Introduction: The Power of a Strategic Plan

One of the most powerful tools for any organization is the development and implementation of a comprehensive Strategic Plan. A strategic plan is not just a roadmap; it is a tool that aligns us all in the same direction. It summarizes our mission, vision, and the collective goals we aspire to achieve.

Having a strategic plan can benefit the Pacific Green Party (PGP) in several ways:

1. **Clear Direction:** A strategic plan outlines the party’s mission, vision, and long-term objectives. This clarity of purpose helps party members and supporters understand the overall direction and goals, fostering unity and focus.

2. **Resource Allocation:** With a strategic plan, the PGP can prioritize its resources effectively. Whether it's financial resources, human capital, or time, a well-defined strategy helps allocate resources to activities that align with the party’s priorities and goals.

3. **Effective Decision-Making:** A strategic plan serves as a guide for decision-making. When faced with choices or challenges, the PGP members can refer to the plan to ensure that the decisions align with the overall strategy and contribute to the party's success.
4. **Adaptability:** The political landscape can be dynamic. The PGP can update and revise the plan as needed to respond to changing circumstances, ensuring relevance and effectiveness.

5. **Communication:** The plan serves as a communication tool both internally and externally. Internally, it ensures that all members are on the same page. Externally, it communicates the party's values, goals, and plans to potential supporters, voters, and the broader community.

6. **Member Engagement:** A strategic plan can involve party members in the planning process, fostering a sense of ownership and commitment. Engaged members are more likely to actively contribute to the party's activities and initiatives.

**How can impact our membership**

Having a strategic plan offers significant opportunities for the members (base) of the Pacific Green Party (PGP). Here are some key advantages:

1. **Informed Participation:** Members gain a clearer understanding of the party's mission, vision, and goals through the strategic plan. This knowledge allows them to actively and informedly participate in party activities, campaigns, and decision-making processes.

2. **Sense of Purpose:** A strategic plan provides a sense of purpose and direction. Members can align their individual efforts with the broader goals of the party, fostering a shared commitment and motivation among the base.

3. **Skill Development:** Members may have the opportunity to develop and enhance their skills through involvement in specific tasks outlined in the strategic plan. Whether it's organizing events, conducting outreach, or contributing to communication efforts, members can acquire valuable skills that can benefit both the party and their personal growth.

4. **Networking and Collaboration:** The strategic plan may highlight opportunities for collaboration and networking with like-minded individuals, organizations, or communities. Members can actively participate in building these connections to strengthen the party's support base.

5. **Empowerment:** Members who understand the strategic goals and objectives of the party may feel more empowered to take on leadership roles or contribute in meaningful ways. This empowerment can lead to a more dynamic and active base.
6. **Feedback Mechanism:** The strategic plan can serve as a feedback mechanism, allowing members to assess the party's progress and provide input. This iterative process ensures that the plan remains relevant and adaptable to changing circumstances.

7. **Opportunities for Innovation:** A strategic plan sets the stage for innovation and creativity. Members can contribute fresh ideas and innovative approaches to achieving the party's goals, fostering a culture of continuous improvement.

8. **Celebration of Achievements:** As the party achieves milestones outlined in the strategic plan, members can celebrate collective successes. This recognition reinforces a positive and motivated party base, encouraging sustained engagement.

In essence, a strategic plan provides not just a roadmap for the party but also a framework for member involvement, growth, and empowerment within the Pacific Green Party.

**The Strategic Plan: A mirrors the collective voice of our diverse membership**

First of all, thank for voicing your thoughts on key priorities for the Pacific Green Party. The results of our recent survey were incredibly valuable, and we're thrilled to see such strong engagement.

Here's a quick overview of the top preferences:

1. **Recruit, support, and elect more candidates:** 67.65%
2. **Amplify grassroots activism:** 61.76%
3. **Improve communication (newsletters, radio, podcasts):** 61.76%
4. **Support allied organizations, mutual aid:** 52.94%
5. **Increase membership and Pacific Greens registration:** 51.47%

It’s clear that building our candidate base, empowering local activism, and enhancing communication are top priorities.

On the flip side, we also noted areas for growth, such as member engagement and boosting funding for organizers and campaigns. Every opinion matters and we appreciate the diverse perspectives shared.
Your emphasis on sustainability, social justice, and community engagement resonates strongly with the core principles rooted in our strategic vision. The Strategic Plan is not just a document created in isolation; it mirrors the collective voice of our diverse membership.

