



Our Earth Is Worth Fighting For



2021-2024 STRATEGIC PLAN

WE ARE LIVING IN OUR NOW OR NEVER MOMENT





OUR VISION FOR A MORE JUST &





EQUITABLE PLANET

We envision a world in which tackling the climate crisis, confronting environmental injustice, and strengthening our democracy lead to cleaner and healthier communities, good, well-paying jobs, and a more just, equitable, and sustainable planet for all.





WHO WE ARE AND WHAT WE DO

LCV builds political power to protect people and the planet. The threats to our environment and democracy are interlinked, and our nation's biggest environmental challenges – including the climate crisis – require political solutions.

To address these interconnected challenges, LCV influences policy by working with and holding elected officials accountable, mobilizing, organizing, and building grassroots power in communities, electing candidates who share our values, and partnering with and supporting the Conservation Voters Movement (CVM) and allies.

Guiding and motivating our actions are LCV's values – accountability, anti-racism, community, innovation, learning, and sustainability – which will shape every decision across our organization. Central to these values is our firm commitment to center racial justice and equity in all of our work, including our external climate, democracy, and electoral work and our internal policies, practices, and structures.

LCV Core Values



ACCOUNTABILITY

We believe true accountability means living by our values; living up to the promises we make to our members, partners, allies, staff, and the planet; acting with transparency; and taking responsibility for the consequences of our actions or inactions.



ANTI-RACISM

We value being part of an organization that centers and advances racial justice and equity in all of our work, including our external climate and democracy work and our internal policies, practices, and structures. Our efforts to protect the environment and engage in the political process must be rooted in an understanding of environmental, racial, and social justice — all on their own and in how they intersect — and how that understanding informs our actions.



COMMUNITY

We value being part of a community defined by a desire to bring about change. We also understand that trust is integral to fostering a sense of community, both in our external and internal work, and that living up to our values will help engender trust from our staff and our external partners. Joy is also an important component in creating and supporting community. Being able to approach our work with a sense of solidarity, internally and externally, will lead to greater individual and organizational joy, and the expansion of a movement committed to building power with and for people and the planet.



INNOVATION

We value thinking and acting boldly to achieve our goals while living up to all of our other values. Innovation also means ensuring that every member of staff is included as a thought partner in driving us to be bold while staying true to the organizational culture our values are designed to cultivate and maintain.



LEARNING

We value taking risks in our work and supporting a culture of creativity. That means having the space to make mistakes and opportunities to learn from them. We value listening and learning in all its forms: learning from and with communities, our staff, partner organizations, and science. Learning means consuming data and media critically in order to help us make informed decisions that center people in attaining our goal of saving the planet.



SUSTAINABILITY

We believe protecting the planet and its people is long-term work requiring strong partnerships with communities most impacted by the climate crisis and an organizational culture and infrastructure that creates the space for our staff to do their best work and live their best lives. This requires a commitment to planning that intentionally considers and includes the involvement of all relevant stakeholders throughout the planning process.



LAY OF THE LAND

With each passing day, climate-related disasters result in an increasing loss of lives, livelihoods, quality of health, and public safety, especially in communities of color and low-income communities. Scientists warn that we have only 10 years left to take the actions necessary to avoid climate catastrophe. And yet, polluters and their elected allies continue to oppose action on climate to protect their profits.

At the same time, our democracy – its institutions and processes – has similarly been overtaken by interests that benefit from the exclusion and disenfranchisement of Black, Indigenous, Latinx, Asian American and Pacific Islander, and other communities of color, as well as low-income communities. While there is a long, ugly history of racist anti-democratic actions in the U.S., ongoing voter suppression efforts continue to disenfranchise these communities traditionally and intentionally left out of the democratic process.

Underlying and exacerbating these challenges are the realities of systemic and structural racism. From the climate crisis and assaults on our democracy to the coronavirus pandemic and economic inequality, the racism that is deeply embedded in our country's structures and culture mean that communities of color repeatedly bear the greatest burdens. Environmental injustices hit these communities hardest – resulting in higher rates of asthma and other debilitating illnesses, contaminated soil and water, infrastructure that crumbles in extreme weather, and job loss and displacement. Climate solutions that do not intentionally confront the racism upon which our democracy and its laws are built are bound to perpetuate injustices of the status quo.

Furthermore, directly causing and contributing to all of these challenges is a vast array of special interests, including the fossil fuel lobby, right wing media, and other corporate interests. In the pursuit of more power and to grow their profits, they continue to support, promote, and fund anti-environmental politicians, who champion dirty energy policies, sow distrust in our democracy and science, and uphold racist systems of oppression. Left unchecked, the influence of these pro-polluting forces will continue unabated and the damage they cause will worsen.

