,265 45,351,07 Direct response membership 12,210,010 11,607,41 Direct response membership 12,210,010 11,607,41 Major giffs 40,065,402 34,355,75 Planned gift maturities 1,000,000 561,59 Planned gift maturities 103,311,390 94,153,000 Other operational support and revenue:	Operational revenue:			
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Planned gift maturities	Direct response membership		12,210,010	11,607,413
Royalties 2,276,713 2,237,73 Total philanthropic revenue 103,311,390 94,153,90 Other operational support and revenue: Federal and state habitat reimbursements 60,821,751 59,522,74 Nongovernmental partnerships 23,233,528 23,041,67 State grants 3,486,652 3,416,79 Donated conservation easements 31,656,126 18,953,77 Advertising revenue 2,582,907 2,500,50 Donated educational programming 6,177,741 16,300,71 Appropriated endowment and quasi-endowment earnings 4,146,234 3,138,77 Other revenues 69,322 101,40 Total operational support and revenue 235,437,651 221,192,29 Operational expenses: Valency Consensation: 31,650,126 18,953,77 Ocosenseation easements 31,650,126 18,953,77 Government relations 31,650,126 18,953,77 Ducks Unlimited Canada 12,107,750 11,172,89 Ducks Unlimited Canada 12,017,750 11,172,89 Communications and conferences 7,413,282	Major gifts		40,085,402	34,395,769
Total philanthropic revenue 103,311,390 94,153,90 Other operational support and revenue: 60,821,751 59,522,74 Federal and state habitat reimbursements 60,821,751 59,522,74 Nongovermental partnerships 23,233,528 23,044,67 State grants 3,486,652 3,415,77 Donated conservation easements 31,666,126 18,953,77 Advertising revenue 2,582,907 2,500,50 Donated endowment and quasi-endowment earnings 61,777,41 16,300,77 Other revenues 69,322 161,40 Total operational support and revenue 235,437,651 221,192,29 Operational expenses: Program service expense: Valuatefowl conservation: 111,154,663 107,640,05 U.S. habitat delivery 111,154,663 107,640,05 20,401 3,353,47 Ducks Unlimited Canada 12,101,750 11,172,89 11,172,89 Ducks Unlimited Canada 12,101,750 11,172,89 Ducks Unlimited Canada 12,01,750 11,172,89 Ducks Unlimited Canada 12,01,751 6,57,08	Planned gift maturities		1,000,000	561,920
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Federal and state habitat reimbursements 60,821,751 59,522,74 Nongovermental partnerships 22,233,528 23,044,67 State grants 31,656,126 18,953,77 Donated conservation easements 31,656,126 18,953,77 Advertising revenue 2,582,907 2,500,50 Donated educational programming 6,177,741 16,300,71 Appropriated endowment and quasi-endowment earnings 4,146,234 3,138,77 Other revenues 69,322 101,40 Total operational support and revenue 235,437,651 221,192,29 Operational expenses: Variance 49,322 101,40 Value of work onservation expenses: Variance 49,332 107,640,05 Conservation easements 31,656,126 18,953,77 10,500,11 11,154,663 107,640,05 Government relations 3,600,61 3,353,47 10,000,11 11,172,89 10,000,11 11,172,89 10,000,11 11,172,89 10,000,11 11,172,89 10,000,11 11,172,80 10,000,11 11,172,80 10,000,11 11,172,80 <	Total philanthropic revenue		103,311,390	94,153,909
Nongovernmental partnerships 23,233,528 23,044,65 State grants 3,438,652 3,415,79 Donated conservation easements 13,656,126 18,953,77 Advertising revenue 2,582,907 2,500,907 Donated educational programming 6,177,741 16,300,71 Appropriated endowment and quasi-endowment earnings 4,146,234 3,138,77 Other revenues 235,437,651 221,192,28 Operational expense: 235,437,651 221,192,28 Operational expense: Program service expense: Waterfow Conservation: 111,154,663 107,640,05 U.S. habitat delinery 111,154,663 107,640,05 20,000 11,172,86 18,953,77 Government relations 3,620,061 3,353,47 11,172,80 11,172,80 11,172,80 11,172,80 11,172,80 11,172,80 10,000,11 1,000,11 1,000,11 1,000,11 1,000,11 1,000,11 1,000,11 1,000,11 1,000,11 1,000,11 1,000,11 1,000,11 1,000,11 1,000,11 1,000,11 1,000,11 1,000,11 <td< td=""><td></td><td></td><td></td><td></td></td<>				
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Advertising resenue				3,415,794
Donated educational programming				18,953,776
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Other revenues 69,322 161,40 Total operational support and revenue 235,437,651 221,192,29 Operational expense: Program service expense: Waterfowl consensation: 111,154,663 107,640,05 Conservation easements 31,656,126 18,953,77 Government relations 3,620,061 3,333,47 Ducks Unlimited Canada 12,101,750 11,72,89 Ducks Unlimited de Mexico 961,928 1,000,11 Conservation education: 961,928 1,000,11 Magazine 4,089,983 4,175,06 Communications and conferences 7,413,282 6,537,08 Donated educational programming 6,177,741 16,300,71 Education delivery 9,945,754 9,632,45 Membership services 3,523,991 3,429,45 Total program service expenses 190,645,279 12,195,10 Fundraising: 11,224,782 11,772,99 Direct response membership development 9,244,205 8,919,33 Major gift development and advertising 11,652,102 10,482,41 <	Donated educational programming		6,177,741	16,300,717
Total operational support and revenue 235,437,651 221,192,292	Appropriated endowment and quasi-endowment earnings		4,146,234	3,138,770
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Program service expense: Waterfowl conservation: U. S. habitat delivery 111,154,663 107,640,05 Conservation easements 31,656,126 18,953,77 Government relations 3,620,061 3,353,47 Ducks Unlimited Canada 12,101,750 11,172,88 1,000,11 Ducks Unlimited de Mexico 961,928 1,000,11 Conservation education: 4,089,983 4,175,06 Communications and conferences 7,413,282 6,537,08 Donated educational programming 6,177,741 16,300,71 Education delivery 9,945,754 9,632,45 Membership services 3,523,991 3,429,45 Total program service expenses 190,645,279 182,195,10 Fundraising: 1 12,244,782 11,772,99 Direct response membership development 9,244,205 8,919,33 Major gift development and advertising 11,652,102 10,482,41 Total fundraising expense 33,141,089 31,174,74 Administration 7,871,023 6,353,77 Total operational expense 231,657,391	Total operational support and revenue	-	235,437,651	221,192,290
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Education delivery 9,945,754 9,632,45 Membership services 3,523,991 3,429,45 Total program service expenses 190,645,279 182,195,10 Fundraising: Field operations 12,244,782 11,772,99 Direct response membership development 9,244,205 8,919,33 Major gift development and advertising 11,652,102 10,482,41 Total fundraising expense 33,141,089 31,174,74 Administration 7,871,023 6,353,77 Total operational expense 231,657,391 219,723,62 Operational surplus 3,780,260 1,468,66 Nonoperational: Revolving land contributions 1,430,000 44,20 Net losses on land sales (1,080,393) (1,895,45 Other quasi-endowment contributions (distributions) 1,156,703 (1,62 Unappropriated quasi-endowment earnings 345,127 710,27 Nonoperating surplus (loss) 1,851,437 (1,142,60	Communications and conferences		7,413,282	6,537,088
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Fundraising: 12,244,782 11,772,99 Direct response membership development 9,244,205 8,919,33 Major gift development and advertising 11,652,102 10,482,41 Total fundraising expense 33,141,089 31,174,74 Administration 7,871,023 6,353,77 Total operational expense 231,657,391 219,723,62 Operational surplus 3,780,260 1,468,66 Nonoperational: Revolving land contributions 1,430,000 44,20 Net losses on land sales (1,080,393) (1,895,45 Other quasi-endowment contributions (distributions) 1,156,703 (1,62 Unappropriated quasi-endowment earnings 345,127 710,27 Nonoperating surplus (loss) 1,851,437 (1,142,60	Membership services	-	3,523,991	3,429,458
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Total operational expense 231,657,391 219,723,62 Operational surplus 3,780,260 1,468,66 Nonoperational: Revolving land contributions 1,430,000 44,20 Net losses on land sales (1,080,393) (1,895,45 Other quasi-endowment contributions (distributions) 1,156,703 (1,62 Unappropriated quasi-endowment earnings 345,127 710,27 Nonoperating surplus (loss) 1,851,437 (1,142,60	Total fundraising expense		33,141,089	31,174,740
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Revolving land contributions 1,430,000 44,20 Net losses on land sales (1,080,393) (1,895,45 Other quasi-endowment contributions (distributions) 1,156,703 (1,62 Unappropriated quasi-endowment earnings 345,127 710,27 Nonoperating surplus (loss) 1,851,437 (1,142,60	Operational surplus	-	3,780,260	1,468,667
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Other quasi-endowment contributions (distributions)1,156,703(1,62Unappropriated quasi-endowment earnings345,127710,27Nonoperating surplus (loss)1,851,437(1,142,60)	Revolving land contributions		1,430,000	44,209
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Unappropriated quasi-endowment earnings 345,127 710,27 Nonoperating surplus (loss) 1,851,437 (1,142,60)	Other quasi-endowment contributions (distributions)		1,156,703	(1,625
	. ,	_	345,127	710,273
Excess of support and revenues without donor restrictions over expenses \$ 5,631,697 326,06	Nonoperating surplus (loss)	_	1,851,437	(1,142,602)
	Excess of support and revenues without donor restrictions over expenses	\$_	5,631,697	326,065





— Wendell Berry

MEET DUCKS UNLIMITED CEO ADAM PUTNAM



Adam with his wife, Melissa, and their four children, Abbie, Emma, Libby and Hughes.

n April 1, Ducks Unlimited welcomed new Chief Executive Officer Adam Putnam. The Florida native is a father, husband, conservationist, hunter, angler, farmer and rancher. He is a man dedicated to service, having previously led the nation's largest state Department of Agriculture and Consumer Services in Florida.

"I joined Ducks Unlimited when I was 16 and have a lifelong appreciation for the conservation work the organization accomplishes," Putnam said. "It's humbling to be chosen as DU's CEO, and as a lifelong hunter, angler and conservationist, I look forward to building on our record of success."

Prior to his service as Florida's Agriculture Commissioner, Putnam served five terms in the U.S. House of Representatives. His first term began after the 2000 election when he became the youngest member of Congress at the time, and youngest ever from Florida.

Putnam rose quickly in the Congressional ranks. He served as a member of the Agriculture, Financial Services and Rules committees. He served as co-chairman of the Congressional Sportsmen's Caucus and chairman of the Subcommittee on Government Reform and Oversight. In his third term, he was elected by his peers to be Republican Policy Chairman and Republican Conference Chairman in 2006.

He is a fifth-generation Floridian and graduate of the University of Florida. As Agriculture Commissioner in his home state he was responsible for managing 1.3 million acres of state forests while leading the Energy Office and the state's school nutrition programs.

He also expanded Florida's best management water practices program, allowing farmers to voluntarily reduce their nutrient and water usage. More than 7 million acres in Florida are now enrolled in the program, and that translates to a water savings of 19 million gallons daily on average. For his achievements in water policies, Putnam was the first elected official awarded the U.S. Water Prize from the U.S. Water Alliance, in 2017.

Putnam also created more than 40 conservation easements in Florida through the Family Lands Protection Program, enrolling more than 50,000 acres. These easements provide critical wildlife habitat for abundant species without the possibility of loss to development.

In addition to conservation advocacy, Putnam is a staunch supporter of armed forces veterans. In 2011, he created Operation Outdoor Freedom, honoring the sacrifice of our nation's disabled veterans. More than 4,000 veterans have participated in Operation Outdoor Freedom events since its inception.

Putnam sees a similar passion among DU members, volunteers and staff as he does with Operation Outdoor Freedom supporters.

"The same values that attract 100 percent of the volunteers to DU also make it the best place in the world to work," he said. "Across the country our staff, from biologists to fundraisers, know this is a calling and the DU family is passionate about leaving the world better than we found it. Volunteers and staff working together make for an unstoppable force and I'm lucky to get to work around good people every day."



Y19 was historic for Ducks Unlimited's Event Fundraising Division with two major achievements reached during the fiscal year. First on the list was a record-breaking financial performance in FY19 that completed a self-imposed staff goal set four years ago.

DU National Director of Event Fundraising David Schuessler provided some insight on the division's quiet journey to the record.

"In the spring of 2015 the directors of fundraising and I were reviewing data and realized we were close to eclipsing the magical year of 2001, a peak on our performance timeline where everything fell into place," Schuessler said. "Back

then the economy was good, we had robust volunteer levels, experienced staff, a lack of competition, strong consumer confidence and overall organizational goodwill. The result was a massive contribution to our mission through event revenue. While still a few million dollars away, we were confident if we kept focused on those things that were making us successful, we would reach our goal. Later that year we challenged our staff to strive toward that goal with DU's mission being the ultimate beneficiary."

For the second straight year, all vital aspects of the organization's event system grew in FY19, including unrestricted and major gift revenue, attendance,

adult members, existing business, new business and volunteers. All would prove critical to the year's success.

"What is so special about this accomplishment is building the overall strength of the event system year after year," Schuessler said. "We achieved this by growing our volunteer ranks, increasing event attendance and developing enjoyable fundraising programs that engage our supporters. We didn't trick our way into it. We got there through hard work building our base."

DU Senior Vice President for Event and Volunteer Management Shawn de Cento shared his thoughts on his division's accomplishment.





"What's special to me is the challenges we've overcome, especially the weather," he said. "You must remember that over the past two years we have seen major hurricanes hit areas with numerous DU events scheduled right in the heart of fall fundraising seasons. Fires in California, blizzards in the Northeast, the list goes on. It makes me so proud to see the resilience of our volunteers, staff and supporters and how they can turn a DU event into a rally point for normalcy in a time of crisis. That's what is so special about DU people and it speaks to what this organization has accomplished."

More than 58,000 Ducks Unlimited volunteers hosted more than 589,000 attendees at 4,200 events in FY19, raising an impressive \$73 million across the United States.

Along with a record-breaking fiscal year, a new volunteer recognition program was implemented in January and the results far exceeded expectations.

The Volunteer Tenure Recognition Program, an idea developed by Brett Baker, director of fundraising and volunteer relations, recognizes all volunteers with 20 or more years of service to the organization.

"The premise was simple when I first considered it," Baker said. "For years, Ducks Unlimited has recognized our Major Donors with special pins and acknowledgement at events due to their financial contributions. The giving of someone's time is just as impressive and we needed to develop a program to recognize that."

The Event and Volunteer Management Committee evaluated the program and it passed the committee unanimously. After a special task force was formed, the program took shape by borrowing from the organization's decades-old tradition through a variety of lapel pins and pendants signifying one's tenure based on five-year increments, starting at 20 years.



this would be a great success," Schuessler said.

"But the response has been so positive it makes you wish we had thought of this years ago."

The first recognitions were made across the Great Lake states where January and February dinner events are the norm. Social media and local newspaper articles announced the celebrations and a new DU program was born.

"This program wasn't without its challenges in the first year as we knew some of our record keeping just 20 years ago was not the best, much less 40," admitted Schuessler. "Our staff continues to work hard to make sure all our volunteer records are accurate and each month our historical data becomes more accurate."

A full list of volunteers with 20 or more years of service starts on page 110 of this report.



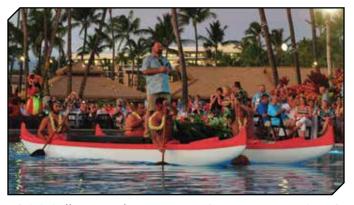


SUCCESS!

DU NATIONAL CONVENTION CELEBRATES RESCUE OUR WETLANDS

ucks Unlimited held its 82nd Annual National Convention May 29-June 1, at the Hilton Waikoloa Village in Waikoloa, Hawaii.

The event drew more than 900 volunteers as well as conservation leaders and partners from the United States, Canada and Mexico who paid their own way and dedicated their time to celebrate DU's success with friends and partners from across the continent.



To help kick off convention festivities, DU President Rogers Hoyt Jr. welcomed the crowd before attendees were treated to a traditional Hawaiian luau on opening night that included fire throwers and hula dancing.



To close out Saturday's business session, several volunteers and major donors were asked to help reveal the amount raised during the *Rescue Our Wetlands* campaign. With the help of these volunteers DU raised-\$2.34 billion.

DU FIELD EXPERIENCES

PUTTING VOLUNTEERS, DONORS AND PARTNERS IN THE VERY LANDSCAPES THEY WORK TO PROTECT

n FY19, 553 individuals paid their own way to take advantage of more than 36 events. Two-day experiences were held from the Yucatán Peninsula in Mexico to the northern

marine environment of New Brunswick, and from the potholes of Saskatchewan to the wetlands of California's Central Valley.

Under the guidance of biologists, planners, engineers and program managers, participants experience personally the Ducks Unlimited conservation mission, learning hands-on about the science that underpins all programs. In the field, they engage directly with the plants and wildlife that, woven together,



In the shadow of the Rocky Mountains, Ducks Unlimited Prairie Experience participants learned about the science behind DU projects and programs.

make up the rich tapestry of life in these fertile environments.

These unique events allow guests to handle and band birds, the time-tested population science tool that biologists

use to understand where birds go and what they need to survive. Guests also assist this long-term research by catching and marking various waterfowl species. Ducks Unlimited field experiences inspire, educate and entertain.



AXALTA COATING SYSTEMS

RECEIVES DUCKS UNLIMITED CORPORATE CONSERVATION ACHIEVEMENT AWARD

xalta Coating Systems, a leading global supplier of liquid and powder coatings, received the Ducks Unlimited Corporate Conservation Achievement Award at DU's 82nd Annual National Convention in Hawaii.

The award, accepted by Axalta's Chief Executive Officer Robert Bryant, recognizes corporations from the United States, Canada or Mexico that have made exceptional contributions to wetlands conservation and environmental stewardship.

"I am honored to accept the Ducks Unlimited Corporate Conservation Achievement Award on behalf of Axalta," Bryant said. "Axalta and Ducks Unlimited have done extraordinary work together in the United States, Mexico, and Canada. Together, we have conserved more than 8,400 acres of wetlands, creating new and improved habitats for countless waterfowl across three countries."



From left, Ducks Unlimited Chief Fundraising Officer Amy Batson, DU National Director of Development Richard Smith, DU CEO Adam Putnam, Axalta Coating Systems CEO Robert Bryant, Axalta Vice President of Corporate Affairs Rob Ferris and Regina Tracy, Axalta's head of North America communications and global corporate social responsibility, pose for a photo with the 2019 Ducks Unlimited Corporate Conservation Achievement Award.

Bryant continued, "We have also educated hundreds of students and teachers from Latin America through the Ducks Unlimited de México's RESERVA program and provided 500 dry toilets to more than 1,600 people in Mexico. In addition, Axalta helped DU host nearly 200

ica during the 2018 annual Ducks Unlimited Third Term program. We are truly proud of these accomplishments and the work that has been completed together with Ducks Unlimited now, and the work that will be completed in the future."

college students from North Amer-

Axalta and Ducks Unlimited, the world leader in wetlands and waterfowl conservation, announced a multi-year partnership in 2015.

As a global developer, manufacturer and seller of coatings in more than 130 countries around the world, Axalta

takes pride in protecting and conserving the environments where its employees, customers and suppliers live, work and raise their families. Axalta's sustainable manufacturing practices provide customers with superior products using carefully selected materials that are processed to optimize productivity while minimizing their impact on the environment and protecting the health and safety of surrounding communities.





CORPORATE SPONSORS AND LICENSEES

WESCUE OUR WETLANDS

eading companies and brands recognize Ducks Unlimited as the leader in wetlands conservation and one of the best membership organizations—and brands—in the world. They understand the importance of DU's mission and the critical need to support it with commitments, resources and quality products.

