



Washington Environmental Council
**STRATEGIC
PLAN** 2010 - 2014



**BUILDING ON
OUR SUCCESS**

WEC is proud of the progress that we and our many partners have made in protecting Washington's environment since our founding in 1967. We have protected beautiful places across the state, safeguarded the health of our families, and achieved passage of laws that are the foundation for protecting Washington's environment. Together, we have made Washington State a national leader in creating a more sustainable future.

**NEW CHALLENGES
AND OPPORTUNITIES**

Now, we face greater challenges than ever before. Challenges like responding to the threats of climate change and fossil fuel dependence with a clean energy revolution; restoring Puget Sound; growing our communities and moving goods and people in ways that protect our climate and waters; saving energy and water in our homes and workplaces; keeping the Evergreen State green by protecting our forests from piecemeal development.

The next phase of environmental opportunity is right here in our communities. It's about *people*—how we live, how we get around, and how we power our economy. We have an opportunity to create a more sustainable future that harmonizes economy and the environment for the betterment of our diverse communities. Over the last four decades, WEC has developed the expertise and strategic relationships that position us to deliver these solutions.

OUR MISSION

To protect, restore and sustain Washington's environment.

OUR VISION

Provide expanded, strategic and powerful statewide leadership to craft solutions for Washington's environmental future.

Build and lead broad, diverse coalitions and successful partnerships that bring together the environmental community and other allies to achieve clear wins.

Increase public support and civic power by engaging people in environmental issues that affect their everyday lives.

Sustain a healthy and well-financed organization to effectively protect Washington's environment.

GOALS AND OBJECTIVES

1 Provide effective leadership to meet Washington's most important environmental challenges

WEC will work with strategic partners to achieve transformational policy to meet Washington's most important environmental challenges. We will continue to hone the effectiveness of the successful Environmental Priorities, and to play our unique role providing leadership on public policy that spans various environmental issues.

- **Form core strategic partnerships to accomplish a multi-year policy agenda for three of the most important environmental challenges and opportunities facing Washington.**
 - Set a transformational long-term goal for each challenge and chart a series of campaigns that build toward that goal.
 - Develop campaigns that connect with people's values and daily life and communicate effectively to make the connection compelling.
 - Partner with other organizations to create a powerful grass-tops program and to mobilize the grassroots in support of the campaigns.
 - Utilize the agendas to advance cultural values that will improve the climate for environmental protection.
- **Enhance the effectiveness of the Environmental Priorities through the WEC/WCV partnership.**
 - Provide increased outreach coordination and support for the Priorities coalition through the Voter Education Program.
 - Facilitate better focus of collective environmental lobbying resources and stronger relationships with decision-makers.
 - Support expanded coalition communications efforts that build toward longer-term goals.
 - Promote issues that allow the community to work more closely with partners outside the environmental community.
- **Reserve capacity for efforts essential to ensuring the effectiveness of existing environmental protections.**
 - Provide leadership on broad environmental issues such as advocating for dollars in the state budget.

- Ensure effective implementation and enforcement of environmental policy through collaboration, legal advocacy, and other tactics.
- Defend against efforts such as hostile initiatives that threaten to undercut environmental protection and progress.

2 Strengthen and leverage the power of the Voter Education Program

WEC's Voter Education Program (VEP) works year-round to elevate the importance of environmental issues by educating Washingtonians and mobilizing them as informed voters.

- **Develop nonpartisan voter engagement programs that can serve as models for the environmental community across the nation.**
 - Align VEP's work to mobilize environmental voters with WEC's policy campaigns to create year-round, *integrated* programs that build visibility for key issues and momentum for policy change.
 - Serve as a hub for best practices in nonpartisan campaign planning, strategic communications, lobbying, and organizing.
 - Play a leadership role on public policy initiatives, including ballot measure campaigns, that significantly impact the environment.
 - Rigorously test all voter contact programs and share evaluations with our partners.
 - Continue and strengthen the relationship between VEP and League of Conservation Voters Education Fund.
- **Expand the Voter Education Program's role as a capacity builder for environmental protection in partnership with others in the progressive community.**
 - Seek partnerships with the broader progressive community on select nonpartisan voter engagement efforts.
 - Extend the base of support to underrepresented communities and geographic areas where we lack capacity.
 - Continue to grow VEP's annual list enhancement program and serve as a leader in voter file technology, issue modeling, and nonpartisan voter targeting.
 - Provide nonpartisan voter research, polling, and political analysis to the environmental community.

3 Diversify WEC's funding to achieve program growth

WEC's sound financial base derives from three sources – foundations, individuals, and an annual event. WEC will work to diversify and grow this base to include: investment income from our endowment, larger individual gifts, and funding from business partners.

- Continue to build and maintain a three-month financial reserve.
- Expand the budget to at least \$2 million.
- Build the endowment to \$5 million pledged. Once the endowment reaches \$2 million, allow up to 5% per year of earnings to fund strategic capacity in WEC's operating budget.
- Develop and implement a planned giving program with at least 25 participants by 2014.
- Explore how to partner with businesses with shared values to advance policy goals and build support for WEC.
- Diversify and increase funding for the Voter Education Program.
- Create a multi-year development plan with annual budget goals.

4 Enhance organizational capacity

WEC is people-powered with much of our strength coming from the smart, hardworking individuals involved. We will work to ensure that this important resource is developed to empower WEC to tackle today and tomorrow's biggest environmental challenges.

- Restructure WEC's board to increase overlap with WCV and to enhance our strategic partnerships.
- Ensure WEC and WCV boards work together to maximize the effectiveness of the Voter Education Program.
- Update WEC's bylaws.
- Enhance WEC's staff to be of sufficient size and capacity to support the elements of this plan.
- Share more staff with WCV to optimize the goals of the two organizations.
- Develop and implement a human resources plan that provides career pathways and enhances employee satisfaction.
- Structure communications and outreach efforts to involve younger members and activists. Increase the number of members and activists under 45 by 50%.

PARTNERSHIPS



We are stronger when we work together – within the environmental community and with other interests to build larger constituencies around cross-cutting issues. As environmental issues increasingly merge with questions of economic sustainability, we will need to transcend traditional interest group boundaries to bring about change. Already we have forged powerful partnerships with diverse interests such as education advocates, business associations, and faith groups to achieve success. Many more partnerships like these will be needed to drive the transformational changes we seek.

We will also build on the successful partnerships that have brought us significant legislative progress. Our partnership with Washington Conservation Voters is a critical foundation for our success; we will continue to strengthen it.

The Environmental Priorities Coalition is another unique partnership that leverages the individual resources of over 20 organizations to accomplish together what no one group could achieve on its own. By coalescing each year behind a limited and strategic legislative agenda, WEC and our partners are achieving greater victories and growing the power of the environmental movement.

Working for Washington's Future

People in Washington have a history of working together to make our state a better place to live. WEC believes that together we can build a future where Washington's healthy environment and prosperous economy work together to provide a good life for the people of this state. Creating that future will require strong leadership and powerful partnerships. With this plan as a roadmap, WEC is committed to working for that future, as a leader, a partner, and an innovator.



**WASHINGTON
ENVIRONMENTAL
COUNCIL**

PROTECTING OUR LAND, AIR AND WATER

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