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**AUGUST 2022**

**We promote the advancement  
of land stewardship through  
ranching, science, and education.**

## FROM THE CEO

# Laws of the Land

NEAL WILKINS

I find it useful to borrow ideas. Some ideas are important because of who they came from. Others are important because they make sense. Whether it's working with people or problems it's sometimes easier to keep track of some laws that help explain how things (or people) work and these can help explain the difference between failure and success. These are not like laws of physics, such as Newton's Law of Gravity or Laws of Thermodynamics. My laws are more like rules of thumb. Here are a few laws on my list.

### LAW 1: WOODEN'S LAW

One of John Wooden's mottos was "**Flexibility is the key to stability.**" John Wooden coached the UCLA Bruins to 10 NCAA national basketball championships during his last 12 seasons. Wooden was the first to ever enter the basketball Hall of Fame as both player and coach – he is celebrated as one of the best coaches in the history of American sports. As important as his winning record, however, was his philosophy

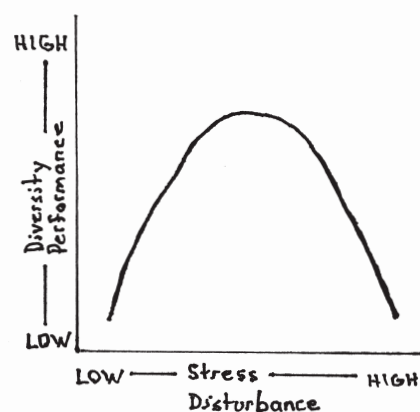
for challenging his players and himself. He trained his team to adapt and overcome unexpected challenges. When an organization is flexible, they are more agile and better able to adapt to unexpected changes, and so continue to succeed. It was flexibility that led to the most important type of stability for Coach Wooden – stability of successful outcomes.

### LAW 2: YERKES-DODSON LAW

Yerkes-Dodson Law has been around for over a century, and it is used to explain the relationship between stress and performance. Basically, the law holds that the ability for someone to perform a task increases as the level of stress or excitement increases – but only to a point and then performance declines as additional stress creates anxiety that weakens performance. Think about shooting a free-throw in basketball – a little excitement helps with focus, so you do better; but the excitement and stress of a full arena and a championship

at stake may cause you to choke. But training and experience can improve performance so that you can withstand higher levels of stress.

Good coaches, like John Wooden, understand Yerkes-Dodson Law. Good managers try to put the right level of motivation (and sometimes stress) onto people so that they perform at their peak.



Yerkes-Dodson Law predicts that human performance peaks at a moderate level of stress. Intermediate Disturbance Hypothesis predicts that plant diversity peaks at a moderate level of disturbance.



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#### LOCATIONS

##### Hebbronville

310 East Galbraith Street  
Hebbronville, Texas 78361

##### San Antonio Viejo Ranch

474 East Ranch Road  
Hebbronville, Texas 78361

##### El Sauz Ranch

37216 Highway 186  
Port Mansfield, Texas 78598

##### San Antonio

200 Concord Plaza Drive, Suite 410  
San Antonio, Texas 78216  
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*Laws con't.*

### LAW 3: HERNANDEZ'S LAW

Hernandez's Law is specifically directed at managing native rangelands. Hernandez's Law states that **"Diversity is the key to stability"** with stability, in this case, defined as the ability to withstand and recover from environmental extremes, especially drought. This kind of stability is important for maintaining long-term productivity of native rangelands.

This law I attribute to Dr. Fidel Hernandez from the Caesar Kleberg Wildlife Research Institute who summarized this relationship at a meeting we had last fall<sup>1</sup>. If we manage our rangelands to promote greater diversity of plants in a wide variety of situations across the land, we are more likely to maintain our wildlife habitat, forage availability, and other important resources through South Texas droughts. Hernandez's Law has some striking similarities to Wooden's Law.

### LAW 4: INTERMEDIATE DISTURBANCE HYPOTHESIS

This "law" sounds more complicated than necessary. Intermediate disturbance hypothesis simply predicts that plant species diversity tends to increase with increased disturbance – but only to a point and then diversity declines with additional disturbance. We can apply this idea to increasing the plant diversity of native rangelands.

