

# 350 VERMONT

## STRATEGIC PLAN

2018 - 2020

# HOW WE CREATED THIS PLAN

The threat of climate change is real and only getting worse. As weather becomes more extreme year to year, and as corrupt politicians and corporations continue to threaten our communities, it is more and more apparent that we must transform not only the way we do the work, but also the way we relate to each other and the world.

350Vermont, which celebrated its 5-year anniversary in 2016, has grown immensely over the past several years. With the results of the 2016 election, we knew it was time to reflect and build on our achievements and plot our path forward with insight from our community. While we can anticipate what may happen in the coming years, we know we must also be prepared for the unexpected by being strategic, smart, and nimble.

With a small grant from the Vermont Community Foundation, and the guidance of Andy Robinson, we set out to create our very first strategic plan. Our planning process included several steps, over the course of 5 months.

- 1 We organized initial meetings with the planning committee and the full staff in January 2018.
- 2 A questionnaire was sent to approximately 4,700 people via email and social media. More than 330 people provided their ideas and feedback about 350Vermont.
- 3 In-depth phone interviews were conducted with 24 partners, allies, public officials, donors, and volunteers.
- 4 At a retreat, the planning team and key leadership met to analyze the results of the surveys and interviews, affirm a vision of success, and identify specific goals and strategies.
- 5 Draft goals were presented to the Board of Directors for approval.
- 6 After further refinement, the goals, strategies, and benchmarks were circulated in draft form to the planning committee and staff.
- 7 The 350Vermont board reviewed and approved this strategic plan in May 2018.

## STRATEGIC PLANNING COMMITTEE

Thank you to all who gave energy, time, ideas, and love to this process. To the survey takers, the interviewees, and our dedicated leadership who helped bring all of this to fruition, thank you for all you do to support our work and the larger movement for justice.

### Node Leadership:

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### Staff:

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# OUR MISSION

350Vermont organizes, educates, and supports people in Vermont to work together for climate justice – resisting fossil fuels, building momentum for alternatives, and transforming our communities toward justice and resilience.

# OUR CORE VALUES

1

**We are bold, collaborative, and resourceful; we have to be.**

In all that we do, we're committed to balancing the urgency of the moment with an intentionality that calls for true partnership.

2

**We are committed to inclusivity; we strive to always learn and grow.**

We seek to elevate and celebrate diversity in our work and continue to center the many ways we're each impacted by climate change based on the identities we hold and the resources we have at our disposal.

3

**We are story-based and relationship-based; we need a nourishing and inviting movement.**

We believe that listening to and sharing authentic stories can be a powerful source of inspiration and healing, helping us connect to ourselves, each other, and the planet.

“ *It's an educational, light-a-fire-under-your-ass type of organization.* ”

