2023–2026 Organizational Strategic Plan

Mission and Vision

The mission of Chesapeake Climate Action Network is to build a diverse movement powerful enough to put our region on the path to climate stability while using our proximity to the nation's capital to inspire action in neighboring states, around the country, and across the world. CCAN is the largest and oldest grassroots organization dedicated to fighting for bold and just solutions to climate change in the Chesapeake region of Maryland, Virginia, and Washington, D.C.

We envision a world without fossil fuels, a world where all communities share equitably in the promise of a clean and healthy environment, where a net-zero economy provides opportunity and prosperity to those whom fossil-fuel capitalism has left out, and where life does not revolve around our cars or our energy bills.

We know that some climate impacts are already locked in as we build this movement and work together to keep global temperatures from rising. These impacts are felt most by those least responsible for them. That's why we must work with communities in our region already experiencing the terrifying effects of climate change to acquire the necessary resources to adapt.

Now that world governments, including our own, have begun to make commitments that match the scale of the problem, our responsibility includes holding state and federal leaders accountable for their climate commitments and watchdogging climate policy implementation.

Introduction to the Strategic Plan

Chesapeake Climate Action Network began a collaborative strategic planning process in June 2023 in partnership with Isaac Bloom of River Consulting. Our transparent process ensured staff-wide ownership of this final product by engaging team members at every level of the organization. Full staff participation brought an intersectional lens to our planning and helped us fully integrate our inclusion, equity, and justice values. We view this as a living document to guide our work as we adapt to the rapidly changing political landscape and climate crisis.
## Goals

| A world without fossil fuels, where all share equitably (primarily across race and class) in the promise of a clean and healthy environment, a net-zero economy provides opportunity and prosperity to those whom fossil-fuel capitalism has left out, affordable transit options are universally available, and where energy bills are affordable for all. | A vibrant and functioning democracy where our representatives reflect our region’s diverse identities and experiences and share our values for an equitable (primarily across race and class) energy future. And where media outlets are trusted and valued by the public and cover all voices with fact-based, independent, and well-resourced journalism. | Our communities (CCAN’s community and those on the frontlines of the climate crisis) have the information and resources to avoid/adapt to the worst consequences of climate change and maintain hope for a liveable future for generations. | Well-trained and engaged volunteer leaders are planning and executing local campaigns. | Consistent funding from foundations and members with plans for growth for both CCAN and CCAN AF. |

## Five-year Strategies

1. Build, partner with, and support powerful grassroots movements that advocate for policy, corporate, and culture change.
   
   **2023-2026 strategies:** organizing, coalition work

2. Move elected officials to action to avoid climate pollution in the first place and adapt to the unavoidable impacts of climate change.
   
   **2023-2026 strategies:** lobbying, coalition work, electoral work

3. Expand public support for climate solutions, making it a priority issue for everyone.
   
   **2023-2026 strategies:** media outreach, public education, electoral work, events, direct action/vine pulling

4. Contribute to an intersectional understanding of the climate crisis.
   
   **2023-2026 strategies:** Coalition work, media outreach, policy analysis

5. Build and maintain a multi-year base of small and major donors, foundations, and government funding.
2023-2026 strategies: Organizing, media outreach, donor retention, prospecting, events

6. Integrate equity, inclusion, and justice in our internal and external work, keeping staff engaged in strategizing and decision-making to create an anti-racist culture.

2023-2026 strategies: coalition work for the external part of this; prospecting for foundation support for internal work

Three-year Goals by Team

- Maryland
- Virginia
- Washington, D.C.
- Federal
- Electoral (CCAN Action Fund)
- Infrastructure
- Fundraising

Maryland
By 2026, Maryland has:

- Passed a statewide bill to mandate all-electric new construction.
  - **Pass in localities across the state**: We have set a reach goal of passing all-electric new building legislation in Montgomery County, Howard County, Baltimore County, Frederick County, and Baltimore City before the end of February 2024.
  - **Legislative Lobbying**: We will build on the local momentum to lobby for and pass an all-electric new building code state-wide in 2024.
  - **PSC Proceedings**: Participate in Grid Capacity study to ensure that the study supports electrification.