For example, plant diversity can increase with moderate disturbances created by cattle grazing or fire. But with either overgrazing or removal of grazing, or increased fire frequency (or intensity) or removal of fire, plant diversity across native rangelands can decline. There are obviously some caveats to consider, but "intermediate disturbance" is nevertheless a useful concept,

and you might think of it as Yerkes-Dodson law for managing rangelands.

### APPLYING THE LAWS OF THE LAND

So Wooden's Law tells us that flexibility is the key to stability when managing people – and stability is the key to consistently performing well. If flexibility provides the ability to perform at your peak, then it is worthwhile to pay attention to the idea that peak performance comes with a moderate level of stress.

In the same way, Hernandez's Law tells us that diversity is the key to stability when managing rangelands – and stability is the key to long-term productivity. If we think of diversity as being important for rangelands to recover from the stress of drought, then it is worthwhile to pay attention to the idea that greater diversity comes with a moderate level of disturbance.

None of these laws tells us exactly what to do in any one situation, but they do seem to make sense as rules of thumb. And it's interesting that some of the same rules apply to managing people as they do to managing rangelands.

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<sup>1</sup> There is good scientific evidence supporting plant diversity as being key to stability in grasslands. Fidel Hernandez brought this to attention – therefore I named the law after him, mainly because it is an easier reference than the "Diversity is the key to stability law" and it is easier to remember laws named after people you know.

# Science-minded Management, or Management-minded Science?

JASON SAWYER

Management is the allocation of resources and coordination of effort to achieve goals that accomplish a mission. The simplicity of this definition hides the complexity of the task, especially in dynamic systems.

In complex systems, causes may be far removed from effects, and processes that operate in different time scales may result in conflicts between short-term and long-term outcomes. Even the set of goals may be difficult to define; what if the targets seem to be in opposite directions? So, while the **idea** of management is simple, the **act** of successful management is hard.

At East Foundation, our mission is to advance land stewardship through ranching, science, and education. We put science to work by applying it to the challenges of management. Through our work to better understand and characterize the complex interactions of livestock, wildlife, ecosystems, and weather, we can identify important goals and develop strategies to achieve them. These management strategies are scientific hypotheses; we test them in experiments large and small that are integrated into the daily management and operation of our ranches. By monitoring of ecological outcomes and measurement of production and economic impacts, we refine – or reject – our hypotheses and innovate the next iteration of strategies and tactics.

It is controlled trial and error – but as Karl Popper (an influential thinker on the nature of science and problem solving) suggests, a theory isn't useful unless you can prove it wrong. We experiment in

order to 'fail small,' improve our understanding, and innovate our approach to solving the problems of management. Setting the right goals, creating the best strategies, innovation in implementation... really, this is about making the best decisions possible in an adaptive management framework. The purpose of applied science is to improve the capacity and quality of decision-making.

Our approach draws from many sources – Taylor's 'Scientific Management,' Drucker's 'Management by Objective,' the Kaizen philosophy embedded in Continuous Improvement or Total Quality Management, and Forrester's Systems Dynamics. By adding an objective, empirical, and experimental (some might say 'scientific') dimension to our management systems, we can improve the quality of management decisions and increase the likelihood of achieving goals and accomplishing our mission.

The mission is personal to me. Stewardship is the duty or responsibility of care for an asset over time. A connection to land, and particularly to ranching, has shaped me personally and professionally. In prior roles as a scientist, a manager, and an educator (often all at the same time) with a responsibility to both conserve and utilize resources, I found that science and management are synergistic, not antagonistic. The opportunity to identify meaningful problems by being engaged in management is, frankly, fun; to utilize science-based, systems thinking to envision

solutions is a privilege; to be a member of a great team with access to an amazing living laboratory is a blessing.

The key is not to separate 'science' and 'management,' but to integrate them – management-minded scientists enabling science-minded managers. At East Foundation, we feel the responsibility of stewardship and have the mission to share what we learn through successes and setbacks. If we are successful at integrating science and management, you might have to ask if what we are doing is science that looks a lot like ranching ... or is it ranching that looks a lot like science?



Yearlings at San Antonio Viejo helping science look a lot like ranching. The performance of our cattle over time is a key response in the grand experiment of ranching in the Wild Horse Desert.