- Anonymous, 2018

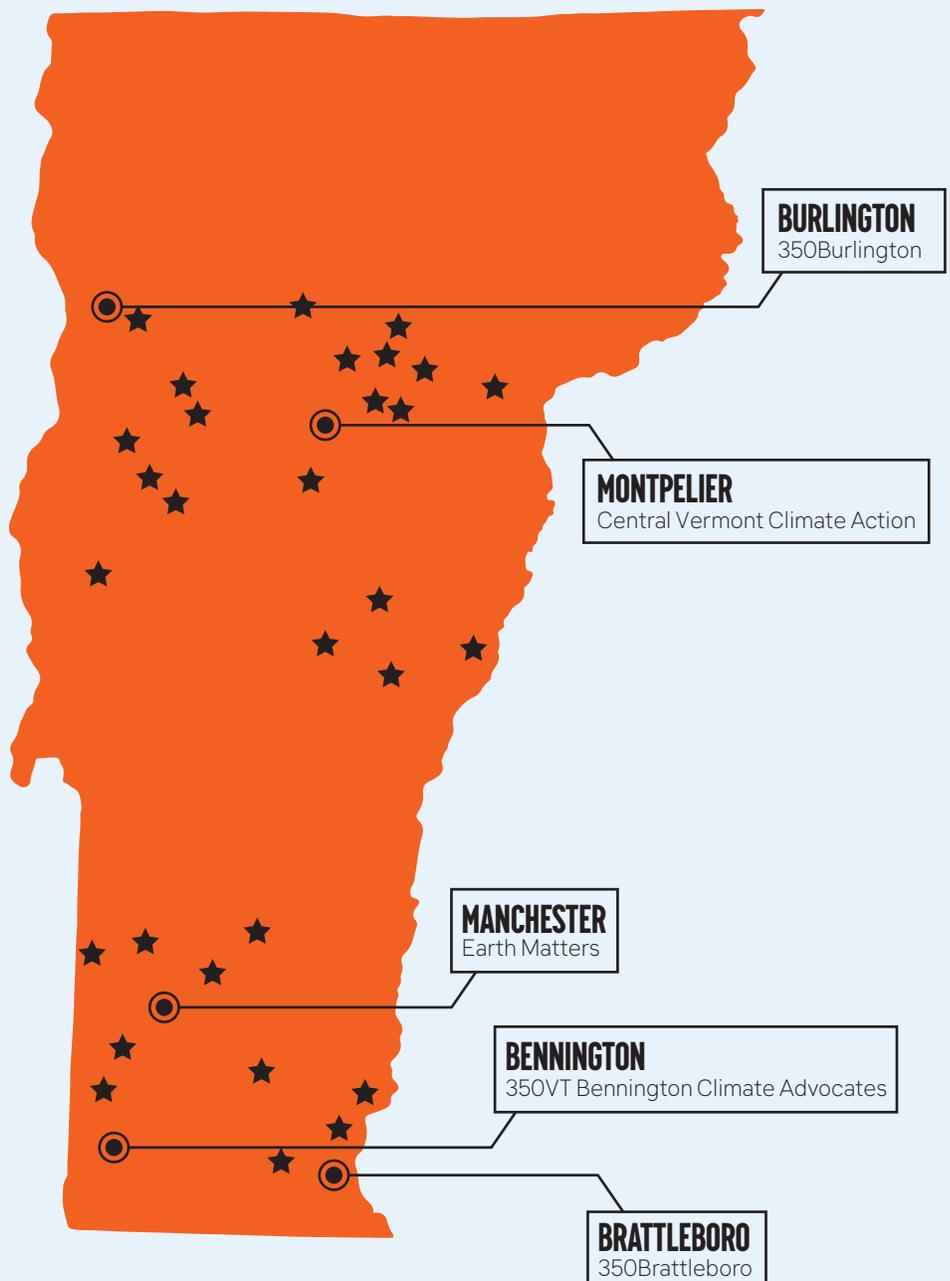
# OUR STRUCTURE

350VT is an independent non-profit organization based in Burlington, VT. 350VT's focus is on local issues, whether that be state policy, local pipeline projects, or day-to-day grassroots organizing. We are an affiliate of 350.org and aligned in mission. 350VT includes regional groups, called nodes, which organize actions at the local level and sustain our movement with new ideas, vibrant energy, and deep commitment.

📍 **350VERMONT NODE**

★ **PASSED CLIMATE SOLUTIONS RESOLUTIONS**

- Arlington, VT
- Bennington, VT
- Bethel, VT
- Brattleboro, VT
- Bristol, VT
- Burlington, VT
- Calais, VT
- Cornwall, VT
- Dorset, VT
- Dummerston, VT
- East Montpelier, VT
- Huntington, VT
- Guilford, VT
- Lincoln, VT
- Manchester, VT
- Marlboro, VT
- Marshfield, VT
- Monkton, VT
- Montpelier, VT
- Northfield, VT
- Peacham, VT
- Peru, VT
- Plainfield, VT
- Putney, VT
- Rupert, VT
- Shaftsbury, VT
- Sharon, VT
- Stowe, VT
- Strafford, VT
- Thetford, VT
- Tunbridge, VT
- Wardsboro, VT
- Weston, VT
- Williston, VT
- Woodbury, VT
- Worcester, VT



## WHAT WE DO



### Educate

Educate activists, students, and the general public on climate justice and climate change.



### Mobilize

Mobilize people living in Vermont to take action through campaigns.



### Advocate

Advocate for public policies that support the transition of fossil fuels to renewable energy, while fostering communities with greater justice and resilience.



### Connect

Connect individuals, groups, and organizations to collaborate and work together for climate justice.

## HOW WE DO IT

We combine Spirit in Action's Theory of Transformation with the principles and Theory of Change posited by 350.org to provide a framework for our programming and campaigns. We offer opportunities for changemaking that align with these principles and recognize that we need to work together to create impactful systemic change. One of our goals, laid out in this plan, is to strengthen and develop our own unique theory of change that speaks to our mission, vision, and core values.

**In 10 years, we will know our work will have been successful if....**

- Vermont meets or exceeds renewable energy goals;
- strong and resilient networks of people are engaged in climate justice work;
- a climate justice framework and solutions are common knowledge;
- 350Vermont is accountable to and led by frontline communities.

350Vermont will balance campaign priorities between resisting fossil fuel infrastructure and building momentum for solutions to eventually reshape statewide policy.