- Passed legislation requiring 100% clean electricity by 2035, including the manufacture of 8.5 gigawatts of offshore wind, sourcing at least 14.5% of Maryland electricity from in-state solar, and closing all fossil fuel power plants in Maryland.
  - **Administrative Lobbying**: Governor Moore Ran on supporting 100% clean energy by 2035. We will work with the Moore Administration and our allies close to the Administration, such as LCV, to pressure the Governor into championing a bill in Annapolis to enact a 100% clean energy by 2035 standard.
- **Mass Mobilization**: Through action alerts, earned media, and rallies, we will build momentum and grassroots energy to pass 100% clean energy legislation in Maryland.
- **Coalition Building**: CCAN built a powerful coalition to pass the POWER Act. We will create a similar coalition of business, labor, justice, and climate groups to pass a 100% bill.
- **Legislative lobbying**: We will lobby lawmakers in Annapolis, focusing on ECM and EEE members. Our priority will be to pass the bill quickly out of EEE and the entire Senate, putting pressure on the House and getting ECM members to convince C.T. Wilson to support it.

**●** Stopped investment in any new fossil fuel infrastructure.
- **Rapid Response Mobilization**: No major fossil fuel expansion projects are currently proposed in Maryland. We will continue to monitor the landscape and jump on any proposed projects that rear their heads.
- **Permitting**: Coal plants are shuttering, and some are being replaced by gas and, in some cases, oil. In partnership with the Environmental Integrity Project, we will engage at the permitting stage to stop the conversion or make the permits as strict as possible.

**●** Closed, cleaned up, and prevented sources of toxic pollutants in overburdened communities, including banned trash-burning incinerators, and passed policies toward a zero waste future in MD.
- **Legislative**: We will mobilize around and lobby for legislation to end RPS subsidies to trash incineration.
- **Community outreach**: We will continue to reach out and attempt to repair bridges with communities directly affected by trash incineration and follow their lead.

**●** Achieved a ban on all new gas appliance sales by 2030 in line with California and a ban on internal combustion engine sales by 2035.
- **Administrative lobbying**: We have met with MDE officials and encouraged them to include air quality equipment standards in their Pathway Report. MDE staff supports these standards, and we will show the Moore Administration that they are worth the political capital it will take to implement them.
- **Public mobilization**: We will generate grassroots responses to the Maryland Pathway report praising the all-electric appliance standard and encouraging the administration to enact that policy. We will also get op-eds and LTEs placed to applaud the Governor for proposing that policy.
- **Coalition Building**: We are part of an emerging coalition to support these regulations.
- **PSC Proceedings**: Intervene in rate cases and other PSC proceedings to highlight the cost of business as usual and urge PSC not to approve projects that lock us into reliance on gas for years to come. Encourage and participate in PSC Future of Gas planning.

**●** Passed the legislation to force oil companies to pay for climate adaptation in Maryland.
- **County Coalition Building**: We will spend the fall of 2023 educating county staff about the costs of climate change and building their support for making polluters pay for the damages of climate change. During the 2024 legislative session, we will mobilize counties to be the leaders in getting this legislation passed in Annapolis.
○ Public Mobilization: We will educate the public about the need to make polluters pay for the damages of the climate crisis and leverage that public sentiment into political power. We will create a resolution for organizations to sign onto and recruit signers. We will create videos of people affected by climate damage and share them widely. We will organize a lobby day exclusively about this policy and bring our grassroots to Annapolis to support it.

○ Legislative Lobbying: We will lobby Maryland lawmakers to pass this legislation, focusing on ECM and EEE committees, and leveraging the support of the lawmakers from Counties who strongly support the bill. We will focus on creating enough political will among the rank and file from supportive counties that House leadership will have to move the bill out of ECM.

● Significantly reduced the vehicle miles traveled in Maryland.

○ Largely TBD: CCAN is new to the transportation space. Our first task is to join coalitions, which we have, to learn more about the issue and develop plans for what policies reduce VMT and how to enact those policies.

○ Electoral issue of 2026: Our plan is to develop an ambitious VMT reduction policy and make it a crucial issue in the 2026 election cycle, forcing candidates to support it to be considered environmental leaders.

● Made the fullest, most equitable use of Inflation Reduction Act resources, ensuring 40% of funds go to overburdened communities.

○ Education: We will continue to present our roadshow describing the many benefits of the Inflation Reduction Act and how people can use them.

○ Local Government information sharing and advocacy: As the processes for applying for and using IRA dollars, particularly justice block grants, we will communicate with our partners across the nation what has been the most equitable and effective use of different pots of funding, then educate local governments about those best practices and encourage them to apply for the funds.

