

Peace Action Long-Range Strategic Plan

Approved by the National Board of Directors : April 2005

Introduction

Goals and Organization of the Long-Range Strategy

The Long-Range Strategic Plan was adopted by the National Board of Peace Action on April 9, 2005. It is intended to help create a unified, coherent, comprehensive and realistic set of goals, objectives and tactics to guide our work through 2010.

The plan was shaped over the course of three years through discussion among the national Board, national staff, key affiliate staff and volunteer leadership, and attendees at two consecutive National Congress gatherings. The result is a comprehensive document organized in three broad areas.

1. Program: Real Security through International Cooperation and Human Rights

The first section of the strategic plan is a comprehensive statement of Peace Action's public policy and political program. We argue that unilateral domination undermines the kind of international cooperation that is critical for real, sustainable international security and for achieving freedom from weapons of mass destruction. We then suggest that our nation's current unrestrained military ambitions threaten the well being of our people -- a case made tragically stronger by Hurricane Katrina. A shift instead to pushing for human rights will be more effective in moving toward real security. We then identify a unified and integrated plan to re-direct our nation's foreign policy toward **Real Security Through International Cooperation-and Human Rights**. We offer three goals with accompanying objectives (measurable outcomes) and tactics:

- A. Cooperation with the world community
- B. Freedom from weapons of mass destruction
- C. Support for human rights, economic justice and democracy

2. Governance: National coordination and accountability built upon the strengths of our grassroots network

The second section outlines critical goals, objectives and strategies for merging the strengths of our two parent organizations. SANE was built on a centralized program model with a strong national office. The Nuclear Weapons Freeze Campaign used a decentralized program model with strong and nearly autonomous state and local affiliates. Since our merger in 1987, Peace Action has struggled to integrate these two models. The proposed long-range strategic plan calls for increased accountability across all levels of the organization, coupled with structures designed to build the strength of affiliates and to

increase the diversity of Peace Action. This section identifies goals, objectives and tactics in three areas:

- A. Strengthen and coordinate affiliate-national structures and processes including increasing organizational resources, building affiliate capacity, ensuring coordinated programs between the national office and affiliates, and increasing the diversity of our affiliates.
- B. Strengthen the national Board, including improvements in participation, accountability, size, composition and diversity.
- C. Strengthen our annual meeting structures and activities, including ensuring that annual meetings meet legal requirements and invite broad member input, improving the National Congress in its efforts to create policy and strengthen skills, and expanding membership to new constituencies.

3. Finance and Fundraising: Ensuring financial health and sustainable revenue

The third section focuses on the financial health of the organization. We propose three major sets of goals, objectives and strategies:

- A. Expand revenues by increasing the membership pool at both the national and affiliate levels, aided by the creation of a unified membership plan.
- B. Control expenses by aligning program strategies and staffing arrangements with program priorities, creating multi-year budgets based on these priorities, and implementing a surplus fund.
- C. Improve the implementation and enforcement of financial and fundraising agreements between the national organization and the affiliates and develop an annual data exchange.

Implementation and Monitoring

The Long-Range Strategic Plan will be implemented by teams that include national Board committees, national staff, affiliate staff and local activists. Implementation will involve the national Board committees – especially the Strategy Committee, Operations Committee, Membership and Affiliation Committee, Finance Committee and Fundraising Committee. It will also include discussion and coordination at the following organizational levels: National Congress, annual Organizers Meeting, bi-weekly Strategy calls, and national staff meetings. Monitoring of our implementation will be led by the National Board and its Executive Committee in collaboration with the leadership of the national staff.

A word about language and format

We have tried to create a consistent format for the three sections of the Long Range Strategic Plan. In some cases, the specific goals and objectives have stretched our commitment to consistency. We will continue to work to create plans that are accessible and useful for our members. *Goals* represent broad directions and outcomes in each area.

Objectives are specific, measurable steps toward our goals. *Tactics* are the actions we take to achieve our objectives.