These insights played a crucial role in shaping our path forward. Thank you to everyone who participated! Your dedication to the Pacific Green Party is truly inspiring.
Our Proposed Strategic Plan 2024-26

2024-2026 Strategic Plans for the Pacific Green Party of Oregon

“By failing to prepare, you are preparing to fail.” – Benjamin Franklin

Note: This Pacific Green Party of Oregon Strategic Plan mimics the format and the language used on the 2013 Strategic Plan Narrative of the Green Party of the United States and can be used as a draft or starting point by the Planning Committee appointed by the SCC to develop it through a democratic process, that considered all the suggestions of those members willing to offered it.

The Pacific Green Party's 2024-2026 Strategic Plans should outlines our path forward, emphasizing membership growth, fundraising and candidate recruitment as key priorities. By working collectively and committing to the objectives outlined in this plan, we can build a stronger, more impactful party that champions progressive values and plays a vital role in shaping the future of our great state of Oregon.

The success of this plan will ultimately depend on our dedication, ideas, and active participation. Let's make history together and continue the tradition of organized people prevailing over organized money. Together, we can make a positive impact on our society, our environment, and our planet.

Important note: While each goal outlined in the survey holds significance, we understand the importance of ensuring a successful and positive experience with the incorporation of a bi-annually strategic plan. To effectively focus our efforts and resources, the planning committee has chosen to prioritize the following goals: Increase Membership, Run and Elect More Candidates and, to guarantee success, Increase Funding.

Executive Summary

Mission Statement for the Pacific Green Party:

"At the Pacific Green Party, we are dedicated to the pursuit of a sustainable, just, and equitable future for all. Our mission is to harness the power of democracy, responsible use and protection of the natural environment, and social justice to create positive change in our communities and the world at large.

We believe in upholding the fundamental principles of ecological wisdom, grassroots democracy, social justice, and non-violence.
This strategic plan should serve as a starting point for our collective efforts and shared mission to strengthen our party. We encourage every PGP member to contribute ideas and actively participate in developing a Bi-annual Strategic Plan that is comprehensive, inclusive, and flexible. It should serve as a guide for the PGP’s continued growth and success.

Regular reviews and adjustments will be necessary to adapt to the evolving political landscape.

**Goals and Objectives**

We believe in upholding the fundamental principles of ecological wisdom, grassroots democracy, social justice, and non-violence.

At the Pacific Green Party, we are dedicated to the pursuit of a sustainable, just, and equitable future for all. Our mission is to harness the power of democracy, responsible use and protection of the natural environment, and social justice to create positive change in our communities and the world at large.

Our vision statement has set the stage for our strategic goals for 2024-2026. These goals are closely interrelated and integral to the success of our party:

**Goal 1: Increase Membership**

**Objectives:** Our goal is to increase membership by 10% and to effectively attract and retain members who align with our values and goals. Here are some actions that will help the PGP achieve this goal:

1.1. **Attract and Retain New Members:** Implement targeted recruitment strategies to bring in new members, with a specific focus on youth and people of color.

1.2. **Define Membership Criteria:** Develop clear guidelines for what constitutes a PGP member, addressing the challenges posed by different membership categories.

1.3. **Convert Registered Greens into Active Members:** In states with partisan voter registration, create initiatives to convert registered Greens into active members and donors.

1.4. **Enhance Trust and Inclusivity:** Foster a welcoming and inclusive atmosphere within the party by building trust and community among members. **Encourage respectful dialog over debates.**

1.5. **Improve Communication:** Enhance communication channels to keep members informed about meetings, events, and party activities, addressing the issue of late announcements.
1.6. **Youth Engagement:** Prioritize outreach to young people, especially those from underrepresented communities, as they often have fewer ties to the current political system.

1.7. **Retention Strategies:** Develop specific, measurable goals and plans for increasing membership and diversity, including retention, at all levels of the party.

*Strengths:*

- A committed base of volunteers and potential new members.
- Active PGP Youth Caucus/Young Greens.
- Unity within the party regarding the need to run more candidates.

*Weaknesses:*

- Lack of a dedicated organizing plan and committee at the state levels.
- Insufficient commitment and accountability from members, resulting in work not getting done.
- Negative and non-welcoming culture.

*Opportunities:*

- Seize opportunities to lead on progressive issues where public opinion surpasses that of the political establishment.
- Tap into the widespread frustration with the current political system, creating an opening for systemic changes.

*Threats:*

- Political apathy, ignorance, and low voter turnout.
- Concerns from some politically active individuals about supporting the Green Party due to fear of "spoiling" other parties' chances.

