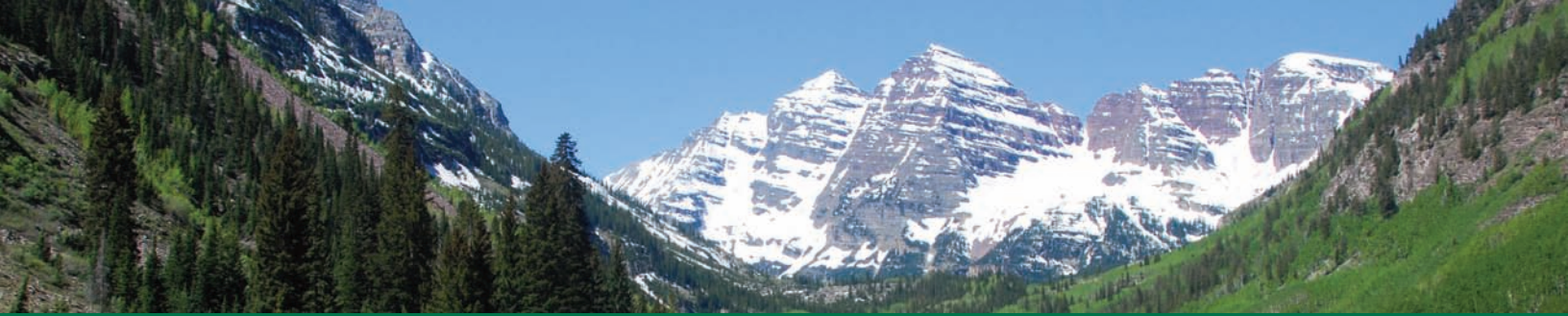


A PLAN TO REPOWER AMERICA'S CONSERVATION MOVEMENT 2010-2012

EXECUTIVE SUMMARY





FOREWORD



Today, our nation faces great economic and conservation challenges. The mission of the National Wildlife Federation (NWF) —“to inspire Americans to protect wildlife for our children’s future”—requires that NWF repower a conservation movement in America that brings diverse networks of people together around the common dream that:

our children live in a healthy world where they breathe clean air, drink pure water and enjoy a diverse array of wildlife and natural areas.

To achieve our dream, NWF will nurture strong and enduring relationships with a diverse array of influential network leaders to advance policies and actions that:

Reduce global warming pollution and build a new energy future

An unprecedented movement driven by people from all walks of life has made the reduction of global warming pollution a top national priority. NWF is helping to create a new energy future that greatly reduces global warming pollution by:

- reducing fossil fuel use,
- improving forestry and agricultural practices to sequester carbon,
- creating investments and incentives for renewable energy and energy efficiency,
- insuring clean power is distributed efficiently and equitably,
- expanding quality green jobs, and
- securing funding to safeguard wildlife and people from climate change impacts.

Safeguard wildlife and people in a warming world

We must adequately protect the natural places that define, defend and support America’s diverse communities, and invest in green jobs to restore and protect nature. NWF will safeguard people and wildlife from the impacts of climate change by:

- reinventing ecosystem protection and restoration to include climate science,
- balancing energy needs with protecting wildlife habitat,
- supporting safeguards for people that also enhance wildlife habitat, and
- testing and evaluating climate-smart restoration projects.

Connect people with nature and get families to “Be Out There”

NWF has launched *Be Out There*™, a national campaign to re-connect families to the outdoors in order to raise healthier kids and inspire a life-long appreciation of wildlife and nature. NWF’s Be Out There campaign has three primary objectives:

- raise awareness and break through the media clutter,
- promote state and federal policies to increase outdoor time,
- create ways for children to enjoy the outdoors in unstructured activity.





BUILDING A POWERFUL CONSERVATION MOVEMENT



NWF will repower a national conservation movement that weaves smaller networks of common interest into larger networks of common cause. Creating a new energy future, safeguarding wildlife and people, and connecting families with nature provide the three best opportunities for NWF to instill a conservation ethic in the hearts of Americans. Our success will depend upon our ability to:

- create regional and national networks of influence and affluence,
- connect and support a diversity of influential network leaders,
- build a powerful affiliate network for the 21st century,
- expand and deepen our networks of volunteers,
- engage the next generation of conservation leaders, and
- diversify and expand funding for NWF and our partners.