It is within this context that a multi-racial coalition of voters across the country overcame incredible barriers and elected climate champions to lead the White House and Congress, creating an unprecedented opportunity to make major gains towards a just and equitable clean energy future, grow a healthy democracy, and shape the politics of climate for years to come. In short, we have this “now or never” opportunity to implement the transformational federal policies that an overwhelming majority of people cast their ballots for in 2020. Re-electing a pro-environment, pro-democracy president in 2024 will also dramatically improve the chances of achieving lasting, durable progress on our priorities.

Additionally, since the successful 2018 elections, environmental leaders at the state and local levels have achieved remarkable progress on climate and clean energy. And while some states are advancing measures to make our democracy fairer and more accessible, anti-democratic state legislators across the country have introduced hundreds of restrictive voting provisions that could significantly curtail voting rights, access, and processes. In 2021-22, many state champions will face reelection, and while winning those elections could help continue state progress, big losses could stall or roll back those gains.

All of this makes the next four years – and the next two years, in particular – extremely consequential in the fight for a more just, equitable, and sustainable planet for everyone.

**WE ARE LIVING
IN OUR
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THE PATH FORWARD

FOUR-YEAR GOALS

Over the next four years, LCV must be laser focused on achieving meaningful reductions in climate pollution and building a clean energy economy. These actions must cut economy-wide greenhouse gas emission reductions by at least half by 2030 consistent with decarbonizing the U.S. economy before mid-century. And our approach to these reductions must be intentional – any effort to address climate change must advance racial, social, and environmental justice.

Additionally, achieving meaningful progress on climate change will be more difficult without a more just and equitable democracy that is responsive to all people. And while improving access to and trust in our democracy is an important climate strategy, it is also a core organizational belief. Voting rights rollbacks are fundamentally unjust and have wide-ranging consequences, including resulting in environmental injustices. What's more, the communities most affected by climate change, pollution, and environmental injustice are the same communities that our country has systematically excluded from the democratic process.

As we work to seize the current legislative opportunities, we know that elections have consequences. We must also prioritize creating, defending, and expanding pro-environment and pro-democracy majorities and electing racially and gender diverse climate champions up and down the ballot to ensure that the diverse identities of our country are represented in our decision-making processes. We must continue to create the political conditions that will support future legislative opportunities and a more equitable democracy.

In order to achieve our vision for a more just and equitable planet, this strategic plan outlines five overarching goals, all of which are critical to our success and many of which are familiar objectives that we have honed and sharpened to meet this moment.

OUR OVERARCHING GOALS



Secure just and equitable climate change policies at all levels of government that will cut carbon pollution in our nation by at least half by 2030 (from 2005 levels) and reach net-zero greenhouse gas emissions by 2050.



Strengthen and defend our democracy through just and equitable voting laws and representation at all levels of government.



Create, defend, and expand pro-environment and pro-democracy majorities and elect racially diverse pro-environment and pro-democracy champions at all levels of government.



Build more powerful, active, inclusive, and anti-racist campaigns, programs, and Conservation Voter Movement.



Develop internal structures and systems that support people and a culture that centers inclusivity, transparency, sustainability, and accountability.



Key Contrasts from Previous Strategic Plans

1

GOING ON OFFENSE

After four years of defending against a relentless onslaught of harmful and unjust actions, much of which emanated from the Trump administration, we are now on offense, positioned to advance just and equitable climate change policies at the federal level.

2

STRENGTHENING AND DEFENDING OUR DEMOCRACY

Given the inextricable link between transformational climate action and fair and just voting systems, we have, for the very first time, elevated the need to strengthen and defend our democracy to a standalone goal in the plan.

3

IMPROVING OUR INTERNAL OPERATIONS

While previous strategic plans included specific measures of internal progress, we have, also for the first time, made improving our internal operations its own standalone goal. Our staff powers this organization, and to meet this moment, staff need greater support, improved infrastructure, and a culture of inclusivity, transparency, sustainability, and accountability. This also means that the growth of our internal investments and capacity must be commensurate with the growth of our external programs and campaigns.

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CENTERING RACIAL JUSTICE AND EQUITY

Although our last plan highlighted our commitment to racial justice and equity, this plan more intentionally centers racial justice and equity in all of our work and elevates our commitment to anti-racism as a core organizational value.