## Upcoming Events

AUGUST 31

Open Enrollment for East Foundation Employees at the San Antonio Viejo Ranch

SEPTEMBER 7

Open Enrollment for East Foundation Employees in San Antonio

SEPTEMBER 14-15

Board of Directors Meeting in San Antonio

SEPTEMBER 20

Investment Committee Meeting in San Antonio

OCTOBER 4-5

Professional Advisors Meeting in San Antonio

OCTOBER 8

South Texans' Property Rights Association Meeting in McAllen, Texas

## FINANCE FILE

### Numbers with a Twist

NICK RANGEL

For the past four years, I've had the pleasure of serving as the East Foundation's Chief Financial Officer. Interestingly enough, writing is one of my hobbies, yet this is my first time writing an article for our newsletter.

Prior to joining East, I worked in finance and accounting in the biotech, oil field services, high tech, financial services, and telecommunications industries, spending eight years as an expatriate in Mexico and Brazil. You read that right – there is no mention of ranching or nonprofits. While I didn't arrive at East with that experience, I did bring along a few ideas that have served me well in my role as CFO.

As with any corporate accounting or finance shop, my team's primary goal is to provide timely information based on accurate data. Our accounting close process is less than five days, and we provide our management team relevant financial data and metrics within the first week of the month. In addition to paying the bills and our staff, we also prioritize our financial reporting cycle covering internal management reporting and all aspects of compliance reporting, including taxes, bank reporting, and audits. We've never missed a deadline!

For most accountants and finance professionals, managing data in a timely and accurate manner is easy and the only service level agreement that they will provide their colleagues. The real challenge for an accounting or finance department is listening to the voice of the customer. This can be difficult for an accountant, but I find it is the most fun and rewarding aspect

of what my team and I do at East. Adding "excellent customer service" to the vernacular of an accounting and finance shop can be a game changer.



Meet our Accounting Team! From left to right, Financial Accountant Margarita DeLeon, Bookkeeper Vicky Rodriguez, Accountant Carrie Gomez, and CFO Nick Rangel.

Finding opportunities where we can help drive the success of the East Foundation's mission is my team's charge. We assist our Ranching team in maintaining a managerial accounting system that gives them the tools to monitor production efficiency. We provide our Science team financial data to determine the success of partnerships and internal projects. We track sponsorships, program expenses, and infrastructure costs for our Education team. We ensure that our Foundation has the levers necessary to fund strategic opportunities and potential acquisitions.

Recently, we positioned the East Foundation for the next phase of our journey by completing the final IRS documentation to become the country's first Agricultural Research Organization (ARO). While promoting land stewardship through ranching, science, and education will always be at the forefront of our efforts, as an ARO we can amplify our partnerships enhancing our ability to conduct research that makes a difference.

## FROM THE RANCH

# A Dynamic System

GARRETT STRIBLING

Land management is a field of never-ending opportunities; and land managers have multiple tools at their fingertips to help preserve or improve the land under their care and, hopefully, leave it better than they found it. One set of tools was designed specifically to utilize the forage resources produced by rangelands, digest those forage resources, and return nutrients back into the soil – those tools being ruminant animals. The rangelands of the world provide a living landscape for a variety of species, but all require maintenance from large ruminants.

The ruminant of choice for us and most ranches and landowners across the country are cattle. Since the onset of European exploration, the use of cattle has shaped this landscape. The South Texas Sand Sheet is historically cattle country. Cattle are the perfect tool to capture the value of the harsh environment of South Texas. However, to capture that value and improve the rangelands so that resource exists in perpetuity, proper management practices must be utilized.

Water drives everything, from the amount of forage available for all species to the makeup of that forage base. The proximity and distribution of water sources also drives grazing pressure. Cattle will only travel a certain distance to and from water, and distance depends on terrain constraints. We have a network of windmill, solar, and electric wells that provide water for both livestock and wildlife in an environment that is otherwise devoid of surface water. This availability greatly influences the movement of cattle and where they graze.

We utilize this tool to move cattle across the landscape to prevent overgrazing by closing off certain water sources and forcing cattle to drift to other areas of the pasture. By doing so, we can use cattle to graze previously underutilized areas, thus improving habitat for quail by consuming or fragmenting monocultures of specific grass species that don't provide them adequate food sources or cover.

The question of whether there is enough forage in a pasture is really a question of what your stocking rate is and what you use to determine that. We utilize historical records of pasture usage but update our projections by utilizing a mixture of both on the ground clip data and the [Rangeland Analysis Platform](#), which makes estimations of forage growth using remote sensing. This helps us ensure that we are using the best tools possible when setting stocking rates for the season.

