



Guide to Chapter Planning

October 2001

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Introduction to Chapter Planning

Many Chapters have achieved a strong level of member involvement in conservation activism, outreach, education and other programs. Chapter leaders know this high level of activity does not happen without effort, but rather is the result of careful planning. Indeed, a Chapter's investment of time and effort in planning may be one of the most important factors determining success in every area of Chapter activity.

This Guide is designed to help Chapters develop a simple, basic annual plan. While the information may be familiar to some Chapter leaders, for others it may be new. You are encouraged to review, modify and integrate what is useful to your own Chapter and membership situation or to continue to use whatever systems have been useful for your Chapter in the past.

Chapters of various sizes and levels of activity will undoubtedly use different methods of planning, some more formal than others. While some Chapters may carry out professional, long-term planning processes, others may brainstorm their year's activities in a more free-form style. The key is to engage the full board in planning so that all programs are integrated into the whole and the entire Chapter leadership is invested in the process and its results.

Chapter leaders are encouraged to use the Essential Elements of a Chapter in the 2001 Chapter Policy, along with the 1995 National Audubon Society Strategic Plan and state strategic plans, as support and guidance in the development of mission, goals and activities. Focusing on a limited set of priorities that are appropriate to your community and your Chapter's resources, working in concert with your state office on state-wide goals, and taking advantage of national programs can strengthen your Chapter and increase your effectiveness significantly. Copies of these documents are available from State Offices or from the Chapter Services Office; the National Audubon Society Strategic Plan can be found on the Web at www.audubon.org/nas.

Examples of processes successfully used by Chapters to create an Annual Plan, as well as sample Annual Plans, have been included. They are real-life examples of what can be accomplished, and are offered as models for your inspiration or modification and use. You are also encouraged to send information about your Chapter's planning process to the Chapter Services Office, so that other Chapters can also benefit from your success. These models along with other materials, samples and worksheets will be provided over time on the Audubon Web site and through the *Chapter Networker* to supplement this Guide.

October 2001
Chapter Services Office

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I. Understanding Vision and Mission

Many Chapters are already familiar with the process of creating vision and mission statements. The process of discussing and developing such statements can create a clear and shared sense of purpose resulting in greater unity, energy, direction and goals for a Chapter, and both the process as well as the end results are strongly recommended for the benefits they can bring.

It is important to discuss the Chapter vision and mission in the context of your specific community and particular local needs, as well as to recognize and reach for broader collaboration where it is possible. The Essential Elements of a Chapter found in the 2001 Chapter Policy provide guidance through an overall definition of a Chapter. The 1995 National Audubon Society Strategic Plan and individual Audubon State Strategic Plans also offer ideas and opportunities for focused and shared goals. Chapters are welcome to adopt the mission of the National Audubon Society included in the 1995 Strategic Plan, and many have already done so, or have amended it for their use.

This section provides a simple overview of vision and mission statements. A number of publications are available to provide detailed guidance for Chapters that would like to develop or refine their overall vision or mission. If your Chapter would like to incorporate review of such statements into the planning process, please contact your State Office or the Chapter Services Office for supplemental information.

Vision:

Vision describes the organization and its aspirations for the future. Guided by dreams, a vision expresses what will happen in the world as a result of the organizations' success. A strong vision engages donors and volunteers.

Typically, a vision statement:

- Guides the development of strategy and organization
- Describes an inspiring new reality
- Is achievable within a specific time frame

A vision statement is primarily useful internally.

"...We envision a world where humankind accepts the obligations of being part of nature, especially the obligation of stewardship. We seek to shape a culture in which the violation of nature is socially, politically, and morally unacceptable. In short, we seek a culture of conservation and an environmental ethic...."

Preamble, Audubon Strategic Plan, June 1995

Mission:

The mission provides an inspirational statement of the organization's purpose and the needs it fulfills.

Typically, a mission statement includes:

- A statement of the central, enduring problem to be addressed by the organization
- Reasons why it is important to address the problem
- A description of the means of addressing the problem

A mission statement provides context for internal and external audiences.

