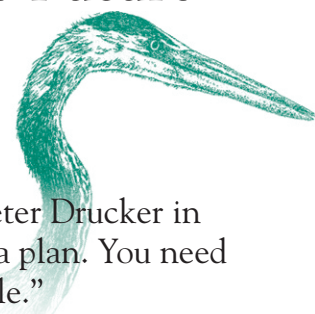


Seattle Audubon Faces the Future with New Vision, Mission, and Values Statements

by Chris Peterson, Executive Director



"To convert good intentions into results," says Peter Drucker in *Managing the Non-Profit Organization*, "you need a plan. You need marketing. You need money. And you need people."

Seattle Audubon's board of directors worked with staff, volunteer committee leaders, and a host of members to craft a plan that will guide our organization for the next three years. Its underlying principles are to ameliorate the pressures on birds and their habitats, to use the resources of the organization wisely, and to reach out to new constituencies. Our plan exemplifies the unerringly simple guideline of one of our most regular major donors when she says, "No willy-nilly!"

We spent a lot of time and creativity in making this plan. We'll need your participation to make it a reality. See pages 8 and 9 for more information.

A w a r d s

Special Awards Presented at Seattle Audubon Annual Dinner

The Educator Award 2003 was presented to Tadesse Gobu, Joan Irvin, Lori Leberer, Judy Nakamura, Irene Rodriguez, and Linda Zbigley of Secondary Bilingual Orientation Center. The BOC reaches students who are recent immigrants with a watershed curriculum that includes ESL, field trips, and hands-on experience with habitat restoration projects.

Two individuals received Conservation Awards. Russell Link, author of *Landscaping for Wildlife*, was honored as a leader in the conservation of wildlife and habitat in the Pacific Northwest. Brenda Senturia was honored for her countless hours of teaching classes, sharing her knowledge of native plants, conducting bird censuses, and leading field trips.

The President's Award was presented to Chris Altwegg, an at-large member of the board. Chris led the strategic planning process tirelessly over the last nine

months. The new plan will allow for greater focus and efficiency for all volunteers and staff in fulfilling the mission of Seattle Audubon.

We applaud these honorees for their talent, dedication, inspiration, and hard work on behalf of birds and nature.

Special thanks to the Awards Committee, Georgia Conti and Kristi and Hans de Grys, all classmates in the current Master Birder Program.

For more information about the award recipients, please visit our web site at www.seattleaudubon.org.

I n s i d e

Seattle Audubon	2
...For Birds	
<i>Wings of Change, An Update on Seattle's Urban Peregrines</i>	4
<i>Birds in the Balance: Nashville Warbler</i>	5
...And Nature	
<i>Magnuson Park Plan</i>	6
<i>Protect Our Northwest Forests</i>	7
Feature	
<i>How We Created Our Strategic Plan</i>	8
Field Trips	10
Classes	12
Good Deals	14
Calendar	16

Seattle Audubon

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Russ Steele (x10)

Nature Shop Manager and

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Susan Tallarico (x16)

Nature Camp Director/Middle School

Coordinator

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WOS Birdbox 206-281-9172

WEB SITES

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<http://www.birdweb.org>

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Of Note

• Leadership Training, July 24.

Board, committee chairs, staff, and all volunteers interested in joining the leadership ranks at Seattle Audubon are urged to be part of the next leadership training on Thursday, July 24 from 6:30-9:30PM. Join us in the Wedgwood Presbyterian Church Fellowship Hall, 8008 35th Avenue NE in Seattle. Pat Vivian will facilitate this session, focusing on implementing the goals of the new strategic plan in all our committees and programs. Pat's skills as a highly respected consultant to organizations will make this a special evening. You will leave feeling inspired about the coming year's work and heartened by the creativity and good will of your fellow Seattle Audubon leaders. Refreshments will be served. Call Lorraine to register at 206-523-8243, x12 or email her at lorraineh@seattleaudubon.org.

• **Field guides needed!** Recycle your old field guides for a good cause. Bring them into the Nature Shop and let them know they are for the Classes Committee. We are launching a new series this fall, *Exploring the Birds of Seattle*, and anticipate that the majority of those signing up for the classes will not have guides. Please consider passing on the gift of birding!

