



MOTHERS  
OUT  
FRONT




# Mothers Out Front Strategic Plan 2022-2024



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## ■ 1. INTRODUCTION AND EXECUTIVE SUMMARY

We are thrilled to introduce Mothers Out Front's mission and revised values, our vision for our organization and movement, and our 3-year strategic roadmap. Together, these pieces of work define who we are, why we do what we do, and where we're headed.

What follows is informed by our analysis of our work since Mothers Out Front's founding 9 years ago, including what we've done well and where we've fallen short, our understanding of our broader political and social landscapes, and the realities of the climate crisis that continue to unfold around us. Our staff and member leaders from across our movement have all contributed to its creation.

Our vision and plan reflect our profound commitment to creating a diverse and inclusive movement of moms, one that builds power among mothers from all different backgrounds so that our movement is big and powerful enough to help create the world we want for children everywhere. We will make the changes needed to ensure that our movement is one that BIPOC (Black, Indigenous, and people of color) moms want both to be part of and to lead, by reevaluating what we do and how we do it, from recruitment and leadership development to goal-setting and resource allocation.

We recognize the climate crisis grows worse by the day, due to the fossil fuel industry's capture of our political system and the resulting lack of political will to change the path we're on. Our early hopes for transformational climate policy at the federal level with the new administration have been dashed by the realities of our nation's increasingly toxic politics and the corruption of our political system, with particularly dire implications for our most vulnerable communities and for children everywhere. And the prospects of this shifting anytime soon are imperiled by ongoing efforts by some to destroy our very democracy.

Within this context, the work of Mothers Out Front has never been more important. Building the power of moms to drive campaigns at the local and state levels, and changing the narrative around what's possible by sharing the stories of our work, is how we shift the political landscape, creating conditions for the kind of transformational change necessary for protecting our kids, our communities, and our democracy.

Over the next three years, we will change the way we work to build a larger and more inclusive movement; run more strategic and equity-centered campaigns; transform our organization to reflect and support the movement we are endeavoring to build; and lay the groundwork for further growth and expansion beyond our five staffed states: California, Colorado, Massachusetts, New York, and Virginia.

More specifically, our goals are as follows:

## **Building Impactful Campaigns**

### **We will:**

- Create updated framework, toolkits, trainings and coaching for selecting, planning and executing strategic campaigns that are relevant and accessible for a diversity of moms.
- Launch a statewide campaign in each of our staffed states that centers equity and unites all community teams in the state.
- Achieve a growing number of environmental and climate justice campaign wins in each of our states.
- Codify our learnings and expertise on common campaigns to create easy-to-use, issue-specific toolkits and launch issue-based cohorts of moms working on similar issues across the country.
- Roll out new resources, toolkits, training and digital support for election-year civic engagement.

## **Centering Equity and Inclusion in Our Work**

### **We will:**

- Work to actively recognize and dismantle white supremacy culture and systems, including the implicit biases and conditioning that would cause us to perpetuate them, through ongoing training and learning.
- Restructure an organizing framework that reflects the particular demographic of our founding membership - largely white and middle or upper middle class mothers - into one that works to engage and support the leadership of all mothers across race and class.
- We will create systems and institutional structures that ensure diverse leadership at every level of our organization.
- Strengthen and expand our work on climate and environmental justice campaigns that are developed and led by frontline communities, and develop our capacity to serve as a strong ally.



## **Growing Our Movement**

### **We will:**

- Launch annual deep canvassing, Mother's Day, and Back to School initiatives.
- Launch Affinity Groups (e.g., African-American, Latino/a, AAPI, LGBTQ+) to build a community based on shared experiences that helps retain and recruit new moms into our movement.
- In 2022, grow our overall movement by 20% to 44,000 members, with particular emphasis on engaging BIPOC supporters; in 2023 grow our movement by 50% to 66,000; and in 2024 grow our movement to more than 100,000, including 7,500 members taking regular action, with more than 1,300 of those in leadership roles.
- Achieve the benchmark that 20% of our movement will be members of BIPOC and/or frontline communities.

## **Ensuring a Thriving Organization**

### **We will:**

- Create equity-centered human resources systems, including revamped recruitment and retention plans.
- Recruit a new National Leadership Team made up of representatives from each of our staffed states that's responsible for creating opportunities for national community and making decisions around national strategy.
- Transform our Board of Directors, recruiting 3-6 new members representing a diversity of perspectives, skill sets, geographies, and lived experiences.
- Ensure that each of our five states has a fully formed governance plan, including team structure, representative leadership, and clear decision-making processes.
- Host a national member gathering once every two years.
- Have a thriving and committed staff as evidenced by low employee attrition and staff self-reporting on job satisfaction and engagement.
- Have an active, growing membership that expresses their sense of connection, agency and commitment via a national member survey.
- Grow our support among both individuals and foundation donors, ensuring adequate resources to fund our ambitious plans.