“The mission of the National Audubon Society is to conserve and restore natural ecosystems, focusing on birds, other wildlife, and their habitats for the benefit of humanity and the earth’s biological diversity.”

National Audubon Society Strategic Plan, June 1995

Why have a Mission Statement?

A mission statement:

- Defines who you are and your reason for being;
- Conserves your energies by focusing activities and the use of Chapter funds;
- Determine what your goals will be; and
- Helps to align your organization with others that are similar in focus and goals.

Create a Mission Statement for your Chapter

To create a mission statement, begin by asking some simple questions:

- Why does your Chapter exist?
- What is it known for in the community?
- Do you see your Chapter making a difference in your community?
- What does it hope to accomplish over the next five years?
- What are the opportunities for proactive solutions to the problems you seek to address?

The answers to these questions will help clarify your Chapter's mission. A clearly defined mission identifies your Chapter's reason for being, and the process of developing a mission statement can infuse your Chapter with new clarity of purpose and commitment to action. Mission statements are generally concise, no more than three or four sentences long.

Relationship of Mission to Goals and Objectives

A strong mission statement will help you and your board set the Chapter's specific **goals**. A Chapter’s goals determine its basic course of action from a broad perspective. For instance, goals may include work towards protecting local habitat, educating youth, and/or being a political force for the environment in your community.

Chapter goals provide a framework from which to determine specific **activities**. By setting short-term objectives, you and your board decide exactly what steps you want the Chapter to take and create a road map for reaching its ultimate destination.

II. Definitions and Examples

1. Goals Defined: Goals summarize the major accomplishments that the Chapter hopes to achieve. Goals are strategic.

Sample Programmatic Goals

- To support a Center, Sanctuary or Refuge and increase community involvement in it.
- To educate the community about the value of a specific piece of land, and develop a program to preserve it.
- To pass specific legislation.
- To help the community sustainably protect local natural resources through a backyard habitat program.
- To supplement elementary school education in conjunction with the Audubon Adventures program.
- To identify potential Important Bird Areas and develop conservation strategies.

2. Activities Defined: These are actions that will be taken to support the goals, and should provide more details – including the “who, what, when and where.” Activities are tactical. When developing activities, it helps to think SMART.

Specific – applicable to a certain task or program;

Measurable – quantifiable by dates, outcome and responsibility;

Attainable – possible within the time allotted;

Results-oriented – focused on short-term actions in order to fulfill longer term goals;

Time-determined – operating under a time frame for completion.

Sample Chapter Activities to Support Goals Above:

- Offer five field trips at a Center during the week for families with young children.
- Create a series of public activities such as field trips, counts and censuses, weed eradication or native species plantings that focus on a parcel of land that the Chapter would like to preserve.
- Feature an article in every newsletter about progress on passing specific legislation and organize four visits by members to legislators during the year.
- Design a backyard habitat tour to increase community interest in using native plants.
- Organize a corps of volunteers to create a program around one of the Audubon Adventures themes and bring it to every Audubon Adventures classroom in the city.

3. Sample Volunteer Recruitment Activities: Volunteer recruitment activities, incorporated into every Chapter program, will build membership, develop leadership and help to assure a long-term future for the Chapter.

- Include an article in every newsletter about specific Chapter projects in need of volunteers. Include amount of time task will take, and exact duties.
- Ask local newspaper to write an article about a specific Chapter project and include information about how volunteers can assist with the project.

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- Invite owners of backyards with habitat values to help plan a backyard habitat tour.
 - Invite Audubon Adventures teachers to field trips and other activities; ask those who attend to get further involved with education project planning and implementation.
 - At every membership meeting, highlight one Chapter project and ask for help with a specific volunteer job related to that project.

4. Sample Fundraising Strategies

Tip: Do not hesitate to build fundraising slowly, to assure success. Take advantage of models used by other Chapters.

Annual or Year-End Appeal – often sent in fall and/or spring, focusing on accomplishments that funding will support. Samples available from Chapter Services Office.