Through DU's Corporate Partner Program corporate sponsors, product licensees and promotional providers make an impact on wetlands and waterfowl conservation, as well as share DU's conservation message with millions of people through our partnered marketing efforts.

Since it was launched in 1985, DU's Corporate Partner Program has generated more than \$100 million in unrestricted funds for conservation—dollars that can be used where waterfowl, wetlands and other wildlife need it most. Our generous corporate partners also play a major role in DU's success by underwriting and donating products to fundraising events across the country.

OUR CORPORATE SPONSORS AND LICENSEES

Academy Sports + Outdoors

AES Outdoors

Allegro Fine Foods

America Remembers

American Luxury Coach

Anheuser-Busch

Arbv's

Artisans Apparel

Axalta Coating Systems

Ball Watch Company

Bass Pro Shops

Carmex

Carolina Hosiery Mills

The Check Gallery

Desperate Enterprises

Drake Waterfowl

Ducks Unlimited Store

FedEx

First National Bank of Omaha

Higdon Outdoors

Identity Check Printers

Itasca Footwear

Luxco

Mack's Prairie Wings

The McGee Group

Mossy Oak Brand Camo

Mud River Dog Products

Nestlé Purina

Nationwide Insurance

Outdoor Cap

Plano Synergy

Pyramex

Remington

Smathers and Branson

Signature Products Group

SportDOG Brand

Starfish Vision

SureCan

The Hartford

United Country

Visa

W.R. Case and Sons Cutlery

War Eagle Boats

Winchester Ammunition

Yamaha

Yeti





CORPORATE PARTNER PROFILE

THE McGee Group generates more than \$1 million for Ducks Unlimited

DU partner since 2006, The McGee Group, a family owned manufacturer of prescription eyewear and sunglasses based in Marietta, Ga., has generated more than \$1 million for Ducks Unlimited through sales of DU branded eyewear. "We are very proud to be a part of the Ducks Unlimited family of Corporate Partners," said Matt McGee, executive vice president of The McGee Group. "When we began the DU eyewear program in 2006, we knew this partnership would be a cornerstone for our company. Our family's commitment to conservation aligns well with the DU mission. Over the years we have been fortunate enough to meet many of the wonderful people from DU that share our same passion. It has truly been an honor to make eyewear for DU members, their families and enthusiasts alike."

DU Managing Director of Corporate Relations Jim Alexander knows it takes a real commitment to contribute that much to the organization.

"It's a tremendous accomplishment and I attribute it to the quality of the products The McGee Group produces on our behalf," Alexander said. "Many of the companies in our Corpo-



rate Partner Program have been with us for a long time and that speaks to the power of the DU brand as well as our partners' commitment to wetlands conservation."

The McGee Group has been in business for more than 42 years and its customer service and product quality has always been their top priority.

"It's funny, we didn't even realize that we hit the \$1 million milestone because the monetary amounts have never been our primary focus," McGee said. "Our goal has always been to do our best and make exceptional products for Ducks Unlimited. It is unbelievably gratifying to watch our hard work turn into something that is truly making a difference. We thank everyone that has supported our DU eyewear program and look forward to another 13 years and beyond."

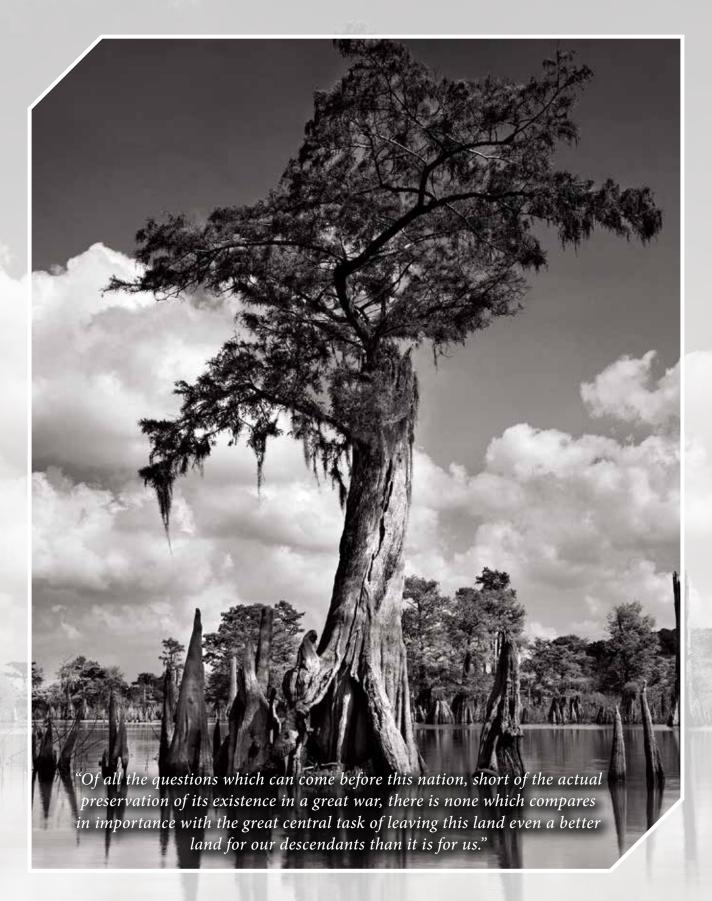




DU member Cricket Mobley (left), of Brunswick, Ga., checks out his decoy spread in a pair of sunglasses from the McGee Group.

The M[©]Gee Group®





PUBLIC POLICY NEWS FROM OUR NATION'S CAPITAL

rom Washington, D.C., to state capitols across the country, Ducks Unlimited continued to harness its vibrant base of support to positively influence conservation legislation and funding in FY19.

NAWCA

On the federal level, Ducks Unlimited advocacy helped increase bipartisan support of NAWCA, Ducks Unlimited's top policy priority. NAWCA partnership grants play a key role in delivering DU's mission. This spring Ducks Unlimited launched a call-to-action campaign to membership, encouraging them to contact their law-makers to support NAWCA. More than 15,000 letters were sent to 515 congressional offices on Capitol Hill by DU members, volunteers and staff.

Legislation reauthorizing NAWCA was introduced in the House and Senate. This legislation would reauthorize the program for five years with an authorization level of \$60 million. This spring, President Trump signed the FY19 omnibus spending bill, which included \$42 million for NAWCA—a \$2 million increase.



FARM BILL

A major victory was the Agriculture Improvement Act of 2018, more commonly known as the Farm Bill. The legislation was passed by Congress and signed into law by President Trump in December. The Farm Bill represents the largest and most important investment in private lands conservation in the country. This bipartisan legislation delivers strong voluntary, incentive-based conservation programs that promote healthy wildlife habitats benefiting all Americans.

The renewed Farm Bill provides crucial tools for the conservation community:

- Maintains a strong link between conservation compliance and federal farm programs, protecting wetlands in agricultural landscapes.
- Increases total Agricultural Conservation Easement Program funding by \$2 billion over 10 years.
- Increases Regional Conservation Partnership Program annual funding to \$300 million.
- Raises Conservation Reserve Program enrollment cap to 27 million acres.
- Provides a robust increase in funding for the Environmental Quality Incentives Program.

A successful component and highlight of Ducks Unlimited's policy efforts is the annual DU Capitol Hill Dinner and Auction, held this year on April 30. The event was a great success with more than 700 guests in attendance, including 70 members of Congress, Secretary of Agriculture Sonny Perdue and Secretary of the Interior David Bernhardt. Thanks to all the wonderful volunteers who helped make this event one of the best yet.

STATE HIGHLIGHTS

MICHIGAN STREAMLINES WETLAND CONSERVATION

In late 2018, Michigan Gov. Rick Snyder signed legislation creating a new voluntary wetland restoration program that streamlines the permitting process for Ducks Unlimited, allowing us to deliver projects quicker and in a more cost-effective way. DU staff and volunteers worked closely with state lawmakers and federal and state agencies to reach agreement on the bill. Ducks Unlimited is working with the Michigan Department of Natural Resources and Department of Environment, Great Lakes and Energy to develop guidance documents and new permit applications necessary to enforce the law.

UTAH CREATES 14,000-ACRE WATERFOWL AREA

Ducks Unlimited volunteers and staff met with Utah Gov. Gary Herbert in May for a ceremonial signing of House Bill 265, creating the Willard Spur Waterfowl Management Area on the north end of the Great Salt Lake. This 14,000-acre waterfowl area will be managed by Utah's Division of Wildlife Resources. Utah Rep. Casey Snider, a Ducks Unlimited member, authored the bill and brought a strong collaborative approach with waterfowl groups, airboat associations, government officials and elected leaders. DU's Utah volunteers played a critical role by writing letters of support and calling the governor's office when the bill reached his desk.



DAKOTAS GREATLY INCREASE OUTDOOR FUNDING

ucks Unlimited's policy efforts support our intensive on-the-ground projects in the Prairie Pothole Region, and in FY19 helped deliver big funding increases. The South Dakota legislature passed an unprecedented \$1 million appropriation for wild-life funding, and the North Dakota legislature increased the cap on the Outdoor Heritage Fund to \$15 million for the next biennium. These significant accomplishments will provide important funding for resources in our highest priority landscape.

TEXAS MOVES TO IMPROVE STATE PARKS

Legislation amending the Texas Constitution for State Parks Funding passed and was placed on the November ballot. This measure directs taxes from the sale of sporting goods to support state parks owned and operated by Texas Parks and Wildlife, one of Ducks Unlimited's strongest partners in waterfowl conservation. Many of these state parks offer public recreational access to water and wetlands.



Ducks Unlimited joined Utah Gov. Gary Herbert (seated) in March for a ceremonial signing of House Bill 265, creating the Willard Spur Waterfowl Management Area.



Ducks Unlimited's annual Capitol Hill Dinner and Auction drew 700 attendees, including 70 members of Congress, Secretary of Agriculture Sonny Perdue and Secretary of the Interior David Bernhardt.



DUCKS UNLIMITED FLY-IN

BRINGS DU VOLUNTEERS FROM 25 STATES TO WASHINGTON, D.C.



About 80 Ducks Unlimited volunteers and staff gathered in Washington to advocate for conservation legislation and funding.

he 2019 Ducks Unlimited D.C. Fly-In united volunteers from across the country with their lawmakers in the nation's capital. Now in its second year, the Fly-In is the result of Ducks Unlimited President Rogers Hoyt's drive to immerse volunteer leadership in the crucial role of policy.

About 80 Ducks Unlimited volunteers, staff and other leaders from all four regions and representing 25 states gathered in Washington, D.C., to meet with policymakers and advocate for conservation programs.

On the first day, participants were welcomed to a workshop where DU policy experts briefed volunteers on what to expect during Hill visits. Ducks Unlimited volunteers then conducted more than 100 individual meetings with Congressional staff, an outstanding effort for our legislative outreach.

While volunteers were in town, legislation reauthorizing NAWCA was introduced in the House and Senate. This legislation would reauthorize the NAWCA program for five years with an authorization level of \$60 million. Volunteers returned to their states having gained experience and insight on the policy-making process in D.C., especially as it pertains to NAWCA.

Ducks Unlimited also hosted a reception in the Senate for Capitol Hill staff, members of Congress, administration officials,

Ducks Unlimited volunteers and staff and corporate partners. More than 400 people attended the reception to celebrate the organization's conservation legacy and more than 80 years of strong partnerships with Ducks Unlimited.



More than 100 visits with legislators raised awareness and strengthened relationships on the Hill. Here DU staff and volunteers meet with Minnesota Rep. Jim Hagedorn (second from left).



Information Technology Upgrades

ucks Unlimited finished FY19 entering the home stretch of the implementation of a new Constituent Relationship Management (CRM) system that will track important information and data for DU's fundraising efforts. Blackbaud's CRM product will allow DU staff to use the raw data from fundraising efforts in a similar manner provided by the current Ducksystem, but with more capabilities.

"We're about halfway through the 24-month implementation process right now and things are going well," said DU's Chief Information Officer Govan Hornor. "This new system will allow us to continue to honor our hunter-based history and traditions while also appealing to a larger, more diverse audience."

Fast-adapting CRMs are necessary in today's world of fundraising, assisting organizations like Ducks Unlimited in keeping track of ticket purchases at events, information on past and present members and any data related to fundraising efforts.

Blackbaud is an industry-leading supplier of cloud software, services, data intelligence and expertise for nonprofits and other social good organizations whose products focus on fundraising, website management, analytics and other services. Ducks Unlimited plans to go live with Blackbaud CRM in summer 2020.

"As the world's leading cloud software company powering social good, we're thrilled to team with Ducks Unlimited to build a system that will allow DU to utilize our full Blackbaud CRM capabilities," said Jay Odell, president and general manager of Blackbaud Nonprofit Solutions. "We're proud to partner with DU to build a better experience for everyone from donors to volunteers and employees, and to ensure that DU can focus the most energy on its core mission of wetlands conservation."

Ducks Unlimited secured an enterprise agreement with Microsoft that secured deep nonprofit discounts across all products. This agreement allowed DU to upgrade staff users of Office 365 to a higher level of security and access to more desktop products at a low cost. The agreement also provided a deeply discounted upgrade for the Dynamics ERP (Enterprise Resource Planning) system in February 2019. These upgrades, along with Blackbaud's CRM, position DU to benefit from the partnership with these two industry-leading companies.

"We want to leverage technology in ways that Ducks Unlimited isn't even thinking of yet," Hornor added. "We're building a new toolset for DU's future."



DU's new CRM system will track important data for our event fundraising efforts.



PRESIDENT'S COUNCIL

THE DRIVING FORCE BEHIND RESCUE OUR WETLANDS SUCCESS

ucks Unlimited's President's Council is one of the most important and influential groups in conservation. DU's President's Council honors the loyalty, leadership and generosity of our most notable and enthusiastic supporters. We closed the books on an incredibly successful and impressive *Rescue Our Wetlands* campaign in FY19 and we are in our 15th year of council operations.

At the start of the *Rescue Our Wetlands* campaign, the President's Council had 235 members, now we are 409 supporters strong and growing. Those staunch supporters contributed an astonishing \$133 million in funding during the *Rescue Our Wetlands* campaign for Ducks Unlimited's highest conservation priorities!

My heartfelt thanks and congratulations for a job well done. Thank you for believing in the importance of waterfowl, wetlands and clean water for all of us.

I sincerely appreciate the wealth of advice, guidance and support of so many on the Council and I look forward to yet another year of success for wetlands and waterfowl.



Rogers Hoyt Jr.
President, Ducks Unlimited Inc.

MEET NEW YORK DU VOLUNTEER AND PRESIDENT'S COUNCIL MEMBER GAIL JOHNSON

Gail and Lyle Johnson always had a passion for conservation. In 1979, they formed the first DU Chapter in Orleans County, New York, with Lyle later serving as the New York State chairman and Gail serving as secretary. Their love for conservation was recognized in 2010 when they received Ducks Unlimited's New York Conservationists of the Year Award.



Gail Johnson

Gail wanted to carry on their legacy of giving.

"Lyle and I were founding members of the Feather Society in 1994," Gail said. "We didn't even have to think about it. We had always known that was where our money was going to go, so when we heard about it. we signed right up."



WETLANDS AMERICA TRUST

******** THE FOUNDATION OF RESCUE OUR WETLANDS

or more than 60 years, dedicated volunteer leaders have served wetlands conservation and waterfowl as trustees of Wetlands America Trust. Established in 1955 as the Ducks Unlimited Foundation, WAT changed its name in 1992 to more accurately reflect its role as the organization's land trust.

Today, WAT holds conservation easements on 557 properties vital to breeding, migrating and wintering waterfowl. These easements permanently protect habitat in our highest-priority conservation areas. WAT is one of the country's largest and most respected accredited land trusts with more than 445,589 acres held in perpetuity. In the past year, WAT received seven additional permanent easements protecting 6,567 acres.

PUBLIC POLICY

WAT also takes a lead role in supporting DU's efforts to guide legislation that impacts our conservation and fundraising priorities. Thanks in part to WAT trustees' relationships with members of Congress, NAWCA received additional funding in FY19, bringing total funding to \$42 million.

In addition to regular meetings with members of Congress, WAT hosts a board meeting focused on public policy in association with DU's annual Capitol Hill dinner in Washington, D.C. This year, more than 70 members attended the event.



Left to right, WAT President Steve Maritz, WAT trustee and former DU President George Dunklin Jr., former White House press secretary Sarah Huckabee Sanders and DU President Rogers Hoyt Jr. Sanders was presented a decoy of appreciation during the annual D.C. dinner.



Leaders from the Dene Tribe met with Steve Maritz,
Rogers Hoyt Jr. and Adam Putnam during the WAT board
visit to the Boreal Forest of the Northwest Territories.

BOREAL FOREST MEETING

In partnership with Pew Charitable Trusts, WAT began the Boreal campaign in 2000 with the goal of conserving as much habitat as possible. Aboriginal, industrial and conservation leaders established a Boreal Framework in 2003 that seeks to protect and conserve the Canadian Boreal landscape working with industries through sustainable development.

The Boreal Forest is the bird nursery of North America with 3 to 5 billion warblers, vireos, sparrows, hawks, owls, shorebirds and waterfowl using the unique landscape as breeding grounds. Working with leading industries, territorial and provincial governments and people of the Cree, Dehcho, Akaitcho, Gwitchen and Dene Nations, DU's goal is to preserve this critical habitat.

WAT trustees recently paid their own way to travel to the Northwest Territories of Canada to see firsthand our conservation work in the Boreal Forest. The group had the opportunity to explore Great Slave Lake and the adjacent wetland habitat that makes this landscape so critical for waterfowl. WAT trustees have been the most active philanthropists in funding conservation efforts in the Boreal.



— John Muir

REGIONAL REPORTS

FY19 PROJECT HIGHLIGHTS

SOUTHERN REGION

FY19 was a difficult one for the Southern Region conservation team. Extensive flooding and a government shutdown delayed and prevented project construction throughout the region.

Despite this challenge, Team DU conserved nearly 43,000 acres across 13 states. Together with the Georgia Department of Natural Resources, we secured nearly \$9 million for enhancements to Georgia's premier coastal wildlife management area. Multiple wetland restoration projects on Altamaha Wildlife Management Area (WMA) will improve public recreation opportunities, water quality, coastal resilience and waterfowl habitat over the next five years.

We piloted an innovative on-farm water management program in north Louisiana that combined Farm Bill programs with restoration of degraded cypress-tupelo brakes. On one project in southeast Louisiana we worked with industry partners and community leaders to restore more than 1,200 acres of coastal marsh that provides community resilience. We continue to develop important wetlands in the arid Southern Great Plains. Working with the New Mexico Department of Game and Fish, DU created and enhanced 140 acres of suitable habitat for Sandhill Cranes, geese and ducks on Huey WMA.

Cameron Parish Restoration Project – DU conservation staff recently completed the NAWCA-funded Cameron Prairie Marsh Restoration. Funding also came from partners Fox & Baldwin LLC, Louisiana's Coastal Protection and Restoration Authority, Axalta and Energy Transfer. The project used marsh terraces to restore 1,865 acres of coastal marsh on Cameron Parish School Board land and Cameron Prairie National Wildlife Refuge (NWR) located in the Calcasieu/Sabine Basin. The construction of terraces in shallow, open water areas creates suitable conditions for plant communities that will enhance foraging, loafing and nesting conditions for a multitude of species and enhance fishery habitat.

GREAT LAKES/ATLANTIC REGION

Staff and volunteers in the 21-state Great Lakes/Atlantic Region continued milestone achievements in 2019, from the shallow lakes of Minnesota to the saltwater coasts of Delaware Bay. Conservation staff exceeded habitat goals in FY19 with 19,841 acres conserved and \$24 million in public revenue secured. Highlights include:

Michigan – Ducks Unlimited and the Michigan Department of Natural Resources (DNR) installed a fish passage and wetland management infrastructure at William C. Sterling State Park, one of the most visited state parks in Michigan, to allow for a direct connection to Lake Erie.