● Brought a lawsuit on behalf of the state against fossil fuel companies.

○ AG Lobbying: The AG’s office has given promising indications of bringing a lawsuit on behalf of the state. We will continue to engage and encourage them to file suit.

○ Mass mobilization: If the AG does not bring a suit before the end of 2023, then CCAN will create action alerts encouraging the AG to file suit, run Op-Eds, and generate earned media calling out the office for not bringing a lawsuit.

● Developed core, self-sustaining, and committed action members and teams throughout the state.

○ Community Organizing: We will follow the model CCAN has used in Northern Virginia. We will meet one-on-one with community members, mobilize around specific events, and organize regular programming of our own. We will focus on Baltimore City, western Montgomery County, Bowie, and Charles County--priorities due to the makeup of these areas and their state representatives.
Virginia

- By 2026, Virginia has:
  - Stopped current, active fossil fuel infrastructure proposals and created an environment discouraging new proposals.
    - Stopped the Virginia Reliability Project and new fossil fuel generation proposals, including the Chesterfield Energy Reliability Center.
    - Protected ratepayers from shouldering the costs of any utility-built advanced nuclear or hydrogen.
  - Three-year strategies
    - **Community education**: we will canvass and petition in communities closest to the VRP and CERC, ensuring those most impacted are at the forefront of campaigns.
    - **Legal**: we will rely on SELC to evaluate FERC-level applications for opportunities to challenge permits and seek representation for state-level permitting processes.
    - **Media outreach**: We will bring the issue to the attention of residents through local media and work to raise the profile by getting coverage in statewide and regional media.
    - **Lobbying**: we will directly press lawmakers to ensure that costs associated with risky investments in “emerging technologies” are shared, if not shouldered, by investors.
  - Stayed in the Regional Greenhouse Gas Initiative
    - Three-year strategies
      - **Media outreach/coalition work**: CCAN is leading the grassroots effort to emphasize how unpopular this move by the Governor is, helping to bolster the narrative that it is political and anti-democratic and influence the courts; simultaneously, this sets the stage for the next administration to swiftly re-join RGGI if necessary.
      - **Build, partner with, and support grassroots leadership**: through our efforts to defend RGGI, we have identified hundreds of activists that we can continue to elevate to leadership in this and other campaigns.
  - Passed legislation to reduce VMT through funding public transit, making more walkable cities, and applying smart growth principles while supporting the electrification of personal vehicles.
    - Enshrined a goal that 50% of transportation funding be earmarked for “clean transportation” by 2050 in state code.
    - Protected Smart Scale as needed to preserve biking, walking, and transit funding.
    - Expanded EV charging infrastructure to rural parts of the state.
    - Preserved the Clean Car Standards.
Three-year strategies

- **Build, partner with, and support grassroots leadership**: transit and transportation are issues that are difficult to organize around. By building up district leads in each legislative district emphasizing transit, we can move it to the forefront as a climate solution.
- **Lobbying**: connecting transit to climate and equity and emphasizing its comparative cost to benefit as compared to highway construction to win the support of key legislative leaders in the Virginia Legislative Black Caucus, who represent some of the densest populated areas that would benefit most by increased transit.
- **Policy analysis**: transit funding is complex and must flow through numerous buckets before ultimately making a visible difference on the ground. By identifying an elegant state-level policy that steers funding towards transit, we can boost funding without engaging in dozens of bureaucratic local and regional bodies.
- **Community education**: informed groups of Richmond and Northern Virginia riders can advocate for local policies while plugging into our statewide campaigns.
- **Media outreach**: significant public and lawmaker education is necessary to brand transit as a climate solution and dispel myths regarding the effect of ACCS on everyday consumers.

- Adopted the most recent IECC Building Performance Standards and passed electrification of new homes requirements through at least one chamber.
  - **Lobbying**: lawmakers must understand why failure to act will cause Virginia to fall further behind on energy efficiency, safety, energy burden, and emissions.
  - **Coalition work**: a broad coalition of stakeholders, including environmental groups, the firefighters union, health groups, and others, will make a more compelling case for modernizing our building stock.
  - **Policy analysis**: BPS is complex and must be tailored to the state and specific building types within that state. Getting to effective legislation will require understanding how policy will affect many stakeholders.