### Goal 2: Run and Elect More Candidates

*Objectives:* At present, the Pacific Green Party proudly holds six elected positions across our state, a testament to our ongoing commitment to public service and advocacy. However, with a resolute focus on recruiting and supporting candidate at all levels, our goal is to double the number of elected officials by 2024. Here are some of the strategies suggested to achieve this goal:
2.1. **Campaign Strategy Development**: Create a comprehensive plan for recruiting, developing, and supporting candidates at all levels.

2.2. **Fundraising**: Raise significant funds to support top candidates in key races across the Pacific Green Party.

2.3. **Electoral Success Tracking**: Establish a robust system for tracking electoral activities and successes to learn from past experiences.

2.4. **Political Reform Advocacy**: Develop a campaign to support ballot access, proportional representation/IRV, and other electoral reforms at both the national and state levels.

**Strengths:**

- Dedicated members with campaign experience.
- Clear differentiation from other parties based on our values and vision.
- A history of successful candidates at local levels.

**Weaknesses:**

- Limited expertise in campaign management and fundraising.
- Insufficient organizational structure for candidate recruitment.
- Overemphasis on presidential campaigns with low chances of success.

**Opportunities:**

- Lead on issues where public opinion aligns with our values, such as climate change, healthcare, and workers’ rights.
- Capitalize on the desire for new leadership in local communities.

**Threats:**

- Winner-take-all electoral system limiting our chances of winning.
- Reluctance of politically experienced individuals to run as Pacific Green candidates.
- Political apathy and low voter turnout.
Goal 3: Increase Funding

Objectives: In 2023, the Pacific Green Party raised $9,635.62 effortlessly. Our goal is to triple this amount through focused fundraising efforts. Here are some of the strategies proposed to accomplish this goal:

3.1. Fundraising Strategy: Develop and execute a comprehensive fundraising strategy at all levels of the party to support campaign efforts and organizational sustainability.

3.2. Diversify Funding Sources: Explore multiple funding sources, including sustaining donor programs and individual dues-paying membership.

3.3. Budget Transparency: Maintain transparency in budgeting and financial management to maintain confidence in our members and donors.

Strengths:

- A principled stance against corporate contributions.
- Potential for attracting grassroots donations.

Weaknesses:

- Insufficient fundraising expertise and strategy.
- Lack of fundraising plan.

Opportunities:

- Leverage the support of individuals who share our values.
- Implement effective fundraising strategies to support campaign efforts.

Threats:

- Reliance on limited funding sources.
- Financial instability affecting the ability to run successful campaigns.

Monitor Progress:

Regularly monitor progress towards the party’s objectives and make necessary adjustments to the annual plan based on performance metrics. Celebrate successes and learn from failures to continuously improve the party’s outreach and engagement.
Suggested strategies for accomplishing the key goals outlined in the Pacific Green Party's 2023-2025 Strategic Plan:

Goal #1: Strategies to increase membership

Developing a comprehensive strategy to increase membership is essential for the Pacific Green Party. Here's a step-by-step plan to help you achieve this goal:

1. Set Clear Membership Growth Goals:
   - Define specific, measurable, achievable, relevant, and time-bound (SMART) goals for increasing membership. For example, set targets for the number of new members to recruit annually.

2. Conduct a Membership Analysis:
   - Analyze your current membership to identify trends, demographics, and areas for improvement. Understand why members joined and what motivates them to stay engaged.

3. Create Member Personas:
   - Develop member personas to better understand your target audience. Consider factors like age, interests, political beliefs, and motivations for joining the Green Party.

4. Develop Targeted Recruitment Strategies:
   - Tailor your recruitment efforts to specific demographics and segments within your target audience. Craft messages and outreach methods that resonate with each group.

5. Improve Online Presence:
   - Enhance your party's website and social media profiles to make information about membership easily accessible. Include compelling content that explains the benefits of joining.

6. Offer Membership Incentives:
   - Provide incentives for new members, such as exclusive access to events, member-only content, or discounts on party merchandise. Highlight these benefits in your recruitment materials.

7. Engage in Grassroots Outreach:
- Organize grassroots efforts, such as door-knocking campaigns, local events, and community outreach programs. Connect with people on a personal level to explain the party's mission and values.

8. Leverage Social Media and Email Marketing:
- Use social media platforms and email marketing to reach a broader audience. Share informative and engaging content that encourages people to join and get involved.

9. Host Membership Drives:
- Organize membership drives and campaigns during specific periods, offering special promotions or discounts for those who join during these events.

10. Develop an Ambassador Program:
- Create a program where current members act as ambassadors to recruit new members. Provide training and resources to help ambassadors effectively convey the party's message.

11. Engage in Youth Outreach:
- Prioritize outreach to young people, especially those from underrepresented communities. Highlight the party's commitment to issues that resonate with younger generations.