Appreciations

Appreciations to the national staff for consistent leadership in the development of the Long Range Strategic Plan, and to Debra Kolodny -- whose work as a consultant helped kick start the final phase of this effort. Special thanks to Bill Towe, former Board Co-chair, who helped make our work with Debra possible. In peace,

The chairs of the Long Range Strategy committees: JoAnn Fuller and Glen Stassen (Program), Brian Corr and Diana Onken (Governance), Steven Brion-Meisels and Mike Keller (Finance and Fundraising), Kevin Martin (Executive Director)

Members of the three committees include:

Program: Glen Stassen and JoAnn Fuller (chairs); Kevin Martin, Herb Rothschild, Lauri Kallio, Carol Allen, Rahul Mahajan, Elizabeth Fitzgerald, Joshua Cooper, Mario Galvan, Phyllis Gilbert, Jon Rainwater, Shelagh Foreman and Paul Martin

Governance: Diana Onken, Brian Corr, Kevin Martin and Danielle Babineau

Finance/Fundraising: Mike Keller, Steven Brion-Meisels, Kevin Martin, Peter Deccy, Bill Towe, Alpesh Patel, Don Macaulay, Rosalie Brooks, Chris Dunn and Monica Green

1. Real Security through International Cooperation and Human Rights

Unilateral Domination Undermines Needed Cooperation

The present U. S. policy of go-it-alone unilateral domination rather than international cooperation not only alienates the United States from other nations, but erodes our own security. Making war on Iraq before the international inspections were finished, when they had found no weapons of mass destruction, and against the advice of almost all other nations, caused international resentment. Closing out other nations from bids for Iraqi reconstruction intensified the international hostility. Arguing that prisoners in Iraq, Afghanistan, and Guantanamo were not subject to the protections of international law left the prisoners vulnerable to abuse and the United States subject to international and Muslim criticism and hostility. Rejecting repeated warnings from the International Red Cross of prisoner abuse allowed the abuse to become an international scandal. Ignoring warnings of the international inspectors that 350 tons of very high explosives stored in Al Qa Qaa needed guarding allowed these high explosives to fall into the hands of terrorists for use against U.S. forces, Iraqi police, and future targets elsewhere.

Making war unilaterally has caused most other nations to avoid assisting in Iraq and led others to withdraw. Continuing U. S. military dominance has caused many Iraqis to resist the U.S. presence as a foreign occupation. Combined with weakness in opposing injustice to Palestinians, this unilateral domination has convinced many Arabs and Muslims that the United States is making war against them.

Withdrawing from six international treaties designed to prevent the spread of weapons of mass destruction—the Comprehensive Test Ban Treaty, inspections for the Biological Weapons Treaty, the Chemical Weapons Treaty, the Nuclear Fissile Materials Treaty, the Antiballistic Missile Treaty, the Landmines Treaty, and also from the International Criminal Court and the Kyoto Accords—has further turned other nations against the United States. And it has undermined international efforts to prevent weapons of mass destruction from proliferating into the hands of terrorists.

Terrorist groups exist in something like eighty nations. The only way to combat them effectively is by international cooperation. But international cooperation requires that the United States be internationally cooperative.

The United States is founded on the principle of checks and balances. A lack of checks and balances leads to abuse of power and injustice by the powerful. U. S. military and economic power are huge. If the U. S. fails to listen to other nations, to support international treaties that restrain unilateral actions, other nations see it as a bully, as arrogant, as a dominator—and this increases the anger that leads to terrorism. The U. S.

needs to support international treaties that restrain all nations from proliferating and maintaining weapons of mass destruction.

The policy of go-it-alone unilateral domination enervates the international cooperation needed to prevent terrorism, exacerbates the anger that recruits terrorists, and erodes the restraints against the spread of weapons of mass destruction. This undermines our real security. The United States can contribute to world peace and security much more effectively by working in tandem with international networks and treaties for human rights and freedom from weapons of mass destruction. A nation's security, like an individual's, requires respectful engagement with a larger world.

Unrestrained Ambitions Threaten Wellbeing and Human Rights

"Going it alone" means a perpetual and exhausting opposition to the legitimate interests of other peoples. Instead of attracting cooperation from others, it places its reliance on an enormous military budget, which has risen much faster than our economic growth, and drains funds away from those public services--healthcare, education, environmental protection, public safety and public transportation--that are essential for maintaining our human rights and security. The policy of spending the future's need for today's greed also erodes the nation's ability to protect the nation's social safety net for present and future generations, including Medicare as the generation of boomers comes to retirement.