There's an old saying that says "you can't manage what you can't measure." Managing our ranches for cattle production is an ever-evolving set of scenarios, where each new dataset changes management decisions. Knowing what you must manage, especially from a forage quantity standpoint, is paramount. Especially today when a large portion of the country is stricken by prolonged drought, having a dynamic system for measuring rangeland productivity and matching cattle operations to that new data is a powerful tool that can help maintain operations and prevent degradation of the land resource.

## SPECIAL FEATURE

# The Wildlife Society

Two East Foundation associates will be honored by The Wildlife Society (TWS) this year at their 2022 Annual Conference in Spokane, Washington. Science Manager, **Tyler Campbell**, will be presented with the **Jim McDonough Award** for making a significant contribution to the wildlife profession, and Graduate Student **Lindsay Martinez** will be presented with the **Ronald F. Labisky Graduate Fellowship in Wildlife Policy**.

The *Jim McDonough Award* is a professional achievement award for excellence in wildlife management. It is presented to a TWS member who is also a Certified Wildlife Biologist and a member of the section and chapter where they reside. Recipients are recognized for making a significant contribution to the wildlife profession through program implementation and development of new techniques or approaches in an area or in a state or province.

The *Ronald F. Labisky Graduate Fellowship in Wildlife Policy* is a graduate-level fellowship that encourages early career wildlife scholars to understand, formulate, and recommend wildlife policy on critical conservation issues and further encourages these wildlife scholars to pursue careers advancing wildlife policy issues. This year is the first time this fellowship will be awarded, making Lindsay the inaugural recipient.

We at the East Foundation are proud of both Tyler and Lindsay and hope you will join us in congratulating both on their well-earned recognition.

## Upcoming Events

OCTOBER 15

National Ranching Heritage  
Annual Meeting & Chuckwagon  
Breakfast in Lubbock, Texas

OCTOBER 17-21

Behind the Gates at the  
San Antonio Viejo Ranch

OCTOBER 19-21

Texas Section of the Society for  
Range Management Annual  
Conference in Denton, Texas

OCTOBER 20-22

Confluence of Young  
Conservation Leaders  
in Madison, Wisconsin

OCTOBER 24-26

Texas State Soil and Water  
Conservation Board Meeting  
in Galveston, Texas

OCTOBER 27-28

19th Annual Holt Cat  
Symposium on Excellence in  
Ranch Management  
in Kingsville, Texas

## OPERATIONS REPORT

### Managing and Maintaining

TREY DYER

Fixed Assets are defined as assets which are purchased for long-term use and are not likely to be converted quickly into cash, such as land, buildings, and equipment. Therefore, it is important for an organization to manage and maintain those assets to realize the most value from them over an extended period.

The East Foundation owns more than 217,000 acres in South Texas along with the appropriate facilities, vehicles, and equipment to manage those lands and support our mission promoting the advancement of land stewardship through ranching, science, and education.

In addition to the physical management and maintenance of the land, landowners must also manage things like right of ways, easements, energy leases, and any other agreements or contracts related to property. Property taxes also require a degree of management by the landowner working with the local appraisal district to ensure things like ownership, property valuations, and land use are accurately reflected on the tax rolls.

When it comes to facilities, vehicles, and equipment, preventative maintenance is paramount. East Foundation's Fleet Maintenance & Shop Manager Joe Guillen and his team ensure that all vehicles and equipment are regularly maintained according to manufacturer's standards. This includes things like oil changes, air filters, tires, and other parts that wear and require replacing on a regular basis.

However, no matter how diligent one is with preventative

maintenance, things eventually break – especially in a rough South Texas ranch environment. Joe and his team do a great job diagnosing and fixing issues quickly to reduce down time.

Facilities & Logistics Manager Jason Haynes manages all East Foundation's buildings and infrastructure in a similar way. Performing scheduled maintenance and addressing issues quickly ensures that downtime is reduced, and costs are controlled. This is accomplished either in-house or, when necessary, using specialized tradesman and contractors under the supervision of Jason.

Finally, managing the use of equipment and facilities requires organization and communication. Janie Contreras coordinates reservations for East Foundation's facilities as well as arranges for outside cleaning services.