12. Provide Clear Membership Information:
- Ensure that potential members have easy access to information about membership requirements, dues, and benefits. Make the sign-up process straightforward and user-friendly.

13. Collaborate with Like-Minded Organizations:
- Partner with other progressive organizations that share similar values. Collaborative efforts can expand your reach and introduce potential members to your party.

14. Monitor and Track Progress:
- Continuously monitor your membership growth efforts. Track the success of different recruitment strategies and adjust your approach based on data and feedback.

15. Create a Member Retention Plan:
Develop strategies to retain existing members, such as member engagement initiatives, regular communication, and opportunities for involvement.

16. **Promote Diversity and Inclusivity:**

- Actively work to create an inclusive party culture that welcomes individuals from diverse backgrounds. Ensure that your party's leadership reflects this commitment.

17. **Offer Training and Resources:**

- Provide training and resources to new members to help them get involved effectively. Empower them to take on leadership roles within the party.

18. **Communicate Your Party's Impact:**

- Regularly share success stories and achievements resulting from the party's activities. Show potential members the tangible impact they can make by joining.

19. **Conduct Member Surveys:**

- Gather feedback from current and potential members through surveys to understand their needs, preferences, and concerns. Use this feedback to refine your recruitment strategies.

20. **Celebrate Milestones:**

- Celebrate membership milestones and achievements, such as reaching specific growth targets. Recognize and appreciate the efforts of members who contribute to this success.

By implementing this comprehensive membership growth strategy, the Pacific Green Party can attract new members, retain existing ones, and build a diverse and engaged party that advances its progressive values.

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**Goal #2: Strategies to run more candidates and elect more officials**

Developing a comprehensive strategy to run more candidates and elect more officials is crucial for the Pacific Green Party. Here's a step-by-step plan to help you achieve this goal:

1. **Candidate Recruitment and Selection:**
• Establish a candidate recruitment committee responsible for identifying potential candidates.

• Develop criteria for selecting candidates, focusing on their alignment with party values, dedication, and electability.

• Encourage members and local chapters to nominate candidates for various positions, from local offices to statewide positions.

2. Candidate Training and Support:
• Provide comprehensive training programs for candidates, covering campaign strategy, fundraising, public speaking, and grassroots organizing.

• Offer mentorship and support from experienced party members who have run for office successfully.

• Assist candidates in developing campaign plans that include clear goals, target demographics, and messaging strategies.

3. Fundraising for Campaigns:
• Create a dedicated fundraising committee to raise funds for candidates’ campaigns.

• Develop a robust fundraising strategy that includes online donations, grassroots fundraising events, and outreach to potential donors.

• Emphasize the importance of financial transparency to gain donors’ trust.

4. Grassroots Campaigning:
• Mobilize volunteers and activists for grassroots campaigning, including canvassing, phone banking, and organizing community events.

• Encourage candidates to engage with voters at the local level and build strong connections with constituents.

5. Candidate Support Network:
• Establish a network of support for candidates, including campaign managers, volunteers, and experienced advisors.

• Create a mentorship program where seasoned candidates guide and assist newcomers.

6. Ballot Access and Legal Support:
• Ensure that candidates have the necessary legal support to navigate ballot access requirements and election regulations.
• Advocate for fair and inclusive ballot access laws at the state and local levels.

7. Voter Outreach and Education:
• Conduct voter outreach campaigns to increase awareness of Green Party candidates and their platforms.
• Focus on educating voters about the party's positions and how its candidates can address their concerns.

8. Public Relations and Media Outreach:
• Develop a media strategy to increase candidates' visibility through press releases, interviews, and social media.
• Highlight the party’s unique positions and the benefits of electing Green candidates.

9. Data Management and Analysis:
• Invest in campaign technology and data management tools to streamline voter targeting, communication, and fundraising efforts.
• Analyze campaign data to refine strategies and allocate resources effectively.

10. Post-Election Evaluation:
• After each election, conduct a thorough evaluation of campaign performance, identifying successes and areas for improvement.
• Use lessons learned to refine future candidate recruitment and campaign strategies.

11. Advocacy for Electoral Reforms:
• Advocate for electoral reforms at the state and local levels, such as proportional representation, ranked-choice voting, and campaign finance reform.
• Collaborate with like-minded organizations to push for changes that level the playing field for third-party candidates.

12. Encourage Local Engagement:
• Prioritize running candidates at the local level, where the party can have a significant impact on communities.
• Develop strong relationships with local activists and organizations to support candidate recruitment.

13. Celebrate Electoral Victories:

• Celebrate and promote the successes of Green Party candidates at all levels. Highlight their contributions to their communities and the party’s values.