Birdathon – all materials available from National Audubon; funding can be used in project of Chapter's choice.

Business Donations – many businesses support Chapters through donations or reduced prices of goods, services and direct funding. For example, many printers donate paper or printing charges.

Planned Giving – a Planned Giving Guide to Chapters is available from the Chapter Services Office or Audubon Planned Giving (in New York).

Sales – of bird seed, bird feeders, bird houses, books, calendars, caps, clothing, t-shirts, patches, pins, plants and much more. Audubon licensed products are often available at a discount for bulk purchase and resale by Chapters – see the Audubon Web site for specific contact information on each distributor.

II. Planning Based on Program

Please refer to:

Attachment A: Sample Programmatic Planning Agenda

Attachment B: Sample Programmatic Planning Worksheet

Attachment C: Sample Financial Worksheet

This version of a planning process reviews past activities, identifies major goals for the coming year, and integrates program activities to support those goals. It assumes that the group has clarified its mission and vision, and has considered opportunities for collaboration and shared focus with state and national Audubon programs as part of the definition of the mission and targeted goals.

Preparation: Before the meeting, ask the President or other key organizer to:

1. Set a time, date and place for the meeting. Try to set aside at least two to three hours, at a time when Chapter board members and committee chairs can attend, in a place where the group can be uninterrupted.
2. Invite the full Board of Directors, other Chapter committee chairs, and any additional members or supporters in the community who are interested in the Chapter and might want to get involved in Chapter activities.
3. Create an agenda, based on the following questions, and share it with the group ahead of time. (See sample agendas; feel free to amend as needed.)
4. Have the President collect the previous year's Annual Report or program summaries from Committee Chairs and distribute them ahead of time to the group, as background information.

Planning Process: As a group, answer the following questions. (Please see the attached Worksheet for Programmatic Planning for additional and more targeted questions.)

Review of Mission, Vision and Overall Goals:

1. Are the mission and vision statements still valid? (If not, take time to revise them.)

Review of Past Year:

1. What were the Chapter's goals for the past year?
2. What activities did the Chapter accomplish in the past year?
3. Did the activities achieve the goals they were designed to meet?

Planning for Next Year:

1. What are your Chapter's most important programmatic (education, conservation, advocacy) goals for the coming year? (Make sure that the number of goals is kept small - even one can be enough - so that the Chapter can focus on accomplishing them.) Consider the next set of questions for each goal:
2. What proactive steps can the Chapter undertake to achieve this goal?
3. How can the Chapter collaborate with other groups and individuals to achieve this goal, including the Audubon State Office, Audubon national campaigns or programs, and other conservation or education organizations?
4. How will you use the Chapter's activities (programs, field trips, special events, etc.) to accomplish that goal?
5. How will you build volunteer recruitment into those Chapter activities that support the goal?
6. What fundraising strategies will you use and how does your budget reflect both fundraising and expenses related to achieving this goal?

Follow Up: At the end of the meeting and subsequently:

1. Before the end of the meeting, choose one person to create a summary of the discussion in the form of a written Annual Plan. It works well for the President or a Board member who is very familiar with the Chapter to assemble notes from the meeting into a summary. It is also useful to have two to three meeting attendees agree to review the written draft for accuracy before it is finalized. Commit as a group to reviewing and ratifying the written plan at the next Board Meeting.
2. Identify three to four individuals who will be responsible for making sure that the Chapter follows up on the Annual Plan. These individuals will be responsible for making sure that Chapter members learn about the Annual Plan, and that the Board regularly reviews the plan.
3. Review progress on the Annual Plan quarterly, at the Board Meeting. Adjust goals as needed to respond to unanticipated circumstances or opportunities.
4. Implement the recommendations for evaluating the success of the Annual Plan at the end of the year.

III. Expanding the Planning Process

Additional points to consider, if the Chapter would like to expand the planning process.