2022 has seen more research partners, interns, technicians, students, employees, and guests on East Foundation properties than any previous year. Our programs, as well as our people, are dependent on our land and fixed assets to help them accomplish their mission. Thank you to a great team that keeps our operations moving forward.

## RAINFALL REPORT

# Keep Praying and Dancing for Rain

ALLIE BIEDENHARN

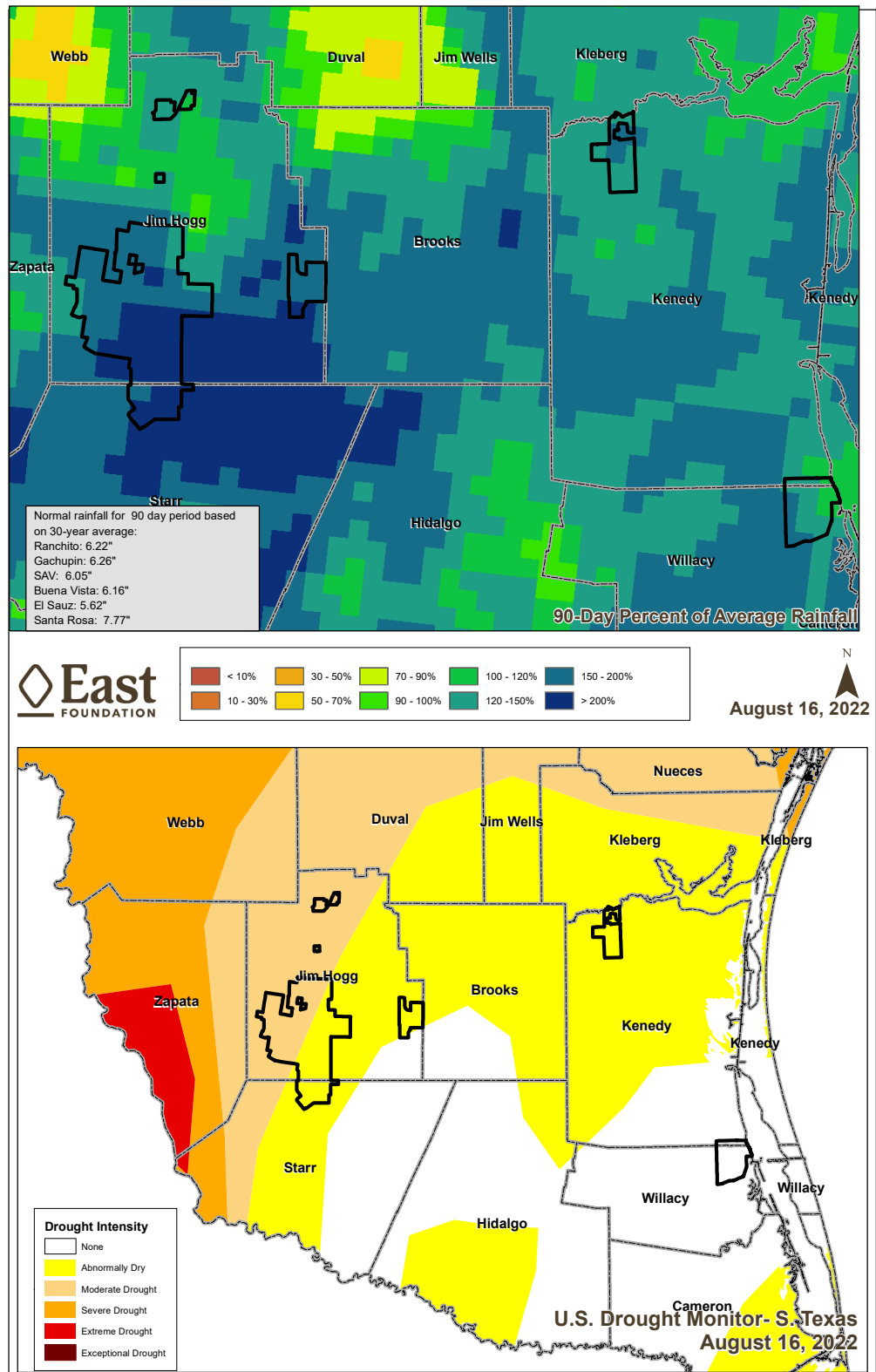
Even though La Niña is still hovering, the prayers and rain dances proved worth it, bringing in the mid- August storms! With the rain events in the past week, the South Texas drought has been greatly reduced in many areas. East Foundation properties have gone from moderate or severe drought conditions across the board to no drought at El Sauz, abnormally dry conditions at Santa Rosa and Buena Vista, and moderate drought at San Antonio Viejo, Ranchito, and Gachupin. The rain brought a significant improvement in conditions.