CROSS-CUTTING STRATEGIES

Succeeding in these goals and achieving the subsequent priorities outlined in this plan will require us to leverage and use our power more forcefully. By evaluating our core strategies – retooling and improving where we have fallen short and innovating where we have not yet excelled – we can set LCV up to meet this “now or never” moment. In order to maximize our impact where we have the most ability to effect change, this also means that there are certain strategies, including corporate accountability, litigation, and expert policy analysis, that LCV will not lead on or prioritize.

While there are a set of detailed strategies for each of the overarching goals, this plan elevates a series of cross-cutting strategies that we must prioritize and focus on in order to achieve our vision:



➤ **Holding Elected Allies Accountable.** Given the urgency of the climate crisis and the assaults on our democracy – and the uncertainty of the political environment after 2022 – we must more aggressively hold our allies in the White House and Congress accountable to the bold agendas that they campaigned on. This means we must be willing to expend more political capital, take greater political risks, and be unafraid to upset our friends. At the same time, this means we must aggressively champion those elected officials who back our priorities and share our values, while also continuing to hold accountable anti-environmental and anti-democratic lawmakers.



➤ **Developing Deeper, More Authentic Partnerships.** While LCV is more powerful than ever before, the fact remains that we, alone, cannot achieve meaningful progress on our priorities. Central to this approach is an explicit intention to prioritize partnerships with climate justice and environmental justice organizations, other organizations led by people of color, and labor unions, as well as our partners in the Conservation Voter Movement. But forging genuine, authentic partnerships that are not transactional requires us to behave differently. This means leveraging our relationships with elected officials to expand opportunities for our partners, letting other organizations take the lead on and, at times, the credit for programs, engaging in deeper, more collaborative planning processes, and working on issues that in the past we neglected to recognize as deeply connected to our work.



➤ **Deepening Our Organizing and Mobilizing Programs.** We must prioritize and reaffirm our commitment to grassroots community organizing and mobilizing programs that center racial justice and equity and advance local, state, and federal priorities. We drive this work through our Chispa programs, Climate Action Teams, state affiliates, and other state and local programs and partners. Additionally, this also includes expanding our electoral strategies to incorporate long-term movement building.

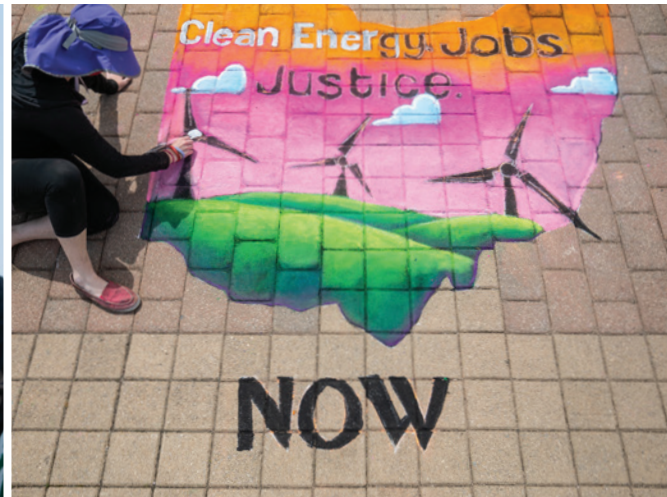


➤ **Integrating State and Federal Strategies Across the Conservation Voter Movement.** We must continue to increase the integration and collaboration of state and federal programs and fundraising across the CVM to leverage expertise, relationships, and resources while building long-term state-based capacity through multi-year investments. This also includes partnering with our state affiliates to develop a shared vision and agreement for an anti-racist CVM that encourages movement-wide changes, including with regard to fundraising strategies, and sets us up to influence White-led environmental groups on anti-racism and equity.



➤ **Developing Innovative and Effective Communications Strategies.** The way our key audiences receive and engage with information is constantly evolving. We must continue to adapt in order to educate and enlist the key audiences who can help us achieve our goals. We can do this by developing creative narratives, messages, and strategies, engaging target audiences (elected officials, candidates, reporters, influencers, partners, supporters, and volunteers) through trusted messengers, channels, and platforms they respond best to, and applying a clear LCV voice and identity across our various communications channels.

Ultimately, no single component of this plan is enough to combat the crises we're facing, but taken together, the external and internal goals, priorities, and cross-cutting strategies outlined here uniquely position LCV and our network of state affiliates to achieve lasting, transformational change for people, communities, and our planet.



GOALS & PRIORITIES

GOAL Secure just and equitable climate change policies at all levels of government that cut carbon pollution in our nation by at least half by 2030 (from 2005 levels) and reach net-zero greenhouse gas emissions by 2050.

