

## Protect Our Northwest Forests

by Shiva Parameswaran,  
Conservation Volunteer

The intense public debate about foreign affairs may have abated somewhat, but the current presidential administration's assault on the environment continues here in the Pacific Northwest. One such crucial battle is in our old-growth forests once again. Here the Bush administration has proposed the elimination of the "Survey and Manage" guidelines for old-growth-dependent species. Survey and Manage was one of the key components of the compromise made to formulate the Northwest Forest Plan.

These Survey and Manage guidelines provide baseline protection and management tools for old-growth-associated species found in the habitat of the Northern Spotted Owl. Elimination of these guidelines will result in the logging of many of the few remaining areas of old-growth forest in Washington State, a meager 4-5% of the original old growth in the state.

To protect the remaining old-growth stands from further logging, your comments are urgently needed by August 8, 2003. Some talking points are as follows:

- Urge the Forest Service to continue monitoring for old-growth-dependent species found in Spotted Owl habitat. Any dilution of these guidelines is clearly against the public interest and will result in further declines in Spotted Owl populations.
- These Survey and Manage guidelines are not just about Spotted Owls alone. Old-growth forests preserve our water quality and quantity. Monitoring for species indicative of healthy ecosystems will ensure clean and healthy watersheds for generations to come.
- These pristine lands should be managed by science, not politics. Only sound science can guarantee careful stewardship of these public lands for future generations.

- Use personal experience and viewpoints as to why the Spotted Owl and old-growth ecosystems are important to you.

Please send comments by mail to:  
Survey & Manage  
Argonne National Laboratory  
EAD/900  
9700 South Cass Avenue  
Argonne, IL 60439  
Fax: 1-866-542-5904

For more information: <http://web.ead.anl.gov/surveyandmanage> or [www.seattleaudubon.org](http://www.seattleaudubon.org)

## Grant County Increases Its Shooting of Fish-eating Birds

With the summer upon us, public utility districts and wildlife management agencies are again killing fish-eating birds in the mid-Columbia in the name of salmon recovery. While some counties have scaled back their shooting programs and have dedicated funds to scientific research, Grant County has actually increased the scope of its shooting program. Grant County contracts Wildlife Services, a division of the U.S. Department of Agriculture, to actually shoot the birds in the tailraces of dams and along other stretches of the Columbia River.

Seattle Audubon is working hard with the American Bird Conservancy, National Audubon, and Defenders of Wildlife to halt this shooting program through a variety of means. Currently, we are dealing with Wildlife Services' violation of the law in refusing to provide us with public information about the species, numbers, and locations of the birds being shot. This issue is only going to intensify in coming months. If you would like more information about this or would like to get involved on this issue, please contact Alex Morgan at 206-523-8243, x13.

## John Bjorkman Joins Advisory Group



Conservation Committee member, John Bjorkman, has been appointed to a state Waterfowl Advisory Group representing Seattle Audubon. This group works with the Washington Department of Fish and Wildlife on issues involving migratory waterfowl habitat acquisition, improvement, and maintenance throughout the state. Funding for this work comes primarily from the sale of duck stamps to hunters and conservationists. John hopes to work on improving the relationship between the hunting and watchable-wildlife communities, and to raise awareness of this important habitat preservation work. He will serve a three-year term on the panel.

## 2003-2004 Duck Stamp Available Now

Funds from state stamps are used to buy and develop migratory bird habitat, especially wetlands. Federal stamp sales fund the purchase, maintenance, and improvement of national wildlife refuges.

State and federal duck stamps are for sale at any state sports-licensing agency.



Alex Morgan explains his plans.

## What Is a Strategic Plan?

A strategic plan is an outline of where an organization wants to go, and how it proposes to get there. Most nonprofits have vision and mission statements. A strategic plan is the framework of how an organization intends to go about meeting its mission to achieve its vision. It is a management tool, a way of focusing attention and giving guidance for the future.

A good strategic plan starts with a situation analysis, which includes looking at the strengths and weaknesses along with opportunities and threats that the organization faces. Then the plan outlines where the organization wants to be in the future. And lastly, a plan must include how the organization is going to achieve those goals.

Just as important as the plan itself, strategic planning is a process that brings together all the participants or groups of an organization. The result of the process is an increased level of teamwork, a renewed understanding of the organization and its role, and greater focus on its goals.

## The Process— How We Created our Strategic Plan

In developing the new three-year strategic plan, Seattle Audubon followed a process outlined by the notable Amherst H. Wilder Foundation as part of their tools for nonprofit organizations. The board of directors decided to take a full year to develop the plan, allowing more involvement from all areas of the organization and more time for thought and reflection. We received input and feedback from committee chairs and key volunteers throughout the process. At each major milestone, the board reviewed the activity, made comments, and sought revisions where appropriate.

