FORWARD PLAN WITH STRATEGIC DIRECTION AND OBJECTIVES
January 2018

Our Vision

We seek a world free of war and the threat of war. We seek a society with equity and justice for all. We seek a community where every person’s potential may be fulfilled. We seek an earth restored.

Our Mission

The FCNL Education Fund and Friends Committee on National Legislation live a prophetic Quaker vision for a peaceful, just, and healthy planet through education, lobbying, and grassroots advocacy.

Strategic Direction

Over the next five years, FCNL will take bold steps to transform national policy discourse and decision-making. FCNL will build political will for legislation and public policy change that reflects FCNL’s legislative priorities. FCNL’s relentless advocacy on Capitol Hill and in congressional districts throughout the country will strengthen constituent voices and offer a compelling narrative for peace and social justice, empowering civil dialogue for policy change by Congress. This strategic direction will require a bigger presence for FCNL—in the media, on Capitol Hill, and in congressional districts across the country. It will require the vital support of Quakers and all people who share our vision and mission.

Our impact will be wide-reaching:

- People in the United States and around the world will feel more secure—from the threats of war, climate change, economic insecurity, and the violation of human rights.

- Systemic changes—legislation and policies—to address militarism, climate change, economic security, human rights, and the rule of law will advance.

- People in the United States who work with FCNL will feel hopeful and experience a renewed confidence in the political system’s ability to affect positive change in their lives and the lives of people across the globe.
• FCNL’s legislative advocacy for economic and racial justice, peace, human rights and a sustainable planet will be grounded in the faith and practice of the Religious Society of Friends.

• FCNL will become a more diverse and inclusive organization, increasing the representation and meaningful involvement of Quakers and people from many ethnic and socioeconomic backgrounds.

• We will attract talented professionals to our staff and dedicated volunteers to our programs. We will improve our cross-functional teamwork and more effectively use technology and data for internal communication. We will nurture a staff culture that recognizes that of God in every person, affirms individual strengths, and cultivates organizational excellence.

Organizational Priorities

I. Changing Public Policy. Advancing effective public policies through federal legislation is the heart of FCNL’s mission. Fielding a Hill lobbying team that brings subject matter expertise and strategic political analytics to our work is essential to our faithful representation of FCNL’s legislative priorities for peace and justice. Relationships with congressional offices and with coalition partners matter to the effectiveness of our Hill work.

II. Strengthening FCNL’s Strategic Advocacy Network. An effective grassroots advocacy program coupled with a strong Hill program makes FCNL a powerful lobbying operation. Constituent voices matter to members of Congress. Influencing the policy conversation from the local level has great importance. Persistent constituents can open doors for our lobbyists on Capitol Hill. FCNL’s network provides a way for people around the country to have a meaningful impact on national policy and to foster a community of hope and inspiration for one another.

III. Expanding Media, Marketing, and Communications. Effective communications are key to transforming national policy discourse. FCNL is recognized for its integrity, expert staff, and Quaker grounding of its work. This recognition gives FCNL a voice to challenge and change the conventional narratives that guide federal policy-making. FCNL can infuse a clear and distinctive moral, faith-based, and Quaker voice into its educational and advocacy efforts to increase the visibility and reach of the organization and its vision of a just society and a peaceful planet to Friends, Congress, donors, coalition partners, and advocates.

IV. Building Relationships between FCNL and the Religious Society of Friends. FCNL is a faith-based lobby deeply grounded in Friends’ faith and practice. Building on this distinct Quaker identity and witness, FCNL has a unique position to engage in peacemaking among Friends and on behalf of Friends. The theological diversity and practices among Friends offer FCNL an opportunity to build a stronger Quaker constituency. FCNL strives to be led by the Spirit in its work. Friends always have held that spiritual clearness can be discerned in community with fellow seekers. We need one another in order to do this work.
V. Ensuring Organizational Sustainability. Achieving FCNL’s strategic direction over the next five years and beyond requires a healthy organization that pays consistent attention to its financial, personnel, physical, and technological infrastructure, grounded in the present and planning for the future. Given the rapid organizational change of recent years, including significant increases in staff, purchase of a second property, and completion of a capital campaign, it is essential that we ensure long-term viability through best practices in non-profit management.