So unrestrained are our unilateral ambitions and so strained are our resources that the economic viability of our nation has passed into the hands of others. Our national debt, combined with our accumulated trade deficits, are sustainable only because foreign investors underwrite them. Even the International Monetary Fund has expressed concern about the fiscal health of the United States.

Inevitably, this vast expenditure of resources to coerce others has multiplied the threats to our security. The more we push others, the more others push back.

Most damaging to our security is that U.S. foreign and military policy is driven by the interests, not of the country nor the majority of its people, but of transnational corporate and financial elites. Our leaders' service to corporate elites explains why they willingly jeopardize the financial, social, physical, and environmental wellbeing of the United States, by occupying bases and increasingly getting involved militarily, even to the point of committing our own troops to combat in many places around the globe. Their ethic of exploitation makes no exceptions for the working people and natural resources of the earth.

Peace Action's Mission

Peace Action's historic focus has been on promoting security through mutual nuclear disarmament, treaties that prevent the spread of weapons of mass destruction, reduced national military forces, and international approaches to dispute resolution. Our campaign for a new foreign and military policy is now growing in strength through the

goals and objectives of our long-range plan. Our near-term emphasis is on those measures our nation can quickly take on its own to stop our go-it-alone policies and from which we can get an enormous practical payoff for real security, human rights, cooperative support, and freedom from weapons of mass destruction.

Peace Action is confident that these recommendations will enhance our national security. Our own government has chosen to create a perpetual state of military domination and war, and is forcing it upon us and the world. It causes distrust and anger against the U.S., as well as economic uncertainty and threats to civil liberties within. It seeks weapons of mass destruction for itself, so it tears apart the treaties that have been preventing the spread of those weapons among other nations. If we acquiesce to that policy of unilateral domination, our lives can only become more anxious and our future more grim. If, instead, we choose justice, human rights, international cooperation, and freedom from weapons of mass destruction, real security will be our reward.

A Unified and Integrated Plan

We have a clearly-focused long-range plan for Peace Action: Real Security through International Cooperation and Human Rights. *Real security* does not mean lavishing our resources on more military buildups. It means reducing the threat from weapons of mass destruction and terrorism; and decreasing recruitment to terrorism by working for the human rights of all rather than attacking and occupying their homelands. Real security means safe and sustainable jobs, good schools, affordable health care and renewable energy. Real security builds cooperation with other nations and peoples of the world so we all work together against preemptive wars and terrorism. (For more on real security, see Richard Barnett's classic work, *Real Security*.)

Goals, Objectives, Strategies, and Tactics

Our *objectives* are specific steps on the way to our goals. They are measurable; we can know when we have achieved them; they will make a truly major difference for people's values, fears and hopes; they are realistic and they have specific strategies.

Our *tactics* are the actions we take to achieve our objectives. They provide guidance for all our local affiliates, so we pull together in the same direction. People are energized when they see that these specific objectives are achievable, and that achieving them will make a difference for their concerns and hopes.

These objectives and tactics are supported by most Americans, and they can become policy. They push where present policies have their Achilles heels. Present policies do not build up the *international cooperation* that we need to decrease and disarm weapons of mass destruction and to counter the terrorism that is spread in far more nations than the U.S. military can attack; they isolate the United States from the international networks and treaties of international cooperation. Present policies do not bring *freedom from weapons of mass destruction*; they encourage building more of them and they tear apart the international treaties that keep the weapons from spreading. Present policies violate

people's *human rights*, and they call forth the opposition of the growing global movement for economic justice. They do not bring people real security, but increase the hostility of potential terrorists; they make terrorist attacks more likely and make us less secure. We will be much more secure if we align U.S. policies with the broader struggle for global justice. We will be much more secure if we align U.S. strength with international networks of cooperation and human rights.

Peace Action's goals and strategies are unified and integrated: *International cooperation* stops unilateral preemptive wars and thus saves billions of dollars that should be going for schools, healthcare, energy conservation, transportation—the *basic human rights of all people*. And it restores treaties that reduce threats from the *weapons of mass destruction*. *Freedom from weapons of mass destruction* requires renewed *cooperation with international treaties*. And achieving these reductions in weapons of mass destruction creates budget savings that can be used for *human rights and justice*. Working on *human rights* achieves greater justice for Americans who are being bypassed now, greater global justice for people who are being dominated now, and *international cooperation* rather than unilateral domination.