• **Many thanks to the growers at the plant sale on June 8**—Colvos Creek Nursery, Botanica, Day Creek Nursery, and Madrona Nursery. **Thanks also to Valerie Easton** of *The Seattle Times* for publicizing the sale and bringing a record number of folks to the event.



Seattle Audubon leaders at spring retreat

• Thanks to: **All committees and programs** for budget planning, and to the Finance Committee chaired by **Richard Lintermans** for its leadership. Birdathon volunteers **Brian Bell** and **field trip leaders**, and also **Virginia Harris, Charlie Kahle, Penny Koyama, Jackie Saunders**, and their leader, **Stephanie Sykes**, as well as **all Birdathoners and their sponsors**. Our interns, **Katrina Landau** in the conservation, development, and volunteer programs, and **Jules Opton-Himmel** in the conservation program. **Kathryn Giansanti** for Marcom Committee project work and **Lorie Ransom**, annual dinner design work. Annual Dinner Chair **Myrna Torrie** and her committee, **Linda Anchondo, Mary Klein, Julie Myers, Judy Roan, Roberta Roberts, Carol Robins, and Sarah Webb-Smeltzer**. And to mailing helpers **Judy Allen, Kim Glore, Don Ostrow, Linda Pomeroy, and Miriam Williams**. **Paul Lantz and Don Ostrand** for work on phones at "the annex."

• The next **volunteer orientations** will be on Mondays **July 21 and August 18 from 7-8:30PM** at Seattle Audubon. Please register with Lorraine at lorraineh@seattleaudubon.org or 206-523-8243, x12.

SEATTLE AUDUBON BOARD OF DIRECTORS

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Chris Altwegg

Ken Jacobsen

Shiva Parameswaran

Randy Robinson

A Bright Future for Seattle Audubon

by Tom Riley, President

The year-long process we have just completed was a time of reflection and soul-searching and excitement. I believe we now have an excellent strategic plan, a framework that will enable us to make a significant impact on the protection of birds and nature. It's measurable: we'll be able to see how we're doing, what works, and what doesn't. It's flexible: as we go, we will learn, and we will improve the process, the plan, and our tactics.



Tom Riley

It's important work that we're all engaged in, and that our contributions of time and money support. It is a reflection of our shared commitment that the

board has approved a significant investment in resources to achieve our goals. At the end of the three-year plan, our organization will be stronger, our vision will be closer to being reality, and we will have made significant progress on fulfilling our mission.

One other thing we will need to make this plan real: your passion for birds and the natural environment. Please supply in large volume, as always. Thanks.

Volunteer Opportunities at Seattle Audubon

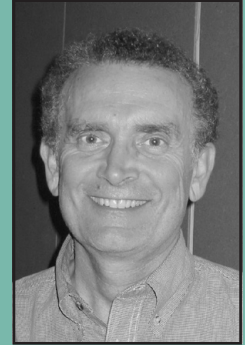
Help Us Further Our New Mission!

- Staff an information table at the Columbia City or West Seattle Farmers' Market this summer and fall. Training provided. Available dates and times are: Columbia City, corner of Rainier Avenue S. and S. Edmonds, 2:30-7:00PM on Wednesdays July 30, August 6, and September 17, and West Seattle, corner of California SW and SW Alaska, 9:30AM-2:00PM on Sunday July 27, August 10, September 14, October 12, and November 9.
- Lead or participate in a Neighborhood Bird Project bird census at Seward/Genesee or Discovery Park. Leaders

should be Master Birders or the equivalent, be able to recognize birds by sight and sound, and be willing to lead and recruit participants, who can be at any level. All must be willing to walk a mile or so on a prescribed route once a month, usually a Saturday morning, and turn in the results of their observations. Training will be provided for all observers.

- Chair our Classes Committee beginning September 2003. Oversee an adult education program with a powerful impact in our community. Or assist the chair to plan and make the arrangements for classes.
- Help register campers from 8:30-10:30AM on Mondays at Magnuson Park during Nature Camp this summer. Please contact Lorraine at 206-523-8243, x12 or lorraineh@seattleaudubon.org.