Illinois – Outdoor enthusiasts in central Illinois have 247 acres of new public land to explore, hunt and hike as the Illinois DNR purchased the tract of land from Ducks Unlimited and merged it into the Woodford State Fish and Wildlife Area in Woodford County, north of Peoria.

Delaware/Maryland/Virginia – A grant from the National Fish and Wildlife Foundation enabled Ducks Unlimited to hire new biologist Chase Colmorgan to help implement the Natural Resources Conservation Service's Black Duck Working Lands for Wildlife Initiative.

Missouri - Ducks Unlimited enhanced 134 acres of wetlands at Mingo Basin NWR, a major migration and wintering area for birds from the Mississippi and Central Flyways.

Event Fundraising teams held blockbuster events, including Minnesota's Fishing for Ducks Tournament, the largest traditional fundraising event in the country, and the Chicago Gala *Rescue Our Wetlands* capstone event that raised \$3 million in commitments and \$750,000 in cash.



The Chicago Gala raised \$3 million in commitments and \$750,000 in cash.



WESTERN REGION

In FY19, Ducks Unlimited partnered with the Washington Department of Fish and Wildlife to purchase 1,100 acres of land near Westport in Grays Harbor County. The new property features diverse natural resources, including large freshwater and saltwater wetland areas and old-growth Sitka spruce trees. The site will eventually provide additional recreation opportunities, including hiking, birding and hunting. Public access will initially be on a walk-in basis from the perimeter of the property, as planning to improve access is ongoing.

"The new addition to the Elk River Unit is one of those truly special properties," said Greg Green, Ducks Unlimited manager of conservation programs. "The opportunity to purchase and protect a large property near the coast with such ecological and recreational diversity is unique. Ducks Unlimited is pleased to have provided a major supporting role for WDFW on this effort, and we look forward to future restoration and public use planning."

In California, Ducks Unlimited purchased a piece of property next to the Sacramento NWR in Glenn County, which was likely to be developed into a gas station and RV park.

DU partnered with the U.S. Fish and Wildlife Service (USFWS) using DU's Habitat Revolving Fund to acquire the land, which is immediately adjacent to the prime public hunting units on Sacramento NWR and in a flight corridor for waterfowl moving from resting areas on the refuge to foraging habitat in rice lands west of the refuge. The property is also next to a freeway, allowing for easy access. The USFWS will ultimately purchase the property from Ducks Unlimited.

Outside of Sacramento, Ducks Unlimited and partners completed the Cougar Wetland Project, part of a larger broadbased effort to restore and safeguard the integrity of the Cosumnes River, the last undammed river flowing from the Sierra Nevada to the Central Valley.

The 154-acre project created tidal channels in the unit and restored the area to tidal floodplain habitat through a controlled levee breach in late 2018. Today, Cougar Wetland is a thriving wetland.



DU Western Region Director Mark Biddlecomb (fourth from left) celebrates the purchase of 1,100 acres in Washington's Grayland area at a ribbon cutting ceremony.

GREAT PLAINS REGION

Conservation in Ducks Unlimited's Great Plains Region is more diversified than ever with the growth of soil health initiatives. In the Dakotas, DU and partners help landowners diversify their operations with soil health practices that improve productivity and protect wetlands.



DU biologists test a North Dakota grassland for moisture retention. Healthy soils will hold water longer.

In FY19, Ducks Unlimited conserved 204,239 acres in the Preserve our Prairies Initiative area. Of those acres, 93,000 were permanently protected with conservation easements, in partnership with the USFWS.

In the Heartland, Habitat and Heritage Initiative area, Ducks Unlimited conserved 9,560 acres. DU is working with partners to implement a long-range water plan for the Rainwater Basin. More Kansas and Nebraska landowners are seeing the benefits of conserving playas on their land, which provide habitat for migrating waterfowl. Playa wetlands occur primarily on private agricultural lands and play a critical role in recharging the Ogallala Aquifer.

Another societal benefit of Ducks Unlimited's conservation work helped the Telluride Planet Bluegrass music festival lower its carbon output. DU worked with the Dallas May family, which owns more than 14,500 acres of native grassland near Lamar, Colorado. The Mays agreed to implement conservation practices that generate carbon offsets that can be sold to conservation-minded entities, such as the festival.

In Wyoming, DU worked on seven of nine important wetland complexes, as identified by the Wyoming State Conservation Partnership. Most of these wetland complexes overlap with DU's Peaks to Prairies Initiative area, where DU conserved 1,182 acres in FY19.



Ducks Unlimited de México

45 YEARS OF WETLANDS CONSERVATION =

ver the past 45 years, Ducks Unlimited de México (DUMAC) has conserved nearly 2 million acres and impacted more than 87,000 students with DUMAC's professional education programs. This is on top of the benefit to millions of waterfowl and thousands of people through the development of wastewater treatment plants and installation of ecologically beneficial sanitation facilities, helping purify thousands of acres of lakes and wetlands.

Initiated in April 1974, DUMAC is the most important wetland and waterfowl conservation organization in Mexico and beyond. Since its inception, DUMAC has completed more than 260 wetland conservation projects and helped establish several federal and state protected areas on priority waterfowl sites guaranteeing their long-term protection. DUMAC staff and volunteers have also gathered critical information on all wetland ecosystems in Mexico through the wetlands inventory and classification program, accounting for 25 million acres.

DUMAC also developed two national strategies for waterfowl and shorebirds. Both have been adopted by the Mexican federal government and serve as public policy instruments to guide management and conservation decisions in Mexico.

FY19 marks the 30th anniversary of the internationally recognized RESERVA program, hosted at DUMAC's John E. Walker Research and Education Center in Celestún, Yucatán. The program is incredibly successful, having trained more



Environmental education courses are just one of the DUMAC programs aimed at informing the public.

FY19 marks the 30th anniversary of the internationally recognized RESERVA program, hosted at DUMAC's John E. Walker Research and Education Center in Celestún, Yucatán. The program has trained more than 600 professionals from 23 countries.



than 600 professionals from 23 countries in Central and South America and the Caribbean as well as Mexico.

Ducks Unlimited de México, along with representatives from Axalta Coating Systems and the Gonzalo Rio Arronte Foundation, gathered in late November 2018 to dedicate two wastewater treatment plants near Lake Cuitzeo. The San Rafael plant is in Santa Ana Maya and the Arumbaro plant treats wastewater in Copandaro.

"Both wastewater treatment plants are adjacent to Lake Cuitzeo," said Eduardo Carrera, CEO of DUMAC. "The San Rafael plant treats water for 771 residents of the area and the Arumbaro plant benefits 626 residents."

At both dedication ceremonies, mayors from each municipality signed agreements to properly operate the plants using municipal funding.

In FY19, DUMAC continued the restoration of more than 5,000 acres of coastal wetlands along Yucatán Peninsula and continued to improve 7,000 acres of mangrove swamps and forests, providing prime wintering habitat for waterfowl.

MEET JIM AND BELLA BRANNAN, THE BRANNON FAMILY FOUNDATION



Jim Brannan (left) is pictured here with longtime friend Ron Sims after a successful morning afield.

Jim and Bella Brannan, of Palos Verdes Estates, California, along with the Brannan Family Foundation, have been dedicated

As a DUMAC Heritage Sponsor, Emeritus board member and avid hunter, Jim has hunted in Mexico most of his life and understands the important role Mexico plays in the Ducks Unlimited

'The work that DUMAC does for waterfowl, wetlands, clean

STATE CONTRIBUTIONS PROGRAM DRIVES CANADIAN HABITAT PROJECTS

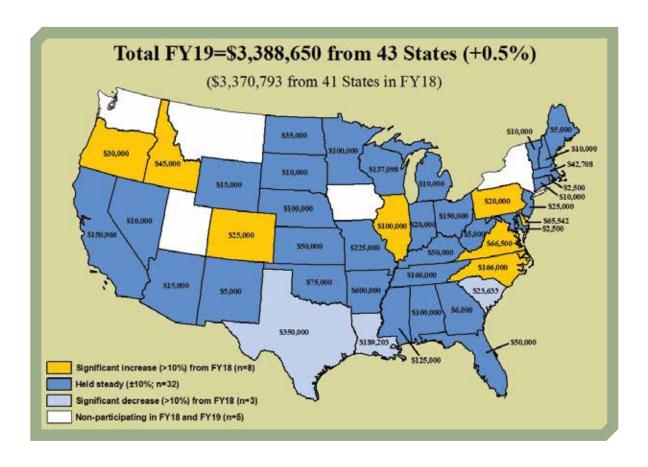
artnerships drive waterfowl conservation across the continent. That's how Ducks Unlimited turns contributions raised through DU events, major gifts and other fundraising sources into something much bigger. Without partnerships, Ducks Unlimited's impact on the landscape would be significantly diminished. A prime example of an effective partnership is the State Contributions Program to conserve habitat on the Canadian breeding grounds.

Two events help drive continental support for the breeding grounds: the North American Waterfowl management Plan (NAWMP) and the North American Wetlands Conservation Act (NAWCA). In support of NAWMP, and in recognition of the need for non-federal match funding with NAWCA, the Association of Fish and Wildlife Agencies established the State

Contributions Program for state agencies to support projects in Canada. In response, DU committed to match every dollar contributed by the state agencies with one dollar contributed by DU from events, major gifts and other fundraising efforts.

A record number of states and funding occurred in FY19 as 43 states contributed more than \$3.3 million to Canadian projects. That amount gets matched by Ducks Unlimited then multiplied by NAWCA, resulting in more than \$13.5 million. Factor in the exchange rate and that adds up to over \$16.5 million of conservation funding on the ground in Canada.

The results of this 54-year international partnership are nothing short of remarkable. State agencies have contributed more than \$100 million to help conserve over 6.5 million acres of critical breeding habitat across Canada.





THE SCIENCE OF CONSERVATION

ucks Unlimited's conservation and policy activities are guided by science. Historically, our science has been traditional wildlife research focusing on understanding waterfowl species and landscape changes or evaluating conservation programs. As the world's population continues to grow and competition for space and natural resources increases, other areas of science have come into play to better guide direct conservation programs and important elements of public policy.

"While biological and geographical sciences continue to inform us about the impacts of changing climate and landscapes on waterfowl, we also need to understand the economic drivers, social values and other factors that motivate human behaviors, which directly impact waterfowl habitat," said DU Chief Scientist Dr. Tom Moorman.

Our biological science needs are primarily accomplished

through partnerships with North American Waterfowl Management Plan Joint Ventures and academic institutions. We contract with universities to obtain necessary information while providing training for future waterfowl biologists. As conservation planning increasingly incorporates more social sciences, new collaborations are needed to acquire the necessary expertise. Ducks Unlimited is engaging with multiple conservation-focused committees and partnerships to address these needs.

"A balance of biological and social research and planning are required to advance Ducks Unlimited's conservation programs and inform policy decisions that affect waterfowl habitats at very large scales," Moorman said.

Truly, science at Ducks Unlimited is no longer only about ducks—it is increasingly about people, their motivations for supporting conservation and their impacts on the landscapes we share with waterfowl.

DUCKS UNLIMITED'S WORK BENEFITS MORE THAN WATERFOWL

The same wetlands that are critical for waterfowl are also vital for human prosperity.

"Wetlands act as kidneys on the landscape, absorbing floodwaters and runoff, filtering out sediment, fertilizer and other contaminants and releasing cleaner water into rivers, lakes, and aquifers," said DU Ecosystem Services Scientist Dr. Ellen Herbert.

Ducks Unlimited's team of scientists is working to quantify these benefits as they have enormous potential to grow our support base and enable us to accelerate the pace of waterfowl habitat conservation. In the Mississippi Alluvial Valley, biologists are determining the water quality improve-

ment benefits of working rice lands by comparing the concentrations of pollutants in water pumped onto and water released from rice fields.

"This study demonstrated more than a four-fold decrease in sediment and phosphorus thanks to the filtering power of these working wetlands," said DU Director of Conservation Innovation Dr. Scott Manley.

In the Prairie Pothole Region, teams are developing novel remote sensing technology to provide precise estimates of nesting habitat and detailed quantification of floodwater retained by potholes so we can better demonstrate the value of these wetlands for flood control. Across the Chesapeake Bay region, sophisticated modeling tools quantify how our habitat projects improve water quality and contribute to the recovery of this historic waterfowling region.

"Ducks Unlimited is widely recognized as the world leader in wetlands and waterfowl conservation," Herbert explained. "By quantifying the benefits of our work beyond waterfowl, our science team is working to ensure people also recognize us as the world leader in clean water and healthy watersheds, which is something everyone can support."









Taking water samples, fitting ducks with radio transmitters, and using helicopters to delineate habitats are all part of the science that goes into advancing Duck Unlimited's conservation mission.



ARCTIC GEESE IN THE PACIFIC FLYWAY

Waterfowl biologists are concerned about rapidly growing goose populations and their potential impact to habitat and other waterfowl in the Pacific Flyway. Geese consume more food per individual than ducks, and goose breeding populations are experiencing near exponential growth in some regions.

"Current light goose (lesser snow and Ross's goose) populations in California's Central Valley may be nearly three times the objective set by the Central Valley Joint Venture," said DU Director of Conservation Planning for the Western Region Dr. Mark Petrie. "Though goose populations would eventually become self-limiting, they may first limit other waterfowl species that are still below population objectives."

Using state-of-the-art tracking technologies, population surveys and statistical estimation techniques, researchers are evaluating existing and potential future impacts of geese on food resources used by wintering ducks and California-breeding ducks. This effort will assess food needs and supplies, use of duck and goose distribution data collected in the Central Valley of California and include continental assessments of breeding population trends and carrying capacity.

"Ultimately, this study will inform the planning and management efforts for both the Central Valley and Artic Goose Joint Ventures," Petrie said.

COMMUNICATIONS TEAM SPREADS THE WORD

DU CONSERVE

Ducks Unlimited's *Conserve* film series was produced and premiered for the first time in 2019. These short online films go behind the scenes to capture the incredible work happening on the ground in the most important waterfowl habitat areas of North America as well as tell the behind-the-scenes stories about how DU's work benefits waterfowl, other wildlife, people and communities across the continent. Season one began in the immense Boreal Forest of northern Canada. From there, episodes take the audience out west to California's Central Valley, down south to the Gulf Coast, and then north to the Prairie Pothole Region. Subsequent seasons will explore more conservation priority regions and the people and places that benefit from DU's mission. Check out episodes of DU *Conserve* at www.ducks.org/media/du-conserve.

DU FILMS

Six seasons complete and going stronger than ever, *DU Films* continues to share the stories of the people and places that make the organization great. Each online episode highlights exceptional families and individuals making wetlands and waterfowl conservation and waterfowling traditions a priority. This series features six unique episodes each year starting in the spring and running through late summer.

You can watch episodes of *DU Films* at www.ducks.org/media/du-films.

FY19 DIGITAL BY THE NUMBERS

- 5 million website visitors
- 41 million page views to ducks.org
- \$4 million gross online fundraising revenue
- 90,000 online memberships
- 1.5 million social media followers
- 150,000 mobile app users

DIGITAL MEDIA AND MARKETING

Ducks Unlimited continued to utilize digital tools and strategies to strengthen the DU brand, engage existing supporters and impact bottom line financials. During the 2018-19 hunting season, the DU website served as the go-to online resource for waterfowl hunters across the country, providing a wealth of tips, tactics and migration reports. Social media marketing efforts also expanded. Today, more than 1.5 million people follow Ducks Unlimited across our social media networks.

FY19 was also a record-breaking year for our digital fundraising program with more than \$4 million raised through online membership and fundraising efforts. More than 90,000 members were acquired online as a result of our digital marketing efforts, up 11 percent from the previous year. Social media was a key driver of this increase. Facebook alone generated more than \$560,000 in gross revenue and accounted for 4 million visits and 4 million page views on the DU website.

THE PRAIRIE EXPERIENCE

Last year, Ducks Unlimited launched the virtual Prairie Experience on the DU website. This interactive application allows visitors to explore the Prairie Pothole Region through rich photography and informative videos. The Prairie Experience consists of multiple interactive stations that include a wealth of information on nesting, breeding, migration and the vital conservation work Ducks Unlimited conducts throughout this region.

The Prairie Experience was introduced inside the Waterfowling Heritage Center at Bass Pro Shops at the Pyramid in Memphis. This interactive display provides tens of thousands of annual visitors a chance to learn about the importance of the prairie pothole landscape to breeding waterfowl of North America. The Ducks Unlimited Waterfowling Heritage Center has welcomed more than 1 million visitors since opening in 2015.







DUCKS UNLIMITED CANADA INVESTS IN YOUNG SCIENTISTS

NEW ENDOWED CHAIR WILL SHAPE THE FUTURE OF WETLAND AND WATERFOWL CONSERVATION

sk a Ducks Unlimited Canada (DUC) scientist about their university studies and prepare to be entertained. They'll regale you with tales of early morning bird counts and learning to walk in boot-sucking mud. They'll share stories about banding waterfowl and tracking their movements via satellite transmitters. These experiences, coupled with the expert training that go with them, are



what ignite their lifelong passion for conservation science.

Unfortunately, many universities and colleges in North America no longer have programs devoted to wetland and waterfowl issues. This puts the future of the field, and the future of DUC, at risk.

Committed to ensuring future conservation leaders have access to the training they need, DUC has taken a bold and novel step to establish the DUC Endowed Chair in Wetland and Waterfowl Research at the University of Saskatchewan.

"The DUC Endowed Chair will be the first and only one of its kind in Canada," said Dr. Karla Guyn, CEO of DUC and a proud University of Saskatchewan alumna. "Investing in innovative research and the bright young minds behind it is an outstanding opportunity to support—and shape—the future of conservation science."

Students at the University of Saskatchewan will undertake innovative research to offer practical solutions that balance the needs of the economy and the environment.

DUC will assist the University of Saskatchewan in recruiting the professor who will serve as chair and will help set the direction of the research program. Located in the heart of the Prairie Pothole Region, with easy access to the Western Boreal Forest, the University of Saskatchewan is ideally positioned to address questions in the most important landscapes in North America for waterfowl conservation.

2019 CONSERVATION RESULTS

Strong science continues to power DUC's conservation achievements across the country. In the past year, DUC conserved more than 98,000 acres of prime waterfowl habitat and influenced the conservation of 26.2 million acres more. This brings DUC's total conservation footprint to 6.4 million acres conserved and 177.2 million acres influenced.



Eric and Wendi Demers

MEET ERIC AND WENDI DEMERS

Eric and Wendi Demers, Grand Slam Sponsors in Perpetuity, attended their first Ducks Unlimited dinner 15 years ago in Stanwood, Washington.

Eric's passion and enthusiasm for waterfowl and conservation made it an easy decision to join Team DU. He has served in many roles including state campaign chair as well as serving on the National Development Committee.

Eric and Wendi continue to look for new ways they can impact the next generation of conservationists. In 2020, Eric will serve as Washington State chairman.

"It's the lifelong friendships that we have made and will continue to make that keep our DU fire burning," Eric said.

DU VARSITY AND UNIVERSITY



Ducks Unlimited's 2018 Third
Term leadership conference brought together more than 180 young DU volunteers from 52 chapters across the country.

n FY19, 53 DU Varsity chapters raised an astonishing \$427,416 in event income. Through the Varsity Chapter and Club programs, high school students from across the country learn about wetlands conservation while gaining valuable business and communication skills.

Each spring, Ducks Unlimited awards 61 scholarships to graduating high school seniors from across the country and 2019 marks the second year of the program. Led once again by selection committee chairman Dr. Luke Laborde, the group of 20 DU volunteers who reviewed and selected this year's winners were proud of the second annual class of recipients.