The Plan

Goal A. Cooperation with the World Community.

Along with most of the world, we repudiate the current U.S. doctrine of “preemptive” unilateral wars of aggression, and instead advocate a cooperative role for the U.S. in the world community.

Objective 1: End the war in Iraq

Main Tactics: Congressional lobbying against war appropriations with alternative amendments for Iraqi reconstruction, grassroots education, media outreach, coalition work, legal mass protests, participation in non-violent civil resistance campaigns, support and coordinate with international peace movement efforts.

Objective 2: Prevent future so-called “pre-emptive” or “preventive” wars; emphasize international cooperation as wiser and more effective.

Main Tactics: Grassroots education, media outreach, coalition work, legal mass protests, participation in non-violent civil resistance campaigns, support/coordinate with international peace movement efforts, Congressional lobbying against war appropriations if necessary.

Objective 3: Secure presidential commitment to seek Senate ratification of international treaties: the Comprehensive Test Ban Treaty, the International Criminal Court, the land mine treaty, and banning weapons in space.

Main Tactic: lobby Administration and Senate, if proper vehicle exists or presents itself. Grassroots and media education about the danger of leaving these treaties unratified.

Objective 4: Secure funding for international capacities for prevention of armed conflict, for human rights monitoring, and for multilateral rapid responses to conflict and crisis via the United Nations.

Main Tactics – lend support to allied organizations that have this as their priority, lobby Congress when needed.

Goal B. Freedom from Weapons of Mass Destruction

We will maintain Peace Action’s historic commitment to nuclear disarmament by defeating so-called “useable nukes” and other new nuclear weapons programs, and by continuing to press for international cooperation to stop nuclear proliferation and to move toward a nuclear-weapons-free planet.

Objective 1: Prevent Congressional funding for any purpose related to the production or testing of new, “useable,” nuclear weapons.

- a. Prevent any nuclear test explosions of a new nuclear weapon, which would further undermine international cooperation with the Comprehensive Test Ban Treaty, and would open the door to worldwide spreading of nuclear weapons.
- b. Block Congressional funding for developing a new facility to produce plutonium pits for new nuclear weapons, and prevent site-development for such a facility.
- c. Secure a presidential and congressional commitment renouncing first use of nuclear weapons.

Main Tactics:

** Congressional lobbying, including “grasstops” strategy – mobilize elite-level opinion at local level in key districts and states to pressure members of Congress, as well as mobilizing our base.*

** Ads targeting swing Members of Congress.*

** Op-eds and letters to editor focusing both on the mainstream and independent press (need to raise profile of “useable nukes” issue in the progressive community and media).*

** Make this issue a main focus of Peace Voter organizing on voter guides, in ads, in public education and candidate bird-dogging, etc.*

** As appropriate, spotlight these issues in organizing around the Nuclear Non-Proliferation Treaty Review Conference.*

** Participate in various coalition activities as appropriate.*

Objective 2: Secure, reduce, and eliminate the world’s existing nuclear stockpiles.

- a. Expand funding for the Nunn-Lugar and other nonproliferation programs to guard nuclear weapons and materials more securely and reduce them, with economic aid to engage the expertise of former Soviet Bloc nuclear scientists in useful research, not proliferation.

- b. Enact multilateral measures to downsize nuclear arsenals in stages to 200 deployed warheads and then to abolition.
- c. Support increased efforts aimed at “Global Cleanout” of nuclear weapons materials.

Main Tactics:

- * *Congressional lobbying, elite-level sign-on letter.*
- * *Internet petition and postcard campaigns aimed at the President.*
- * *As appropriate, spotlight these issues in organizing around the Nuclear Non-Proliferation Treaty Review Conference.*
- * *Support/coordinate with international peace movement efforts.*

Objective 3: Strengthen and support international treaties that control chemical and biological weapons.

- a. Secure presidential and congressional support for verification mechanisms of the Chemical and Biological Weapons Treaties.
- b. Enact legislation that guides U. S. foreign policy to promote international diplomacy, enhanced inspection regimes, and regional security arrangements to prevent spread of weapons of mass destruction.

Main Tactic: Lend support to allied organizations that have this as a main priority, lobby Congress when needed, encourage experts to write op-eds and fact sheets.

