



# Washington Resource Conservation & Development Council Strategic Plan 2022 – 2025

## ORGANIZATIONAL OVERVIEW

### Our Vision

Washington’s communities and landscapes exhibit resilience in the face of environmental and economic issues.

### Our Mission

To empower communities by equipping them with the tools, resources, capacity, and connections necessary to adapt to the changing world.

The Washington Resource Conservation and Development Council (WRC&D) developed this Strategic Plan to guide our actions and intentions through June 2025. Key components were developed collaboratively between Board, staff, and community partners. Nearly 30 stakeholders engaged in this process through personal interviews and focus groups on sharing feedback on how the WRC&D is doing and what the future might hold for the organization.

Our strategic goal is to position WRC&D as a trusted partner and leader in bringing communities together to find solutions to issues of regional significance that promote a sustainable lifestyle for current and future generations. We will increase community awareness and visibility, diversify our funding, apply an equitable lens across all our programs and ensure our Board and staff reflect the communities they serve.

We view this plan as a living document that will help us accomplish our mission. Annually, we will develop work plans consistent with this Strategic Plan. We will also monitor and evaluate progress toward meeting Strategic Plan goals annually.

## DISTINCTIVE STRENGTHS

The WRC&D has a reputation for being a connector and relationship builder. We proactively develop high-quality solutions to often wickedly complex environmental, economic and social issues to find new opportunities that promote the conservation of natural resources and local community wellbeing.

As a fiscal sponsor, the WRC&D provides much needed and valued technical assistance to sponsorees, which has helped us expand our reach and leverage our work.

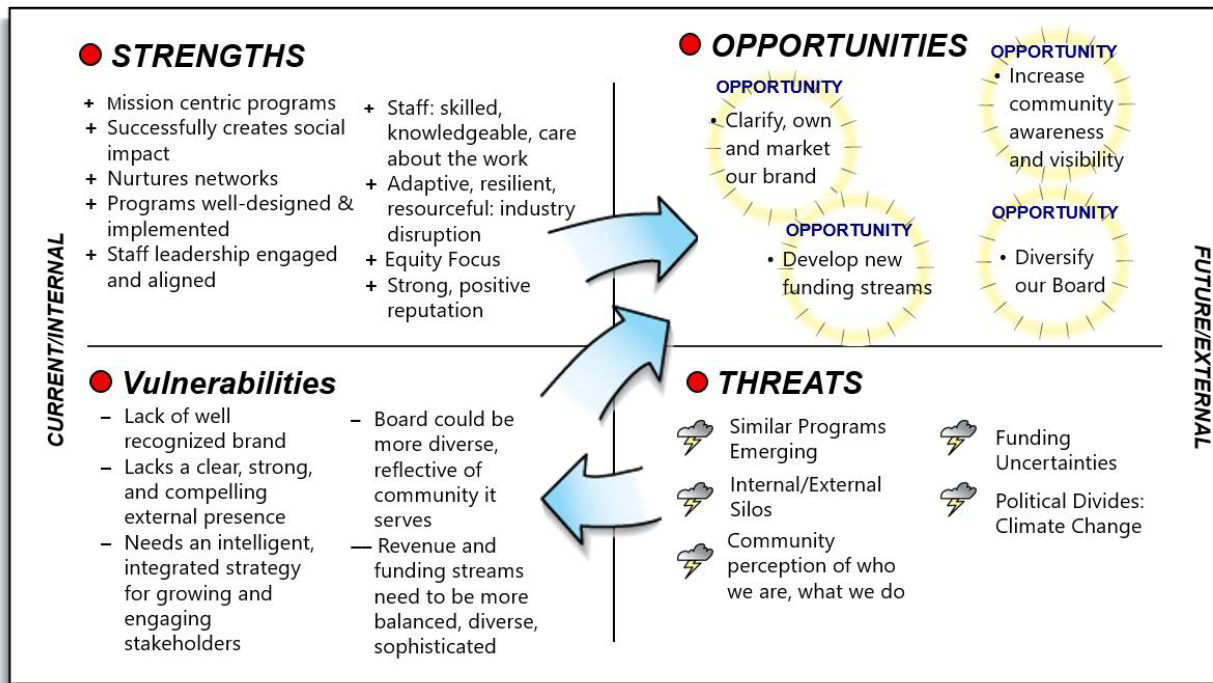
Our strengths include mission-centric programs and projects, skilled and knowledgeable staff, and our ability to create social impact successfully. We are known for being resilient, adaptable, and resourceful in the face of political and funding disruption, which helps our communities and partners maintain optimism and confidence in moving forward.