"I am humbled by the Selection Committee's hard work and attention to detail in putting together the 2019 class of scholarship winners," said Dr. Ronal Roberson, DU Youth and Education senior advisory vice president. "These young men and women who were chosen represent Ducks Unlimited in a positive manner and will be our champions for wetlands conservation now and in the future; I hope everyone realizes the significance of this program."

The University Chapter program also experienced continued growth during FY19 with 115 chapters raising more than \$2 million in event income. Much of the collegiate chapter program success can be attributed to Third Term, the annual leadership summit hosted at Ducks Unlimited national headquarters in Memphis. In 2018, the fifth annual summit was honored to have Axalta Coating Systems as its first presenting sponsor. With a record-breaking crowd of more than 180 college volunteers from 52 chapters, participants learned about DU's conservation mission, fundraising techniques and leadership development. One of the most rewarding experiences for the students is networking with other chapter members from across the country.

The DU National Scholarship Endowment is providing the necessary funding for scholarship recipients. Thanks to each major sponsor for supporting the endowment through a named scholarship.





DU President Rogers Hoyt Jr., 2019 DU National Scholarship winner William Anderson and retired DU CEO Dale Hall show off Anderson's big check at the 2019 DU National Convention in Hawaii.





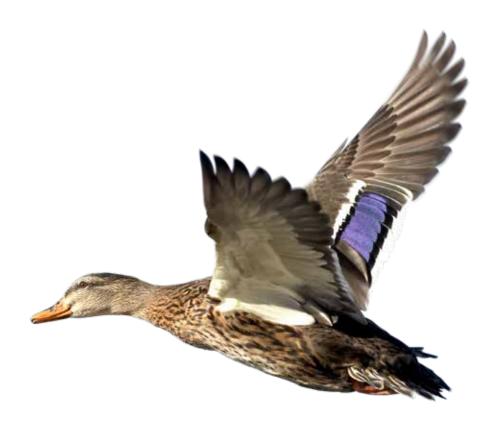
-Nash Buckingham

HONORING DUCKS UNLIMITED MAJOR SPONSORS, VOLUNTEERS AND CHAPTERS

ucks Unlimited's major sponsors and volunteers choose to make a significant impact on wetlands conservation by supporting the mission of Ducks Unlimited. These philanthropists and volunteers are leading the charge to *Rescue Our Wetlands* and secure our continent's waterfowl habitats to make our vision of skies filled with ducks a reality.

The donors listed on the following pages represent those who made a gift in FY19 (July 1, 2018 to June 30, 2019) or have given at least \$1 million to Ducks Unlimited in their lifetime. Thanks to the leadership of more than 59,000 volunteers, the states and chapters listed represent those that performed at the highest level in 2018.

Please contact Jenna Sanchez at 901-758-3871 or jsanchez@ducks.org for information about being included in next year's annual report.



THANK YOU _____

FOR MAKING RESCUE OUR WETLANDS A SUCCESS

Celebrate! Your work and dedication made the Rescue Our Wetlands campaign an enormous achievement. In this year's annual report, we have highlighted your leadership during the seven-year campaign.

Rescue Our Wetlands focused on the critical goals of your organization. Our mission has not changed for 82 years. Together we have persuaded, advocated, negotiated and fought for wetlands. You are the face and the voice of stewardship for the vast and unique natural wetland resources in North America. Thank you for that commitment!

Many of you are humble, letting actions and results do the talking. However, it's important to recognize your contributions, your event committee successes and personal philanthropic commitments in this report. We hope you take a minute and share the results of this campaign and this recognition with your family, especially your children and grandchildren. Your contributions as a conservationist are an important part of your legacy.

You are a key leader of Team DU, the world leader in wetlands and waterfowl conservation and champions of clean water. Together we have conserved more than 14.5 million acres of the most threatened wetlands and associated habitats in the world and put at least some protections on hundreds of millions of acres in the remote Boreal Forest. Mitigating climate change, clean water, sustainable water and places to enjoy the outdoors, we do the tough work of actual, physical conservation. While others talk, you are making the world a better, healthier place.

We hope you feel great pride in the conservation work you have accomplished. It is well deserved. We genuinely appreciate all you have done, and we know that while the campaign is over, your commitment to conservation does not end.

THANK YOU for the great work!

SHAWN DE CENTO Senior Advisory Vice President of Event and Volunteer Management

DOUG FREY

Senior Advisory Vice President of Development



Kathleen Christian KATHLEEN CHRISTIAN Senior Advisory Vice President of Membership



2019 STATE, CHAPTER = AND EVENT AWARDS ===

West Suburban, IL

Houston, TX

For chapters that exceed \$65,000 in funds raised in a calendar year through the following revenue streams:

• Event income from all events (minimum \$10,000 in event income to qualify)

Atlanta, GA

- Chapter silent bid auction income
- Non-event major gift payment originating from the chapter's assigned zip codes
- Mail marketing membership and fundraising payments originating from the chapter's assigned zip codes

\$1,000,000 + CHAIRMAN'S ELITE CHAPTERS

Denver, CO

\$250,000 - \$999,999 + CI	HAIRMAN'S HONOR ROLL CHAPTE	R5	
Benton County, AR	Lafayette, LA	Omaha, NE	Dallas, TX
Blackhawk, CA	Baton Rouge, LA	New York City, NY	Galveston, TX
Appoquinimink, DE	National Capital, MD	Grande Ronde, OR	San Antonio, TX
Brandywine, DE	Garrison, MN	East Of The Cooper, SC	Seattle, WA
Tampa Bay 100, FL	St. Louis Sponsors, MO	Wolf River, TN	Milwaukee, WI
Lake Forest Area, IL	Gallatin-Madison, MT	Nashville, TN	Kenosha, WI

\$100,000 - \$249,999 + PRESIDENT'S ELITE CHAPTERS

\$100,000 - \$247,777 T PRESI	DENI 3 ELITE CHAPTERS		
Anchorage Fall, AK	Chicago Downtown, IL	Greater Kalamazoo County, MI	Seward, NE
Anchorage Spring BBQ, AK	Logan County, IL	Monroe Chapter, MI	Elko, NV
Huntsville, AL	Quincy, IL	North Oakland, MI	Reno, NV
Stuttgart, AR	Indy Sponsor, IN	Frozen North, MN	Eastern Suffolk, NY
Antelope Valley, CA	St. Joseph Valley, IN	Lake Minnetonka, MN	South Towns, NY
Dixon, CA	South Johnson County, KS	Marsh Lake, MN	South Central Oklahoma, OK
Folsom, CA	Lake Cumberland, KY	Metro-St. Paul, MN	Forbes Trail, PA
Fresno, CA	McCracken, KY	Paul Bunyan, MN	Lancaster County, PA
Palos Verdes, CA	Abbeville, LA	Sherburn, MN	Columbia, SC
Placerville, CA	DU Of Terrebonne, LA	South Metro Flyway, MN	Georgetown, SC
Riverside, CA	East Ascension Parish, LA	Christian County, MO	North Edisto, SC
Colorado State University, CO	Jefferson Parish, LA	Jefferson City, MO	Memphis, TN
Crystal River, CO	Lake Charles, LA	Squaw Creek, MO	Memphis University School, TN
Golden, CO	Lincoln Parish, LA	St. Joseph, MO	Aggieland, TX
Highlands Ranch, CO	New Iberia, LA	Madison-Ridgeland, MS	Austin, TX
Longmont, CO	New Orleans, LA	Billings, MT	Corpus Christi, TX
Weld County, CO	Shreveport, LA	Charlotte, NC	Corsicana, TX
Southern Fairfield, CT	St. Tammany West, LA	North Carolina State	Denton, TX
Kent County, DE	Tiger, LA	University, NC	Ellis County, TX
Golden Triangle , FL	Upper Lafourche, LA	Raleigh, NC	Fort Bend County, TX
Naples, FL	Calvert County, MD	Wilmington, NC	Georgetown, TX
Gainesville, GA	Capitol Hill, MD	Winston Salem, NC	Lagrange, TX
Gwinnett County, GA	St. Marys County, MD	Bismarck, ND	Lake Lewisville, TX
Mid-Iowa, IA	Greater Grand Rapids, MI	Burt-Washington County, NE	Lubbock, TX



Midland, TX West Houston, TX Richmond, VA Waukesha County, WI
Rockport-Fulton, TX Alexandria, VA Western Henrico, VA Winnegamie Wetlands, WI
Texoma, TX Fredericksburg, VA Kitsap County, WA Jackson Hole, WY
Victoria, TX Potomac Valley, VA Vancouver, WA

\$65,000 - \$99,999 + PRESIDENT'S ROLE OF HONOR CHAPTERS

Auburn University, AL Birmingham-Downtown, AL Jacksonville, AR Mississippi County, AR Beach Cities, CA Contra Costa County, CA Dingville Duck and Social Event, CA Granite Bay, CA Half Moon Bay, CA Oroville, CA Ripon, CA Sacramento Valley Crab Feed, CA Stockton, CA Tri Valley, CA Douglas County, CO Fort Collins, CO Laplata County, CO The Originals, CO Central Delaware, DE Eastern Sussex, DE Hunters. DE Nanticoke, DE New Castle County, DE Citrus County, FL

Orlando, FL Pasco County, FL Sarasota, FL St. Petersburg, FL Tampa, FL Colquitt County, GA Columbus, GA Pike County, GA Rome, GA Thomasville, GA McHenry Fox Flyway, IL North Shore Chicago, IL Univeristy of Louisiana, LA West Bank, LA Atlantic Frontier, MA Boston, MA Anne Arundel County North, MD Charles County, MD Dorchester County, MD Kent County, MD Eastern UP, MI Bemidji, MN Fergus Falls, MN Forest Lake, MN Freeborn County, MN Morrison County, MN Sizzlin Southeast, MN Columbia, MO

Olive Branch, MS Blackfoot River, MT Missouri Milk River, MT Clinton, NC Currituck, NC Dogwood, NC Johnston County, NC Pirate-Greenville, NC University of Nebraska, NE Western Nebraska, NE Las Vegas, NV Winnemucca, NV Genesee County, NY Owasco Lake, NY Geauga County, OH Shelby County, OH Cleveland County, OK Tulsa Committee, OK Portland, OR Aiken. SC Spartanburg, SC York County, SC Lake Poinsett, SD Sioux Falls Sponsors, SD Watertown, SD Chattanooga-Hamilton County, TN Christian Brothers High School, TN Collierville, TN

Germantown-Cordova, TN Knoxville. TN Amarillo, TX Brazos Valley, TX Brush Country, TX Dripping Springs, TX Frisco, TX Katy-Brookshire, TX Kerrville, TX Killeen-Fort Hood, TX Lee County, TX McKinney, TX Mexia, TX Mid-South, TX Navasota, TX New Braunfels, TX Pearland, TX San Jacinto, TX Shelby County, TX Tomball, TX Tyler, TX Weatherford, TX Whitehouse, TX Salt Lake, UT Federal Way, WA Quincy, WA Parkland, WI Sheboygan Area, WI Casper, WY

WILLIAM DIAMOND EVENTS

A single fundraising event that secures \$75,000 or more in giving through the following methods:

Gateway Greenheads, MO

• Event income

Clearwater. FL

Harney Pond, FL

Jacksonville, FL

Fernandina Beach, FL

- Major gift pledges associated with the event
- Any major gift cash processed at NHQ in association with an event
- Matching gifts and/or matching forms associated with a cash payment made at an event

Anchorage Spring BBQ, AK Benton County Dinner, AR 7th Annual Blackhawk Gala, CA Antelope Valley Dinner, CA Palos Verdes Dinner, CA Placerville Dinner, CA San Joaquin Valley Signature, CA Carbondale Dinner, CO Colorado State University Dinner, CO Denver Sponsor Event, CO Golden Dinner, CO Weld County Dinner, CO Southern Fairfield Sponsor, CT Appoquinimink
Spring Fling, DE
Brandywine Dinner, DE
Kent County Dinner, DE
Golden Triangle Dinner, FL

DIAMOND EVENTS (continued)

Harney Pond Dinner, FL Naples Dinner, FL Pasco County Dinner, FL Tampa Bay 100 Dinner, FL Atlanta Cocktail Party, GA Mid-Iowa Dinner. IA Logan Co (Lincoln) Dinner, IL McHenry Fox Flyway Dinner, IL ROW Capstone Gala, IL Fort Wayne Sponsor Event, IN Indy Sponsor Event, IN South Johnson County Spring Dinner, KS Lake Cumberland Dinner, KY McCracken Sponsor, KY Abbeville Dinner, LA Baton Rouge Annual Banquet, LA Baton Rouge Sponsor Event, LA DU of Terrebonne Dinner, LA East Ascension Gun Bash. LA Lafayette Area Sponsor Event, LA Lake Charles Dinner, LA New Iberia Dinner, LA New Orleans Sponsor Event, LA Shreveport Sponsor Event, LA

St. Tammany West Dinner, LA Upper Lafourche Dinner, LA Federal City Dinner, MD St. Marys County Dinner, MD Greater Grand Rapids Dinner. MI Monroe Chapter Dinner, MI Critical Conservation Club, MN Frozen North Calendar Program, MN Garrison Fishing for Ducks, MN Lake Minnetonka Dinner, MN Marsh Lake Miscellaneous, MN Paul Bunyan Gull Lake Event, MN Squaw Creek Dinner, MO St. Joseph Dinner, MO Central Mississippi Sponsor, MS Greater Bozeman Dinner, MT Charlotte Dinner, NC North Carolina State University Dinner, NC Raleigh Dinner, NC

Wilmington Dinner, NC

Elko Annual Dinner, NV

Winston Salem Dinner, NC

Nebraska Calendar Program, NE

Reno Annual Dinner, NV Albany High Flyers Dinner, NY Capital Region High Flyers, NY Eastern Suffolk Dinner, NY New York City Dinner, NY Cleveland County Dinner, OK South Central Oklahoma Dinner, OK Forbes Trail Dinner, PA Lancaster County Dinner, PA East Cooper Oyster Roast SEWE, SC Georgetown Dinner, SC Conservation For Arts, TN Memphis Dinner, TN Memphis University School Varsity Dinner, TN Nashville Corporate Shoot, TN Wolf River Sponsor Event, TN Aggieland Dinner, TX Austin Dinner, TX Corpus Christi Dinner, TX Corsicana Dinner. TX Dallas Dinner, TX Dallas Miscellaneous, TX Denton Dinner, TX

Nevada Continental Shoot, NV

Ducks Unlimited Legacy Gala, TX Ellis County Dinner, TX Frisco Dinner, TX Galveston Dance and Dinner, TX Georgetown Dinner, TX Gordy and Son's Sponsor Event, TX Lagrange Dinner, TX McKinney Dinner, TX Mexia Dinner, TX Midland Dinner, TX Navasota Dinner, TX Rockport-Fulton Dinner, TX San Antonio Dinner, TX San Antonio Sponsor, TX Texoma Dinner, TX Victoria Dinner, TX Fredericksburg Dinner, VA Richmond Dinner, VA Seattle Dinner, WA Kenosha Dinner, WI Milwaukee Couples Dinner, WI Milwaukee Dinner, WI Sheboygan Area Dinner, WI Jackson Hole Dinner, WY

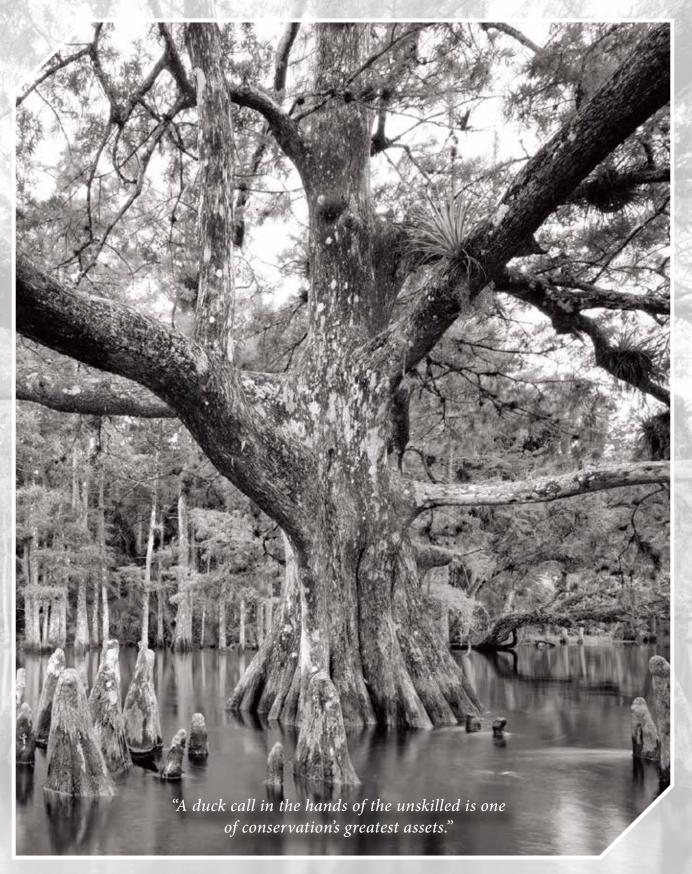
WATIONAL STATE EXCELLENCE AWARDS

Recognizes all states that show growth in the following criteria:

- all income
- event income
- all members
- event attendance
- volunteers

Growth in all five in a calendar year equates to Gold Level status, four to Silver Level status and three to Bronze Level status.

GOLD		SILVER		BRONZE	
Arkansas	Oklahoma	Delaware	Mississippi	Alabama	Iowa
Michigan	South Carolina	Florida	New Hampshire	California	Kentucky
Minnesota	Tennessee	Georgia	New Jersey	Idaho	Washington
Nevada	Texas	Hawaii	Ohio	Illinois	
New Mexico	Utah	Maryland	Wisconsin		
New York	West Virginia	Massachusetts			



— Nash Buckingham

2018 VARSITY ALL-STARS —— AND UNIVERSITY —— ALL-AMERICANS SHINE

In January 2018, the National Youth and Education Committee voted to change the competition structure for the Varsity All-Stars and University Sweet 16 (now called All-American) programs. To mirror the success of the adult chapter recognition program, a tiered grading system was implemented allowing more chapters to be recognized for their fundraising accomplishments. The criteria for both the All-Stars and All-American programs have remained unchanged:

- Event income from all events (minimum \$2,500 in event income to qualify for Varsity chapters and \$5,000 in event income for University chapters)
- Chapter silent bid auction income
- Donor directed major gifts

ALL-AMERICAN CHAPTERS

The Tiger Chapter from Baton Rouge, Louisiana, is the 2018 Ducks Unlimited Collegiate Chapter National Champion. This chapter consistently holds outstanding events that rank among the top in the country. Chapter president Gunther Spore and the committee, along with their faculty adviser Dr. Luke Laborde, paved the way for another successful fundraising year by raising more than \$240,000.



LSU's Tiger Chapter, the 2018 Ducks Unlimited Collegiate Chapter National Champions.

GOLD

Aggieland Chapter, College Station, TX Colorado State University, Fort Collins, CO University of Nebraska, Lincoln, NE State College Chapter, Raleigh, NC

Tiger Chapter; Baton Rouge, LA-National Champion

SILVER

Auburn University, Auburn, AL University of Georgia, Athens, GA University of Louisiana at Lafayette, Lafayette, LA Pirate Chapter; Greenville, NC



BRONZE

Arkansas State University, Jonesboro, AR
Bemidji State University, Bemidji, MN
Citadel College Ducks Unlimited Chapter, Charleston, SC
Georgia Southern University, Atlanta, GA
McNeese State University, Lake Charles, LA
Milwaukee School of Engineering, Milwaukee, WI
Ole Miss Chapter, Oxford, MS
SUNY College of Environmental Science and Forestry, Syracuse, NY
Tech DU Chapter, Lubbock, TX
Texas A&M University-Commerce, Commerce, TX
USC Ducks Unlimited Chapter, Columbia, SC
University of Virginia, Charlottesville, VA
University of Wisconsin-Madison, Madison, WI
University of Wisconsin-Stevens Point, Stevens Point, WI
University of Wisconsin-Whitewater, Whitewater, WI



VARSITY ALL-STAR CHAPTERS

For the third consecutive year, which is a first for the DU Varsity program, the Memphis University School Varsity Chapter claimed the number one spot. Led by Area Chairman Bailey Keel and William Quinlen, this young group of volunteers raised more than \$140,000 for DU's conservation mission, a new milestone in event fundraising for the high school chapter program.