PRIORITIES

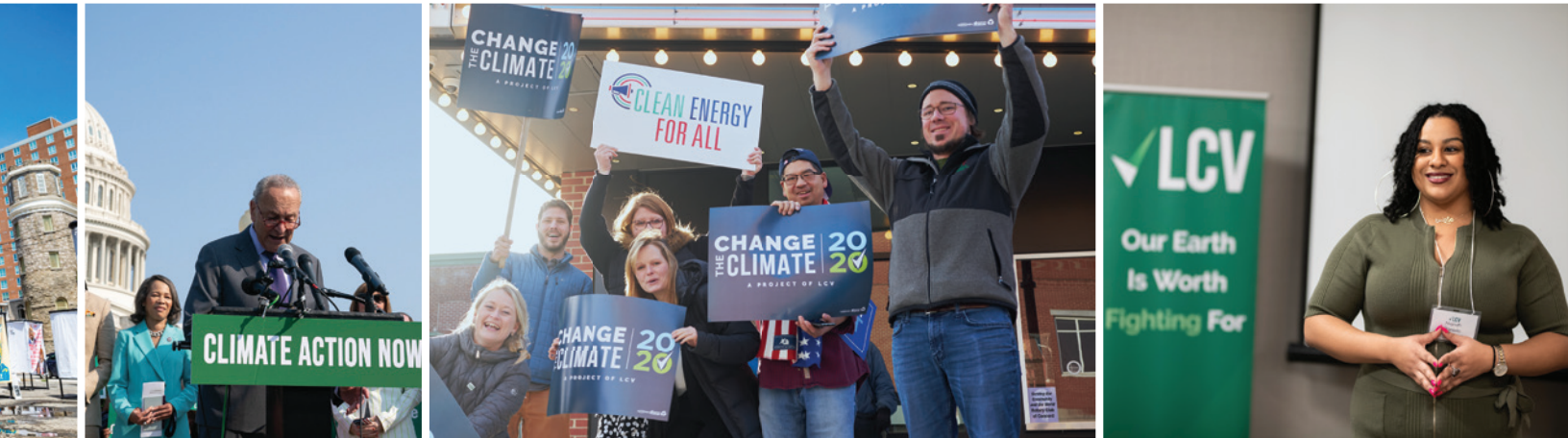
- ✓ Enact in 2021 and then defend and implement a transformational national infrastructure and economic recovery package that puts us on the path to 100% clean electricity by 2035, electrifies the transportation sector, decarbonizes buildings, advances nature-based climate solutions, supports union and other high-quality, well-paying jobs, ensures at least 40% of the investment benefits flow to environmental justice communities to build healthy, thriving, pollution-free communities, and invests in research development and demonstration of solutions in difficult to decarbonize sectors.
- ✓ Ensure that the Biden-Harris administration adopts a suite of strong rules, standards and programs that center equity and justice while achieving the following goals: cut carbon and toxic pollution from the power, transportation, building, industrial, and other sectors; protect and manage U.S. lands and waters in a way that reduces carbon and fosters resilience; and phase out the production and use of fossil fuels while supporting impacted workers and communities.
- ✓ Enact 12 innovative policies at the state or local levels calling for the phase out of fossil fuels in electricity, transportation, or buildings by 2035 – such that 1 in 4 people in the U.S. live in places calling for the elimination of fossil fuels, with implementation that strengthens public processes and drives investment into communities of color, low-income communities, and those most impacted by fossil fuel transition.



GOAL Strengthen and defend our democracy through just and equitable voting laws and representation at all levels of government.

PRIORITIES

- ✓ By the end of 2021, create a coordinated, CVM-wide 10-year state-level Democracy for All campaign, grounded in a set of guiding principles and specific pro-democracy and anti-voter suppression policy priorities aimed at closing the racial voter participation gap.
- ✓ Through legislation, ballot initiatives and/or local election administration policies, achieve at least six victories at the state or local levels that advance pro-democracy reform or defend against anti-voter suppression efforts by 2024.
- ✓ Pass comprehensive federal democracy legislation that advances proactive voting rights reforms and restores the protections of the Voting Rights Act. Secure pro-democracy actions from the Biden-Harris administration in Executive Orders, rules, guidance, and enforcement of fair voting rules.
- ✓ Establish externally recognized expertise in redistricting and fair maps. Participate in the map planning and redistricting advocacy/mobilization through state coalitions, engage in the protection/challenge of the resulting maps and pivot to developing a multi-faceted 2030 plan that establishes CVM leadership in the space.



