



Imagine an Indiana where everyone has abundant access to clean water, natural lands, pure air, and affordable clean energy.



STRATEGIC PLAN FRAMEWORK

A VISION AND PLAN THAT MATCHES THE SCALE OF OUR CHALLENGE

COLLABORATE + COMMUNICATE + CONNECT = CHANGE



We will expand our base of partnerships by identifying common goals and joining forces with **collaborators** across diverse sectors of our society in pursuit of improvements we all want to see.



We will be intentional in our efforts to **hear and understand** the needs of diverse stakeholders while thoughtfully and strategically sharing the message of our vision for Indiana.



We will create opportunities for Hoosiers to **connect** with our work and our vision for Indiana that are as diverse as Hoosiers themselves. We recognize the need for individuals to form personal connections at varying levels and points of engagement.

VISION

Hoosier Environmental Council envisions an Indiana in which all residents have abundant access to clean water, natural lands, pure air, and affordable clean energy.

MISSION

Hoosier Environmental Council leads and collaborates with diverse coalitions to achieve a healthy natural environment and thriving sustainable communities.

VALUES

Mitigating Climate Change
Environmental Justice and Health

Commitment to Evidence-Based Science and Methods
Nonpartisan Commitment

Stewardship for Future Generations

Proactive Innovation

Shared Learning and Collaboration

Transparency and Accountability



GOAL 1

Strengthen our influence on policy and decision-makers and mobilize communities to advance strong environmental policies and practices.

Strategy 1: Expand partnership opportunities where goals and missions align with partners outside of the typical environmental sphere for broader representation and buy-in of goals.

Strategy 2: Ensure the organization has the staff and resources to build relationships effectively.

Strategy 3: Set long-term goals and lead strategic initiatives across HEC's focus areas—land, water, and clean energy—prioritizing actions that advance climate resilience, environmental health, and environmental justice.

Strategy 4: Develop local strategies to influence policy and practice at city and county levels in addition to state engagement.

GOAL 2

Effectively communicate our mission, expand our reach, and foster a deeper connection between Hoosiers and our work.

Strategy 1: Strategically develop and engage our target audience with a clear understanding of the likelihood of their involvement and value and impact their involvement will have in advancing HEC's goals and priorities.

Strategy 2: Have a more targeted approach to messaging across the state.

Strategy 3: Annually identify priorities and align communications to these priorities as part of a broader communication plan.

Strategy 4: Strengthen and clarify brand identity to build trust and recognition across all platforms.

GOAL 3

Build equity into our work to support just policies that represent underserved community interests and benefit all Hoosiers.

Strategy 1: When engaging with communities, we understand and support their priorities as they align with our mission and goals.

Strategy 2: Educate ourselves on the sensitivity of history, definitions, and cultural nuances to better engage communities outside our typical arena.

Strategy 3: Recruit and retain staff and board members that reflect the communities we serve.

GOAL 4

Build effective coalitions with strategic representation from business, agriculture, faith, and community leaders, and ensure diverse representation of Hoosier interests in building a shared vision and mission around key HEC priorities.

Strategy 1: Make an intentional effort to energize coalition members, ensuring long-term engagement while avoiding coalition fatigue.

Strategy 2: Expand coalitions to include non-traditional allies (such as agriculture and business groups) beyond environmental stakeholders.

Strategy 3: Find common ground and be willing to compromise while keeping values intact to build trust.

GOAL 5

Develop a model of financial stability while significantly growing our team and budget.

Strategy 1: Diversify funding sources.

Strategy 2: Broaden individual donor base by creating opportunities for targeted giving to engage donors with specific priorities.

Strategy 3: Increase giving among current HEC supporters.

Strategy 4: Establish an endowment to ensure long-term financial sustainability.

Strategy 5: Expand the Board to include more fundraising and implement board governance measures to ensure sound financial oversight.

Strategy 6: Optimize the impact and stewardship of entrusted funds.



All. Together. Now.