## Preparing for the Next Chapter

### We will:

- Shore up our internal structures and staffing, investing in the capacity of our staff and membership in staffed states, and building a more diverse, engaged base.
- Begin to plan for an expansion of deep organizing beyond our existing states of California, Colorado, Massachusetts, New York, and Virginia. We will use Year 3 to assess what we've learned and to undertake a landscape analysis of additional states where we believe there are opportunities for us to achieve meaningful impact.
- Expand by an additional three states between 2025 and 2028 (pending funding availability), with a goal of organizing in a total of 10 states by 2030.

We embrace this ambitious and achievable plan with hope, determination, and love. And we welcome your engagement and partnership in building the movement we need in order to create a world in which children everywhere can thrive.

Anya Deepak, National Leadership Team

Keshia Sexton, Director of Organizing

Kelsey Wirth, Co-Founder and Chair



# We build our power as mothers to ensure a livable climate for all children.

## ■ 3. THE CHALLENGE

The stakes could not be higher. The latest report from the Intergovernmental Panel on Climate Change (IPCC) warns that we are on the cusp of a highly consequential global tipping point – we now have only three years, until 2025, to bring global greenhouse gas emissions past their peak and into decline in order to avert catastrophic temperature rise. Over the next three years, all of us, including Mothers Out Front, will be called upon to up our game to a whole new level, working to bring about widespread, systemic change. Our movement, harnessing the power of mothers and others to achieve a just transition from dirty fossil fuels to clean energy, can play a critical role in ensuring that today's children and future generations inherit a habitable planet where they can thrive.

The last two years have been challenging, as we have contended with a global pandemic and an outgoing presidential administration that barely acknowledged climate change, let alone worked to address it. Today, COVID vaccines have made it easier for us to gather and organize safely in person again. And a new administration in Washington places a higher priority on climate and energy issues. At the same time, however, our politics have become more divisive than ever, the fossil fuel industry retains its stranglehold on climate policy at the federal level, and a growing number of extremists are working actively to undermine and destroy our very democracy. Against this backdrop, we believe that our work has never been more important. Our members agree, and are fired up to fight for transformative change.





At Mothers Out Front we believe that cumulatively, and independent of what happens in national elections, changes at the local and state level drive the larger systemic changes we aim to achieve. Our movement helps put the power to make change back where it belongs – in the hands of the people and communities most at risk of suffering the impacts of the climate crisis.

We further believe that our grassroots work to educate decision-makers and hold them accountable, pushing for equitable policies and solutions, is not only the most effective way to achieve our goals, it is also fighting for our democracy – helping to repair, sustain, and protect the robust, well-functioning democratic institutions at the local and state levels on which this country was founded and without which it will not survive. It is no accident that quite a few of our active members have been nominated for government commissions, become Town Meeting members, or gone on to run for public office. Our grassroots organizing is a form of civic engagement that builds democratic muscle.

Founded and led by moms, Mothers Out Front brings the unique voice of mothers to the climate movement with a specific focus on children and the most vulnerable communities. The voices of women, mothers, and advocates for children have historically been undervalued, minimized and stifled. We work to change that by amplifying these voices and harnessing the leadership of mothers and others by tapping their skills, networks, and fierce determination to protect all children.

Fundamentally, we believe that a mother is a powerful force for change – and a group of mothers is an unstoppable one.



## ■ 4. OUR VALUES

# OUR VALUES

### COMMUNITY

Together we are a powerful force that works to protect a livable climate for all.

### JUSTICE

All communities have the right to a clean, healthy environment in which to live and thrive.

### DETERMINATION

We fight for a healthy climate for all kids and we don't give up.

### OPENNESS

We are a movement that welcomes new ideas and is inclusive and accessible to all.

### OPTIMISM

In the face of even the biggest challenges our moms strive for innovative solutions.

## ■ 5. OUR THEORY OF CHANGE

# OUR THEORY OF CHANGE

Locally-rooted strategic campaigns – developed and led by moms, working with other allies – are the bedrock of our work. Campaigns are built around the issues and needs of the community and developed with an equity lens and a deep commitment to climate justice, which includes a just transition to a fossil-free future.