Will Schuessler and Max Shackleford (center) representing Varsity All-Star National Champions Memphis University School, accept the chapter's awards with Doug Phillips (left), DU First Vice President Doug Schoenrock and Ross Malone.

GOLD

Cape Henlopen High School, Lewes, DE Christian Brothers High School, Memphis, TN The Collegiate School, Richmond, VA Greenville High/CCES, Greenville, SC

Memphis University School; Memphis, TN-National Champion

SILVER

Broughton High School, Raleigh, NC. Charlotte Youth for Conservation, Charlotte, NC

BRONZE

Buckshot Varsity, Cleveland, TX
Carthage High School, Carthage, TX
East Bladen High School, Elizabethtown, NC
Jackson Prep High School, Jackson, MS
Midway High School, Newton Grove, NC
Princeton High School, Princeton, NC
Smyrna High School, Smyrna, DE
St. Christopher's High School, Richmond, VA

2018 GREENWING HONOR ROLL

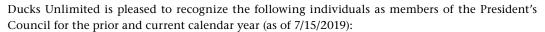
The Greenwing Honor Roll is comprised of the 11 largest youth program chapters in the country based on an equal rating of membership and event income from their Greenwing events.



- 1. State Committee Chapter, Delaware
- 2. Upper Lafourche Chapter, Louisiana
- 3. Greenwing Conservation Day Chapter, Texas
- 4. Jacksonville Chapter, Arkansas
- 5. Tennessee Valley Chapter, Tennessee
- 6. Mid-South and Desoto County Regional Chapter, Mississippi & Tennessee
- 7. Walton County Chapter, Georgia
- 8. Fergus Falls Area Chapter, Minnesota
- 9. Greater Kansas City Chapter, Missouri
- 10. Chattanooga-Hamilton County Chapter, Tennessee
- 11. Golden Triangle Chapter, Florida

PRESIDENT'S COUNCIL

Recognition in the President's Council honors DU's staunchest supporters who make an annual cash gift of \$10,000 or more to our conservation mission. President's Council members understand that an ongoing and significant annual commitment is necessary to achieve our goals, and they are dedicated to making DU one of their highest giving priorities each year.





Jay Ackley

Richard and Dale Ahearn John and Emily Alexander

Andy Anderson

Dallas Anderson*

Don Anderson

Mikkel R. Anderson and Peggy Sundstrom Bill and Libbie Ansell Mary D. Arbogast

Duane and Annamaria Arnister Adam and Leslie Arnold Sherwin and Kaycie Artus

Paul C. Aughtry III

J. Michael and Andrea Bacharach

B.J. and Tiffany Baker Jeannie and Ray Baldwin III Chris and Marna Bame Richard and Theresa Barch Robert E. Barnhill, Jr. Matthew and Dawn Barr

David M. Barrett Peter Barrett Ron Bartels

Lee and Ramona Bass Stan and Kristine Baty Craig and Kelly Beason Gary Bechtel

Henry "Peter" C. Beck

Lt. Col. (Ret.) and Mrs. James R. Beck

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Denise and Dave Bunning

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Tripper and Emily Dickson Eric and Holly Dillon

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Dr. Lisa M. Hoffman

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Douglas and Allison Frey

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J. Michael and Peggy Griem David R. Grieve Claude Grillo

James and Norah Grimes
Dave and Marg Grohne
Adam and Catherine Groover

Warren Guidry Scott and Lisa Gunning Michael Hackley

Marshall and Gwen Haferkamp

Dale and Sarah Hall Pat J. Halloran

Mary Margaret Hamilton

*Deceased



Justin Hanratty Chuck and Lori Harrelson Bobbi and Jerry Harris Hannah and William E. Haslam, Jr. William K. Hauser

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D. Alan Kendall Jim and Sarah Kennedy Robert T. and Audrey Kenny Bryan and Janie Kilby Kenneth and Susan King

Mariner Kemper

Robert and Kathryn Kluge

Mark and Lynn Kneib Bryan R. Knight

Bruce and Mary Ann Knowlan

David M. Koffler J.B. and Kelly Kolodzey Jim and Sue Konkel Susan Konkel Ryan Kotula

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Bruce and Gerry Lauritzen

Richard Lea III Ross K. Leblanc David A. Lenz

Peter and Joan Levinson

Monty Lewis

Steve and Marianne Liebmann

Joe Lipsey

Richard and Susan Lipsey

Steve Loftis

Wesley and Erin Lohec Andrew and Maryellen Lundquist

Peter and Linda MacGaffin

Aslam Malik

Wendell and Aimee Malmberg

Jeffrey Malone William P. Maney Michael P. Maraist Blake and Astrid Marcello Steve and Jeanne Maritz William and Christy Marketon

John Marsellus Ken Matherne Maci Matherne

Brian and Melissa Mattison Roseada and Dr. L. J. Mayeux, Jr. Joseph Mazon and Lisa Happy

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A dedication ceremony in honor of past Ducks Unlimited President Hazard K. Campbell was held at DU's Couteau Ranch in North Dakota.



Diamond Legacy Sponsor Bob Wilson and Past President Peter Coors enjoy a moment at the Ducks Unlimited National Convention in Hawaii.

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Diamond Legacy Sponsor Bruce Lauritzen, Heritage Sponsor Tom Smith and Ducks Unlimited Biologist Tom Peterson on a Platte River project tour in Nebraska.

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The North Carolina Ducks Unlimited Hall of Fame ceremony on the USS North Carolina was held during the state convention in Wilmington.

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Greenwing Legacy Griffin Roberts checks out the Axalta sponsored race car at the 4th Annual Ducks at the Track Super Quick 66 Gun Raffle held at the Chicagoland Speedway.

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Watkins Glen Ducks Unlimited Committee members, local DU staff, employees from Cargill Salt-Watkins Glen and New York Department of Environmental Conservation celebrate the completion of the Catharine Creek Marsh conservation project.



Dr. Chuck Brunell, Joe Spell and Stephen Gauthier talking ducks at a President's Council hunt at Grande View Lodge in Grand Chenier, Louisiana.

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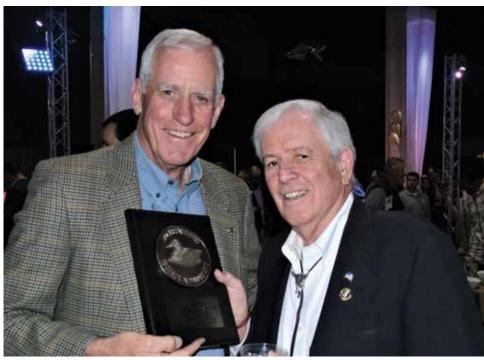
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Entering a Mangrove Restoration Area on the Yucatán Peninsula in Mexico.

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Feather Society members make the ultimate gift to Ducks Unlimited by pledging their resources through deferred giving plans such as wills, trusts, gift annuities, retirement plans, and life insurance policies. These commitments ensure DU's ability to deliver our conservation mission beyond the donor's lifetime. We are pleased to recognize our Feather Society members who have made a planned gift commitment of at least \$100,000 with special thanks to those making a new commitment in fiscal year 2019.

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Harvey Holland

Mike Hogan

John Hoover Don Paschke Brian Wagener Donald Buchanan John Howell Gerald Pavelek Sandra Wagener Ken Bucklew Douglas Hubbard William Pearsall Jack Walker Larry Bybee Maynard Isaacson Keith Petersen John Warren Ted Byerly Donald Pfotenhauer Donald Jago David Wente Robert Call Wayne Jarman John Poston Willard Wheeler Rick Campbell William Price Catherine Jenssen Gordie White Joyce Camper Mark Jenzen Thomas Quarandillo Jim Wilson Elaine Carlson Gerry Johnson James Wolfe **Bob Reiss Butch Carraway** Howard Johnson Jon Renner **Bradley Wright** Donald Carter William Charlton Tom Jordan Kirk Rentschler Stephen Wyckoff Gilbert Kalinec Gary Rhone Joe Cioni Thomas Kapellas Craig Riley Gary Cleland SERVICE YEARS John Kelsey Terry Robbins Bradley Close Junior Kerns Don Roberson (35-39)Bruce Cole Thomas Kerr Chris Rogers Frank Collas Andrew Killoren Charles Rose William Collins Don Aarstad Rick Knobloch Joel Rosenow Pete Coors Edmund Alexander David Kominkiewicz Al Rosgaard Harold Corfits Randy Ammann Robert Koverman Dick Rost Daniel Crigler David Anderson Walter Kuntze Todd Rost Steve Crusoe Les Anderson William Lange Joseph Rowan Michael Cunningham Robert Arigoni Scott Lassila Gary Salmon Benjamin Curtis James Arrington Thomas Lawrence Dolores Sapletal Milton Dailey Pete Babineaux Rusty Legg Gary Schaub Gatewood Dashiell Dale Barnett Charles Lehman Robert Scheelk Jerry Dashiell Peter Bartley Richard Schiebel Monty Lewis Robert Davis Marcia Battey Jim Lillis Terry Schroeder Thomas Day Edward Beacom Richard Lipsey Raymond Scoggins Bruce Deadman Brad Beard Larry Dennis Robert Loring Carroll Senn Nancy Beck Philip Lukish Douglas Shade John Dinan Phil Bellows Robert Lunz Thomas Shryock George Dobney Brick Berberich Maurice Lusby Fred Simpson Keith Dosch Robert Berg Stuart Maas Robert Sivertson Charles Driessen Terry Bernard Joseph Maggini James Dunks Roger Sorensen George Berry James Manderfield Stephen Stackhouse Harry Easley Harold Bickner Henry Stefanski William May Jeanene Ebert John Bischof Randy Mc Donough Kathy Stelly Robert Edgell Glenn Bish Charles Mccosh William Stullken Darrell Ehlers Bob Bissonnette John McDonald Bruce Ellis Larry Sukup Brant Bittman Lynn McDowell Leland Enochs Francis Svoboda Rov Blackshear Tim McEntire David Foos John Talmage Bill Bolin Peter McHugh Dale Terryberry Linda Foos James Bolin James Mears Richard Thoma Stephen Foster Urie Boulden Richard Micka Ronald Thorngren Marvin France Terry Boxdorfer Charles Miller William Thurman Daniel French Rob Boyce Henry Miller Tim Till Neil French John Brau Robert Monroe Dennis Tilly Bruce Froh Joyce Brau Donna Morgan Chuck Truesdale Tim Brazell Roger Frye Michael Morgan Ellen Truesdale Robert Galda Ross Breitweiser John Murphy W. Scott Turner Richard Gallina Robert Brewton Rives Neblett Marvin Tuttle Jan Brindo Tom Giese Cherry Niemeyer Richard Gillespie Wayne Valentine Larry Briney Paul Niemeyer David VandenBoom Clell Goodson Lyle Brock William O'Neill David Verone Micheal Grady Charlie Brown

Don Brown

Leroy Brown

Michael Vigneau

George Vincent

William Ottum

Randal Pagel

Brooke Gray

John Green

Neal Griffin Thomas Langenhorst Stanley Pitcher Roe Terry Ioe Gronski Rodney Larson Franz Plattner James Thomas Mike Guilfoile Ronald Lau Ruth Plitt Phil Thompson Larry Guldenbrein Martin Lawrence Don Poggensee Lonnie Thornton Scott Gunderson Frank Lemcke William Poindexter Louis Tonsmeire Maynard Gwaltney Larry Lett John Pope Vernon Traxler Sonny Hagseth Ralph Lettieri Phillip Puestow Steve Trochuck Mark Hailey Donald Lewers Frank Ramey Todd Trumm Jim Hall Leonard VanAusdal Renae Liming Scott Rasmussen Richard Hamilton Carl Loff Mike Reagan Roger Vincent James Hamtak Blase Lorio Karen Reed Norbert Wagner Keith Hancock Gretchen Lovelace Martin Reed Doug Wainwright Jeffrey Hansel Woody Lovelace Tom Reed Don Walkowicz David Hargrave Conrad Lozano Dan Reiff George Walthall David Harper Roger Luhrsen Dennis Renfro Robert Webber Bruce Hartel Thomas MacKie Gilbert Repa Mike Webster Roger Hebeisen Barbara Maines Lawrence Ringley Leroy Whitaker Todd Heidelbauer Will Maines Edward Rockhill Iames White Brent Hemly Lester Mallette Ted Rowe Ken Wiederrick Bill Henry Dwight Marquardt James Williams Kenneth Sabrsula William Herrmann John Williams Jim Mason Anthony SanGregory Larry Hill Ronald Maurer Brian Saybe Lee Wimberley James McDonald Timothy Hofius Charles Scanlan Frank Wolka Dale Howard Adrian McInnis William Schaefer David Young Ronald Howard James McMahon Steve Schmidt Paul Zemlyn Camille Hoyt Thomas Meister Linda Schomberg Leonard Zierke Gene Meleski Rogers Hoyt Neal Schuleman Steven Zimmerman Thomas Hughes Suzanne Meleski William Schuster Edward Hulsman Fred Miller Tony Sellers **SERVICE YEARS** Rod Isebrand Donald Molitor Terry Semke Edward Jacobson Dale Moody Robert Sensel (30-34)Brad Jensen Barb Moore David Shefferly Jon Jeresek Mark Morris Robert Shimanek James Abbott Beverly Jester Hans Muelle Lena Shores Roy Abbott Galen Johnson John Munson Roger Shortill James Adams Glen Johnson Dean Muntz Darrel Simon Kurt Adams Jules Simoneaux Richard Johnson Charles Myers Joseph Aitken Jodi Naatz Robert Johnson Edward Slaminski Robert Aitken Robin Johnson Lane Nebeker Albert Smaistrla Ted Albers Darryl Nelson Douglas Jones **James Smith** Leonard Albiniak Mary Jones Joyce Nelson David Smrchek Peter Albrecht Donald Kallenberger Troy Niemeyer William Snyder Sandy Albrecht Steven Karber John Ochs Tim Soderquist Mark Albright Brent Kelly Daniel Olson Lew Steckler Don Alcorn Clyde King Larry O'Neil Thomas Steele Nancy Alexander Steven King Gregg Ouverson Leon Stenz Danny Allen Edward Kircher Gerald Palmer Willie Strickland Richard Allen Greg Koczur Larry Parker Margie Stuart Jay Alsaker Steve Kohlhoff Perry Pelton Paul Sullivan Donald Anderson Ray Konz Suzanne Sullivan Jon Perpich Gregg Anderson Paul Kooiker Neil Person Otto Sumner John Anderson

John Suva

Gene Swanson

Fred Tanner

Fred Taylor

Nora Taylor

Bruce Teigen

Thomas Anderson

Wayne Anderson

William Ansell

Ronald Anway

Lynn Appleford

John Argent

Alan Koranda

John Kovarik

Herbert Krueger

Tony Krahn

Allen Kube

Molly Lane

Gary Peterson

Henry Peterson

Rodger Petryk

Richard Pickard

Gene Pfeiffer

Mike Piepel

Keith Bowers Jon Arney William Colvin Dave Duncan Duane Arnister Gordon Boyd Michael Combes Doug Duncan Rodney Avey Hallas Boyd John Compton Steve Duncan Dabniel Baasen William Boyle Neil Compton George Dunklin Charles Bradford Terry Babros Ken Durdahl Charles Connelly Mark Badgwell Patrick Brady Bruce Conner Thomas Dworak J.D. Bailey Greg Brand Richard Conway Michael Dwyer Henry Baldwin Floyd Branstetter Ralph Cooper Mimi Eberhardt Brian Balfour James Ebers Grant Brees Donald Corbitt Leslie Bambauer Randy Bridgman Tom Cossey Fred Ebert Douglas Barfield Steven Brimhall William Coward Mark Eby Kit Barker Tom Brimhall David Crenshaw David Echert Alfred Brown Steve Basnight James Crouch Philip Edwards James Bassett Mel Bruhn Gary Cruickshank Steve Edwards William Bassett Charles Brumm Bret Cuneo Dick Elam Donald Baumann Bee Bryan Richard Cuneo Beto Elizondo Dale Baxter Earl Buenting John Cushman Jonathan Ellis John Beach Von Bullin Lester Dailey Murray Ellison Darrell Beck Mark Bunney Howard Dalsgard Etsell Emde Warren Beckemeier Doug Burch Linda Daugherty Mike Endsley James Beitzel Bruce Burdick Marvin Davant Eugene Engrav Ray Belk R. L. Burnworth Daniel De Gruttola Thomas Enos Calvin Burton Jane Bell Thomas Deagle Raymond Eserhaut Kenny Bell Robert Burton Joseph Deaser Todd Etzel Michael Benevento Raymond Busch John Delie Dave Evans Joe Bennett W. C. Byerly Carroll Denham Robert Eyeington Ronald Bennett Leonard Cadran Stephen Denkers Roger Fath William Bennett Dennis Campini Harold Denney Jay Feil Bob Benson Theodore Canellos David Feldhege Jon Detwiler Flint Carlson Dennis Beran Stephen Dey Chip Felland Richard Berg Todd Carlton Bob Diemer Mitchell Feltmeyer Chuck Bergeron Martin Carollo Joey Diesi Sam Fertitta Edmond Bergeron Ron Carrion Jacob Dietiker Bill Fester Jim Berkeland Mike Carter Allan Dimmick Harold Fick Kevin Berkenpas Bob Casper Greg Dinkel Paul Fincher Charles Berrier Tove Casper William Dirks Pete Fischer Thomas Berube Rex Cate Iohn Ditta Fred Fleet Mark Bethel James Cerza Julie Dittmann David Flink Robert Beuthien Vernon Chambless Ed Dixon Mary Lou Floersch Charles Bevis Richard Chapman Gregg Dixon John Floyd Loran Bieber Randolph Chavers Eugene Dollen James Flynn Gregory Bird Michael Checkett Fred Donini Jeffrey Folland Terrell Black Gregory Chentnik Joseph Dorvinen John Forman Ronnie Blackmon Richard Childers George Doty Robert Foster Charles Blaha John Chmielewski La Vonne Doty Timothy Foster David Blakemore Steve Christian Laura Dougherty Charles Fox Carl Blank Robert Cigrand Michael Douglas Rick Fox Robert Blickenstaff Steven Cigrand Iames Dow David Foy Doug Block David Cipar William Dowswell Al Franke Jim Bloom Thomas Drake Edward Clark Gary Franke Keith Blythe Jeffrey Clark James Drenning James Franklin Joe Boll James Cleland Terry Driggers George Frazier George Bonniwell Mark Cobb Karl Duex Johnny Frederick Randal Coffin William Duffey Vern Bontrager Kim Frederick Terry Borges David Coffindaffer James Dugan Robert Freeland Steven Borst Bill Collins Dan Dugenske Dennis French Emil Boucek Kevin Collison Grant Duhn Robert Friedberger