Spotlight on Volunteers— Randy Robinson



by Sharon Sneddon

A new board member and long-standing supporter, Randy led the effort to develop the revised vision, mission, and values (VMV) statement. He listened to many Seattle Audubon constituencies and guided the VMV Committee carefully and wisely. His profession is computer programming, and he is a product line manager at WRQ.

As a child, Randy spent much time in the woods. He became interested in bird identification as a fourth grader when he got his first Peterson field guide, was a member of Massachusetts Audubon, and attended Audubon summer camp.

He says that his bird-watching waned in high school. But shortly after he met his wife-to-be, she signed them up for a weekend class at the North Cascades Institute with Terry Wahl. They both got hooked again and have been avid birders since.

SEATTLE AUDUBON MISSION STATEMENT

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

Seattle Audubon is a non-profit 501(c)(3) organization.

Invest in the Future—Make a Bequest to Seattle Audubon

Contact Christina Peterson
206-523-8243, x15
chrisp@seattleaudubon.org



**SEATTLE AUDUBON CENTER
and NATURE SHOP**
Hours: Mon-Sat 10AM to 4PM
8050 35th Ave. NE
Seattle WA 98115
206-523-4483

© from a photo by Ray Congdon; illustration by Elizabeth Bryant



Bell on the Washington Mutual Tower

Wings of Change, An Update on Seattle's Urban Peregrines

by Ruth Taylor, Master Birder and
Coordinator of the Seattle Peregrine Project

The Seattle raptor event of the decade began in April 1994, when a pair of Peregrine Falcons, Stewart and Virginia, nested high on the Washington Mutual Tower. A monitor in the bank lobby allowed viewers to watch the intimate details of their lives on the nest ledge. Virginia died in June, but Bell arrived in August and immediately formed a pair bond with Stewart. Stewart and Bell were resident birds and remained downtown all year, successfully fledging young from the WAMU Tower from 1995 through 2002, with a year off in 1999.

In other areas of the city, the Peregrines that were seen were usually females that arrived in the fall and winter, established territories near pigeon-rich bridges, industrial areas, and railroad corridors, and left in the spring.

There was a second nest in 1999, located in West Seattle. The adults were not banded and their origin unknown. The eggs hatched, but an avian predator, probably a Great Horned Owl, took the young, and the adults were not seen the next winter.

There were two more unsuccessful nesting attempts at West Seattle, in 2001 and 2002. During both years, experienced observers from the WAMU project noticed that the male's plumage appeared to be identical to that

of Stewart. The downtown birds are videotaped during nesting, and he was reported at West Seattle only when Bell was on the nest downtown. Since Stewart was not banded, there was no proof of bigamy, but speculation began. This male continued to spend time at West Seattle through the rest of 2002 and into May 2003.

Bigamy is rare in Peregrines and appears to be strongly related to territory. The male is usually an older, experienced bird that devotes most of his time and energy to his alpha mate and site, while the second nest fails. Humans can only speculate about what a pair bond "means" to Peregrines, but most researchers believe it is at least as much a bond to the territory as to the mate.

In 2002 and again in 2003, Stewart and Bell's 2001 male offspring and his mate (a bird banded in Oregon) attempted to nest near the University District. The male's youth was the probable cause of failure the first year, but the cause of the failure in 2003 is unknown.

In March and April 2003, the majority of downtown observations were of an adult female rather than a pair of adults. Via readings of the VID (visual identification) band on her left leg, we know the female was Bell, at least as of late March. An adult male that appeared identical to Stewart was seen with an adult female at the grain terminal, as well as at West Seattle. Speculation continued, but, no bands, no proof.

In May, a pair of adults laid eggs in a ventilation pit on One Union Square. Egg laying was prolonged, and they incubated only three of the four eggs. Both birds have VID bands on the left leg, but no one has been able to read them. Since the male is banded, we know he is not Stewart. The female's appearance is similar to Bell.

The West Seattle female began incubating in early May, but there have been no sightings of a male in that area since mid-May.