1. Conduct an analysis of your Chapter's internal Strengths and Weaknesses along with the external Opportunities and Threats (SWOT Analysis). In doing this exercise, the Chapter can get a better idea of its strengths and how to take advantage of them, and also identify its weaknesses and discuss how to overcome them. Thinking strategically about external opportunities and threats helps the Chapter be proactive in utilizing human and financial resources and prioritizing activities.

One method for performing a SWOT Analysis recommends that:

- Each attendee prepare a list of the Chapter's strengths, weaknesses, opportunities and threats ahead of time,
- All participants post their different ideas using individual post-it notes on a large sheet of paper for each category,
- One member works as a facilitator to keep the process moving forward, and
- The information discovered is used to inform the activities the Chapter undertakes.

For example, if one of the Chapter's strengths is good attendance on field trips, build on this by using the trips to promote other Chapter activities, volunteer opportunities and membership in the Chapter.

2. Clarify which audiences the Chapter needs to serve in order to accomplish its goals, and what are the needs of those audiences. (As an example, families with young children might have a need for activities that they can do together, at times other than in the evening.)
3. Discuss other services and programs provided by groups in your area, and how to create a special niche for the Chapter.
4. Brainstorm a list of possible partners – other Audubon Chapters or a State Office, organizations, businesses and individuals – who could provide energy, funding, or other assistance to the Chapter to help accomplish the Chapter's goals and activities.
5. Identify resources in your community that the Chapter can tap to assist in accomplishing its goals. These can include volunteers, funding, and sources of material goods.

IV. SURE Ways to Follow Up on Annual Planning

Share the plan with all Chapter leaders – make sure that everyone has a copy. Summarize the plan and share it with Chapter members.

Update the plan as needed. If you find that you cannot accomplish one of your planned activities, modify the plan or see if you can find a substitute activity.

Revisit the plan regularly – as a board of directors, review progress on achieving the plan’s specific goals and objectives at least once a quarter.

Evaluate successes and failures at the end of the year, and use those lessons in creating next year’s plan.

ATTACHMENT A: Sample Planning Agenda

Sample Planning Agenda

(DATE)

Agenda

9:00 – 9:15 am	Introductions and Review Agenda
9:15 – 9:30 am	Overview and Reaffirmation of Vision and Mission Statements
9:30 – 10:00 am	Brief Review of Chapter Plan/Goals/Activities from Previous Year
10:00 – 10:45 am	Agreement on the Primary Goal(s) for the Coming Year <i>(Consider national and state Audubon priorities and associated opportunities for the Chapter; discuss long term and short term priorities)</i>
10:45 – 11:00 am	Break
11:00 – 12:00 pm	Identify Activities Necessary to Achieve Goal(s), Including Financial and Volunteer Needs <i>(Include assignment of committee and/or individual responsibilities)</i>
12:00 – 12:30 pm	Discuss How to Integrate Leadership Recruitment Strategies into Activities
12:30 – 1:00 pm	Wrap-up: Review Goal(s), Activities, Timeline and Persons Responsible for Implementation
1:00 pm	Adjourn

ATTACHMENT B: Sample Programmatic Planning Questions

Chapter Programmatic Planning Worksheet Goals, Objectives, Activities, Responsibility, Timeline

These questions are provided as a framework for basic planning purposes. **Please discuss them with your board.** They are meant to help in the process of defining your Chapter goals and specific actions to accomplish those goals.

PRIMARY GOAL:

- A. What is the primary conservation or education goal for next year?
- B. What specific actions or activities are necessary to accomplish the goal?
 - 1. How could our field trip program help achieve this goal?
 - 2. How could our general membership program help achieve this goal?
 - 3. How could our newsletter help support this goal?
 - 4. How could our publicity and community outreach program help achieve this goal?
 - 5. How could our activities promoting membership growth help achieve this goal?
 - 6. What are our fund raising plans to support this goal?
 - 7. What specific volunteer activities are needed to achieve this goal?
 - 8. How will we describe these jobs and recruit and train volunteers?
- C. When do those actions or activities need to take place?
- D. Who is responsible for the actions or activities taking place?