San Antonio Viejo has currently received about 150 to 200% of the average rainfall with most areas receiving 9 to 16 inches of rain in the past 90 days. This has drastically reduced the drought conditions and the landscape is looking green.

El Sauz has received well over the average rainfall amount for the summer as well. In the past 90 days, the ranch has collected 7 to 9 inches, and is currently void of drought conditions.

For more information on drought and other weather events or to view information specific to your part of the state please visit:

<https://droughtmonitor.unl.edu>.





## SPECIAL FEATURE

# 10-Year Anniversaries

Every successful organization is only as good as the people who staff it. We take pride in the folks who come to work at the Foundation — many of whom have a long tenure with us. This August kicks off a series of 10-year anniversaries for several employees in the year to come.

**Neal Wilkins**

*President & CEO*  
August 1, 2012

**Cindy Pavlicek**

*Chief of Staff*  
November 26, 2012

**Jason Haynes**

*Facilities & Logistics Manager*  
February 4, 2013

**Cesar Salinas**

*Unit Foreman*  
March 1, 2013

**Tyler Campbell**

*Science Manager*  
April 1, 2013

**Martin Lopez**

*Heavy Machine Operator*  
April 15, 2013

**Carrie Gomez**

*Accountant*  
April 29, 2013

**Maria Hernandez**

*Outreach & Events Coordinator*  
May 10, 2013

**Kristine Robb**

*Information Systems Manager*  
June 10, 2013

**Janie Contreras**

*Administrative Assistant*  
August 12, 2013

**Tina Buford**

*Director of Education*  
December 1, 2013

If you see them, wish them a happy 10 years with East Foundation!

## EMPLOYEE PROFILE



RICHARD DOUGLAS

The Foundation's Security Manager Richard Douglas was born in Falfurrias, Texas, grew up in Marble Falls and the Houston area, and now lives in Hebbbronville. He enjoys living in Hebbbronville because he can always visit the big city, but gets to come back to quiet, slow living rather than the fast pace of city life.

He has a B.S. in Animal Science from Texas A&M University. Prior to joining the Foundation, Richard worked with the U.S. Border Patrol and the U.S. Air Marshal Service. He brings over 25 years of experience to his new duties.

At the East Foundation Richard implements strategies to mitigate risk from a security and safety perspective. Although working as the Security Manager can, at times, seem like living in a tornado, he is happy to be involved with cattle operations, research programs, and education programs. Richard is our liaison with other landowners surrounding Foundation properties, with local, state, and federal law enforcement, and with county first responders for fire and other emergency situations.

One of his favorite things about working for the East Foundation are the people and the variety of landscapes we get to work in. He might start his day on the coast, spend time in the sandy oaks of Santa Rosa, and finish in the oppressive heat on San Antonio Viejo. On the next day, he may begin by helping work calves on Santa Rosa and finish the day doing maintenance on game cameras on El Sauz or mowing quail lanes on Ranchito. No matter what the day holds, Richard is dedicated to keeping us safe and secure throughout the Foundation's properties. In his free time, he enjoys keeping fit by running, swimming, cycling, and CrossFit training and he is currently remodeling a small casita in Hebbbronville.





## ALUMNI PROFILE



WILL CANTU

Will Cantu was born and raised in San Angelo, Texas. Before working for East Foundation, he was a full-time student and worked at the Texas A&M Rosenthal Meat Science and Technologies Center. Will has a B.S. in Animal Science and Rangeland Ecology Management from Texas A&M University.

At the Foundation, Will was based out of our San Antonio Viejo Ranch while working as a cowboy and ranch hand. He did a little bit of everything, but his primary focus was on cattle operations. He assisted at all the workings, checked and fed cattle, trapped and picked up remnant cattle, and assisted with whatever else needed doing. From plumbing to welding, Will was handy all over the ranches, tending to herds across the properties and learning from our diverse crew. Will appreciates his time at the East Foundation.