INSPIRING AND EMPOWERING OTHERS TO INNOVATE AND TAKE ACTION

Effective network leaders nurture relationships of trust and reciprocity, share credit and resources, nurture alliances and inspire others to join a common cause. NWF will focus on linking such leaders together to form a robust national network that can lead America into a clean and equitable future for people and wildlife.

Three year outcome

NWF staff and volunteer leaders empower 500 other influential network leaders to innovate and take action.

Three year outcome

NWF staff collaborate in effective teams to achieve significant and measurable outcomes.





ESTABLISHING REGIONAL NETWORKS OF INFLUENCE



NWFF's Regional Centers and National Advocacy Center are bringing together people of affluence and influence to protect and restore multi-state natural resources.

Three year outcome

Each NWF Regional Center has an effective regional network to protect and restore at least one significant multi-state shared natural resource.

CREATING A DIVERSE NATIONAL NETWORK

NWFF is organizing influential leaders from diverse backgrounds around the common cause of creating an America where strong natural resource protections enhance social equity and economic opportunity.

Three year outcome

In addition to having strong relationships with influential leaders of natural resource groups, NWF has durable and relevant relationships with 300 influential leaders of groups whose core missions relate to social equity, environmental justice, job creation, quality education, green economic development, livable communities and public health.

Three year outcome

NWF staff and volunteer leaders are effective network weavers, partnering with diverse people and groups to catalyze a cohesive social-change movement.

Three year outcome

Campus greening initiatives are strong, with expanded funding for campus greening and partnerships with community colleges to deliver formal green workforce training programs.





FORGING A POWERFUL AFFILIATE NETWORK FOR THE 21ST CENTURY

The National Wildlife Federation and its national network of affiliates across the United States are using new approaches to enhance political power, engage new leaders and diversify revenue sources. This robust network among the affiliates allows staff and volunteer leaders to learn from each other.

Three year outcome

NWF has a national network of healthy and effective affiliated entities in all 50 states and territories. The average affiliate budget will increase from \$600,000 to \$800,000.

Three year outcome

NWF trains and supports a national affiliate network of 100 effective leaders.

Three year outcome

NWF has a significant joint project with each of the affiliates in all 50 states/territories.

Three year outcome

NWF works with ten affiliates to develop young adult leaders who represent the racial and cultural diversity of each state.



EMPOWERING VOLUNTEERS FOR CONSERVATION



NWF will deepen and diversify its networks of service volunteers, advocacy volunteers, trainers, conveners, and donors, in order to allow a wide range of partners to say, “I was a part of making a difference.”

Three year outcome

NWF broadens our connection with more than 15,000 individuals who volunteer their time to help us achieve our mission.



RECONNECTING WITH THE NEXT GENERATION OF CONSERVATION LEADERS

NWF is connecting hundreds of young adults who share our dream to create a vibrant national network. Many of these people will be alumni of NWF youth leadership, campus and intern programs.

Three year outcome

NWF establishes a nationally diverse social network of 500 young adults to inform and advance NWF's programs and fundraising.



NWF AND NWF ACTION FUND

NWF and its sister organization, NWF Action Fund, are engaging citizens to hold elected officials accountable for advancing NWF's three strategic goals.

Three-year outcome

NWF and NWF Action Fund have significantly more resources to organize and mobilize a diversity of people to educate and influence elected officials.





EXPANDING BEYOND NWF'S DIRECT-MAIL-CENTRIC BUSINESS

NWF is expanding beyond its traditional direct-mail-centric business to include a robust array of revenue and philanthropic funding streams built upon authentic relationships.

Three-year outcome

NWF triples the funding provided by major donors in part through a significant expansion of regional councils that total 100 influential leaders.

Three-year outcome

Develop and deliver nationally scalable outdoor fundraising events in at least eight locations across the country.

Three-year outcome

NWF attracts, educates and connects with at least one million children and their families, utilizing a sustainable business model.

Three-year outcome

NWF launches an ambitious \$75 million fundraising campaign in 2011 as part of NWF's 75th Anniversary celebration.



TOP, PHOTODISC/GETTY IMAGES; RIGHT, RACHEL KRAMER; BACK COVER, JOSH PESAVENTO

NWF's mission is
to **INSPIRE** Americans
to **PROTECT**
WILDLIFE for our
CHILDREN'S
FUTURE



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