FOLLOW UP:

- A. Who will be responsible for creating and distributing a draft plan to the board for their final approval, based on the answers to the questions listed above?
- B. How will we communicate the final plan to our members?
- C. How will we measure our progress?
- D. How will we celebrate achievement of our goals?

ATTACHMENT C: Sample Programmatic Planning Worksheet

A sample worksheet designed for all participants to use in brainstorming their ideas at the planning meeting.

CHAPTER PROGRAM	Overall Long-term Goals	What We Want to Accomplish This Year	By When and Who Responsible
<ul style="list-style-type: none"> • Science and Bird Conservation - IBA's, Citizen Science; land conservation/restoration, etc. 			
<ul style="list-style-type: none"> • Education - field trips, programs, Centers, Audubon Adventures, etc. 			
<ul style="list-style-type: none"> • Conservation Advocacy and Campaigns - local and state legislative priorities, campaigns, etc. 			
<ul style="list-style-type: none"> • Membership - recruitment and retention, volunteer opportunities, etc. 			
<ul style="list-style-type: none"> • Partnerships - opportunities to collaborate with other local groups 			
<ul style="list-style-type: none"> • Internal Chapter Administration - financial management, board, communication, etc. 			
<ul style="list-style-type: none"> • Fundraising - sales, year end appeal, Birdathon, etc. 			

**ATTACHMENT E.1:
Fort Collins Audubon Society Agenda and Plan
(Fort Collins, CO – 692 members)**

Planning Session Agenda – Fort Collins Audubon Society

**December 2, 2000
11 am – 2 pm**

The objective of this planning session is to assess the work of the past year and think strategically about the future of the FCAS.

Agenda

11:00-11:15	Welcome – agenda review, order lunch
11:15-11:45	Review accomplishments of 2000
11:45-12:30	Identify direction for the next five years Programs and Field Trips Education Conservation and stewardship Membership Advocacy Partnerships Other
12:30-1:00	Lunch
1:00 –1:45	Strategic activities for next year Programs and field trips Education Conservation and stewardship Membership Advocacy Partnerships Other
1:45-2:00	Next steps
2:00	Adjourn

Fort Collins Audubon Society Plan

“The mission of the Fort Collins Audubon Society is to promote the appreciation, conservation and restoration of ecosystems, focusing on birds and other wildlife, through education, participation, stewardship and advocacy.”

A meeting was held on Saturday December 2, 2000 from 11am-2pm at the Harmony Library in Fort Collins. The purpose of the meeting was to assess the work of the past year and think strategically about the future of Fort Collins Audubon Society.

In attendance: Dale Agger, Kris Cafaro, Dave Dubois, Rick Harness, Sue Kenney, Susan Kirkpatrick, Nick Komar, Cynthia Melcher, Bill Miller, Rick Schroeder, and John Waddell.

Review of the Past Year

The group reviewed the accomplishments of the past year. Among the activities that went well were:

- The updated website was acknowledged
- The number of field trips has increased
- The raptor electrocution video has been well-received
- The Birdathon raised the most money ever
- There were several successful monthly programs including a very successful Lynx reintroduction program
- The Christmas Bird Count has many participants and the raptor count went well
- The chapter cleared lots of trash from its adopt-a-natural area project at Fossil Creek
- A link was established with the Colorado Bird Observatory to discuss citizen science projects and educational outreach in partnership with CBO
- The chapter's involvement with the Open Space Tax extension helped in its passage in its passage in November 1999

Some challenges and frustrations were identified:

- There were problems obtaining trip leaders for field trips
- Field trips tended to be birding trips rather than a broader range of topics
- The Fort Collins CBC has lots of participants while other nearby CBCs like Nunn, Rawhide, Rocky Mountain Park, North Park have few counters
- Bird disease is serious and the chapter has done little to address the problem of dirty bird feeders
- The chapter wasn't able to help much with round 2 of Audubon's Important Bird Area program

Thinking strategically about the next five years

Programs

- Continue to have program once per month with no programs during the summer
- Improve publicity for programs
- Have one program per year with bigger draw for which admission is charged