"One of the things I have most enjoyed has been by far the people I have had the opportunity to work with," said Cantu. "They have been quite the team to learn from and further develop myself with."

In his free time, Will enjoys hunting, fishing, and being outside with friends. This fall he will be starting the Ranch Management program at Texas Christian University. Once he completes that program, he plans to pursue a career in ranch management. We are proud to have worked with Will and wish him luck in his future endeavors.



## PARTNER SPOTLIGHT

### Witte Museum

Inspiring enthusiasm for conservation and land stewardship in future generations is a priority for both the Witte Museum and East Foundation, and in 2019 the two organizations partnered to launch the Land Stewardship Ambassador program for high school students. Since then, more than 140 students from Bexar, Webb, and Cameron Counties have participated in the collaborative effort, where they learn the principles of land stewardship and graduate from the program better prepared to advocate for stewardship issues in their own communities.

Students share that the Land Stewardship Ambassador program gives them the leadership skills they need to make an impact on the future. Program participant Caitlin McKneely said that the program "has given me incredible resources and connections to prepare me for the next steps of my life as an environmental advocate in college and beyond."

Others, such as Morgan Crowley, appreciate being connected to other youth with similar interests. "I loved being part of a group of other like-minded students my age, all learning about what we are passionate about together," Morgan remarked.

As we begin the fifth cohort in 2023, the Land Stewardship Ambassadors program continues to expand its impact with students from diverse backgrounds coming together and gaining the knowledge and advocacy skills they need to help shape the future of stewardship in Texas and beyond.

More information about the program is available [here](#).

## Full Circle

RICHARD DOUGLAS

*"We shall not cease from  
exploration*

*And the end of all our  
exploring*

*Will be to arrive where we  
started*

*And know the place for the  
first time."*

T.S. Eliot  
Little Gidding  
Four Quartets  
1942

My life's journey started in Falfurrias, Texas, and I have been fortunate to live in several regions of Texas along the way, but never imagined I would finally end up thirty-four miles west in Hebbronville. While running through fields of bluebonnets in the Hill Country around Marble Falls as a young boy, I just assumed I would live there forever. Fishing and hunting in the Big Thicket of East Texas as a teenager I just knew once I went to Texas A&M, graduated, and made my fortune then I would retire in some place exotic. I remember dreaming of owning a veterinary office in Hawaii and it sounded like the best idea ever.

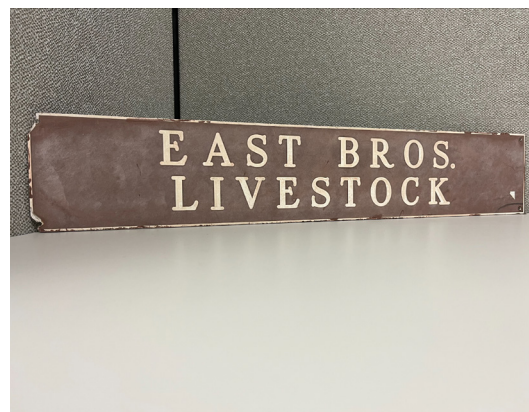
Little did I know there would be a beautiful young lady, Susan Huff from Hebbronville, in one of those classes in College Station who would join me in my exploration of life. Nor could I have known we would be blessed with three extraordinary children to drag along with us. Our family's journey has taken us to El Paso, Laredo, Houston, New Mexico, and ultimately full circle back to Hebbronville and the Wild Horse Desert.

Life as a United States Border Patrol Agent was anything but dull in the West Texas and Southern New Mexico Region. The streets and brush country around Laredo provided their fair share of excitement as well. After the events of September 11, 2001, we moved to Houston (a place I swore as a teenager I would never live) where I joined the fight against terrorism as a Federal Air Marshal. While working as an Air Marshal instructor at the Federal Law Enforcement Training Center in Artesia, New Mexico, fifteen years later, an old mentor from my days in El Paso encouraged me to rejoin the ranks of the U.S. Border Patrol.

You can imagine the joy on my bride's face when we moved back to her hometown twenty-eight years after she moved off to College Station. Neither of us ever imagined our exploration of life would lead us to "arrive where we started and know the place for the first time" as T.S. Eliot wrote. We have both been blessed to rekindle relationships with family and friends since moving back to the area.