- Protected and improved existing renewable energy standards and laid groundwork towards a Just Transition in Virginia.
  - Protected the VCEA from attack, including advanced nuclear and hydrogen in the RPS, weakening the retirement schedule, and opening new generation requirements to include non-solar, wind, or battery storage components.
  - Amended the VCEA to allow for competitive procurement of the second batch of 2.6 GW of OSW and establish 35% third-party solar development as a floor, not a ceiling.
  - Introduced and passed a comprehensive bill to advance a Just Transition for fossil fuel communities in one chamber.
  - Passed a bill allowing solar development to return to Virginia after HB206 while maintaining community input and benefit from proposed projects.
- Expanded shared solar to the entire state and ensured program affordability for working-class Virginians.
  - Three-year strategies
    - **Build, partner with, and support grassroots leadership:**
      - To pass legislation allowing for a Just Transition for fossil fuel communities, CCAN will work through CEWG to conduct listening sessions in impacted communities, elevate attendees to leadership positions, and work with grassroots leaders to advocate for state-level policy.
      - To protect and improve the VCEA, CCAN will lead the grassroots coalition in advance of and during legislative sessions to rally membership in defense of climate policy.
      - To ensure utility-scale solar remains a viable option and we meet our VCEA goals, CCAN will rally our base in support of industry-led legislation to amend HB206; we will also identify members of areas viable for solar to lobby their members and testify in committee to provide a contrasting viewpoint to astroturf organizing campaigns.
    - **Lobbying:** with a new batch of lawmakers coming into power in 2024, CCAN’s VA Director will build personal relationships to educate new and sitting members on what is needed to move forward on climate while our organizers lead the effort to set up district leads in key districts.
    - **Media outreach:** CCAN will use Op-Eds, LTEs, and earned media to support competitive procurement of renewables; explain why “developing technologies” like hydrogen and small modular reactors are not climate solutions in the short-term; and re-establish utility-scale solar as a key climate solution, without which we cannot meet our climate goals.
  - Ensured climate resiliency and other related funding prioritizes those most impacted.

- Three-year strategies:
  - **Build, partner with, and support grassroots leadership:** CCAN will lean on our existing grassroots network to advocate at the state level for preserving low-income carve-outs in RGGI and push to steer new funding set aside for resiliency and transit toward communities that need it most.
  - **Lobbying:** our direct lobbying efforts will mirror the above strategy and target lawmakers representing the most impacted communities.
  - Established a successful Action Member program, including active Nova, Richmond, and Hampton Roads hubs.
  - New list members (not just Action Members) reflect the diversity of the Commonwealth, and 40% are from heat or flood-impacted communities.
  - Three-year strategies:
    - **Build, partner with, and support grassroots leadership:** list building and recruitment efforts will focus on the most impacted communities; where possible, we will mobilize student populations (specifically, community colleges) to recruit younger and more diverse members.
Coalition work: we will seek to partner with justice, immigrants’ rights, and labor organizations on intersectional campaigns that bring people into the climate movement while moving towards a more just and equitable Virginia.

Established Governor Youngkin as the major obstacle to climate progress and weakened his appeal with moderates.

Media outreach: CCAN will call out Governor Youngkin’s regressive policies, including RGGI repeal and his Energy Plan, whenever and wherever possible, including through both opinion and earned media.

Washington, D.C.

By 2026, Washington, D.C. has:

Passed the Healthy Homes Act and achieved full funding for the legislation such that all low-income households can be converted to electricity at no cost to families.

Three-year strategies:

Coalition work: CCAN will follow the leadership of the Beyond Gas coalition to ensure passage of the HHA and will support their calls to action.

Lobbying: In all upcoming lobbying meetings, CCAN will prioritize the HHA ask.

Media outreach: We will use our communications tools on social media and local outlets to highlight the HHA including promoting advocacy for the bill before passage, highlighting its successes, and helping ensure implementation after passage.

Grassroots leadership: Support existing grassroots leaders in their push for the HHA and create opportunities for new grassroots leaders to help in the HHA advocacy push.

Ensured that low-income communities are prepared to use the funds from the Healthy Homes Act.

Three-year strategies:

Community education: Through partnerships in Wards 7 & 8, we will distribute information on electrification through fliers, town/community meetings, and presentations to community organizations.