## OPPORTUNITIES

While we have a solid and positive reputation among those who know us, the WRC&D is not well-known to many. Many of our fiscal sponsorees and others who benefit from what we do, do not fully understand where and how we fit into the overall picture of helping communities get the best environmental outcomes.

We have long struggled with differentiating ourselves as an organization from our fiscal sponsors and the many prominent agencies with which we partner. This is likely due to how closely tied we are to the ongoing conservation work and promoted by a number of organizations, including our fiscal sponsors. Funding constraints have limited our ability to fully brand ourselves independently from the larger, more recognized agencies. While alignment with these organizations and agencies is essential, it is also important and critical, for the community to recognize WRC&D as an independent entity.

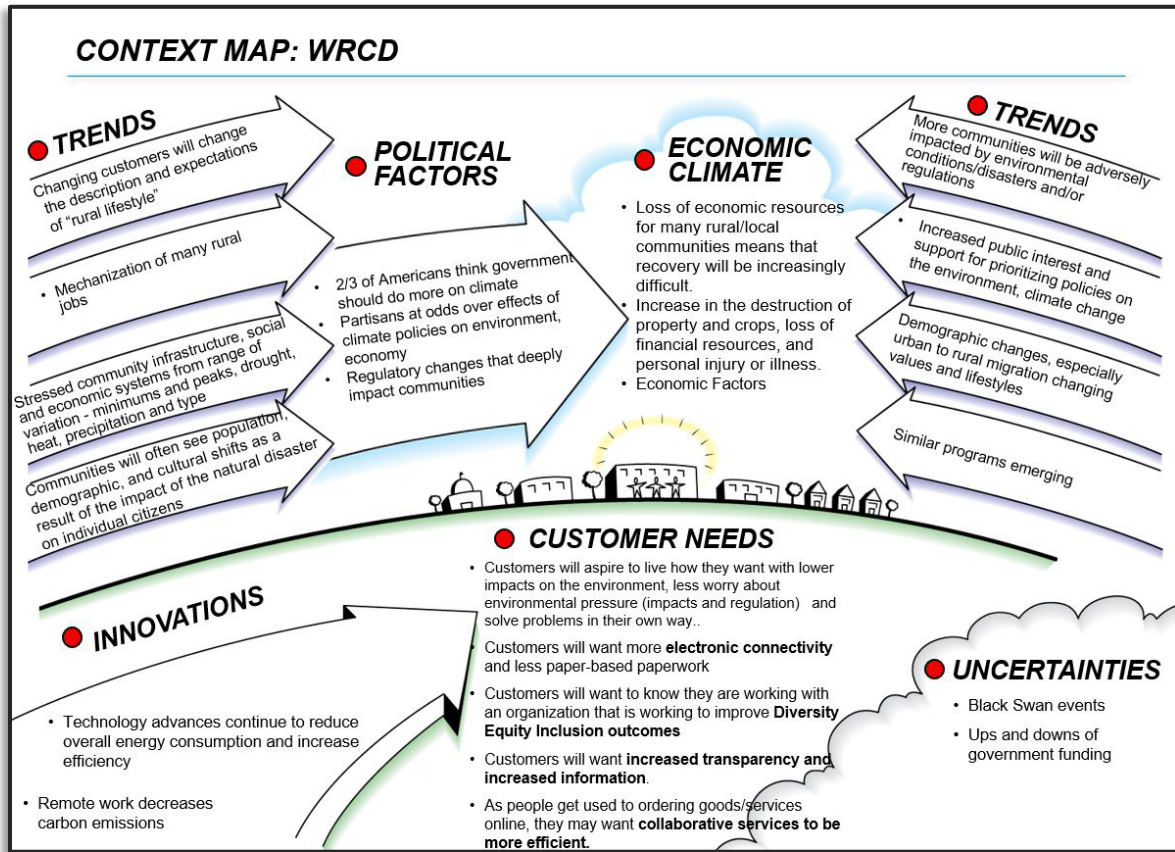


To offset this confusion and lack of awareness, we will proactively engage and inform our stakeholders about our vision, mission, work, and statewide role. With careful attention to branding and a clear, consistent organizational message, we will promote WRC&D as an established and high-performing organization while better informing the broader community of our key role in addressing the most important natural resource and environmental concerns and opportunities in Washington State.

## TRENDS AND CHALLENGES

Over the next three to five years, external forces and funding dynamics will present unique challenges and opportunities for us. Within Washington, we know that there is a migration from urban to rural lifestyles, which means communities could see significant demographic, cultural, and changes in values. While there is increased public interest and support for prioritizing

policies on the environment, and climate change, at the same time, there is growing political polarity over the effects of climate policies on the environment and our economy.



In pursuing future programs and sustainable development, we will incorporate mission-centric, conservation and community focused, and financially viable programs. One of our greatest assets is being nimble and adapting as communities and their needs change, and available funding priorities shift. With support from strong and collaborative partnerships, highly capable staff, and a creative strategy, we will diversify our revenue streams, maintain our core programs, and explore new opportunities that will prepare us for the future. To do this, the WRC&D will take four bold steps.

# FOUR BOLD STEPS

## 1. DIVERSITY, EQUITY, AND INCLUSION

Inspire, enable, and cultivate a shared culture of conservation that includes all community members.

### Action Steps:

- Diversify and grow the Board and staff to reflect the community we serve.