Goal C. Support for Human Rights, Economic Justice, and Democracy

Under the guise of the war on terrorism, the U.S. is expanding its military presence in the energy-rich regions of Central Asia and Latin America by establishing military bases, and by selling arms and giving military aid and training to autocratic, human-rights-abusing governments. We should exhibit international leadership by exposing and opposing the policies of human rights abusers, rather than rewarding them with weapons. We fight terrorism more effectively by supporting those working for human rights, economic justice, and democracy than by supporting militaristic policies that undermine human rights and democracy.

Objective 1: Reduce the over \$500 billion U.S. military budget by stages toward the Global Action to Prevent War model developed by the Institute for Defense and Disarmament Studies, and redirect money to universal health insurance, better schools, job training, energy-conserving transportation, and basic requirements for human rights and justice for all.

Objective 2: Restrict and reduce the arms trade.

- a. Ban the sale and transfer of arms to regions of conflict and to regimes involved in human rights abuses, including when rationalized under the pretext of the “war on terrorism.”

- b. Redirect funds to provide peacekeeping, reconstruction and developmental aid to troubled countries and regions.

Main Tactics for Objectives 1 and 2:

- * *Congressional lobbying, after we identify and/or create legislative vehicles*
- * *Grassroots public education/awareness campaign – fact sheets, web sites, letters to the editor, etc., utilizing materials produced by allied organizations.*
- * *Educational/watchdog/legislative campaign targeting weapons contractors.*

Objective 3: Strengthen international programs and institutions that work for justice.

- a. Secure Congressional financial support for programs that promote sustainable development, civilian-led political transition and reconstruction programs, democracy, human rights and equality, and peaceful conflict resolution instead of military-supported police states.
- b. Pass congressional legislation to close the School of the Americas (under whatever name).
- c. Support international efforts in coalition with others to promote economic equality, replacing corporate-dominated “free trade” agreements with fair trade that benefits all.

Main Tactic: lend support to allies or coalitions already doing this as a priority.

2. Governance and Organizational Design

The merger of SANE and the Freeze brought together two vibrant organizations with different structures and strategic approaches to organizing on peace issues. Today, Peace Action continues to struggle to integrate decentralized and centralized organizational models. National programs are developed and voted on by the affiliate network and membership at annual meetings. Because of our decentralized model, however, affiliates decide how and when they will participate in national campaigns mandated by them for the national office to implement. In this environment, affiliate accountability to national program and organizational growth goals is virtually non-existent. Affiliates that may have fought hard for a specific campaign are free to do nothing to help implement it.

Resistance to accountability extends to the national board of directors as well. Board members agree to participate in the organization by attending board meetings, participating in board committees, making a financial commitment and communicating with their affiliates. While board participation has improved over the last five years, around a third of board members do not meet the basic criteria they agreed to when they joined the board.

The organization continues to operate with very limited resources. Coupled with the demands from the affiliate network, the lack of financial resources creates challenges for affiliates, national staff and board members to implementing national program goals because there are so few staff and resources. The consequences of tight resources and too many demands on the national organization are campaigns that are not as effective as they could be, high staff turnover, and challenges in both reacting appropriately to foreign policy crises (e.g. the Iraq war) while continuing to work on proactive campaigns.

In an effort to address these systemic problems within the organization, the long-range strategy committee with the approval of the Peace Action national board of directors, created the following recommendations related to governance. The goal of these recommendations is to encourage organizational growth, effective campaigns, and a culture of accountability so that we may best meet our organizational goals.

Affiliate-National Structures

Goal A: Strengthen the organization and our resources by building capacity and improving accountability

Goal A.1: Ensure that all Affiliates work to strengthen the integrity of their state organization in the context of all other work. (Organizational building is integrated into fundraising and campaign work.)

Objective 1: Facilitate affiliate-to-affiliate communication and sharing of resources, ideas, etc.

Main Tactic: Support/train affiliates in creating long range plans to help them build membership, diversify their organizations, raise money and reach programmatic goals.

Goal A.2: Ensure that Affiliates and National pool resources when possible to maximize results and lower costs.