Media outreach: We will use both local and social media to spread our educational materials’ reach and promote the available electrification incentives.

Denied, or substantially curtailed, the Washington Gas Light Company’s “PROJECTpipes” plan for gas infrastructure replacement.

Three-year strategies:

Coalition work: CCAN is leading in the process of pulling together a coordinated coalition against PP3 focused on building a public awareness and advocacy campaign, including community education for spreading awareness of the city's PP3 and gas infrastructure developments.
• Grassroots Leadership: continue building our D.C. member base to help generate a grassroots movement against Project Pipes, with opportunities for leadership development and training throughout.
• Lobbying: will try engage all D.C. Councilmembers on the issue, starting with Councilmember Allen and the Committee on Transportation and the Environment, and will activate constituent advocacy to exert additional pressure.
• Policy analysis: CCAN’s volunteer research team will continue to monitor the PSC docket examples from other jurisdictions for policy ideas and solutions.
  ○ Passed legislation in the D.C. Council strengthening the climate mandate of the PSC and utilities.
    ■ Three-year strategies:
      • Coalition work: Building from the Project Pipes coalition, CCAN will help convene groups and individuals interested in pursuing PSC reform in D.C., focusing on strategies for overcoming the Council’s structural hurdles.
        ○ Lobbying: Starting this fall, we will discuss PSC reform and gas planning ideas with Councilmembers. First, to see what they’re interested in. Then, to pursue agreed-upon priorities.
        ○ Policy analysis: CCAN’s volunteer research team and coalition partners will continue to research policy options for PSC reform and support the development of policy materials, reports, and forums for discussion on this topic.
      • Grassroots leadership support: CCAN will provide opportunities for grassroots involvement in this campaign and will lean on grassroots groups to help build community involvement and input when the time comes.
  ○ Achieved an air quality equipment standard that substantially limits gas equipment sales by 2030 in line with the Bay area in California and other states.
    ■ Three-year strategies:
      • Coalition work: work in the currently-forming coalition, informed by work across other states and including both local and national organizations. It will also focus on collaboration with the DOE and developing their CEDC 2.0 plan.
      • Media outreach: Strategic media communications on the framing of the issue will be necessary to generate broad support for an appliance standard; CCAN will support coalition media strategies.
  ○ Ended Fossil Fuel Subsidies; specifically, ended Washington Gas’ ‘energy efficiency’ subsidy program.
    ■ Three-year strategies:
      • Lobbying: D.C. is almost there, but it needs to prevent the utilities from being able to offer “efficiency subsidies.” This will be a niche issue, pursued through lobbying to generate attention at the Council, advocate for a legislative fix within a broader piece of gas-planning legislation, and suggest legislative language.
● Grassroots leadership support: Bring the coalition together to support a legislative strategy.
● Media outreach: Continue media work to tarnish WGL’s image further.
  ○ Utilized and supported local media outlets for our campaign goals.
    ■ Three-year strategies:
      ● Media outreach: CCAN creates and maintains relationships with local reporters and media outlets and encourages our coalitions to support local media in pursuing campaign objectives
  ○ Established CCAN as a reliable, effective, and collaborative partner to D.C. organizations, minimally on the following:
    ■ D.C. has passed a Green New Deal for Social Housing and a Green New Deal for Lead-Free D.C.
    ■ The Clean Energy D.C. 2.0 Plan includes a plan for a managed, phased transition off of gas.
    ■ Supported and shown up for the coalition of organizations pushing toward D.C.-Statehood.
  ■ Three-year strategies:
    ● Coalition work: CCAN shows up for partner and coalition events, providing as substantive support as possible.
    ● Media outreach: The CCAN media team supports and promotes partner/coalition material for advancing campaign objectives.
    ● Grassroots leadership support: CCAN supports partner/coalition needs by encouraging the grassroots base to attend partner events, helping develop relationships through the grassroots, and opening our training/leadership development opportunities to partner organizations.