Collectively, local campaigns inform statewide strategies and campaigns designed to raise awareness, influence the narrative, and convince decision-makers to implement the structural changes needed to make a just transition to clean energy.

## ■ 6. OUR VISION

Mothers Out Front is a grassroots movement organizing for a healthy and safe climate for all children. We are driven by the desire to secure a future that is free from environmental and racial injustice and the worry of impending climate disasters. Our work is centered around creating a world where all of our children, no matter their background or where they live, can enjoy a healthy environment with access to clean air and water. This can only be possible if we make a just transition from dirty fossil fuels to clean, renewable energy sources. A just transition means that the people who work and live in communities on the front lines of energy infrastructure have agency over their lives and livelihoods. This means access to well-paying, clean jobs and healthy neighborhoods with safe housing and schools. Our kids deserve no less.



To achieve that future, our movement brings together mothers, along with all those who care about children, in collective, bold action around their concern about the climate crisis. Together they work in communities across the country to achieve systemic change in order to transition from harmful fossil fuels to clean and renewable energy sources.

We envision a diverse and inclusive movement with campaigns that are informed by a deep understanding of how systemic racism creates disproportionate impacts on residents of communities on the front lines of fossil fuel extraction and climate change-induced disasters. These communities are often home to lower-income residents and Black, Indigenous and People of Color (BIPOC). Our movement's leadership will grow to include moms that represent these communities, helping to shape and drive our priorities and goals.

## ■ 7. OUR WORK: FROM VISION TO ACTION

### ■ 7A. INITIATIVE: BUILDING IMPACTFUL CAMPAIGNS

Currently (in spring 2022), the Mothers Out Front movement is nearly 37,000 strong, including more than 2,600 active volunteers including 450 leaders, and 42 community-based teams. Mothers hold leadership positions throughout our movement, and have representative decision-making power. Our members are supported by full-time staff, including on-the-ground organizers in Massachusetts, New York, Virginia, California, and Colorado. Locally-rooted strategic campaigns – developed and led by moms, working with other allies – are the bedrock of our work. Campaigns are built around the issues and needs of the community and developed with an equity lens and a deep commitment to climate justice, which includes a just transition to a fossil-free future.

Collectively, local campaigns inform statewide strategies and campaigns designed to raise awareness, influence the narrative, and convince decision-makers to implement the structural changes needed to make a just transition to clean energy.

# Recent Mothers Out Front Campaigns

- In California, our Silicon Valley team played a lead role in convincing the nation's 10th largest city, San Jose, to ban gas in almost all new construction projects, and contributed to similar gas bans and electrification reach codes in several other communities. Earlier, the team worked with the city of San Jose to enact community choice energy, allowing the city to buy clean, renewable energy for its residents, driving up clean energy usage.
- In Massachusetts, all of our teams have been engaged in our gas leaks campaign, pressing local gas utilities to repair dangerous "super-emitter" leaks from underground pipelines and publicizing the issue broadly. From this work, our members have gone on to help pass statewide legislation to reduce gas leaks, and to ensure inclusion of ambitious clean energy options in the ongoing "future of gas" proceedings as well as in proposed legislation.



- In New York, when a natural gas company wanted to boost the capacity of a gas pipeline, Mothers Out Front worked with a coalition to oppose permitting hazardous compressor stations that were to be installed near hundreds of homes and a community center.
- In Virginia, our Fairfax and Prince William County moms built on their successful local electric school bus campaigns to secure passage of a statewide ESB bill – helping to write the bill, fighting for language prioritizing investments in areas with high asthma rates and poor air quality, recruiting a legislative sponsor, and advocating for it for two years.
- In Colorado, our Denver, Pueblo, and Fort Collins moms worked to pass an Air Toxins bill requiring polluting facilities to collect and publicly report real-time air monitoring data and fund community-based monitoring to better understand the cumulative health impacts of toxic emissions. Following the bill’s passage, Mothers Out Front moms were asked to join the Advisory Board overseeing the bill’s implementation.
- In all the states where we are active, we have fought, and in many cases won, campaigns to stop or slow the build-out of new fossil fuel pipelines and other infrastructure. These fights often take place in environmental justice communities, where this infrastructure is often proposed. For example, we are working with Black and Indigenous leaders in Charles City County, Virginia; they recently had a significant win, defeating the proposed C4GT power plant.