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Fred Froehlich Roger Hellinga Clarke Jones Al Lane Jay Froelich Robert Helmly Craig Jones Jimmy Lane Forrest Fromm Art Henry Paty Jones Penny Lane Jim Lange Terry Fuchs Gene Henry Robert Jones Ron Hensley Joe Fultz Steven Jones Teresa Larson Monica Fultz John Herman Thomas Jones Harold Lee Jennifer Gable John Hertlein Robert Jonet Michael Lee Patrick Gallagher Dennis Higgins Jay Jorgensen Chad Leger Vince Galley Peggy Higgins Gaylord Jowett Patricia Legg Kenneth Gardner Brent Higgs Todd Kaib John Leonard Richard Gartner Samuel Hill Gary Kallicott Rick Leth Elliott Gassner Steven Hite Arthur Kasson Carolyn Lewis Allen Geisen Bob Hoevet Patrick Kelly Michael Lieurance Paul Gettelman William Hoffman Robert Kemp Richard Lindell Douglas Geuder Roger Hohensee Brian Kennedy Curtis Lindsey Raymond Glenz Paul Holifield James Kennedy T. William Lingo Glenn Goergen Johnny Holland Stanley Kenny Larry Litke David Goetz Gerold Holmes Larry Kerestes William Litt Gaston Gondry Joseph Holoubek Dennis Keschl Edward Lodin Jeffery Goyt Tim Holshouser John Keyser Frederick Loehr Joseph Grabowski Mike Hopfauf William Kidder Donald Lown Mick Grabowski Brett Hopponen Patrick Killian Mark Loyd Lewis Graves Shirley Horner Edward Kime Loren Luckow Wayne Gray Gary Hoscheid Eddie Kimes Michael Maaranen Kim Greenland Sherb House Darwin Kirsch Dennis Maass Robert Greenland Donald Howlett Chuck Klima Bruce Macdonald Russell Greer Linda Howlett Keith Klocke Timothy MacIntyre Donnie Griffin Stephen Hoxworth George Kluempke Barton Mackey Michael Griffin Ted Hovt Craig Knight Paul Madison James Grimes Richard Huffman Bradley Knox Scott Madison David Grohne Allen Hughes Delores Koch Terry Magers Scott Gruenberg Keith Hughes Carolyn Kominkiewicz Jim Malepsy Robin Gulick James Hulbert Ted Kondos Louie Maloy Charles Gummey Thomas Humberstone Donald Konietzko Susan Maloy Roger Gunesch Stanley Huner James Konkel Lonnie Manalia David Guzinski Elaine Hunt Jerry Kopischke James Mankiewicz Larry Hadenfeldt Leland Hutchins Randolf Manlick Robert Koppers Carol Hagen Courtney Ide LeRoy Koster Mahlon Maris David Hakes Kalevi Kotkas Laurie Ide Carl Marriott Douglas Halbrooks Richard Kowallik In Memory of Kenneth Ray, Jr. Robert Marschke Gregory Hamilton Brett Irving Robert Kraemer Philips Marshall Jim Hamlett Charles Iverson Kevin Kranzo Charles Martin James Handley Cheryl Jaastad John Krick Keith Martin Harley Hansen Ivan Jackson, Jr. James Kruse Leonard Martin Lowell Hansen Steven Jackson Thomas Kuck Michael Martin Mark Hansen Tony Jacobs Ken Kuhn Thomas Marvel James Harkin Hank Kuhne Phil Marvin James James Tom Harmon Joseph Jedlicka Chip Kurzenbaum Randall Mast Jim Harris T. Christopher Jenkins Martin Kurzendoerfer Michael May John Harris Robert Jensen Mike Kuzniewicz L. J. Mayeux Douglas Hartke Dave John Ron Kwasny Edward McCann Patricia Hartmann Donovan Johnson Lucien Laborde Howard McCutchan Maurice Harvey Gail Johnson Terry Lamb Mike McDonald Darrell Hazle Mike Lambert Jerry Johnson Mickey McMillin Chip Heaps Oren Johnson Stan Landess Sharon Meade Rory Heckman Steven Johnson Rosemary Landowski Philip Meador Keith Helland Charles Jones Dennis Landry Hunter Medler

Bernie Meier Jim O'Fallon Ira Richardson John Senty Kim Mello Roy Oliver William Richardson John Serigny Charles Melton Paul Olle Lloyd Ricks Dennis Seubert William Meredith Rod Olson John Rife Cornelius Sheehan Frank Mertz Val Olson Mark Robbins Daniel Shevock Bert Metz Kevin O'Malley Ronal Roberson Thomas Shuff Kirby Roberts Brian Metzger William O'Neal Gloria Siirila Arthur Meyer John Overbey Keith Robinson Gregg Silverberg Carl Meyer Dennis Overson Steven Rollefson Cameron Simmons Kurt Michael Dennis Pabst Lynn Rollin Lee Simonar Debbie Middleton David Pankow Donald Rollins **Eddie Simons** Douglas Miller Richard Paris Clifton Rooney Craig Simpson Gerald Miller Doug Pariseau Jay Roper Michael Simpson Jeremy Miller Michael Parkowski Billy Rose Chuck Sisserson Marv Miller Duane Parsons Robert Roth Jeff Skidmore Raymond Mills **Jared Patout** Gary Roussan James Skogstrom Winfield Mitchell John Pauli Joe Routh Kenneth Skowronski Lowell Mohler Eric Paull William Rowland Bill Smith David Monk Raymond Pederson Lynne Rozine Dave Smith Edward Montague Brian Pellish Steve Rucker Georgetta Smith Mike Peltz Christopher Montgomery Larry Ruebke Harold Smith Don Moore Clyde Penrod Virgil Rukuiza Mike Smith Bob Moran Dave Perry Rusty Russell William Smith Timothy Morgan Jody Peters Rick Saenz Latt Soileau Jerry Moritz Dennis Petersen Mark Saigh Thomas Souvignier Phil Mormann Gregory Petersen Rick Salchert James Sowers Danny Morris Kent Petersen Richard Sanders Kim Spihlmann Richard Phillips Timothy Sanders Jon Morse Steve Spihlmann Ioe Moss Lud Pierce George Sapna Robert Spoerl Barry Mower Richard Pierce Patrick Saunders Bryce Sproul Susan Moxley Curt Pilkington Ted Schacht Michael Stahl Willard Mueller Kenny Pitre Darrell Scherwinski Kevin Stallard Tom Muench John Pittenger Dick Schick Alan Staples Timothy Mullen Bruce Posev Philip Schlarmann James Steckley William Powell Thomas Munich Steven Schleper Joseph Steever Cathy Munson Mark Pratt Michael Schlichte Michael Stefanski Jeffrey Munson Robert Preston Patricia Schmaltz Warren Stefanski Joe Murphy Joseph Propst John Schmidt Mike Stegmann John Myers Lyle Schmidt Bruce Prouten Katherine Stevens Billy Myrick Dennis Purington Wade Schmidt Myron Stevens Jack Nagle Crawford Purser Dennis Schmidtke James Stewart Dennis Schneider Jerry Narr Mike Putz Robert Stinson Gene Schneidewind Dale Nauman Lawrence Pyne Court Storey Larry Neal Laverne Ratzlaff Jeffery Schnell Scott Stubbe Clifford Nelson Harold Ravenscraft Gene Schneweis Bradford Sturgis Buzz Neprud Frederic Reid Michael Schriever Samuel Suchon Lee Ness Anthony Reiff Dennis Schroeder Jim Sueper John Newman Don Reinardy Gregory Schulte Jeffery Sukup Maurice Newman Sue Reinardy Edward Schultz William Sullivan Charles Nicholls Charles Reinholtz Debra Sutherland Angela Schuster Thomas Nichols Darrel Reinke Terry Schutz **Bob Sutton** George Nitzel Bill Reisz Ron Schweigert Charles Svoboda James Nixon Rich Reitz Stephen Scott Kyle Swanson Ark Rhowmine William Scott Greg Norlin Lee Swearingen Jimmy Nygaard Richard Riccio Jesse Scudder Larry Swofford Tracy Oberleiter James Rice David Seitz Harry Tabor Dennis Ochs Ron Rich Tony Senn Eddie Talbert

Kirk Talbot John Wetzel Ralph Aldrich Ronald Bartz Thomas Tameling Glenn Wheeler Harbert Alexander Thomas Barz Andrew Tarkington John Whitby Mark Allegranza Robert Bass Darvl Tasler Fred White Farrell Alleman Michael Bauerschmidt Bill Allen Randy Taylor Frederick White Norma Baxter Bonnie Thelke Julian Whittington Jack Allen Donald Beardsley Charles Thieme Greg Wicke Tim Allen **Bob Beaver** Thomas Thornton Jack Wiese Lawrence Amacker Ronald Bechard Mark Toomey Ronald Wiese Mark Anderson Fred Becker Neil Wiken Neal Anderson Vern Becker Peter Toutant Paul Wilhelm Peter Anderson Chip Beckford Jeffrey Townsend Scott Treiber Warren Wilkinson Tom Anderson Luann Behnken Dale Willey Steven Behnken Gary Tremblay Tve Anderson Walter Williams Mark Beilfuss James Tringale Vernon Anderson William Trippler Harry Willis Robert Andrews Peter Beischer Joseph Trujillo Cynthia Wilson Wayne Andrews Ron Belden Daniel Tully George Wilson Libbie Ansell Tammy Belk Craig Turbak H.A. Wilson Gerald Anson Sandi Bell Richard Turcott Mark Wilson Judy Appleberry Joseph Bellavance Karol Turner Roy Wilson William Argabright Rick Benavides Tad Turner Garry Winchester Don Beneke James Argerbright Mark Umnus Michael Wing Mel Arians Mary Benhard Warren Vahle Ralph Winkler Frank Beninate Dennis Armour Mike Van Abel Robert Winterton Charles Armstrong Keith Bennett Timothy Van Abel Gregory Wirtz Mark Armstrong Larry Bennett Dan Van Doren William Wister Jay Arnold Mike Bennett Peter VanLaarhoven Michael Witt Joe Arnold Lester Bensch Kenny Vaughn Musial Wolfe Peter Arnold Richard Benson Mindy Vaughn Harley Wood Sherry Arnold Rosemary Berg Harold Veeder Karen Wood Michael Arthur Rick Berkenpas Joseph Viscuso Wayne Wood Patrick Arthur William Bermel Brent Waddell Albert Woodhead Sherwin Artus Brian Bermes David Wagner George Woodring Wayne Atkinson Tyler Beutow Kenneth Wagner Mike Woods John Auer Clinton Bevins Ronald Wakimoto Michael Wootton Dwayne Augustus Tony Biamont Tom Waldbuesser Robert Word Pete Aviotti Alex Bideaux Scott Waldner Abe Workman Charles Aydlette Blair Bissell Ben Walker Matthew Wright Scott Baccus Cheryl Bizek Jim Wallace Ronald Wright Wogan Badcock Daniel Bizek Richard Wallace Barnett Bailey Richard Bizek Dennis Young Larry Walls Daniel Baker Terri Bizek Michael Young Michael Walsh Dennis Zimmerman William Black George Baker Mike Blaha Kenneth Walters Greg Baker Ray Walters William Baker Linda Blake Scott Wangsgard SERVICE YEARS Rodney Bakken Richard Blakely Keith Warrick Brian Baltz Matthew Blomeke (25-29)John Watson Jerry Balzraine Tom Bodtke ••••• Allen Watts Michael Bambauer Mal Boland Von Abbott Janice Wavra Clifford Bampton Gene Bolin David Ackerman Gerald Wehmeyer Dave Bang Franklin Bolton Gene Adams Robert Weiler Brian Banister Don Bonar James Adams Duane Wellnitz Steve Barber Jeff Adams James Bonds Larry Werner Iack Barkholz Ryan Bonser Linda Ahleman Al Barnes Bimbo West Tom Booker Lawrence Albanese William West Daniel Barnett Paula Bordelon Rudy Albert Dennis Westerman Robert Barry Brian Boree Bill Aldinger Dale Wetzel Calvin Barstow Oliver Aldrich John Borel

Don Bork Charles Cabell Allen Cormany George Dixon Dale Borske Jack Cable Alan Cosimini Parker Dobson Joan Borske Keith Cain Daniel Cotter James Dodd Dale Bourgeois Ed Cajthaml Curt Cotton Marshall Doeller David Bowers Bill Caller Jeffrey Coughlin Bonnie Dollen Bret Bowlin Steve Camp Donald Cox David Dondelinger Herbert Campbell Michael Donnelly Joseph Bowling Travis Cox Greg Bowman Timothy Caplinger Kenneth Craighead Neil Donner Josh Bowman Michael Donohue Richard Capozza Linda Crenshaw Danny Crigler Tim Donovan Joseph Brady James Capps Robert Brady Samuel Carlson Arthur Crocker Joe Dorman Garry Brandenburg Steven Carlson Eldon Croegaert Douglas Downes James Branham Linda Carr James Cropsey Connie Doyle Susie Brannon Chris Carroll Tommy Cross David Drinan Vvke Breen Larry Carroll Troy Cruchelow Silas Driskill Charles Brewster Brian Carter Tommy Crumbly Ben Driver Robert Brewton Tommy Carter Beverley Crump Dennis Drummond John Brichacek Djuana Cartillar Robert Curtis Peter Drummond Arthur Bristol Kyle Cassel Brad Cushman Michael Dudzinski Jerry Brocato Steven Cate William Cushman Edward Duesing Blair Brody Dale Cauley Beth Cuskey Thomas Duff Jeff Brooks Jan Cecka Gary Cyr Dennis Dugat Arlyn Brousil George Cerutti Sally Dailey Timothy Dumont Kenneth Brousil Michael Cerutti Todd Dailey William Dunavant Remy Broussard Burton Cestia Ken Dalager Julie Duncan Tim Brower Danny Champion Greg Damron Lynn Duncan Dean Brown Wayne Champion Armin Daubert Andy Dunton Doug Brown Randy Chandler **Edward Daugherty** David Dutoit Jeffrey Brown Joseph Chas Kirk Davidson Scott Dutton Kerry Brown Casey Cherington Greg Davis **Brad Duty** Linda Brown Michael Chester Mark Davis Jon Duyvejonck Randall Brown Edward Chevallier Melissa Davis Greg Dzieweczynski Roger Brown John Chew Randy Davis Richard Eaton Scott Brown Tommy Chilcutt Scott Davis William Ebert Leonard Brumana Phil Christensen Wayne Davis, Jr. Dale Eckert Butch Brunken Roger Christianson Alan Dean Dan Eckert Don Brunworth Dave Cichos Jeff DeBlieux Michael Eckmann Dave Clark Thomas Bryan Lyle Dede Robert Edmonds Robert Bryant David Clark Roy Defriend Pete Edquist Hank Buermann John Clark Scott Delamore Kendall Edwards Elmer Bull Edward Clarke P. J. Demarie III Kenny Eggemeyer Randall Bullington Roger Claypool Jeffrey Demay Deb Eisenmenger John Bundy Garnett Cleaton Raymond Dender Tim Eisenmenger John Bunner Robert Clevenstine Richard Dengler Tom Elhart Dean Buntrock Lee Clewell Andrew Denzer David Eller Todd Bunzick Shane Cline Mark Derhake Van Ellig Richard Burch Lionel Clouatre Larry Derochie William Elsing Edward Burchett Raymond Cobbs Betty Deubler David Elwing Raymond Burckart Warren Coco Edward Deubler Anthony Enciso Timothy Burdon Robert Dewar Steve Conenna Orris Erlandson Raymond Burris Garry Connell Ieff Didier James Erwin Ward Burton Matthew Connolly Randal Dieter Ralph Erwin August Busch William Connow Mark Dillman W. Bruce Etter Eric Dillon Ioe Butcher Stephen Cook Randy Evans Wade Butler Jerry Cooper David Dingle John Everett Barbara Butzler John Corey Norma Disalvo Daniel Fabian Herbert Dittus Jack Byrne Richard Corkran Joe Fakouri

Bonita Falletti Russ Gautreaux Dennis Gust Don Herrig Thomas Farris Roy Geer Edmund Hackney **Bob Herring** Jack Faufau James Geiger Jack Hadley Gary Herring Jay Faulkenberry Stephen Gendreau Richard Haeuser III Joe Hesse Bruce Fauth Richard Genseal Scott Hageman Stuart Hickerson Mark Fedderke Harold Gerow Allen Higginbotham Jay Hagen Russell Gettleman Ray Felton Gene Hagerty Andrea Hight Charles Giardina John Ferguson David Haggard Jeffrey Hintze Matthew Fernholz John Giardina Philip Hiser John Hahn Anthony Gibson Kenneth Ferris Craig Hakkaas Philip Hocker William Gibson Jim Fields Steve Hale Gregory Hodges Ronald Filipchuk David Gieber John Hall Kevin Hodges Vicki Filipchuk Dennis Gilbert Steven Hall Bob Hoen Jerry Finley Craig Gill Ben Hamilton Rod Hoeth James Finstad James Givens Lowell Hamilton Michael Hoffman Doyle Fischer Frank Gladden John Hammel Bill Hogan Sherri Fischer-Sinnaeve Loren Glatzmaier Steven Hamrick David Hohlfeldt Cynthie Fisher Scott Glaze Bill Hance Clifford Hollestelle Robert Fisher John Glenn Michael Haney Donald Holloway Alfred Fisikelli James Glick Eugene Hansard Devone Holmes Joan Fleischer David Glissman Richard Hanson Ken Hoopman James Fletcher Debra Gochenour Mark Hardesty Michael Hoover John Floyd Rex Gochenour Dennis Hargett Kenneth Hopkins Michael Fluharty Cornelius Goehring Howard Harlan Mark Hopkins Ronald Forman Danny Goins Nick Harling Scott Hopkins David Foster Robert Gokey Thomas Harnack Allan Hopp Richard Fournier Daniel Harris Michael Gonzalez Bradley Hopp Richard Fowler Lon Goodnight W. T. Harris Robert Hoppe William Fox Matt Goodson Gary Harrison Leo Horant Robert Gosman Dave Foy John Harrison **Bob Horner** David Frady John Graf Steven Harrison Timothy Horner Dennis Francoeur Shawn Granger Donna Hart Tom Horner David Frank Barry Graunke Gene Hart Lee Horsley Ray Freeman Jeff Graunke Grady Hartzog David Howard Craig Freidel Steven Gray Patrick Haskins John Hruby Jack Freidel Tim Gray William Hastings Phil Hubbard Paul Freihofer Eugene Grazzini Robert Hatcher Royce Hudson George Frisbee Gregory Grazzini Robert Hawkes Stanley Hufford John Fritz Ted Green Don Hay Paul Hufschmidt Walter Fulp Joseph Greene Gaylen Hayes Larry Huggins Keith Futrell Sherrill Hebert Andrew Greer Allen Hughes Michael Gaffney Dick Heckman Nicholas Gresham Clay Hughes Anthony Gailloreto Garrett Grier Michael Hedlund Donald Hughes Renee Gailloreto Charles Griffin Richard Heebner Mark Hughes Terry Galloway John Griffin Larry Heidebrink Walter Hughes Bruce Gamage Tommy Griffin Jerry Heinrichs **Dudley Humphrey** Stephen Gamble Robert Grinarml Odin Helgerson John Hunt Ed Gansemer Mark Gruebele Raymond Helland Larry Hunter Jarrod Gardiner Michael Gruendel David Helms James Hurt Jon Gardner Ken Guidry Randy Hemann Joseph Hurwitz Kiah Gardner Kenneth Guilbeau Conrad Hendrickson George Huther Tas Gardner Mark Guinan Stephen Hendrix Jim Hymbaugh John Garner Roxie Guiser Jay Henges Lyndon Ibele Brian Garrels Ralph Henne **Edward Guljas** Jon Ingle Michael Garrett Craig Gurgens Lou Henneck **Bob Inglis** Gene Gasper Will Gurton **Bud Henry** Stephen Intemann Henry Gaulden Larry Gushea Edward Henry Dwight Jackson