Federal
● By 2026, nationally, the US has:
  ○ Implemented the Inflation Reduction Act so that Maryland, Virginia, and D.C. are on track to spend the money available in the bill.
    ■ Three-year strategies:
      1. Community education - through the Electrify Everything roadshow, the federal team will educate community members on the benefits of IRA and how to access those benefits.
      2. Coalition work - leveraging CCAN’s various coalition networks, like the West Virginia Climate Alliance, the federal team will encourage and support other organizations’ efforts to educate their members on the benefits of the IRA.
      3. Lobbying - the federal team, in partnership with CCAN’s state teams, will compel state and local officials to align their climate priorities with IRA incentives so that state and local initiatives can receive federal funding.
  ○ The EPA is meeting its deadlines to enforce regulations on dirty power plants.
Three-year strategies:

1. **Administrative Lobbying** - the federal team will continue to urge the EPA to meet their deadlines by sending letters and other types of communication to targeted Biden Administration officials.

2. **Coalition work** - if timelines to finalize rules fall behind, CCAN will reconvene the EPA rally coalition to do another in-person action.

3. **Media outreach** - leveraging CCAN’s media relationships from the EPA rally, we will place op-eds and other stories in local and national newspapers.
   - Begin a process to hold fossil fuel companies legally liable for deliberately misleading the public for profit at the expense of public health and the environment.

Three-year strategies:

1. **Lobbying** - Continue to meet with members of Congress, especially members of the Senate Budget and House Oversight committees. In addition, educate new members of Congress on the deception story. Finally, use the “polluters pay” bill to socialize the idea of Congress creating a superfund to hold fossil fuel companies accountable and pay for the damages.

2. **Coalition work** - expand the polluters pay coalition beyond CCAN and CCI to include EJ groups.

3. **Community education** - through Congressional hearings and virtual webinars, educate the public on when fossil fuel companies knew, what they did with that information, and what we can do now to hold them accountable.

4. **Legal** - Advocate for and support legal actions by local and state governments in our region.

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Advocate for responsible and EJ-friendly interconnection and transmission policies that will accelerate the deployment of renewable energy.

Three-year strategies:

1. **Lobbying** - Continue lobbying members of Congress on policies that would lessen the bottleneck of carbon-free projects without gutting important environmental protection policies.

2. **Media outreach** - Transmission is a hot topic in the D.C. media. CCAN and other climate groups and EJ groups need to provide the media with our narrative of what’s required for an equitable transition to renewable energy.

3. **Community education** - CCAN will host a national webinar to inform the public how transmission and interconnection reform is the next big step in the clean energy revolution. As the public, we have a responsibility to push Congress to act.

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Begin to take a pivotal role in uplifting other intersectional issues exacerbated by climate change and are necessary to push for a more antiracist climate change movement.

Three-year strategies:
1. **Community education** - Explain to CCAN’s base why CCAN is expanding to issues like immigration that may not seem relevant but are directly related to climate change.

2. **Coalition Work** - Continue to be an ally by providing time, financial resources, volunteer capacity, and experience to the new coalitions CCAN joins.

3. **Lobbying** - Meet with Congressional staff to uplift the climate crisis angle to these intersectional issues.

4. **Media outreach** - Leverage two decades of media contacts to create pathways to uplift new, diverse voices.

5. **Build, partner with, and support grassroots leadership** - Use CCAN’s other networks and relationships to help expand the influence of grassroots leaders.

**CCAN Action Fund electoral work**

- Elect and maintain climate champ trifectas in Maryland, Virginia, D.C., and at the federal level, enabling us to pass bold pieces of climate legislation and protect our climate progress.
- Build a strong relationship and accountability between CCAN AF, CCAN volunteers, constituents, and elected officials to hold their feet to the fire.
- Build a strong and engaged CCAN Membership list.
- Explore the establishment of a PAC to bolster our efforts.
- To achieve these goals, we will endorse and invest in campaigns to elect candidates for district and statewide offices in:
  - Virginia
    - 2023: Endorsing three candidates for state house November 2023 VA
    - 2025: Likely endorsing several House Delegates and a Gubernatorial candidate
  - Maryland
    - 2026: Likely endorsing House Delegate candidates, Senate Candidates, and a Gubernatorial Candidate.
  - Federal
    - 2024: Potentially engage in the primaries and engage in the general.
      - VA-2: unseating Jen Kiggans
      - MD-6: Western MD
      - Possibly a Senate race:
        - Senator Tim Kaine is up for election
        - Senator Cardin’s seat
    - 2026: US House races again. Possibly endorse in Senate race in Maryland.

- **Our Strategy for Electing Climate Champions:**
○ **Candidate Pledges/Getting Candidates on the Record:** Get each candidate to make specific commitments to us to advance and defend our climate progress, giving us an “apples to apples” comparison that enables us to endorse and lays the foundation for us to hold them accountable.