Objective 1: Help Affiliates to focus their resources more effectively and efficiently through the consolidation of some activities such as fundraising appeals, staff training, healthcare & payroll, online legislative actions

Main Tactics:

** National provides membership appeal services to a group of smaller affiliates. By relying on national's membership development expertise the smallest affiliates can realize economic efficiencies and focus on expanding their members base and organizing at the local level.*

** Mid-size affiliates could consider the cost benefits of "hiring" National to provide membership appeal services.*

** National publications (electronic and print) and the Congress shall be used to foster affiliate-to-affiliate sharing.*

** National staff will explore and implement bilateral and multilateral sharing between affiliates.*

Goal A.3: Ensure that Affiliates and National are accountable to each other for growth and efficient resource use.

*Objective 1: Ensure that there is clarity and agreement on the roles and responsibilities of Affiliates and National to each other to promote greater cohesion.

Main Tactics:

- *Establish a Standards of Affiliation document that includes the following: Affiliates share their member lists with the National office. This fosters transparency and cooperation between Affiliates & National. National will provide address update services and share their lists as well. Affiliates will provide information that will allow Peace Action as a whole to better analyze its membership and growth potential. Additionally, Affiliates will be able to include National members in state activities.*
- *Affiliates set goals and plan for organizational growth along with their fundraising and program efforts.*
- *Affiliates share their goals at organizer meetings and other appropriate times to foster communication and cooperation throughout the PA network.*
- *Affiliates send experienced & active staff or volunteers to an annual national training. This includes budgeting and planning for the trip by the Affiliate board.*
- *Affiliates provide for the regular renewal of their membership, either by in state efforts or through coordination with the National office. National office staff would conduct a comprehensive affiliate check in every two years to help assess*

the needs of individual affiliates and provide an opportunity for assessment of the national organization and affiliate network.

Goal B. Build the capacity of the national office and affiliates

Goal B.1: Build capacity of Affiliate network to support programmatic, membership, financial growth and implementation of standards of affiliation.

Objective 1: All Affiliates have the opportunity to become and/or remain active, healthy, productive members of the Peace Action Affiliate Network.

Main Tactics:

- * Develop and promote effective models of membership recruitment, leadership development, budgeting, diversity, program development, implementation, and evaluation, technology utilization, fundraising, etc.*
- * Develop resource book or guide of best practices from Affiliate Network.*
- * The National organization will provide membership renewal services to Affiliates on a contractual basis.*
- * The National organization will provide training on membership recruitment, leadership development, budgeting, diversity, program development, implementation, and evaluation, technology utilization, fundraising, etc. for Affiliate staff, volunteers, board members and others at Congresses, Annual Meetings, Organizer Meetings, and regional meetings.*

Goal B. 2: Increase the diversity of the entire organization with support from the Affiliate Network

Objective 1: Invest in targeted growth and growing diversity.

Main Tactics:

- * Affiliates develop and implement a diversity plan for their board to work toward diversity goals that are appropriate for the demographics of their affiliates*
- * Provide successful examples of Affiliates and Chapters that have created and implemented plans to diversify their Affiliate/Chapter and have collaborated well with other diverse organizations.*

Goal C: Stabilize the organization's finances (see Finance/Fundraising Plan)

Goal C.1: Maintain financial stability at all levels of the organization and put aside rainy day funds.

Objective 1: Create a culture committed to fundraising and sharing financial resources because both will bring us closer to achieving our mission.

Main Tactics:

** Establish a Standards of Affiliation document that provides for Affiliates to develop and implement plans to grow their membership by at least 2% each year. National will support Affiliate efforts to grow membership by reviewing growth plans, advising on direct mail and phone programs, exchanging state lists, etc.*

** Train Affiliate staff and key volunteers in fundraising theory, methods, and practices. Set up a network of point people from the board, National staff, experienced volunteers who will receive more training. The point people will then commit to contacting their list of Affiliate staff/volunteers 4 times a year about fundraising. They would also be available for questions, problem solving, and developing a fundraising plan and timeline.*

Objective 2: Create and commit to a plan at the National level for overall financial stability.