Gerard Jackson Joanne Keller Bradley Larson Troy Lynch Guy Jackson Mark Kettelkamp Mark Larson John Lytle Peter Jackson Lyle Kibbe Troy LaRue David Maass Buddy Jacob Henry Kidd Gregory Laubacher John Mac Farlane Gordon Kiesgen David Jacober Kenneth Lauer David MacAuley Mike Jacobs James Killen Michael Laughman Peter MacGaffin Bob Jaeger George Killian Joe Laukemper Jack Machen Allen Jaggi Ted Killingsworth Scott Laukemper Gene MacHolan Glenn Kimmel Wallace Mahanes Roy James Sue Lavrenz Glen Jammaron Bill King Robby Lawson Bernard Mahon Larry Janicek Billy King Paul Leahy Kenneth Major Robert Jansen Larry King David LeBato Pat Major Richard Kinn Norbert LeBlanc Bill Januszewski Curtis Malcolm Larry Jarvis David Kisch Darwin Leek Jeffrey Maletzke Bruce Jasper Ioe Klein Russel Lehr Ross Malone Bret Klobendanz Darin Leis Todd Maloney Michael Jeansonne Curtis Jeffers Steve Klocek Tom LeJeune Russell Mangus Ralph Knepper Doug Jeffers Garland LeMaire Don Manley Roy Jennings Jeffrey Knittel Peggy Lemerond Ronald Mannis Deborah Jensen Bonnie Knoedler Terry Lemper Larry Manthe Frank Jezyk Lon Knoedler Phil Lepinski Mark Mantych Leonard Jirak Diane Knox Robert Lesnikoski Ronald Marcantel Brad Johnson Chester Koch Jennie Lewandowski Jonathan Markley Eric Johnson Sharon Koch Bruce Lewis Raymond Marr Greg Johnson James Kocsis John Lewis Richard Martin Keith Johnson Richard Kohrt Robert Martin Kenneth Lewis Kevin Johnson James Kolak Kent Liesinger Scott Martin Marvin Johnson Tom Kolstoe Robert Lilledahl Dwayne Marzolf Reed Johnson Leo Koniak Mike Lind Phil Mason Wade Johnson Randy Koniak Errol Lindsey Roger Mason Andrew Jones Donald Konickson Robert List Mark Matchett Douglas Jones Jim Kontz Frederick Livingston Sandy Mathieu Jeff Jones Stephen Kordiyak Terry Lix Jeff Mathis Troy Loehr Keith Jones Norman Kostboth Dennis Mathison Terry Kostinec Mark Jones Tony Logsdon Joseph Mattingly Robert Jones Matt Koury Rod Logue Duwayne Maurer Spike Jones Martin Kramer Kel Long Jack Maxwell David Krehnke David Joor Meredith Long Frances May John Jordan Peter Krisak Steve Long Shane May Margie Jordan Keith Kroeger Thomas Long Gary Maywald Kevin Jornlin Jeff Kroll Scott Loomis Ken Mazourek Robert Julian Lois Kroll Dave Loos Rodney Mc Manas Scott Jurk Pam Kroll Rick Lord Bo McCartney Jeff Justice Marvin Krueger Wilbur Lovette Joseph McCaslin James Justiss Colleen Kruse Logan Lowers Hiram McConnell David Justus Jon Kruse Harold Loyacano Kevin McConnell Leroy Kalass Larry Krusemark Byron Loyer Phil McCulley Thomas Kalupa Janice Kuen Carl Lucas Bruce McCurdy Bruce Kamrath Jeffrey Kuen Darren Lucas Ralph McDonald John Kannengeiser Brian Kuest James Ludwig Kevin McDougle Wayne Kasworm Duane Kuhlenschmidt John Luedtke Richard Mcendarffer John Kavalier Peter Kurth Gary Luetzow G.A. McFaddin James Keach Douglas Kutina Steve Lund Richard McGlone Frank Keating Ernie Lundberg Diane Labouisse Michael McGowen Richard Keck Joe Lake Renee Lundberg Ray McHenry Megan Kehoe Larry Lampe Roger Lunning William McKinley Dennis Keller Joe Landi Dale Lusti Dan McLain

James McVev Martin Morris Cecile Olden Brenda Pitts James Meacham Michael Morrison Alan Olds Randy Pitts Shane Mears Keith Morrow Randy Oligmueller **Bret Plasters** Heidi Mease David Moser George Olson David Plawchan Rodney Mease **Iack Moss** Jay Olson James Polk Joel Meeteer Michael Motis Randy Orme Larry Pollard Jim Mehne John Movrich Glen Ostrander Bill Poole Bradley Meier Richard Moyer James Otey William Poorbaugh Richard Meiers Timothy Mucha Frederick O'Toole Troy Portie James Mello Doug Mueller J. Dudley Ottley, Sr. Jerry Pospisil Brian Mullenbach Jim Menninger Edward Otto Butch Powell Tom Mensik Robert Mullins Donald Ouellette John Powell Ronald Mullins Mark Merchant Elliott Overman Stanley Powell Daniel Merillat Martin Murk Kenneth Packard William Prentice Glenn Merlin Carey Murphy Joe Padgett Richard Preston Paul Merlin Traci Murphy Vince Pagliaroli Richard Price Greg Meschke John Murray Steve Pahlen Brian Priddle Thomas Messer Frederick Mushung Darrell Painter Joshua Priest Darrell Messman Ken Musi Candy Palmiteer Alvin Prieur Irving Metz Paul Myerchin David Palmiteer Jeff Prince Alan Metzger Allan Myers Michael Panos Kevin Prouty Russ Meyer Gary Myers Richard Panush James Prusa William Meyer Michael Myers Christina Parisotto Todd Ptacek Nick Meysenburg Donald Parisotto Mike Myers Edward Puls Michael Mezrah Richard Naughton Fred Parker Kris Pushman George Mikota Gary Neal Gary Parker Ralph Putnam Jim Milholen Harold Neal Rick Parker Tom Putnam Chip Miller Robert Nekola Randall Parr Terrence Queenan Darwin Miller Thomas Nelson Scott Paterson Larry Raasch Heth Miller William Patton Betsy Newell Ozzie Radtke Jeromy Miller Jason Newell Donald Patzfahl Marvin Ramsay Joe Miller Jerry Ney Bob Paul Rick Raper Skip Miller Nelson Nichols Kevin Pawlacyk Dana Rathje Williard Miller, Jr. Joseph Nicosia Richard Payne Mike Raynor Clifton Mills Iames Nielsen Becky Paysinger Brent Reasner Michael Mills Michael Nilsen Cordell Pearson Maynard Reece Ronnie Mills Tommy Nimmer Kathy Pearson Robyn Reece Scott Mills Jim Nivens Mark Pederson Dennis Reed Earl Mincks Timothy Peissig Jacque Noble Ralph Reed Ann Minton James Nordstrom Rose Pelton Kevin Reilly, Jr. Darlene Misenhelder Michael Norman James Perrow William Reilly Phil Mitchell Cameron North Scott Perry James Reinbolt Greg Mitrzyk Mike Renn Philip Norton Robert Peterson Michael Molitor Kirk Nozaki Gregory Pettinaro Dan Rex Jim Monier George Nunnally Harold Pferrman John Rhind Beth Montei John Nyara Jerry Phelps Matthew Rhoades Kent Montei Jerry Oates Anderson Philips Greg Rhue Doug Phillips Paul Montgomery Forrest O'Brien Michael Riabouchinsky Rick Monto Lani Ochs Jim Phillips Oran Richard Brad Moon Kevin O'Connell Steve Phillips Kory Richardson John Mooney Thomas O'Connor James Pienkowski Larry Richardson Steve Moore William Oehmig Bridger Pierce Janice Richter Tom Moore Tom O'Hara Jamie Pierre Morris Rickenberg Will Ohmstede Marc Morehead Robert Piesko Ronald Riha Matthew Morelli Tim Oie Mark Pilkilton Steve Riley Lawrence Morley Daniel Olberding James Pittenger Frank Rini Judy Morris John Oldani Wesley Pittman Ron Ripp

Scott Risher Thomas Schneider Chris Smith Arden Tanner Allan Risinger Patrick Schnell Dan Smith Charles Tappero Rich Risinger Mark Scholl Daniel Smith Billy Taylor Brian Risley Larry Schorno Gregory Smith Jeff Taylor Greg Risley Kim Schramm Judy Smith Joseph Taylor Paul Ritch Clark Schreibeis Mark Smith Rea Taylor Todd Schubring Thomas Ritter Samuel Smith Robin Taylor Michael Ritts David Schuessler Tim Smith Troy Taylor Jeff Roberts Jeffrey Schuette Ross Smoker Diane Tayon Richard Roberts Stan Schultz Chuck Smoley William Teegarden Cliff Robertson Timothy Schultz Timothy Smulling Randy Tennison Jeffrey Robertson Kevin Schumacher Scott Snyder Rob Terrill Eric Robinson Ken Schwandt Richard Snyders John Teten George Rockey William Schwartz Brian Sorenson Jack Thein Phillip Roemer H. Schwarzkopf Larry Sorenson Iason Thomasee Donald Schwemin Donald Southerland Carolyn Thomlinson James Roetman Clay Rogers Leonard Schwenneker Carl Spence George Thomlinson Ricardo Rosario Armond Schwing Herbert Spencer Derek Thompson Eric Rose Robert Sciutto Joshua Spies J.C. Thompson William Roth Chad Scott Bryan Spilinek Jeff Thompson Timothy Rourke Kenneth Scott Cletus Spivey Ron Thompson John Rowe S. Dane Scott Tim Sprung W. D. Thompson Karen Royer Stuart Scott Donald Thorpe Scott Spry Ronald Royer Michael Scuse Harvey Spurlock Dave Thorsheim John Ruffolo Chuck Sebetto James Stalls Larry Tincher Sandy Rufkahr Vaughn Sechrist Michael Stallsmith Jeremy Titcomb Hamp Russell Michael Secoy James Stalzer John Tomke Sherrie Russell Meline Ted Stans Luke Seitz John Tondre John Ruthven Chuck Sekel Donn Steele Gildo Tori Tracy Rutt John Sellers Myron Steele Christopher Torp Arden Rutta Rene Sersch Scott Stehl Brent Torres Randal Rutten Steven Shandley Jackson Steiert Lawrence Toschik Martin Ryan Larry Shanley Linda Steiert Sherman Townsend Robert Ryan Gregory Shapiro Timothy Steinbach Michael Tramp Steven Shaw Bennie Ryburn Douglas Steiner Allan Trca John Ryder Steve Sheaffer Charles Stelling Gerard Trcka Jerel Saeler Ronald Sheldon Brad Stevenson James Tremper Robert Sager Charles Shepardson Lawrence Stewart James Trombley Ron Sanderson Kim Sheppard Arthur Storm Susan Trombly Hank Sauer James Sheridan Chris Straiter Dan Trout Pete Saunders Kreg Sherman William Straughan Thomas Trouten Thomas Sawyer W. Mark Shouse James Strayton Reginald Tschorn John Saxon Andrew Showalter Dennis Strom Mary Tucka Frank Scalia Gary Shruck Bobby Tuggle Kevin Stumpf Timothy Scanlon Tony Siemer Gary Sturgill Alfred Tulini Mark Scerena Donald Sieverding Todd Turbak Robert Sundberg Richard Schaller John Turner Phillip Siewert Jon Sunstrom Dirk Scheppelmann Mike Simon Albert Sutlick Terry Turney Tom Scheske Jim Singsank Jon Sutliff Don Tyler Frank Schiele Guy Sink Edgar Swain Randy Uehran Joseph Schilling Dain Sisson David Swan Robbie Unis Wes Schlepp **Jack Skees** John Swan Doug Unruh Roger Schmidt Ken Skowronski Nels Swenson Stephen Upgren Donna Schneider Bernard Sleadd Richard Swetish Michael Vadnie Gerald Schneider Chuck Smalley Stephen Swift John Vallance Jeffrey Schneider Alan Smith John Synhorst James Van Lieshout Mary Schneider Charles Smith Barre Tanguis Larry Van Ray

Ronald Van Rooyen

Norm Vande Vegte

Robert Whitson

Kim Vandenavond

Edward Vanderbeck

Jeffrey Vanderlinde

Mark Vavra

Theodore Verdun

Jennifer Whitmore

Robert Whitson

Cheryl Whitt

Tad Whitten

Greg Wickard

Craig Widmaier

Patience Wiederrick-Wiltse

Bruce Wilhelm Philip Vesper Steve Vetter Gerald Wilkin Howard Wilkins Robert Vinisky Larry Wilkins Dan Voet Brian Vogelsmeier Dennis Williams Derik Williams Mike Vonderheide **Brad Vosburg** George Williams Jon Wahrenbrock Gregory Williams

Steve Wainwright Mack Williams Christopher Walden Scott Williams Dave Waldinger Dean Williamson Geoffrey Walker Toby Williamson Roy Walker Bill Willis William Walker Ward Willits Carroll Wall Billy Willsey Jeffery Wilson Danny Wallace Howell Wallace Lana Wilson Al Waller Martin Wilson Bruce Wanamaker Robert Wilson John Ward William Wilson Robert Ward Danny Windham Ronald Warrum Ken Winfrey Joseph Wasser Jon Winger Joe Watson Scott Wingerson Randy Watson Gordon Winstanley

Marty Winston

Craig Witte

Duane Wobig

Jerry Wohler

Jim Wohlman

Dennis Wooten

Charles Wright

Anthony Wujcik

Gary Wright

Don Word

Mark Welle B.G. Wolfe Bill Wellendorf Cindy Wolfe Ronnie Wells Jack Wolfram Jerry Weltzin Matthew Wolken Wayne Wendell Randy Womack Kory Wendlandt William Wonson William Wenig Barry Wood Dondi Wenninger Lee Wood Carroll Wentland John Woodruff William Wessels Edwin Woods William Westbrook Iim Woods Theresa Westhoff Robert Woods

Michael Webb

Anthony Weberg

Ricardo Weisbeck

Gary Weitenhagen

Jack Weleba

Tim Westhoff

David Wetovick

Stephen Whatley

Clinton White

Kevin White

Sam White Matt Yentz
Alexander White-Hamilton Karl Yoder
John Whitmer William Yonce

Clinton Young Robert Applegate Jim Young Deane Armour Tyler Young Daniel Armstead Robert Yowell Bill Armstrong Dimitri Artzibushev Mark Yung Thomas Zacek Kevin Asbill Mike Zamora Jim Ashcraft Rodney Zentz Jason Ashmore Caren Zimmerman Tod Asmussen Lori Zimmerman Glen Astbury Robert Zimmerman Marvin Augustin Fuzzy Zoeller Robert Avery Stephen Babcock Michael Zybura Victor Babin

Stephen Bachman

Jeff Backstrom

Bob Beaudoin

Randy Beaver

Jerry Bailer

SERVICE YEARS

(20-24)

Tony Andrews

James Angers

David Bailey Ronnie Bailey Michael Aagesen Thomas Bailey Donald Abert Brett Bainter Andrew Abner John Baker Thomas Abramson Larry Baker David Ackerman Clifton Bakhsh Robert Acomb Joseph Bakke Chet Adams Susanne Ball William Adkins Bart Ballard Greg Ahrens Mark Ballmer Roger Aigner Daina Bambe Gary Aker Steven Bangert Marilyn Albrecht Arthur Barbiche Michael Albrecht Michael Bard Nancy Albright Douglas Barfield Viergal Aldrich Kurt Bargar Peter Aleccia Joseph Barlow Gregory Alex James Barnes Lori Allcox John Barnes Bonnie Allen Terry Barnow Richard Allen Dennis Bartlett William Allen Leslie Bartlett Theresa Allen-Hurst Churchill Barton Mike Allison Dana Barton Brent Almon Donald Barton Ricky Ammann Mike Barton Daryl Andersen James Bashus Stephen Andersen David Bassemier Barry Anderson John Bateman Buzz Anderson Amy Batson Eric Anderson Todd Bauer Glen Anderson Brian Baumberger Harold Anderson Kevin Bausman Mark Anderson Mikkel Anderson Dana Bayer Stanley Bayer Richard Anderson Jay Beard Scott Anderson Kent Bearnes Steven Anderson

Russell Beck Jeffrey Blazey Kim Brinson Trov Callahan Scott Beckel John Block Kim Brittingham Mark Callais Bill Beckenhauer Rj Blondeau Travis Brock David Cameron Kevin Becker Patricia Bloom George Brockway Iames Cameron Randy Beeler Jay Blum David Brokhoff Dennis Campanale Matt Behr Randy Bobo Aaron Brooks Robert Campanella Walter Brooks Brandon Belinger Gus Bock Eugene Campbell Jack Belinger Paul Boehne Angus Brown Monte Campbell Shelley Bell Charles Bohac Brian Brown Myrna Campbell Steve Bell Vernon Bohl Ed Brown Randall Campbell Tom Bell Rex Bohn James Brown Shawn Campbell Frank Bellinghiere Ken Boilsen Jared Brown Booty Cancienne Jeffrey Bellmore Brett Bollmann Larry Brown Gregg Cannon Mike Benard James Bombacci Matthew Brown Douglas Canny Thomas Benard Stephen Bommer Steven Brown Robert Caplinger Rick Bender Bradley Boone Theresa Brown Louis Caputo Thomas Benedict Jay Boone Tim Brown Phillip Carlisle John Bennett Bradley Booth W. Steven Brown Andy Carlson Steven Bennett Michael Borgra William Brown Patrick Carlson Steven Benoit Martin Borske Mike Brueggen Bruce Carpenter Kurt Benson Earl Boucher Rick Bruggeman Richard Carpenter Pamela Berg Kenneth Boudreaux Michael Brumley Jay Carr Gerald Bergquist Carl Bourgeois Gavin Bruney Steven Carr Barrett Berkner William Bouthillier David Bryant Don Carter Brandt Berkner Marc Boutwell Robert Bryant Lana Carter Steve Bernhard Richard Bowen Rusty Cartillar Steven Bryant John Berning Thomas Bowen Eugene Brzezinski Clay Cartwright Todd Berry Chris Bowers Art Bucci David Casper Anthony Berter Leann Bowers Keith Bucholz Don Casper Edie Berto Joyce Bowes Richard Buckentin Bob Castaneda Scott Bertrand Thomas Bowes Robert Bue Ryan Castellion Barbara Beyers George Bowker Maurice Buehne Beth Castro Ronald Beyers Gary Boyd Tim Buenz Larry Catt Kurt Buggs Jennifer Biamont Norris Boyd Fred Causby Charles Biffar Peggy Boyd Ron Buhl Tod Causby Benjamin Biggs Tina Boyd Bruce Bundy Scott Caverly Matthew Biggs Greg Boyer Brent Bunnell Doug Caylor William Boyle Mark Bigham Tracy Bunning John Ceddia Marvin Billings Iason Bradshaw Jonathan Burdon Joseph Cefalu Bradley Billingsley Paul Bramschreiber Lanyard Burgett Allen Cetak Peter Bills David Branley Bruce Burkett Jason Cetak Bill Bird Laymon Brannon Andrew Burkhart Roger Chambers Greg Bires Patti Branson Mike Burkhart Steve Chamley Jeffery Bise Edward Braun Roger Burman Steve Champlin Douglas Bishop Ryan Braursema Ted Burris Donald Chapman Todd Bishop Louis Breaux Michael Burroughs Jerome Chapman Jon Bitu Gerald Burton William Charland Mike Bregel Lauren Bivins Joe Breidenbach Richard Burud Sharon Chavers Dennis Blackburn Jeff Breitkreutz William Busch Julie Chavez Kevin Blake Erik Brekke Joe Buser Reuben Chavez Ron Blankman JoRae Brennan Kent Bushman Erroll Cheney Chad Blasing Teddy Brenneman Clyde Butler Jimmy Cheramie Wade Blasius Stanley Brewer David Butler Taryn Childers Angelica Blaylock Travis Brewer Larry Cabina Joseph Chmelir April Blaylock Philip Briner Julie Cain Mark Christensen Ashley Blaylock Tim Briner Billy Cairns Traci Christensen David Blaylock Ben Brinson John Brett Calhoun Kathleen Christian