- Board and staff engage in activities and processes to increase cultural awareness and responsiveness.
- Apply an equitable lens across programs and how we make decisions.
- Increase cultural responsiveness of current programs and communications.
- Increase reach and impact through partnerships with non-traditional groups.

### Potential Outcomes:

- Programs, Board, staff, and volunteers reflect the communities we serve.
- All community members feel empowered to participate in conservation activities and community efforts.

## 2. PROGRAMS

Maintain and invest in quality programming.

### Action Steps:

- Invest in community and landscape resilience, and salmon recovery.
- Clarify the difference between programs and projects; and align our messaging.
- Communicate with stakeholders about the process for developing work with the WRC&D.
- Conduct a comprehensive program review to determine scope of focus (too narrow, need to broaden, or eliminate).
- Develop program metrics to monitor and evaluate progress.
- Strategically cultivate connections, collaboration, and relationships to help inform and influence policy and funding.

### Potential Outcomes:

- Increased community engagement with the WRC&D.
- Increased accountability, transparency, and accuracy.
- Communities are more prepared and resilient in the face of natural disasters and empowered to conserve and improve natural resources.

### 3. ORGANIZATIONAL CAPACITY

Develop capacity and build for the future.

#### Action Steps:

- Analyze our capacity and what we need to go forward. Implement a plan for diverse and sustainable funding that focuses on individuals, corporations, and foundations.
- Review and analyze Fiscal Sponsorships.
- Increase coordination, collaboration, and integration across programs and projects, both internally and externally.
- Retain an engaged and knowledgeable staff by increasing staffing capacity and achieving a more balanced workload,

#### Potential Outcomes:

- Decreased silos internally and externally.
- Engaged and diverse Board.
- Staff retention and satisfaction
- Robust and diverse funding for programs and operations!

### 4. MARKETING AND COMMUNICATIONS

Radically increase awareness and knowledge of WRC&D – who we are, what we do and why, and how and who we partner with.

#### Action Steps:

- Clarify our brand.
- Align fiscal sponsorees with the overall brand.
- Develop a comprehensive marketing and communications plan to communicate what we do and capture new opportunities.
- Clearly explain our role as a fiscal sponsor and how this leverages our work.

#### Potential Outcomes:

- Increased community awareness and knowledge of WRC&D as an organization.
- The WRC&D is recognized as a facilitative leader and key player in natural resource conservation throughout Washington and beyond.
- Everybody knows our name!