Field Trips

- Incorporate some citizen science aspects into field trips
- Have more than birding field trips
- Have field trip leader training workshop, perhaps in conjunction with other volunteer organizations like Native Plant Society and CFO
- Improve data base of names for trip leaders
- Improve participation by children in field trips

Education

(The group noted that field trips and monthly programs make up a large part of the educational effort of the chapter)

- Make the educational component of the website stronger

Conservation and Stewardship

- Promote participation in bird surveys
- Continue participation in the adopt the natural area's program and perhaps expand the commitment
- Increase involvement in the Janos Project in Mexico to provide hands on help, material help for research on prairie birds wintering in Mexico

Fundraising

- Plan for fundraising methods to replace money lost from NAS dues share

Plans for 2001

Programs

- Have one special program in 2001. Need a person to work on this specifically – not the monthly program chair. Cynthia will review dates. Susan K. will provide contact for John Fielder. Bill will provide some names in addition to John Fielder. Rick Schroeder will do publicity. Special program will likely not replace a regular monthly program.
- Have 8-minute pre-program intro at the monthly program – “Wing tips” or something with short discussion about a species including 4-5 slides. Rick H. and Cynthia will work on this.

Field Trips

- More publicity – Rick S. will do as Publicity chair
- Conduct a field trip leader workshop – primary responsibility will be Nick's but Susan K will inquire with other chapters along the Front Range to gauge interest
- Generate a list of contacts for trip leaders at the next board meeting – Rick H. will follow-through on this via e-mail and at the meeting

Education

- Website improvements
 - More information on shade grown coffee like where to buy in Fort Collins – Rick S. will follow-up
 - Information on indoor cats – Cynthia will follow up
 - Information on cleaning bird feeders – John, Rick S. and Cynthia will follow-up
- Plan to serve shade grown coffee at the holiday event on Dec. 14 –Rick S. will provide

Science and Conservation

- Adopt a Natural Area program will continue – Sue K. will coordinate
- Write article for Ptarmigan about Christmas Bird Counts and other surveys to generate participation – Cynthia will try to do this

Advocacy

- Develop a policy for quick response by Fort Collins Audubon to breaking issues – Bill will begin and board will discuss
- Develop a priority list for advocacy in light of state lobby efforts – Bill and Ron Harden will be able to supply after new General Assembly starts
- Have a field trip or two to local areas that are under debate – Nick and Bill

Fundraising

- Birdathon needs co-chair – Dave Dubois volunteered
- Consider giving free NAS membership to donors of \$25 or more – Rick S. and Dave D. will follow-up
- Seek corporate sponsorships for birdathon – who will do?
- Need additional revenue to offset NAS dues share policy change

Membership

- Update membership brochure and put at Jax and Wild Birds – Sue K
- Create new membership display – Sue K
- Put membership form on website – Sue K and Joel

**ATTACHMENT E.2:
Grand Lake Audubon Society –
Annual Plan and Accomplishments 2000
(Grove, OK – 179 members)**

**Grand Lake Audubon Society
Annual Plan - 2001**

Mission: The mission of the National Audubon Society is to conserve and restore natural ecosystems, focusing on birds, other wildlife, and their habitats for the benefit of humanity and the earth's biological diversity.

Chapter Goals:

1. To promote the conservation of wildlife and natural environment and encourage interest in the study of nature

Action Plan: Hold monthly club meetings that emphasize the conservation of birds and other wildlife.

Publish an annual chapter brochure detailing the schedule of programs and outings planned for the year.

Publish a bi-monthly (6 times per year) newsletter of club activities and conservation news.

Publish club meetings dates and program information in the local newspaper.

2. To provide the opportunity for study and observation of birds and other wildlife

Action Plan: Schedule monthly outings to observe birds and educate club members and the public about bird and other wildlife habitat.

3. To contribute to research in the fields of conservation and ornithology by monetary support and/or active participation

Action Plan: Participate in the annual Christmas Bird Count project, Feederwatch and other bird counting research programs.