At the national level, Mothers Out Front focuses on building strategic connections between our members and initiatives across the states where we are active. We tell the story of the power of mothers from around the country working toward the common goal of realizing a healthy and just future for all children. We build community by connecting our members and teams, providing education, training and resources, and weaving a common narrative that collectively creates a more powerful movement for change.

Our movement is actively led by moms of all backgrounds in collaboration with a skilled and empowered staff. Together, they set the strategic direction for Mothers Out Front. We are working to grow our movement so that it reflects the size, diversity and scale necessary to achieve the urgent systemic changes we need to stave off the more catastrophic effects of climate change and build a world where all children can thrive.

Hopeful mothers are joining our movement because our successful campaigns allow them to see what is possible - that the healthy future we want our kids to inherit is built through collective action and systemic change. Through these campaigns, waged in partnership with strong allies, those living in communities most impacted by the climate crisis are gaining power and agency to take concrete steps that will have positive effects on their own lives and livelihoods.



# Qualities of Impactful Campaigns

- They emerge out of the needs of a community, following a careful listening process.
- They address an immediate health and safety issue that touches the lives of many people.
- They have real impact, economic or other.
- They are grounded in a realistic analysis of power.
- They offer a clear solution and a path to victory.
- They lift up a gross injustice that has systematically impacted lower-income and BIPOC communities.

As we continue to grow and strengthen our movement, we will conduct ongoing assessments to ensure that our campaigns are impactful, incorporate a climate justice lens, and reflect the most pressing needs of the communities we seek to involve. Making time for reflection and learning will help us to ensure that our campaigns build broad engagement across demographic groups, advance equity and environmental justice, foster new leadership, create space for campaigns that are intersectional, and have a meaningful impact on climate and climate justice.

In addition, we will work to develop campaigns that are accessible to a diversity of moms and promote broader climate literacy. Doing so will help us to increase participation, to shape the public narrative around the urgency with which we need to act on climate, and to ensure that the most vulnerable communities gain tools and information that they can use to protect themselves from potential climate disaster.

In the coming months, we will focus on shoring up our existing teams - whose work was deeply impacted by the global pandemic - and supporting their efforts to develop and carry out their campaigns. We will also focus on refining our internal systems and developing more digital tools and resources that will enable national community building and lay the groundwork for continued expansion.

## BUILDING IMPACTFUL CAMPAIGNS: GOALS

### ***Year One***

- Create an updated framework and toolkit for selecting and planning strategic campaigns that are relevant and accessible for a diversity of moms.
- Develop comprehensive online orientation for new and existing members to gain deeper understanding of Mothers Out Front, from how we build power to why and how we center racial equity in our work.
- Create a framework for evaluating coalition opportunities to ensure that they are aligned with our values and strategically sound.
- Develop training and coaching capacity on how Mothers Out Front can be excellent allies to community-based organizations advocating for those on the frontlines of the climate crisis.

### ***Year Two***

- Help to ensure that each statewide team creates and launches a statewide campaign that centers equity and that unites all community teams in the state in working on it together.
- Achieve environmental and climate justice campaign wins in each of our states.
- Codify our learnings and expertise on common Mothers Out Front campaigns (e.g., electric school buses or building electrification) to create 2-3 concrete, easy-to-use, issue-specific toolkits.
- Launch issue-based cohorts to foster community and learning between moms working on similar issues across the country.
- Hire a digital organizer to welcome, engage, and coach moms and emerging teams in unstaffed states.

### ***Year Three***

- Conduct a comprehensive assessment of our current campaigns to ensure alignment with our core principles, to update them if necessary to reflect the changing landscape, and to codify learnings as we look ahead to future strategic planning.
- Roll out new resources, toolkits, training and digital support for election-year civic engagement.
- Help to ensure that each local and state team is running or taking part in a vibrant, public-facing issue campaign that draws in large numbers of mothers, engages them in working together, and builds leadership for our mother-led movement.



## ■ 7B. INITIATIVE: OUR COMMITMENT TO EQUITY AND INCLUSION

As an organization dedicated to working for a livable climate for all children, we recognize that historical inequities, built into our institutions over many decades and perpetuated by policies that benefit the few, have resulted in a present reality where income, race, class, and ethnicity still heavily influence the opportunity a child has to grow up in a healthy environment. Access to clean air, clean water, healthy food, sustainable jobs for parents, schools where children can prosper, and a safe and secure home, are too often determined by factors such as race, class and zip code.

Black, Indigenous, and People of Color (BIPOC) in this country have borne the brunt of these policies and as a result have been on the front lines of the devastating effects of climate change and environmental degradation.