14. Long-Term Planning:

• Develop a long-term electoral strategy that outlines goals, timelines, and resource allocation for future elections.

By implementing this comprehensive strategy, the Pacific Green Party can increase its candidate pool, improve campaign effectiveness, and make meaningful progress in electing more officials who align with its progressive values.

Goal #3: Fundraising Strategies

Developing a comprehensive fundraising strategy at all levels of the party is crucial for supporting campaign efforts and ensuring organizational sustainability. Below is a step-by-step guide to creating this strategy:

1. Establish Clear Fundraising Goals:

• Define specific, measurable, achievable, relevant, and time-bound (SMART) fundraising goals. For example, set targets for monthly contributions, one-time donations, and overall fundraising targets for the year.

2. Identify Target Donor Segments:

• Segment your donor base into different categories, such as individual members, sustaining donors, major donors, and corporate sponsors. Tailor fundraising approaches for each segment.

3. Develop a Fundraising Calendar:

• Create a calendar that outlines the timing of fundraising campaigns, events, and appeals throughout the year. Ensure that fundraising efforts are evenly distributed and well-timed to avoid donor fatigue.

4. Leverage Digital Fundraising:
Establish a strong online presence through a user-friendly website, email marketing, and social media. Utilize online donation platforms to facilitate easy and secure donations.

5. Build Donor Relationships:
- Cultivate relationships with donors by regularly communicating the impact of their contributions. Send personalized thank-you notes, newsletters, and updates on party activities.

6. Implement Regular Giving Programs:
- Launch sustaining donor programs that encourage individuals to make monthly or quarterly donations. Offer incentives or recognition for sustained support.

7. Organize Fundraising Events:
- Host fundraising events such as dinners, galas, webinars, or virtual gatherings to engage donors and attract new supporters. These events can also serve as opportunities to share the party’s accomplishments and goals.

8. Explore Crowdfunding and Peer-to-Peer Fundraising:
- Utilize crowdfunding platforms and encourage supporters to create their fundraising campaigns on behalf of the party. Provide resources and tools to help them succeed.

9. Grant Writing and Foundation Funding:
- Identify potential grants and foundation funding opportunities that align with the party’s mission and goals. Develop grant proposals and applications to secure additional financial support.

10. Diversify Fundraising Channels:
- Explore multiple fundraising channels, including direct mail, phone campaigns, text-to-give options, and in-person fundraising efforts. Diversifying channels can help reach a broader audience.

11. Implement Donation Matching Programs:
- Encourage major donors or businesses to participate in donation matching programs, where they match contributions made by other donors, effectively doubling the impact of each donation.

12. Transparent Financial Reporting:
• Ensure transparency in financial reporting by regularly sharing financial statements and reports with donors. Transparency builds trust and confidence in how donations are used.

13. Acknowledge Donor Impact:
• Show donors how their contributions directly support the party’s mission. Highlight specific achievements and projects funded by donations.

14. Compliance and Legal Considerations:
• Comply with all legal requirements related to fundraising, including disclosure, reporting, and donor privacy regulations.

15. Evaluate and Adjust:
• Continuously evaluate the effectiveness of your fundraising strategies. Analyze fundraising data, donor retention rates, and campaign outcomes. Make necessary adjustments based on performance metrics.

16. Donor Stewardship:
• Develop a donor trust program to engage, recognize, and retain donors. Consider exclusive events, newsletters, and personalized communication to show appreciation.

17. Engage Volunteers:
• Recruit volunteers to support fundraising efforts, whether through phone banking, event coordination, or donor outreach.

18. Budget Allocation:
• Allocate a portion of the party's budget for fundraising activities, including staff salaries, marketing materials, and event expenses.

19. Training and Education:
• Train party members and volunteers in effective fundraising techniques, including making compelling appeals, building donor relationships, and utilizing technology.

20. Crisis Preparedness:
• Develop contingency plans for fundraising during unexpected crises or economic downturns.
By following these steps and continuously refining your fundraising strategy, the Pacific Green Party can secure the necessary funds to support campaign efforts and ensure long-term organizational sustainability.

**Monitoring Progress:**

- **Regular Reviews:**
  - Conduct regular reviews of progress towards the party's objectives.
  - Collect and analyze performance metrics to identify areas for improvement.

- **Adaptability:**
  - Be adaptable and open to making necessary adjustments to the annual plan based on monitoring results.
  - Celebrate successes and learn from failures to continuously improve party outreach and engagement.

By implementing these strategies, the Pacific Green Party can make significant strides toward achieving its goals and building a stronger, more impactful organization.