GOAL Create, defend, and expand pro-environment and pro-democracy majorities and elect racially diverse pro-environment and pro-democracy champions at all levels of government.*

PRIORITIES

- ✓ Elect a pro-environment and pro-democracy president in 2024.
- ✓ Create a pro-environment and pro-democracy majority in the U.S. Senate in 2022 and defend and expand it in 2024; and defend and expand the pro-environment and pro-democracy majority in the U.S. House in 2022 and 2024.
- ✓ Make significant investments in CVM partners' electoral programs with goals of: defending pro-environment and pro-democracy governors and pro-environmental and pro-democracy state legislative chambers while winning a net of two new pro-environment and pro-democracy trifectas at the state level (defined as a pro-environment and pro-democracy governor and pro-environment and pro-democracy majorities in both houses of the legislature).
- ✓ Make significant investments in CVM partners' electoral programs with goals of: winning at least 1-2 key down-ballot races that will have an impact on defending or expanding voting rights and/or ballot access; winning at least 2-3 key down-ballot races that will have an impact on defending or expanding access to clean energy; and winning at least 2-3 high-profile down-ballot races that will have a direct impact on environmental justice.

*Electoral work described will primarily be conducted by affiliated political entities, LCV Victory Fund and LCV Action Fund, as well as by our state league partners.



GOAL Build more powerful, active, inclusive, and anti-racist campaigns, programs, and Conservation Voter Movement.

PRIORITIES

- ✓ Advance by the end of 2021 (and then regularly review) a comprehensive, organization-wide partnership plan with shared definitions, values, and priorities, and include a strategy of supporting state affiliates' partnerships with communities directly impacted by environmental inequality.
- ✓ Build sustainable power throughout the CVM by increasing investments in state affiliates consistent with increases in overall revenue growth, or by at least 30% (as compared to total investments from 2017-2020).
- ✓ Deepen our grassroots community organizing and mobilizing programs in at least 10 states in order to support and develop priority federal, state, and local issues – prioritizing Black, Indigenous, Asian American and Pacific Islanders, Latinx, and other communities of color, as well as immigrant, youth, low-wealth, and low-income communities.
- ✓ Significantly increase LCV's visibility among targeted audiences in earned, social, and owned media, as measured by key communications metrics, in order to ensure LCV receives more credit for and awareness of our role in advocacy, accountability, and elections.
- ✓ Ensure that climate, democracy, and environmental justice issues are winning political issues – and seen as such – as determined by public opinion research, candidate messaging, and news coverage.
- ✓ Raise as much money as possible to further our mission and at least \$560 million across the CVM (30% increase over previous four years) and \$100 million through GiveGreen, in a way that is consistent with our values.
- ✓ Create a more inclusive fundraising strategy that increases the number of donors of color at all levels by 200% and secures 50,000 monthly sustainers and 500 Jay Harris Society members.



GOAL Develop internal structures and systems that support people and a culture that centers our core organizational values.

PRIORITIES

- ✓ Recruit, retain, and develop a community of staff who share our values where at least 40% of each of these key personnel groups – staff, managers, and executive leaders – identify as Black, Indigenous, Latinx, Asian American and Pacific Islander, and other communities of color (staff of color); the annual voluntary turnover rate for staff does not exceed 15% and staff of color do not have a disproportionately higher turnover rate; and the promotion rate for staff of color is at least comparable to that of staff who identify as White.
- ✓ Develop our leaders and hold them accountable so 85% of staff agree that our managers and executive leadership across the organization are skilled at management, responsive to feedback, and model our values, based on the staff engagement surveys.
- ✓ Ensure 95% of staff across the organization are effectively using the internal systems provided by our Human Resources, Administration, Finance, and Legal teams, based on internal user surveys and reporting from our platforms.
- ✓ Build an organizational culture where staff are highly engaged, feel they belong at LCV, and are actively participating in learning and growth opportunities, as measured by an index score of at least 8.5/10 in our staff engagement surveys.
- ✓ Develop a high functioning and inclusive board by recruiting and retaining a welcoming community of leaders where at least 40% of board members – and 40% of Executive Committee members – identify as Black, Indigenous, Latinx, Asian American and Pacific Islander, and other communities of color and 90% of board members agree that they feel valued and are contributing at the best of their abilities, as measured by an annual board survey.
- ✓ Ensure that the LCV board is committed to best-in-class governance practices. The board will evaluate and, if necessary, restructure the composition of LCV's board committees and consider term limits and other structural changes by the end of 2021 in order to ensure board oversight aligns with current organizational goals and helps position us to achieve long-term impact.

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For more information or to get involved, visit www.lcv.org

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