A system which thrives on extraction and burning of fossil fuels for maximum profit has helped create a culture that perpetuates the oppression, exploitation and division of people, creating sacrifice zones that protect the wealthy few at the expense of many others. It is no accident, for example, that Black Americans are 75% more likely than White Americans to live in “fence line” communities – areas near facilities that produce toxic emissions. Latinos are 165% more likely to live in counties with unhealthy levels of particulate matter pollution, and 51% more likely to live in counties with unhealthy levels of ozone than are non-Hispanic whites.

Therefore, we believe that the fight for environmental justice must be centered on the fact that climate, racial and social justice are all inextricably linked and cannot be addressed separately if we are to achieve a healthy, equitable society for all. Our explicit commitment to end systemic and institutional racism will help us build a strong, anti-racist, multiracial organization with a culture of trust, collaboration and transparency – one that leads to truly transformational change in the movement for a livable climate.



## ***Equity and Inclusion: Goals***

Living out our commitment to equity and inclusion will require us to undertake work in the five following areas. This work must be ongoing, not something we achieve in a particular year and move on from. Some of this work is already underway. Key actions we will take and benchmarks we will aim to achieve are described below. *(Note that because this is a cross-cutting issue, some of this work is described in more detail in other sections.)*

### **1. Work to actively recognize and dismantle white supremacy culture and systems, including the implicit biases and conditioning that would cause us to perpetuate them through ongoing training and learning;**

- Create a toolkit that provides a common terminology, and create a process to review language in our literature to ensure that the language we use is easily accessible to all.
- Develop and provide member orientation to all new as well as existing leaders including explicitly anti-racist expectations.
- Develop and provide training program for staff as well as members to ensure we are building an inclusive movement, one that includes political education around class consciousness, systemic racism, and what it means to truly organize across race and class by centering the voices of those most affected.
- Launch anti-oppression trainings for all staff, and subsequently to member leaders through a train-the-trainer model in collaboration with Anti-Oppression Resource Training Alliance (AORTA).

### **2. Restructure an organizing framework that reflects the particular demographic of our founding membership - largely white and middle or upper middle class mothers - into one that works to engage and support the leadership of all mothers across race and class;**

- Assess existing Mothers Out Front campaigns to ensure, when possible and appropriate, that a climate justice lens is applied.
- Create a rubric to assess new campaigns across Mothers Out Front to ensure they meet specific requirements that demonstrate a commitment to environmental justice and centering the voices of those people most affected in setting strategy with frontline community teams or in serving as a strong ally.
- Provide stipends to members of lower-income and frontline communities to remove barriers to participation.

### **3. Diversify our staff and member leadership at every level of our organization, and ensure that these new staff and member leaders are not just given a seat at the table, but are granted real power to lead;**

- Add a Diversity, Equity and Inclusion staff position to ensure staff of color are treated fairly at every level of the organization and ensure equity in our human resources systems.
- (See sections Growing Our Movement of Moms and Ensuring a Thriving Organization below for details on diversifying staff and member leadership.)

### **4. Work on climate and environmental justice campaigns that are developed and led by frontline communities, and develop our capacity to serve as a strong ally;**

- Develop and offer training for teams on how to serve effectively as strong allies.
- Determine opportunities for creating one or more Frontline Cohorts that would include staff and member leaders who are working in frontline communities, to facilitate sharing of information and best practices, as well as mutual support.
- Achieve environmental/climate justice campaign wins in each of our states.
- Create a staffed Frontline Program to explore expansion into additional frontline communities and, if assessment demonstrates viability and available funding for expansion, coordinate implementation.

## **■ 7C. INITIATIVE: GROWING OUR MOVEMENT OF MOMS**

At this moment more than ever, we critically need a powerful movement for change, one of unprecedented scope that unites people across race, class and geography. The next three years are all we have left before the climate reaches a tipping point beyond which we cannot recover. As we emerge from pandemic-induced isolation, we must seize this moment, with urgency.

In order to build the truly equitable and diverse movement we need, our base-building work must create a range of new on-ramps that bring many more moms into this work. We have a strong track record of bringing in mothers who are affluent and live in predominantly white communities. We acknowledge the urgent need to engage a broader group of moms and build a broader movement, one that better represents the communities most impacted by the climate crisis. To do this, Mothers Out Front's membership and staff must have a unified, sharp analysis of how race and class intersect with climate solutions. They must also be reflective and self-aware, regularly checking their unconscious bias.