On June 14, a delighted observer discovered four chicks in the old nest box at the grain terminal. If there are no problems, they should fledge in early July. Neither of the adults is banded, but the male does look like Stewart. We will never know for sure.

It appears that this is a season of major change for Seattle Peregrines, and there surely will be more changes before next year's breeding season. Without the hypothetical crystal ball, we will have to wait and see what happens.

For more information, see www.frg.org or call the Peregrine Hotline at 206-654-4423. Updates vary according to time of year and activity.

Birds in the Balance: Nashville Warbler

by Paul Webster

The Nashville Warbler migrates through Tennessee and was first described by Alexander Wilson near Nashville in 1811. But this warbler's summer range lies well to the north, and its wintering grounds are far to the south of the capital of country music. Our western Nashville Warbler forms a separate population; Robert Ridgway found it and named it the Calaveras Warbler in 1868. The two populations are now classified as a single species, and our western form is known as *Vermivora ruficapilla ridgwayi*.

The *Vermivora* genus numbers eight warblers plus the probably extinct Bachman's. The name means "worm-eating," and refers to the birds' insect diet, which includes many caterpillars. Our *vermivora* warblers are the Nashville and the Orange-crowned, the latter more common in Western Washington, the Nashville at home principally on the east slope of the Cascades and from Okanogan County east across northern Washington to the Rockies. It ranges roughly from south interior British Columbia through Washington and Oregon to Northern California, and in the Sierras as far south as Mt. Whitney. The winter range is central Mexico to Central America, with a few wintering in coastal southern California.

Vermivora warblers tend to have relatively plain plumage. Nashville males and females don't differ greatly, and the males have no major plumage change in the breeding season. Males have a gray head and nape with a rufous crown patch (often not visible), and a bold white eye-ring; the upper parts and (unbarred) wings are olive green. Below, the bird is yellow from throat to undertail, with some white on the lower belly. Females and juveniles appear similar, but duller. At first glance, the Nashville looks like

the larger MacGillivray's Warbler, but the Nashville's complete eye-ring, yellow throat, and sharp bill are distinctive.

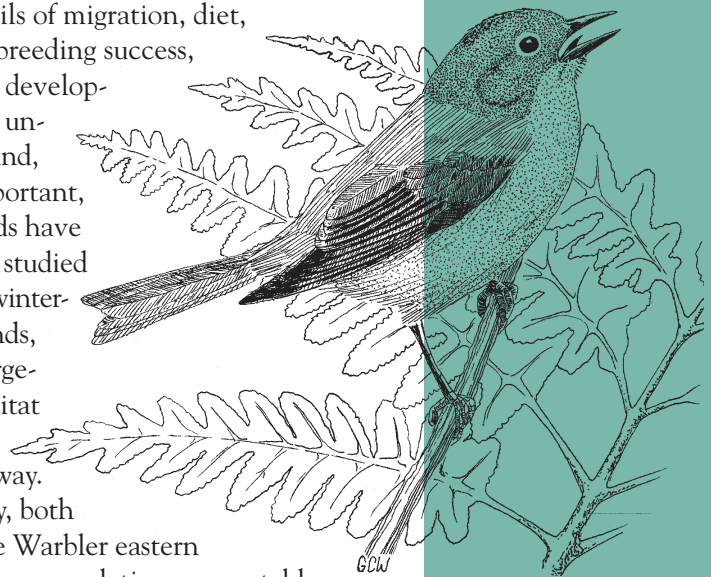
Habitat requirements of the Nashville are second-growth deciduous or mixed forest, with shrubby undergrowth and light penetration from an open canopy. Their numbers have varied over time with changing patterns of land use. Land-clearing for farming made the Nashville a rare bird for early ornithologists. Then, during the 19th century, regenerating eastern forests provided more habitat. In the West, logging operations have broken up old-growth forest, and the resulting combination of shrubs and young trees has improved prospects, at least for the present. Near Mt. Adams the birds have shown flexibility by moving into stands of regenerating lodgepole pine and grand fir.

The Nashville Warblers have been studied very little. They have been included in a few regional warbler studies in the East, but we still know little about them in the West, and so far there has not been a major study of our species.