Jason Christiansen Randy Craft Stuart Demirs Denise Driver John Chrzanowski Bill Craig David Demo John Droogsma Kay Church Ivan Craig Joe DeMoor Danny Drye Tom Cimino Art Craker James Denham Joe Duckert Kenneth Cravens Bourley Clanton Tom Denniston Gail Duerre Brad Clark Charles Crawford Richard Denslinger Chris Duffy Jeff Clark Mark Crawford David Dentico R. Eley Duke III Mark Clark Scott Crawford Patrick DeRouen Larry Dullaghan Nathan Clark Charles Criess Neil Derry Steve Dullaghan Rodney Crossfield Douglas Clausen James Devaney Craig Duncan Mark Clausen Scott Crossfield Greg DeWeese Glenn Duncan Bill Clement Nathan Crouch George DeWitt James Dunlap Kathi Clement Phillip Crowe Richard Diaz Craig Dunn Joseph Clendenin Kevin Cummins Duane Dick Edward Dunn Jeff Clifton Travis Cundiff Brent Dickamore Jeffrey Dunn Casey Cline Charles Cunningham Justin Dickamore Bradford duPont, Jr. **Brad Clontz** Monte Cunningham Martha Dickson Paul Dupont Steve Clouse Stephen Cunningham David Dienst Kenneth Dupuis Pete Coakley John Curren Dustin Dienst George Durin Linda Cobb Cliff Curtis Scott Dierks Paul Dusselier Michael Coffron Craig Curtis George Dieter Ben Dzurisin Mark Coker Ashley Custodio Bryan Dillard Daniel Eaheart Paul Colburn Henry Cynkar Frank DiMasi Debora Ebert Pamela Coldewe Dave Cyphers Linda Dinger-Hoogerhyde Melanie Eckhardt Andy Cole Harold Cyr George Diplock Bev Ecklund Christine Cole David Cyzeski Harold Dirks Lew Eddleman Dunstan Disselhorst Eugene Cole Rebecca Daharsh Ron Eddy Jeff Cole Robert Daharsh Robert Dixon Leon Edsen Richard Cole William Dahlquist David Doak Christopher Edwards Brian Colvin Douglas Dalinghaus Joe Dobbs John Edwards Darin Combs Lee Danhauer Juston Dobbs Matt Edwards Richard Comeaux Norman Dare Kent Domsch Waylon Edwards Dennis Compton David Darnell Danny Donnelly Keith Eggersgluess Craig Conder Thomas Dasso Deron Donohoo Chris Eisenmenger Rick Connally David Daugherty Jeff Donovan Rodney Eisenmenger John Conrad Devin Dauterman Lyne Donovan Bill Ekev Allen Cook Eric Davidson Steve Donovan Beau Elam Charlie Cook Andy Davis Byron Dooley Byron Ellingson John Cook Patrick Davis Rick Dorage Donald Elliott Keith Cooke Richard Davis Melvin Dorner Douglas Elliott Joey Cooper John Dawson Steven Dornon Matt Ellis Richard Cooper Shawn de Cento Chris Dorow Richard Elsea Mike Copeland Everett Dean Brett Dorr Dewayne Elter Allen Corbin Scott Deaton Paul Dorsey Jerry Emmert Tom Cordts Tommy Decanter Richard Dotts Sherri Emory Dean Corgiat Bill Declue Howard Doty Todd English Kenny Cornwell Jeffrey DeFord Dale Doubler Troy Enmeier David Cosimano Bob Dehaan Linda Doubler Dean Ennis Ricky Cotton Paul DeHaan Neil Dougherty Linda Eno Richard Counselman Gene Delaforet Caroline Downs Ron Enright Josh Courtney Drake Delang Robert Doyle T.J. Erdman Richard Courville Drew DeLang Steve Doyle Earl Erickson William Cowper Mary DeLaune Wayne Doyle Gary Erickson Bill Cox David Dragoo Dan DeLawyer Gregory Erickson

Timothy Drake

Craig Driggers

John Driscoll

Michelle Erickson

Paul Erickson

Phil Erickson

Bob Demaranville

Rob DeMaranville

Darrell Dement

James Cox

Luther Cox

Mark Cox

Therese Erickson Brian Foley Keith Geissert Corey Grimes Mark Ernst George Foley Mark Gerbi Sandra Grinarml William Ernst Steven Folsom John Gerlach Dorsey Grist Travis Ernste Randy Fontenot Paul Gerondale Chuck Griswold Tom Erskine Michael Foote Paul Gerry Douglas Griswold Manolo Espejo Bert Ford Leon Gervin Scott Gritters Brandon Estes Christopher Ford Adam Gettelman Donald Grodski Michael Estrada Paul Ford Barry Geweke Ronald Grosskopf Timmy Evans Dennis Forney Jim Giampaolo David Grothaus Judy Evert John Foss James Gibson Greg Grubbs Nick Evert Ryan Fossett Thomas Gibson Michelle Guidry James Ewing Ernest Foster John Gierke Mark Guilliams Tim France Derek Exum Joe Giese Albert Guse Reginald Faber Chris Franke Renee Giese Marlyn Guss Brian Fabre Charles Franzen Neil Giffhorn Brandon Gusse Ricky Fajen Debra Frazer Tim Giles Michael Guyer Billie Ray Fann Stephen Frazer Richard Gill Dick Hadden Brent Farmer Garvis Frazier Jeff Gilley James Hagee Richard Farmer Jody Freiborg Rick Gish Don Hagemoser Michael Farson Kipp Freling Steve Gividen Michael Hahn Kevin Faulkner Nina French Nancy Gleisner Ronnie Hahn Noel Faulkner Robert Friedrich Todd Gleisner Veronica Hahn Todd Frisch Wendy Fauth Mark Glenn Dean Hahne Ronald Feckett James Frye Harvey Glowaski Otha Hailey Danny Feldhege Kenny Fudge Rick Gonzales Mark Halderson Rick Feldhege **Bradley Fuentes** Anthony Gonzalez Joseph Hale Kevin Fuerst Pete Fenton Anson Good Michael Hale Dan Ferguson Charlie Funk Damian Hall Troy Goodnough Karolina Fero Mike Funkey Judson Hall Thomas Gorin Tim Fields Brenda Fuselier Dennis Gorman Lee Hall Mark Files Henri Fuselier Andrew Gough Michael Hall William Files Donald Fyhr David Goularte Jim Halladay Christie Fincher Art Gaffrey Jim Gowen Leeroy Halley Alan Finke Mark Gahringer Rob Gowen Greg Halterman Kenneth Finke Allen Gailor Harry Goza Eric Halverson Mark Finley Chris Gairhan David Grabarski Roger Halverson Kerry Finnegan Grady Galiano Gene Grabin Steven Hambek Sam Finney Raleigh Galiano Janet Grady Cyanne Hamill James Fisackerly Pat Galloway Gary Graf William Hamill Kathryn Fischer George Gallup Walter Graham William Hamilton Tonk Fischer Dawn Gambill Tim Granahan Robert Hammond David Handley Jerry Fisher Michael Gantz Joseph Gratzke Richard Fisher Dennis Gardner Betty Gray Mike Hanes Robert Fisher Michael Gardner Daniel Hanewich James Gray Terry Fisher Susan Gardner Michael Gray Kenny Hanks Michael Fisikelli Henry Garvey Nathanial Green Randy Hannan Forrest Fitts Gerald Garvin Scott Green Lanny Hans Chuck Fitzhugh Aaron Gault Ted Green Julie Hansel Mark Flatrud Bernie Gaunt Timothy Green Steve Hansen Joe Flautt Gary Gaunt Dorothy Greenwood Henry Hansing Robert Fleenor Stephen Gauthier Craig Greer Bo Hanson Aaron Flencher John Gaynor Joseph Greer Dale Hanson Cory Flencher Ron Geels Patrick Gregor Douglas Hantelman Ronald Gehl Ryan Flencher Brent Greninger Joni Hantelman Bobby Fletcher Matthew Gehri Keith Griebel Kevin Harden James Flood Diane Geis Charles Griffin Rusty Hardgrave Brent Flowers Bob Geisler Don Griffin **Brad Harding**

Kirk Harman Travis Hickey Paul Huberty Steve Johnson Charles Harney Keith Hickman Larry Huckabee Terry Johnson Dan Harnish Ron Hickox W. F. Hudgins III Todd Johnson Nolan Haro Kevin Hicks William Hudnall Trevor Johnson Harold Hilfiker Mark Harpole Donald Hudson Tyler Johnson Kirk Harrell Iames Hill Estellee Hudson Wayne Johnson Claude Harris Jason Hill Steven Huettner Andrew Johnston Matt Hill John Harris Shannon Huff Henry Johnston Michael Harris Scott Hill William Huffman Ben Jones Shawn Harris Scott Hilpert Kurt Hufnagel David Jones Frank Harrison Chip Hines Michael Hunley Debra Jones Lloyd Harrison Larry Hire William Hunter Doug Jones Mark Hartley Jennifer Hunze Dennis Hirman Freeman Jones Michael Hartley Marvin Hladky Michael Hurdle Greg Jones **Butch Haugland** Ieff Hlavac Jeffrey Hutcheson Jeffrey Jones Todd Hauschild Gary Hobbs Lester Hyatt Kevin Jones Dennis Havey Tim Hoerichs Joseph Hyland Larry Jones Richard Hawes Charles Hoff Don Ilkka Paul Jones Tony Hawkins Debbie Hoff Alex Inderbitzin Thomas Jones Jim Hay Jennifer Hoggle Richard Irick Sam Jordan Robert Hoggle Randy Haydon Don Iverson Paul Joseph John Hayes Robert Hoit Steven Jackson Gwen Judge Roy Hays Jeremy Holck W. F. Jackson, Jr. John Judge Don Holdener Thomas Jacob Jeremy Hazzard Timothy Juilfs Rodney Heaper Jim Holderby Lex Jacobson Lonnie Juneau Dave Heath Phillip Holland Bruce Kaiser Jay Jacobus Brian Hecht Richard Hollarah Gene Jacoby Jeffrey Kamp Bret Hedges Clifford Holleran David Jahnke Allan Kancher Mark Heede Gregory Holley Scott Jahnke Paul Kaplan Gerald Hefley Jeffrey Holliday Scott James Michael Kaplaniak William Heger John Hollingsworth Jay Janke Douglas Kasey Mark Hehn David Hollis Ken Jansa Peg Kasson Scott Heidebrink Robert Hollrah Sean Jaquish Rudy Kaster Michael Holman Brent Heiman Carl Iarboe Mark Kauth Richard Holman Teresa Heimbruch Ronald Jasion David Keck Jeff Heimerman Norbert Holz Scott Jasion James Kedzierski Dan Keetch James Heimgartner Fritz Hood Vicki Jasman Robert Heins Christopher Hooper Fred Jenkins Andrew Keil Jeffrey Heinz John Jenkins George Hoover Wayne Keith Joseph Heitman Carla Hopp Moe Jenkins Becky Keller Steve Helland Randy Hopp Robyn Jenzen Patrick Kelly **Bradley Hempkins** John Hopper Joseph Jeraci Charles Kelsey Thomas Henderson Michael Horan Jacob Jeresek Kent Kelsey Bob Henkel Greg Hornbuckle Allan Johnson Kelly Keprta Lonnie Henkle Robert Hornby Brent Johnson Joe Kern Paula Hensler Susan Hosch Brian Johnson Walter Kern Robert Hensler John Hoss Cheryl Johnson Barb Kerr Richard Herb Amy House Don Johnson Jarrod Kersey Ty Herman Bill House Gary Johnson Jason Kesling Manuel Herrera Richard House Jason Johnson Ed Kestler John Herzog John Howard Joe Johnson Steven Ketz Kent Hesla Mike Howard Laurence Johnson Joleen Kezar Larry Heslep Pamela Howard Marsha Johnson Scott Kezar Matt Johnson Robert Hesse Sloan Howard Darryl Kibler Daniel Heuer Alfred Howell Pete Johnson Jane Kiesow Reuben Hewitt Gary Howell Scott Johnson David King Jim Hibbard Lynne Hrusch Stephen Johnson Stephen King

Wallace King James Kvistad Clint Lichtenwalter Van Mansheim William King Greg Lackey Jeffrey Liebl Nancy Mantz Jack Kinkade Tim Lackey Thomas Lierz Suzanne Marceau John Kintz Ken Laferriere Mickey Lindsey Iames Marchini Randy Kirchhoff Timothy Lagarde Ronald Lingwall Eric Marhoun John Kirk Steve Lakey Kathy Linville Timothy Marker Charles Klein Troy Lalli John Lipscomb David Marler Dave Kleinsorge Dennis Lamarche David Litchfield Donald Marold Ryan Kloft Jay Lambert Michael Livingston David Marrone William Lambert Robert Knepler Noel Livingston Richard Marschke Richard Knickerbocker Michael Lamberth James Lockhart Brett Marshall Donald Knigge Michael Lammers Charles Lodatto Carroll Marshall James Knight Jeff Landon Hal Loehr Rex Marshall Jesse Knight Ken Landon Mark Loges Albert Martens Larry Knoblich Donald Landrigan Doug Loguidice David Martin Seth Knox Lance Lang James Lohn Edward Martin Ronald Knutson Nathan Lange Thomas Lohr James Martin Rick Kolbo Shawn Langseth Geane Lohse Ir Martin Leslie Kolkmeier Troy Lanie Ken Lois Patrick Martin Ryan Kollauf Janet Larsen David Lonergan Patti Martin Diane Kolstoe Gary Larson Vincent Long Randy Martin Susan Konkel Margie Larson Scott Lorentz Daniel Martis Robert Konrad Mark Larson Thomas Loughary David Maryanovich Robert Kopff Paul Larson Phillip Lowe Joan Mason Kyle Koster Steven Larson William Lowe Lucy Mastro David Lowry Jason Kouw Timothy Lassett Mike Matejka Jesse Krachnke David Lathrop Ty Lowry Samuel Matthews Rod Krahmer Kenneth Lauhoff Liz Luce Douglas Mauck Tom Krall Christopher Leahey Michael Luecht Jeff Mautz Douglas Kramer Stephen Leath Frank Lueck John Maxwell Larry Kramer Benjamin Ledyard Earl Lumpkins M. Porter Maxwell Tony Krant Jeff Lee Michael Lund Alvera May Michael Kraus Lori Lee Larry Lundberg Billy May Scott Krchnak James Lutiger Mike Lee Charles May Rick Lee Alan Kremer Jim Lutz Edward May Kenneth Krempa David Leefe Michael Lynch Harry Mayer Steven Kresl Kerry Leffel Tom Lynch Kerry Mayer James Krieck Keith Lefler Mike Lyons Brian Mayeux Dana Krohnert David Legge Dave Maas Andrew Mayts Frank Krohnert William Lehman Kevin Macaluso Julie Mazourek Daryl Krolikowski Gary Leighty Kevin Machata Steve Mc Guire Erv Krosch Robert MacKay James Lemmon Ray Mc Intyre James Krozel Ron Lenoch Michael Mackie Scott Mc Mahon Larry Krueger Robert Leppert Chuck Madeley Douglas McArthur Chad Kruger Mark Lercel Jane Magers Michael McBride Layne Krumwiede Michael Lewandowski Richard Magie Roger McClain David Kudej Betty Lewis James Mahloch Scott McClure Grayson Lewis Connie Kuest Brett Mainquist David McCoy Kurt Kuiper Joe Lewis Lynn Major Donald McCoy Karen Kukolich Richmond McDaniel Kevin Lewis Syd Malchow Tim Kuntz Wayne Lewis Timothy Malling John McDermott Brian Kunz Donald Ley Hunter Maloy Myrt McDonald Dave Kurilla Jeremy Ley Victor Mancuso Ed McDonnell Barbara Manderfield John Kurtansky Robert Lichauer Bonnie McDougle Sylvia Kuske Nicholas Lichenstein Carl Maness Pat McDowell Wayne Kuss Charles Lichte Jeff Manke Robert McDowell Danny Kvenvolden Frank Lichtenberger Stephen Manning Robert McFadden

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Glenn McFall Frank Moore Ron Nicklaus Julian Ottley Bill McGee James Moore Mary Anne Nicosia-McCarthy Wayne Ottoway Mark McGreevy Larry Moore Carleta Nienaber Ernie Overkamp Stephen McGuire Mark Moore Mark Nienaber Denny Owen Christopher McInerny Jim Morcomb Bob Nistler Arthur Pacchetti Keith McKee Lee Morecraft Ted Nixon LiBorio Padula W. F. McKeg Eddie Morgan Jeff Noble Randall Pagel Charles McKenney Ford Morgan Frank Nodier Paul Pagliuso Debra McKenzie Eleanor Nolan Sam Morgan Anthony Palischak Michael Nolan Pete McKenzie Jim Moritz Jerry Pankey Hunter McLemore Joe Morley Donald Nolander Duane Parcel Charles McMillin Chris Morris David Nolte Teresa Parcels Stewart McNab Clair Morris Timothy Noonan James Parduhn Malcolm McNeill Fred Morris **Buck Nordlof** Todd Parish Michael McPeck Murray Morrow Steven Norkus Tammy Parisotto Colin McRae Mark Morton Brady Norman Dale Parker Ross McVey Michael Morton James North Daniel Parker Robert Meade John Moser John North David Parker Ed Meaux Pierre Mouledoux Jason Northington Robert Parker Mike Mebius Brian Moulton Eugene Noska Michael Parrish Tom Mebius Timothy Mueller Eric Nost Kent Parrott Clifford Meehan Bill Mulder Mark Novak Christopher Pasion Keith Mulka Hardy Meekins Matt Nowak Lucy Pate Janet Mertens Greg Mullen Steve Nowak Barbara Patterson Amy Meyer Chuck Muller Rolf Nycklemoe Matthew Patterson David Meyer Aaron Mulvey Thomas Oakes Michael Patterson Gary Meyer Patrick Mulvihill Austin O'Brien Ron Patton Sulisse Munich Betty O'Brien Jim Meyer David Paul Michael Meyer Randy Munson Patricia O'Connell John Payne Shawn Meyer Dennis O'Connor Jason Muntz Charles Peabody Rick Meyers Terry Murlick Sean O'Donohoe Skip Pease Joe Miceli Kevin Murphy Tom Oertel Rosemary Pedersen David Michael Timothy Murphy David Ogden James Peissig Susan Michael Michael Musgrove John Oglesby Timothy Peitzmeier Robert Mickelson Neil Myers Denis O'Halloran Karen Pellish Ron Mikulicz Peter Myers Jeff Olberding Gary Pennington Brad Milbert Phillip Myers Robert Oliphant Roger Penrod Steve Miles Dianne Naber Shawn Oliphant Jay Perdew Fredrick Miller Louis Naber Gregory Olive Mike Perlinger James Miller Keith Olive Larry Naeve Peter Perll Jeffrey Miller Morgan Nalty Bill Oliver Scott Perrine Marsh Miller Matt Nard Gregg Oliver Mark Perry William Miller Leatrice Naze David Olson Scott Perry David Mills Jefferson Neal Larry Olson Stephen Peschong Dennis Mills Robert Neal Steven Olson Beth Peters Paul Minar Hal Needham Daniel O'Neal Charles Petersen Deb Mincks Jeremy Neff William O'Neill Gabriel Petersen Kent Mitchell Dwight Nelson Michael Opat Jerald Petersen Terry Moede Gregory Nelson Cliff O'Rear Carolyn Peterson Francis Moeller Larry Nelson Bonnie Orme David Peterson Gary Mohr P. Gordon Nelson Jr. Thomas Orrell Doug Peterson Anthony Molitor Tom Neubrand Rod Ortner Erik Peterson David Molski Lambert Neuburg James Oslund Greg Peterson Robert Monarchy Gregory Neuway Randy Oslund Joel Peterson Ned Montanye Chet Newman Karen O'Sullivan Paul Peterson Bruce Montesano Jeff Newman Loren Ott Stuart Peterson David Otterson Charles Nichols Reggie Montgomery Gary Pfaffinger

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