## **An inclusive base-building program will require:**

- An organization-wide culture that celebrates success at each step as we build our power and win campaigns.
- Accountability to each other for outcomes, and commitment to learning from our experience.
- Training and resources that are accessible and provide guidance and tools for moms regardless of where they enter the movement or their past experience with activism.
- A broad array of activities intended to attract, welcome, and retain moms and allies across race, class, and geography.

## **While these elements will be universal, specific goals and tactics will vary by community. Overall...**

- We need an inclusive movement that is powerful enough to tackle the enormous challenges we are facing.
- We must take an intersectional approach, knowing that to build a broader movement, we must bring in moms and allies for whom climate may not be the number one issue.
- We must meet people where they are, even if that's not in the climate space as it currently exists.
- We need to think about different tactics that create a variety of resonant, authentic on-ramps for newcomers.
- We must always have new people stepping into leadership.

By the end of 2024, we will more than double our current base, reaching a total of 100,000 in our movement, including supporters, active volunteers, and leaders. We will diversify our movement, engaging and offering leadership development opportunities to BIPOC moms at every level of our base, aiming at a goal of 20% BIPOC moms at every step on our ladder of engagement.

We will build campaigns and actions that are inclusive and accessible to all moms. We will pay particular attention to ensuring that BIPOC moms and moms who work full-time feel connected and have a sense of ownership and community within Mothers Out Front. Increasingly, we will be winning climate justice campaigns, and the majority of our membership will be prepared to work on these campaigns and serve as exceptional allies to frontline communities.





## GROWING OUR MOVEMENT OF MOMS: GOALS

### ***Year One***

- With staff and leaders, assess our base-building efforts to date, identifying what has worked, what hasn't, what we know and don't know, what our blind spots are, and what additional resources people need in order to be successful.
- Develop base-building toolkits and accountability mechanisms that reflect our learnings about how to effectively build our base in new communities.
- Launch a "Summer of Base-Building" campaign, followed by a deep canvassing pilot program in Fall 2022.
- Grow our overall movement by 20% to 44,000 members, with particular emphasis on engaging BIPOC supporters.

### ***Year Two***

- Implement a deep canvassing pilot initiative, based on learnings from year 1.
- Launch Mother's Day and Back to School initiatives as annual base-building peaks.
- Grow our movement by 50% to 66,000.

### ***Year Three***

- Launch several Affinity Groups (e.g., African-American, Latino/a, AAPI, LGBTQ+) to build a community based on shared experiences that helps retain and recruit new moms into our movement.
- Grow our movement to 100,000, including 7,500 members taking regular action, with more than 1,300 of those in leadership roles;
- Achieve the benchmark that 20% of our movement will be members of BIPOC or frontline communities.



## ***A Race Against Time in Massachusetts***

Moms are leading with innovative tactics to demand immediate action to address the climate crisis. Andra Rose, a leader in Massachusetts, got the idea “Race Against Time: A Statewide Relay for Clean Heat Now!” as she was brainstorming with other leaders about creative ways to give thousands of postcards to gas utilities demanding that they come up with solutions to the GHG emissions from gas.

The relay connected every chapter across the state and partners. Moms biked across the Connecticut River from Northampton to Hadley in Western Massachusetts, then passed the postcards and a baton to a member who drove them east in a plug-in Prius. When the relay activists reached the door of Berkshire Gas it made headlines: “Protesters Call for Berkshire Gas to Move Off Fossil Fuels. The Company Called Police.”

Moms led actions in a dozen locations that day. They successfully lifted their voices calling for Clean Heat Now and it led to two gas utilities scheduling meetings with Mothers Out Front MA.

*“As a woman, mother and leader with Mothers Out Front, I’m doing this work and fighting the destructive extraction from the Mountain Valley Pipeline in my community. I do this on behalf of Mother Earth -- we need more people understanding our relationship with nature and the rights of nature. This is the best way we can fight and protect all people.” - Crystal Cavalier, Climate Activist, Mother of Five, Indigenous Water Protector and Congressional Candidate.*



## ***Moms Help Secure Major Victory for Clean Buildings in San Jose***

The Mothers Out Front Silicon Valley team along, with community partners, secured a key climate victory as San Jose became the largest U.S. city to ban “natural” gas infrastructure in new construction, firmly securing its role as one of the nation’s most climate-smart cities. The San Jose City Council members unanimously approved a ban on the use of “natural” (fracked methane) gas infrastructure in several types of new construction: single-family homes, low-rise multi-family buildings (three stories or less), detached accessory dwelling units, and municipal buildings—starting in January, 2020.