Raise monies for the purchase and distribution of Audubon Adventure programs to local schools (Hold a annual bird seed sale and White Elephant auction for Chapter members and the public).

4. To educate the public on the need to protect wild birds and animals, trees and plants, soil, air and water, and to promote a better public understanding of these natural resources.

Action Plan: Sponsor 20 Audubon Adventure series programs in elementary schools throughout the Grand Lake area. Invite the public to all Audubon chapter meeting and outings.

Grand Lake Audubon Society Accomplishments - 2001

Chapter Accomplishments:

1. To promote the conservation of wildlife and the natural environment and encourage interest in the study of nature

There were (9) Grand Lake Audubon Society and (8) Board of Director meetings held during 2000/2001:

- 1) Sept. 11th - Preview Audubon Adventures and Eagle Video presented by Donna Smith, Charlene Bailey & George Webb
- 2) Oct. 9th - Tall Grass Prairie Preserve presented by Mary Coley from the Nature Conservancy
- 3) Nov. 13th - Audubon Waterfowl slide presentation by Norm Hines retired Wildlife Dept.
- 4) Dec. 11th - Cancelled Annual Christmas Dinner and Auction due to snow/ice storm
- 5) Jan. 8th - Christmas Dinner and White Elephant Auction with Auctioneers Betty Haeberle and Diann Endres
- 6) Feb. 12th - Bluebird slide presentation by Pat Long
- 7) Mar. 12th - Book reports - Red Tails in Love by Ellie Womack and Green Laurels by Charlene Bailey
- 8) Apr. 9th - Bird Sound Identifications by Ed Saunders, Rolla Wagner, Dr. R. Bland, Vicki Hatfield and Frank Houck
- 9) May 14th - Bat Program presented by Vicki Hatfield
- 10) June 11th - Year end picnic held at Honey Creek State Park

500 copies of the chapter brochure were printed and distributed to chapter members and made available to the public during the year (Grand Lake Association, Pelican Festival and Lendenwood Gardens). The development of the brochure was coordinated by Betty Haeberle and printed by Sooner Printing.

The Chapter Newsletter was published every two months (six newsletters) by Newsletter Chair and mailed to each member.

Chapter meeting dates were published in the Grove Sun prior to each meeting by the Public Relations Chair. All meeting are open to the public.

2. To provide the opportunity for study and observation of birds and other wildlife

There were (12) field trips held during 2000/2001:

- 1) Sept. 22/23rd - Pelican Festival Booth/Pelican Tours
- 2) **Oct. 11th - Little Blue State Park Outing**
- 3) Oct. 21st - Owl Watch & Weiner Roast
- 4) Nov. 26th - Shorebirds & Ducks at Lake Eucha
- 5) Jan. 13rd - Eagle Watch on Spavinaw Creek
- 6) Feb. 24th - Birding on Carey Bay arm of Grand Lake
- 7) Mar. 14th - Early Warblers below Pensacola Dam
- 8) Mar. 24th - Warblers and Patio Breakfast
- 9) Apr. 2nd - Birding in the Spavinaw Creek Bottoms
- 10) Apr. 21st - Bird Migration at Oxley Nature Center
- 11) May 19th - Nesting Birds at Geo. Washington Carver Nat'l Monument
- 12) June 23rd - Hawks & Owls at Natural Falls State Park

3. To contribute to research in the fields of conservation and ornithology by monetary support and/or active participation

The Chapter raised (\$163) from Bird Seed Sales and (\$964) from the White Elephant Auction. These funds were used to purchase Audubon Adventure programs for distribution to area schools. The Chapter also contributed \$500 to the Grove Library Building Fund and \$100 to Northeastern Oklahoma A&M College Development Fund.

There were 3 members who participated in the Cornell FeederWatch and Backyard Bird Count programs.

4. To educate the public on the need to protect wild birds and animals, trees and plants, soil, air and water, and to promote a better public understanding of these natural resources.

The Chapter purchased 16 Audubon Adventure series programs, which were distributed to 12 local schools.