The details of migration, diet, nesting, breeding success, and song development are unknown, and, more important, these birds have not been studied on their wintering grounds, where large-scale habitat change is under way.

Currently, both Nashville Warbler eastern and western populations seem stable, and the adaptability of the species gives grounds for hope that they just may remain that way.

For more information, check out BirdWeb at www.birdweb.org.



Illustrations © Birchside Studios, www.birchsidestudios.com

How to Contact the Mayor and the Seattle City Council

Municipal Building
600 Fourth Ave
Seattle, WA 98104
Mayor Greg Nickels
206-684-4000
Mayors.Office@ci.seattle.wa.us
City Councilmembers
Jim Compton 206-684-8802
Jim.Compton@ci.seattle.wa.us
Richard Conlin 206-684-8805
Richard.Conlin@ci.seattle.wa.us
Jan Drago 206-684-8801
Jan.Drago@ci.seattle.wa.us
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Peter.Steinbrueck@ci.seattle.wa.us
Heidi Wills 206-684-8808
Heidi.Wills@ci.seattle.wa.us
Council Message Center
206-684-8888
council@ci.seattle.wa.us

Expand your activism— Volunteer for your community council.

Volunteer to be a member of your community center advisory board. These councils consider and approve programming for each neighborhood center. Most have openings for interested community members. For more information, call 206-684-4075, or see: www.cityofseattle.net/parks/ and click on Community Centers.

Magnuson Park Plan— What You Can Do

by Lauren Braden

Sand Point Magnuson Park is a very special place. Home to over 150 species of birds, it is indeed one of the city's greatest treasures. Magnuson's extensive natural shoreline and mix of wetlands, urban forest, and grassland make it a unique urban park and wonderful habitat for a variety of wildlife. All this will soon change. In the coming months, Seattle plans to begin construction of a 15-field sports complex on 22 acres at Magnuson Park. Eleven of the sports fields will be lighted by 640 lights on 80 poles ranging from 75 to 85 feet tall, with a proposed shut off time of 11:00PM. The Seattle City Council will soon be faced with a choice of passing the plan as it is now, or changing it to better serve the needs of wildlife and city folks who enjoy Magnuson for its passive recreation opportunities.

You can help save Magnuson Park - the last great undeveloped open space in Seattle. Please write or e-mail the Seattle City Council and Mayor today. Here are some points to make in your letters:

* The current plan for Magnuson Park is unbalanced and lacks vision. The phasing of construction prioritizes lighted athletic fields and other structured recreational activities and leaves habitat restoration and environmental education with an uncertain future. Wildlife habitat should be an equal priority in each stage of the phasing plan.

* There is deep concern about the great increase of artificial lighting proposed in the park, and the impacts this will have on wildlife diversity and habitat degradation. Seattle should reduce the number of lighted fields proposed at Magnuson, and specify earlier shut-off times.

* Great cities have great urban parks. People need open greenspace in the

heart of the city, to relax and renew from the stresses of urban life. Let's make Magnuson a great urban refuge, where wildlife and people can live and play.

Seattle must find a balance that addresses the needs of all park users--from soccer players to birdwatchers to walkers to wildlife. It's not too late to work together to find creative solutions that give us playfields, unstructured open space, and quality wildlife habitat at Magnuson Park. Thank you for your action on behalf of birds and nature.

Habitat Enhancement Continues at Magnuson Park

Work parties are held at Magnuson Park the second Sunday and the third Thursday of every month from 10:00AM-2:00PM. Come for an hour or as long as you like. Gloves, tools, and drinking water are provided. Please wear weather-appropriate clothing, and bring a bag lunch.

Enter the park at the NE 65th Street entrance, and drive east to the boat launch parking lot. We meet at the Education Pavilion at the west side of that parking lot. Our yellow "VOLUNTEER" banner hangs at the pavilion. Please join us!

Sunday, July 13

Thursday, July 17

Sunday, August 10

Thursday, August 21

Sunday, September 14

Thursday, September 18

Sunday, October 12

Thursday, October 16

Sunday, November 9

Thursday, November 20

Sunday, December 14

Thursday, December 18

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

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:

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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.