Electrifying new buildings means eliminating the devastating effects of methane gas, a potent climate-destabilizing pollutant and indoor air contaminant that is the second largest source of greenhouse gas emissions in the region. Our volunteer members’ were passionate advocates—they wrote letters, delivered stirring testimonies during City Council Meetings, and organized events as part of a collaborative effort with other dedicated community organizations to ensure a cleaner energy future for our kids.



## ***Protecting Our Community in Pueblo***

When Dr. Velma Campbell learned about Mothers Out Front’s work in Pueblo, Colorado, she was excited at the idea of moms and caregivers finding agency and connection through organizing around local climate justice issues. Having grown up in Appalachia where her father was a labor union member, she’d learned that individual and community stories contain a lot of knowledge that can be used to identify solutions and to persuade decision makers, so she particularly liked Mothers Out Front’s use of personal storytelling.

Today, Velma is a leader on the Pueblo team, which stays busy advocating for tougher air toxins legislation, organizing resistance to a proposed nuclear plant, and fighting for the accelerated closure of Colorado’s largest coal plant - one of many contributors to air pollution in the frontline community.

*“As both an auntie and a public health professional, I feel very strongly about protecting all the children in Pueblo. With Mothers Out Front, we are working towards a world where kids everywhere can thrive.”*

## ■ 7D. INITIATIVE: ENSURING A THRIVING ORGANIZATION

While we have worked over the past several years to make Mothers Out Front more effective as an organization, there remains work to do. To create and sustain the inclusive, welcoming culture we envision, we will work to ensure that our structures, systems, and policies are accessible, transparent, and easy to use. We will develop a clear decision-making structure that identifies who the final decision-makers are for which decisions, and where there are opportunities for input. We will create improved communication systems that allow information to reach the appropriate people throughout our many, dispersed member teams and our staff around the country, all of whom work remotely. We will create anonymous mechanisms for both staff and members to share feedback with leadership.

We will also focus on financial sustainability, ensuring we secure enough revenue to pay competitively, to adequately staff our organization, and to ensure members and staff alike have the resources they need to achieve impact. To that end, we will ensure data on our work is accessible, reliable, and up to date. We will ensure information about the organization's fiscal health is also readily available to our staff and membership.

We will support member capacity, growth and engagement, while also enabling staff to thrive and grow as professionals. We will ensure that our members have the opportunity to develop as leaders through their work with us, and that our staff are skilled, resourced, and empowered to work in collaboration with both veteran and emerging member leaders.

Finally, we will launch an intentional Board and National Leadership Team recruiting effort, to build leadership bodies that better reflect the moms who currently comprise our movement as well as those who haven't joined us yet.

Below, we offer more detail on the various ways we will build a more robust, capable and effective Mothers Out Front over the coming years.

### **Employees**

A healthy, thriving organization sees the wellbeing of its people as central to its ability to achieve its mission. Over the next three years and beyond, Mothers Out Front must attract and retain a diverse, values-aligned, and talented team. We will offer competitive salary and benefits packages. We will develop employee-centered human resources policies that reflect the latest thinking on how to avoid burnout and activism fatigue. We will help our team to enjoy a healthy work-life balance. We will create a fulfilling and healthy workplace where employees from all backgrounds feel welcome and safe, with clear pathways to professional success and career advancement.



We will ensure that employees have clearly defined roles with ambitious, but achievable goals and supportive accountability. We will make certain that our policies, systems, and procedures are efficient, accessible, and designed to support our movement-building work. We will be honest about barriers to success and work together to create solutions. Our managers receive ample training on a shared management approach, and will provide training, coaching, and other forms of professional development at all levels, while fostering a risk-tolerant, learning environment that encourages creativity and growth.



## Members

As a grassroots, movement-building organization, Mothers Out Front's success in building power to create change depends on our ability to engage a growing number of people and provide them with the organizational support and infrastructure they need to take on leadership roles, grow their collective power, and drive successful campaigns.

The member experience depends first on having clarity around our mission and values and what it means to be a member of Mothers Out Front, which we will provide through a new member compact and consistent on-boarding process. In particular, ensuring that existing as well as new members understand and are aligned with our racial equity analysis will be critical. We will improve our structure and clarify roles and decision-making by creating state charters where they do not already exist, and a national governance charter. We will develop a more robust ladder of engagement that offers clear pathways into local, state and national leadership roles, and provides the training and coaching support members need to be successful. We will meet people where they are, recognizing that for moms representing a range of ages and backgrounds, with varying levels of availability, we must create both on-ramps and engagement opportunities that allow them to be meaningfully involved while balancing other aspects of their busy lives.



