

GOAL	STRATEGY	KEY ACTIONS	Detailed Actions	Benchmarks, Success Factors, or Evaluation Points	Values	People: Leaders (Staff, Board)	People: Others	Other Resources Needed	Timelines and Deadlines
3-5 aims or desired results you want to achieve during the strategic plan period	The approaches, means, or methods you will use to reach the goals	The specific, concrete things you will do within each strategy (ideally, these are actions you can quantify, observe, or otherwise evaluate)	How are you going to do the work?	What specific markers will let you know if you are on track?	Does this align with our mission to train leaders to be successful candidates for elected office?	Who is responsible + people who will carry out the actions: MOCHA	Members, donors, volunteers, allies, contractors, etc w	Technology, money, research/data, materials, etc	Internal and external dates and schedules
GOAL 1: Recruit and train qualified union members with strong labor values to run for public office.	Recruit viable candidates with strong labor values.	Create more opportunities for Union Reps and Stewards to nominate their members for OLCS	Sara to connect with staff Reps at a staff meetings or one-on-one meetings	Monthly meetings with union staff at different unions to talk about OLCS.		Board members, Sara		Access to staff meetings and contact information for key staff	Meet with reps on a more regular basis, remind board to get on staff meeting agendas,
		Ask alumni to nominate 1 person annually	Email and call alumni. Tie into fundraising calls.	All alumni are called by 7/31 with 2 follow-up emails.		Sara	Alumni	Time	Call downs in June/July to all alumni
		Ask board members to nominate 1 person annually (with help of their orgs)	Add to board job description and remind board at meetings, in emails and with calls.	Need 1 nomination each by 8/30/18.		Sara and Board chair	Board		Call baord in July for nominee/ follow-up in late August
GOAL 1: Recruit and train qualified union members with strong labor values to run for public office.	Train members and allies on campaign strategies and instill the spirit of solidarity within the labor movement.	Strengthen labor education in OLCS curriculum.	Integrate more labor policy discussions into curriculum. Possibly work with LERC on a module.	A new module will be created by 8/30/18.		Sara	LERC or other experts	Research	Talk with Bob Bussel in late spring; have ready by October 2018
		Provide advanced training on political landscape for alumni.	Create module on navigating the political landscape. Have first 3 sessions be a basic level, and have 2nd 3 sessions be more advanced and in 2 tracks; only do first 3 session in other geographic	A new module will be created by 8/30/18.		Sara	poltical staff membersto give input	Research and input from smart people in labor and politics	Work with political staff on module summer of 2018. invite for lunch or something.
		Create a labor workshop for allies and partners, perhaps in exchange for their topics or fee for service.	Continue talking with parters about a workshop. Create a 2 hour workshop for Labor Electives.	Workshop will be created by 7/1. To be gived on 7/11 and will include an eval from participants for improvement.		Sara	Board members who sit on other boards or have relationships with allied orgs	Time	Workshop is on July 11th, 2018 so has to be ready by then.

		Limit long-term training to select members (10-15).	Vet members more selectively for 6 month school.	Have vetting criteria ready by August 2018, before school starts in October		Board Selection committee			Vetting and selection meeting after deadline in September.
		Increase the number of 1 day and evening workshops.	Continue Labor electives evening workshops from Feb-Sept. Provide 6 regional 1 day trainings annually outside of the Valley.	Bend, Medford, Astoria, Hermiston, Cood Bay, Eugen, Hood River		Sara	Possible input from reseach on union density ala Paths to Power	Data, travel expense, local outreach and recruitment	Will create calendar of 1 day workshops by end of June.
GOAL 2: Expand access to members by utilizing online courses and other technologies	Modernize our curriculum using technology and updated materials such as a labor candidate workbook and online training modules.	Create a Labor Candidate workbook, geared toward members and focused on	Working with Logan and Louis to draft a template. Will seek articles from more	See timeline.		Sara	Louis, Logan and other contributors	Time!!!	Hope to have draft ready by August 2018, with finished
		Create online modules and a plan for participants to be able to complete the online course	Work with potential partners on an online module, that would include at least one day in person training.	Depends on funding and partnerships. Will continue to explore options.		Sara	Possibly IAFF or LERC	Access to an organization willing to partner with me on this. A lot more money if we do an interactive online module.	Will have a proposal or status update ready for board by September.
GOAL 3: Strengthen organizational capacity for greater effectiveness of meeting our mission through diversifying our funding and improving our organizational structure.	Revitalize alumni support with events, check-in calls, and through an Alumni Advisory Board.	Ask alumni to become monthly sustainers	regular email asks, asks at events, face book requests, annual mailing, annual calls	All alumni are called by 7/31 with 2 follow-up emails.		Sara			Calls in June/July. Will create a comms plan by May 30th.
		Provide training and networking opportunities for alumni	evening workshops, outside trainers for weekend training, educational days in Salem	Based on feedback from advisory group, have 18-19 dates calendared by 6/1.		Sara			Will continue to disucuss these options with Advisory Committee.
		Alumni Advisory Board	meet quarterly for advice and input, focus on fundraising and alumni support, engage for event planning	ongoing quarterly meetings		Sara	Create a chair position		Next meeting is 3/7/18, and meetings take place quarterly
		Engage / Re-org board more deeply to improve recruitment and fundraising	Have terms defined, create committees, revisit job descriptions	To be determined at board retreat		Board Chair	Sara		To be determined at board retreat

<p>GOAL 3: Strengthen organizational capacity for greater effectiveness of meeting our mission through diversifying our funding and improving our organizational structure.</p>	<p>Sustain organizational capacity by broadening base of funders and by re-engaging our board as fundraisers.</p>	Grow base of organizations that give	Reach out to new orgs, annual mailer to unions, attend e-board meetings, meet with like minded groups and ask for lists	Grow list. Make calls and attend e-board meetings. Annual mailer at end of year.		Sara	Board	Lists of all labor orgs in Oregon and IU's that might support us	Set up meetings with JWJ and OO by 7/18
		Reach out to individual donors to see if they will donate to a 501c4	work with board on creating a list of potential major donors	Have list ready by 7/1. Make asks in fall to at least 10 major donors.		Sara	Kamala Shugar and board fundraising committee	Spend time with board brainstorming; ask OO for donor list	Brainstorm list at next board meeting; followup by 11/18
		Continue to explore fee for service opportunities	charge at one day trainings; continue to promote OLCS in publications and at conferences as invited	take advantage of opportunities when given		Sara		Invites to conference to share OLCS model; authors to write about OLCS	opportunistic
		Create and follow a fundraising plan to raise \$100K annually, adjusting as needed	See fundraising metrics chart	Set up better tracking mechanism for all donors and use it		Sara	Board fundraising committee		monthly
		Work with board organizations on special short term projects as needed for a fee	Needs more input from board				Possibly an ad-hoc committee to figure this out		
		Host annual Train the Trainers	Engage OLCS trainers by hosting and annual training and input session in June	Training completed in June. Trainers volunteer to train.		Sara	OLCS Trainers, Robyn Steely or other trainer		will schedule one for May/June 2018 based on feedback from survey