## STRATEGIES

- ➔ Organize town meeting day campaigns; offer support and provide frameworks for organizing models that implement solutions at the community level
- ➔ Pollinate innovative, grassroots, community-based solutions across the state
- ➔ Support local resistance to extreme energy projects
- ➔ Clarify our involvement in regional and national actions
- ➔ Support legislative allies to introduce bold legislation and support citizen engagement

## BENCHMARKS

	2018	2019	2020
25% of Vermont towns pass a climate solutions resolution	●	●	
Clarify ongoing organizing models for each town that passes a resolution	●	●	●
Create a solutions-oriented resources page on the website	●		
Retain 20% of our capacity and financial resources for actions that respond to unexpected opportunities for organizing and solidarity, locally and nationally	●	●	●
Pass a No New Fossil Fuel Infrastructure Bill in the State House		●	●
350VT will maintain relationships with 15 elected leaders through board members, staff, and key volunteers		●	●
Host at least two lobby days each legislative session at the State House	●	●	●

350Vermont will provide multiple levels of engagement and leadership development in the climate justice movement and will build and strengthen relationships with frontline communities, organizations, and broader social movements.

## STRATEGIES

- ➔ Develop a clear ladder of engagement to support volunteers in the statewide climate movement
- ➔ Develop skill and issue based working groups to support the statewide climate movement
- ➔ Create inspiring, accessible, and responsive trainings, workshops, and retreats to foster leadership skills, transformation, empowerment and the intersections of the climate movement
- ➔ Commit to deeper organizational learning of broad social movements and systems of oppression
- ➔ Build trusting, long lasting, collaborative alliances with frontline communities, including youth groups, indigenous communities, and allied social justice organizations

## BENCHMARKS

	2018	2019	2020
Develop and maintain 4 skill and issue-based working groups annually	●	●	●
Maintain 3 Mother Up! groups, growing membership by 25% annually	●	●	●
Host two Building Ground trainings and 5 non violence study groups annually	●	●	●
Provide advanced training for 30 lead volunteers every two years with the support of an outside training organization		●	
Contribute funding for the coordinator of the VT Human Rights Council	●	●	●
Organize one event, training, or action each year with social justice partner organizations	●	●	●
Secure an Americorps position (or develop our own fellowship) focused on a youth leadership program		●	
Key leadership participate in at least three events, trainings, or actions put on by frontline communities and social justice partner organizations	●	●	●

People in Vermont will be more knowledgeable about the environmental, economic, health, and social impacts of current levels of energy consumption and fossil fuel use, and will respond to an urgent call for climate justice.

## STRATEGIES

- ➔ Develop a communications strategy focused on storytelling, people power, and joy
- ➔ Bring awareness to our unique theory of change and statewide programming and highlight our achievements and successes
- ➔ Use art to communicate our message and vision
- ➔ Develop public events that promote solutions and climate justice, and that engage new audiences
- ➔ Coordinate local actions and mass participation in conjunction with major state, national, and global holidays and events

## BENCHMARKS

2018      2019      2020

Recruit skilled volunteers to consult on communications strategy development



Develop and institutionalize a 350Vermont Vision and Theory of Change



Table and speak at public events at least once a month



Report to our base on our organizational effectiveness annually



Increase our email list, Facebook membership, and other social media outreach by 20% each year



Hold at least three art builds or creative events annually



Hold one large-scale public event every two years



Build relationships with reporters and media outlets



Develop storytelling series annually



350Vermont will be a healthy, sustainable, decentralized organization guided by our mission and vision.

## STRATEGIES

- ➔ Review organizational structure, staff roles, and internal decision making processes to promote a healthy, sustainable, decentralized structure
- ➔ Recruit and support a team of field organizers to foster and support new nodes and programming
- ➔ Promote an organizational culture that deepens and builds trust and inclusivity within established 350VT groups
- ➔ Build and strengthen meaningful relationships with existing allied groups (non-nodes), statewide
- ➔ Evaluate progress on movement-building and campaigns
- ➔ Examine and evaluate fundraising channels and pursue fundraising strategies that maximize 350VT’s ability to galvanize energy and resources for the work while minimizing burnout for staff and volunteers
- ➔ Maintain a diverse revenue stream that provides financial stability, including grants, individual giving, earned income, and sponsorships

## BENCHMARKS

**2018      2019      2020**

Develop and implement a plan for the 350VT Board to be more representative of frontline communities



Develop and institutionalize an organizational culture of sustainability that promotes equity, wellness, and self care



Grow staff to include three paid field organizers



Complete an annual survey of our base each January to evaluate campaigns and movement building



Secure funding to develop a network mapping tool to evaluate movement building



Maintain a cash reserve of 3 months operating funds



Increase monthly sustainer program to at least 50 donors



Key leadership will donate annually to 350VT



Generate annual income with the “We Are Vermont” calendar



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**VERMONT**