The first step in the process was to take stock of our current situation. We looked at issues facing all environmental organizations today, as well as our own challenges. We identified our strengths, our weaknesses, the opportunities, and the key issues facing us now and in the near future.

We revisited the existing vision and mission statements and decided to make some modifications to better capture the spirit and intentions of our organization.

Then, with all this information to guide them, a group of board members, staff, and volunteers considered the many potential goals toward which Seattle Audubon could work. This list was pared down to three specific goals for the next three years.

Finally, the committees and staff at Seattle Audubon worked on adding goal-achieving activities to plans for the upcoming fiscal year.

Now the organization has embarked on putting these plans into action. You'll be seeing the results of this fresh focus in our energized programs and activities. Watch for news about our progress in upcoming issues of *Earthcare Northwest*.

## Updated Mission, Vision, and Value Statements for Seattle Audubon

As we see it, a good mission statement is a short and inspiring description of what an organization does, what “business” it is in. A vision statement describes how we would like the world to be through our efforts; it is our purpose for being, and what we are committed to. Values are the guiding principles and beliefs of our organization.

Keeping the flavor and intent of our previous mission statement, a group put together a set of proposed wordings. These were reviewed by the board several times and finally adopted for Seattle Audubon:

### Mission

*What we do...*

Seattle Audubon cultivates and leads a community that values and protects birds and the natural environment.

### Vision

*We do this because...*

Seattle Audubon envisions a healthy environment in balance with nature, where people enjoy, respect, and care for the natural resources that sustain the community of life.

### Values

*We succeed because...*

- We are moved by what birds reveal about the beauty and complexity of the natural world.
- Our members, volunteers, and staff are passionate, talented, and diverse.
- Collaboration and respectful dialog characterize our work.
- Both education and advocacy advance our mission.
- Sound science informs our policies and programs.
- We have fun and find it stimulating to work for birds and the environment.

## Seattle Audubon Three-Year Goals

This is the heart of our strategic plan—the goals that our entire organization will strive for, that will support our mission, and that will help make our vision a reality. These goals won't replace the activities that specific groups or committees are working on, but will serve to focus the organization and fine-tune our activities. For each goal, we developed measurements—a three-year objective, and what we expect to accomplish in the first year.

*Goal #1: Become a stronger and more diverse organization by attracting members who represent all the neighborhoods in our chapter area.*

Our three-year objective is to achieve a membership of at least 1% of the households in each neighborhood in our chapter area (900 new members in neighborhoods where we currently have few members). The first-year step is to add 300 new household members in a

selected group of neighborhoods with few current Seattle Audubon members.

*Goal #2: Focus our efforts on the birds of our region whose habitats are at risk.*

Here our objective is that by the third year, 25% of the overall content of Seattle Audubon program and activities will be focused on the birds from the specific set of at-risk habitats we have identified. The step for this year is for all committees to choose and implement one or more new activities to highlight Seattle Audubon's focus: the Great Blue Heron and its habitats.

*Goal #3: Become a more effective voice for birds and nature by increasing public awareness of our work and what we stand for.*

The three-year objective for this goal is to increase public awareness of our work and what we stand for by 10% within our chapter area. Helping us toward that objective, our first-year step is for all program and activity committees to devise ways to highlight their activities and tell the Seattle Audubon story.

## Where Do We Go from Here?

How will our organization bring into reality the great words and honest intentions of our recently finished strategic plan? The plain facts are that this strategic plan is not what we are; it is what we intend to be. And all the heroic efforts to create a plan will be for naught if we do not actually carry out the concrete activities demanded to reach our goals.

To ensure that we do it, we will be appointing three *ad hoc* committees that include both board and non-board members of Seattle Audubon as stewardship committees for each of our three goals. These committees and our cluster communicators will be responsible for

communicating and coordinating our strategic activities throughout Seattle Audubon, reporting back on a regular basis to the board and our membership, and evaluating our effectiveness.



*So many good ideas to consider. . .*

## Thank You, Strategic Planning Team

Thanks to:

Chris Altwegg, Team Leader, and Volunteers Jennifer Kauffman, Tom Riley, and Randy Robinson. They identified areas where teams were formed and charged with responsibilities.

Vision/Mission/Values Team: Randy Robinson, Chair, Volunteers Linda Anchondo, Todd Peterson, Alan Roedell, Linda Sedgley, and Isadora Wong, and Dan Drais, Lorraine Hartmann, Chris Peterson, and Shelly Ross, Seattle Audubon staff.

Taking-Stock Team: Eleanore Baxendale and Jennifer Kauffman, Chairs, Volunteers Charlie Kahle and Penny Rose, and Dan Drais of staff.

Goals and Initiatives Team, otherwise known as the Tuesday Morning Group: Jane Hedberg, Chair, Volunteers Chris Altwegg, Herb Curl, Charlie Kahle, Tom Riley, Penny Rose, and Marina Skumanich, and Dan Drais and Chris Peterson of staff.