Susan and I travelled to Hebbronville many times over the years to visit her parents, Chris and Julia Huff. These journeys afforded us the opportunity to watch the East Foundation evolve over the last fifteen years. I can recall Chris introducing me to Vicky in the old East Bros. Livestock office on Galbraith Street and driving around the ranch with Chris when the roads were not quite as nice as they are now. There are also memories of lunch consisting of coffee and camp

bread with the cowboys in the old ranch buildings on cold, wet winter days after helping Chris hunt for poachers.



The East Bros. Livestock office on Galbraith Street became the East Foundation's Hebbronville office. In 2016 we built a brand new building at that location.

Indeed, how interesting life's exploration can be. As a young man in the early 90's, I recall "camping" with Chris and other Game Wardens in the La Perla buildings south of Headquarters. I could never have imagined when I met Robert East back then, one day I would retire from the Border Patrol and come to work on his ranch. How could I have known my experiences in life, law enforcement, and life's winding journey would one day lead me right back to the La Perla ruins as the Security Manager for the East Foundation?

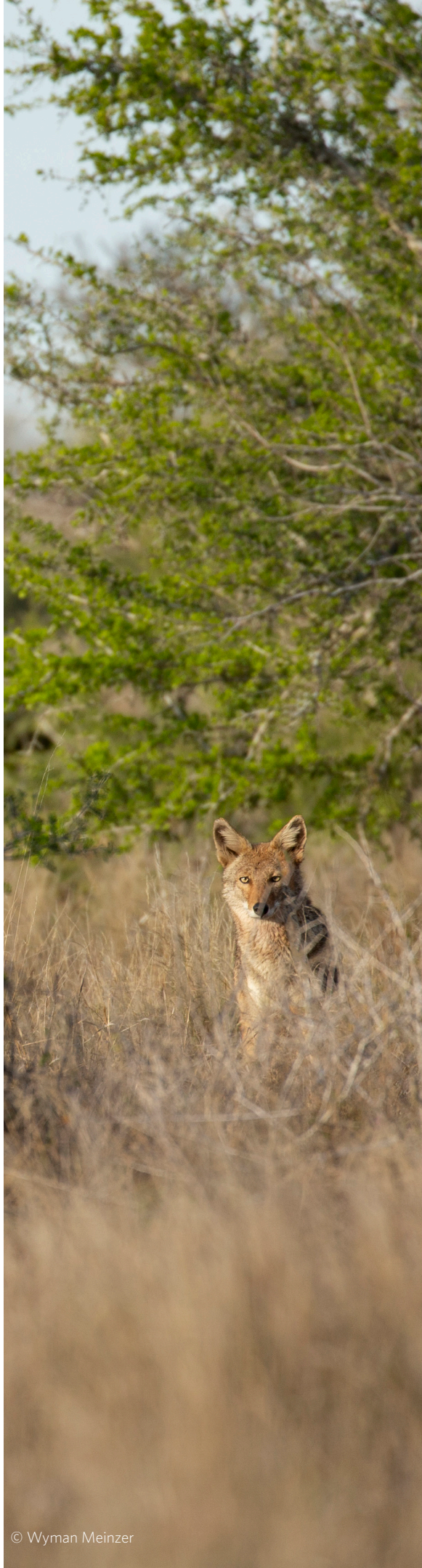
I am truly humbled and excited to be in the role once occupied by Matt Robinson. Matt's work ethic, knowledge, and professionalism will truly be a hard example to follow. He encouraged me to get involved with every aspect of work and activities on the ranch. He made it clear safety and security, in one way or another, applied to every element of life on the ranch.





La Perla on the San Antonio Viejo was a favorite spot of the East family.

I consider myself a lifelong learner and believe you should be consistently evaluating your experiences for those things you have done well and for the things you can improve upon. Following this paradigm, I hope to be an integral part of each team within the East Foundation. Through retrospective evaluation and mission focused planning, we can continue to evolve and build on the groundwork done by those who have worked so diligently before us. There is no question the current complexities of life along the border are not the easiest environment in which to navigate. However, we are working to continue Matt’s focus of mitigating risk from a security and safety perspective on all the foundation’s properties and in all its endeavors.







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[eastfoundation.net](http://eastfoundation.net)