Chapter members presented (6) speeches to outside groups and distributed bird lists (birds common to Northeast Oklahoma) to Twin Bridges State Park and Grand Lake Association for public use.

**ATTACHMENT E.3:
Minnesota River Valley Audubon Society – Five Year
Strategic Plan (2001 - 2006) and FY 2002 Strategic Plan Goals
(Bloomington, MN – 1138 members)**

Minnesota River Valley Audubon Chapter

Five Year Strategic Plan (2001-2006)

Vision

The National Audubon Society and the Minnesota River Valley Audubon Chapter (MRVAC) strive to create a common bond of wildlife and conservation stewardship.

Mission

Minnesota River Valley Audubon Chapter shall promote the conservation and wise use of all natural resources with particular emphasis on the study and protection of our native wildlife and to cooperate with the National Audubon Society in its activities and with other organizations as may have the same purpose.

Key Strategic Directions

Educate members of MRVAC and the general public about wildlife preservation and conservation ethics

- Create opportunities for birders of all abilities to visit birding “hot spots” throughout Minnesota and to learn about birds and their habitats by sponsoring at least forty field trips each year.
- Introduce people to birding by conducting one beginning birding class per year.
- Assist both novices and experienced birders in learning to identify birds by conducting at least two birding identification classes per year.
- Educate youth about wildlife and conservation stewardship by providing *Audubon Adventures* for thirty-five classrooms and funding six partial scholarships to North Woods.
- Provide information to and influence local, state, and federal representatives on issues concerning wildlife and conservation stewardship.
- Communicate chapter activities and issues of importance to MRVAC and the National Audubon Society by publishing eight issues of *The Trumpeter* each year.

Promote the study of natural systems

- Encourage knowledge of natural systems and birds by scheduling seven membership meetings including a speaker with particular knowledge about birding, research concerning wildlife, or conservation issues.
- Contribute data on winter bird populations by sponsoring Bloomington's Bird Count as part of Audubon's Christmas Bird Count.

Cooperate with the National Audubon Society and other organizations that share MRVAC's purpose.

- Participate in Minnesota Audubon and support its legislative initiatives.
- Support protection of the Minnesota River National Wildlife Refuge's (MRNWR) natural resources and increase public awareness of MRNWR in accordance with the memorandum of understanding between MRVAC and MRNWR.
- Share information with and contribute money to other like minded organizations.

Chapter Finances

- Receive \$1,000 per year in membership fees from new, chapter-generated members.
- Secure \$1,000 in donations from members to support chapter initiatives.
- Raise \$4,000 per year from Birdathon, MRVAC's Holiday Auction, chapter social period and other fund raising activities (i.e., Garden Tour).

Minnesota River Valley Audubon Society

FY 2002 Strategic Plan Goals

Education

- Sponsor at least forty field trips each year.
- Conduct one beginning birding class per year.
- Conduct at least two bird identification classes per year.
- Provide *Audubon Adventures* for at least thirty-five classrooms per year.
- Provide at least six partial scholarships to children and adults to North Woods per year.
- Provide information to and influence local, state, and federal representatives.
- Publish eight issues of *The Trumpeter* each year.

Study of natural systems

- Schedule seven membership meetings, including a speaker.
- Sponsor Bloomington's Bird Count as part of Audubon's Christmas Bird Count.

Cooperation

- Be involved in and actively support Minnesota Audubon's initiatives.
- Participate in developing a birding trail along the Minnesota River Valley.
- Support protection of the Minnesota River National Wildlife Refuge's (MRNWR) natural resources and increase public awareness of MRNWR.
- Contribute money to other like minded organizations.

Chapter Finances

- Prepare a membership strategy that results in enrolling at least 60 new, chapter-generated members per year.
- Initiate yearly fund development program.
- Complete development of MRVAC web site.
- Participate in Birdathon yearly to raise funds to support *Audubon Adventures*.
- Conduct annual Holiday Auction fund-raiser in order to provide scholarships to North Woods.
- Consider new fund raising initiatives, such as an annual garden tour.