○ **Coalition Work:** We will identify and work with partners who share our issue priorities and values and want to elect the same candidates. We can amplify each other’s voices, coordinate our campaign planning and voter contact efforts, and maximize our resources.

○ **Identify “win numbers”**: Build a campaign plan, particularly for the state delegate races, that gets us to a specific number of voters that have committed to vote that we think will make a critical difference in the election.

○ **Voter Education:** Educate and persuade a specific universe of voters to support our climate champions.

○ **GOTV:** Make sure that we contact all voters who have expressed their support for our candidate or who we think are likely to vote for a candidate to turn out and vote and to get their friends and family to vote via vote tripling.

○ **Building Grassroots Leadership:** We will identify, recruit, and develop teams of volunteers to run our electoral work. This volunteer leadership and capacity will live beyond the electoral campaign by developing action teams. These teams of volunteers will help hold the candidates accountable once they are elected.

○ **Media Outreach:** Leverage media contacts to uplift the story of our work, amplify constituents’ voices, and create opportunities for earned media with our climate champions.

○ **Being Visibly Supportive to the Candidate:** Door hangers, flyers, social media posts, and media coverage will help us reach constituents and be visible to the candidate and their team, earning us trust and building goodwill.

**Organization infrastructure**

By 2026, CCAN has:

- Improved employee retention incentives.
  - Develop a transparent salary scale allowing employees to see the growth potential of their positions.
  - Conduct market analyses every three years (the next one due in 2025) to ensure salaries continue to meet the market.
  - Annually review benefits against industry standards and employee survey results.

- Ability to predict part-time and temporary staff needs and conduct equitable hiring processes for these positions.
  - Review the strategic plan quarterly to anticipate capacity needs.
  - Consult with directors monthly to identify emerging needs.
  - Educate staff on the hiring process and strategies to mitigate bias in hiring.
  - Adopt a policy requiring a minimum number of candidates be considered for part-time or temporary positions, and candidate pools reflect the diverse identities and backgrounds of our region.

- A voluntary turnover rate at or lower than the industry average (currently 19% annually.)
○ Continue annual staff engagement and equity surveys with transparent reporting of results and recommendations.
○ Conduct biannual 360 reviews for the Executive Operations team.
○ Conduct an audit hiring processes to ensure we are screening candidates effectively.
○ Increase communication about professional development and training opportunities.
○ Continue annual review of our progress toward equity goals and create an inclusive culture.

● A clear and direct management structure.
  ○ Identify management capacity gaps and develop a timeline to create and fill necessary positions.
  ○ Make an organizational commitment to each staff member having one manager and each manager having no more than four direct reports.
  ○ Maintain an updated org chart and evaluate management and reporting annually.
● Measurable progress toward internal equity
  ○ Review goals and progress toward goals annually.
  ○ Involve all full-time staff in a task force working to implement one of our four organization-wide equity goals.

Fundraising: C3

○ Increase supporter giving by 5-10% yearly so that non-foundation giving makes up 40% of our income.
  ○ Three-year strategies
    ■ Relationship-Building: Continue improving our donor stewardship process to build long-lasting relationships with current donors of all levels.
    ■ Community Outreach: Increase monthly donors and action members through community events, field team work, and social media prospecting.
    ■ CCAN List Outreach: proactive in timely donation appeals about climate news and our victories/setbacks through text and email, and identify the best potential donors to send mailer appeals.
○ Increase donor retention to 55%
  ○ Donor stewardship: grow and develop how we interact with, thank, and make renewal asks of our donors.
○ Establish regular relationships with partners and regular peer-to-peer and benefit fundraising events.
  ○ Three-year strategies
    ■ Community Outreach: prospect business and partnership in the communities we work and field of work to co-host events.
    ■ Relationship Building: Build relationships with past and current sponsors and with CCAN supporters to solicit their support in participating in and co-hosting events.
● Maintain foundation giving to our MD and VA programs and expand the number of foundations supporting our D.C. and federal work by one new foundation per year.
  ○ Dedicated grants manager actively prospects for new funding with support and buy-in from D.C. team members.

Fundraising: C4

● Increase individual giving by 5% year over year.
  ○ CCAN List Outreach: Include c4 donation appeals in c4 emails and actions.
● Receive funding from at least two new foundations.