In addition, we will create more opportunities for our members to learn from each other, and build human connection - the lifeblood of our organization - through new online platforms for knowledge-sharing, regular cross-state workshops and webinars, on- and off-line social gatherings, and state and national member convenings.

### **National Leadership Team**

We will transform our National Leadership Team (NLT) into a representative body that reflects both the moms who currently comprise our movement and the diversity of the movement we are working to build. We will create a national governance charter that clarifies the role and responsibilities of the NLT within the broader Mothers Out Front ecosystem, including how decisions are made, and the distinction between the role of the NLT and the governance function of the Board of Directors.

### **Board of Directors**

To build a multi-racial, cross-class movement, we must have Board leadership that reflects the diversity of the movement we hope to build. Mothers Out Front will grow our Board of Directors to include a range of lived experiences, perspectives, and skill sets. A transformed Board will enable us to: strengthen our organization's connection and credibility among our growing membership; bring new connections with allied organizations, decision-makers, foundations, and donors; and ensure that people, in seeing our Board of Directors, can see themselves in our movement, helping us to build the broad movement we know we need in order to achieve our mission.



## ENSURING A THRIVING ORGANIZATION: GOALS

### ***Year One***

- Raise at least \$800,000 in additional revenue towards the launch of our strategic plan, in addition to a projected 10% increase to the annual fund.
- Create equity-centered human resources systems, including revamped recruitment and retention plans.
- Recruit a new National Leadership Team.
- Recruit three new Board members, and establish a standing invitation for two staff members (including one from the Staff Leadership Team) to attend Board meetings.

### ***Year Two***

- Continue the transformation of our Board of Directors, adding 3 to 6 new members representing a diversity of perspectives, skill sets, geographies, and lived experiences and instituting term limits.
- Ensure that each of our five states has a fully formed governance plan, including team structure, representative leadership, and clear decision-making processes.
- Fill the staffing/capacity gaps identified in year one.
- Meet ambitious revenue goals that fully resource our growing movement.
- Host a national member gathering.

### ***Year Three***

- Have a thriving and committed staff as evidenced by low employee attrition and staff self-reporting on job satisfaction and engagement.
- Have an active, growing membership that expresses their sense of connection, agency and commitment via a national member survey.
- Be financially stable, meeting fundraising goals, with funders seeking us out and excited to fund our work.
- Undertake a thorough evaluation of our success in implementing this plan, as we launch our next strategic planning process.
- Grow our movement to 100,000, including 7,500 members taking regular action, with more than 1,300 of those in leadership roles.
- Achieve the benchmark that 20% of our movement will be members of BIPOC or frontline communities.

## ■ 8. OUR FUTURE

Mothers Out Front is poised and eager to expand our movement. These past two challenging years have given urgency to this moment, and our members are ready to seize the opportunity to grow and win. To have the level of impact we seek, we will focus first on growing our internal capacity and power in each of our currently staffed states, ensuring our campaigns are achieving maximum impact. In the later part of this three-year strategic plan timeframe, Mothers Out Front will look to expand its deep organizing work into an additional two states.

### **Years 1-2:**

The initial two years of our strategic plan will be focused on shoring up our internal structures and staffing, investing in the capacity of our staff and membership in staffed states, and building a more diverse, engaged base.

### **Year 3:**

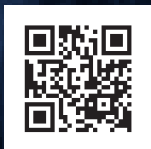
Once each of our states is fully staffed and our teams are appropriately resourced and thriving, we can begin to plan for an expansion of deep organizing beyond our existing states of California, Colorado, Massachusetts, New York, and Virginia. We will use Year 3 to assess what we've learned and to undertake a landscape analysis of states where we believe there are opportunities for us to achieve meaningful impact.

We will seek to expand by an additional three states between 2025 and 2028, with a goal of organizing in a total of 10 states by 2030, pending funding availability. Knowing the extreme urgency of the climate crisis and how critical the coming few years will be, we will work hard to identify additional resources that could allow us to expand into new states and regions more rapidly.

## ■ 9. CLOSING

Thank you to our employees, members, and partners who make our work possible! We look forward to working with you to build a movement big and powerful enough to protect the health and safety of communities everywhere and create a world where all children can thrive.

To learn more about our Strategic Plan or to inquire about opportunities to support our movement, please contact [strategicplan@mothersoutfront.org](mailto:strategicplan@mothersoutfront.org).



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