Main Tactics:

** Create a provisional affiliate status wherein a state gets a full National Board seat when they reach a specific capacity. Capacity would be determined by benchmarks for number of members, budget size, financial stability, board activity, diversity work, and National program work. It is incumbent upon National to work with provisional Affiliates to help them move toward the set benchmarks.*

** Work toward establishing an Affiliate growth fund. This fund should be built up over time and then the National Board would designate Fund monies to help a current Affiliate expand its capacity or to start a new Affiliate in a location that is strategically & politically important for overall organizational growth and effectiveness.*

Goal D: Strengthen and coordinate campaigns and programs

Goal D.1: Ensure that Affiliates produce solid results on the National campaign.

Objective 1. Help Affiliates reach specific program goals on the National campaign.

Main Tactics:

** Provide training on long term planning, board development, strategic program work, and more. National is the logical source of this training but they have finite resources. Perhaps there could be regional training events that are pay as you go and the local affiliates pay for the travel and board of the national staff member, etc. This also provides the opportunity for more coordination at the regional level. A system of point people at the regional level and a series of set meetings/training's would create a natural structure for assisting Affiliates with programmatic growth.*

** Establish a Standards of Affiliation document that provides for Affiliates communicating a campaign plan, timeline, and goals to National and other affiliates*

through the National Organizing Director, organizer meetings, affiliate calls and other appropriate venues.

Goal D. 2: Ensure that National & Affiliates have consistent messages.

Goal D. 3: Ensure participation in national campaign planning processes

Objective 1. Use effective program work to grow the membership, diversity, and finances.

Objective 2. All affiliates participate in national organizers meetings

Main Tactic: Provide successful examples of Affiliates and Chapters that have created and implemented program plans that helped to diversify their Affiliate/Chapter and included collaboration with other diverse organizations.

Goal E: Develop decision-making processes that are equitable, mission focused, and represent the skills of members and staff.

Objective 1. Ensure full and active participation of Affiliates on the National Board, at National Congress/Annual Meeting, etc.

Main Tactic:

** Establish a Standards of Affiliation document that includes the following:*

- *Affiliates send their full delegation of experienced representatives to the National Board. Members of the National Board work to represent the National organization and liaison between the Affiliate and National.*
- *Affiliates participate in Annual Meetings and decision-making processes at the National level by budgeting for travel and lodging of appropriate representatives.*

Objective 2. Develop structures for other types of decisions that are mission focused, equitable, and representative of our membership.

BOARD OF DIRECTORS

Goal A: Develop and sustain a healthy, activist, problem solving, creative board

Objective 1: Ensure 100% board contribution with a give or get amount of \$250; all board members participate in fundraising, even if they give \$250 (this can be by direct fundraising themselves or giving referrals of individuals to approach.)

Main Tactics:

** Develop specific criteria that each board member agrees to upon joining the board in the form of a statement of understanding. This would apply to all board members, whether representing affiliates or at-large board members and would include board meeting attendance, reporting to and from the affiliates (if applicable), fundraising, contributing, and committee participation. At the end of each year, the co-chairs will review board participation, working with relevant committee chairs, to determine if each board member has met the criteria. Those who do not meet the criteria will be provided support by the relevant committee or co-chairs and given a year to improve their performance. At the end of the year, if they haven't met the board criteria, then the board co-chairs will talk with them about appropriate next steps.*

** Board members would be provided with support through the Fundraising Committee who will provide a Kim Klein style menu of options to raise money.*

Objective 2: Ensure 100% board participation in committees.

Main tactics:

** Provide a training that would re-educate each board member about what it means to serve on a board (set policy, raise money, etc.).*

** Reinstate board "buddy system" in a way that is workable and sustainable.*

** Review board committees after the long-range plan is in place to determine what committees are needed to complete the work. Committees that are integral to the work should develop their workplans based on the outcome of the long-range strategy process to be reviewed by the board. Appropriate board members (co-chairs, executive committee?) would be responsible for holding each committee accountable to their work plans.*

Objective 3. Increase diversity of board members (as well as those in attendance at meetings) so that 30 percent of the board are people of color, and maintain at least 50 percent of the board are women

Main Tactics

- * *Affiliates should budget for their national board participation.*
- * *Recruit individuals from diverse organizations that are endorsers of the Campaign for a New Foreign Policy and other allies such as the Iraq Action Coalition, Black Voices for Peace, etc to sit on the board as an at-large board member.*
- * *Develop a skill set that is desirable for the board (e.g. people with fundraising experience, big donors, diversity, legal expertise, etc.) and identify areas in which we need board members to fill any gaps.*

Goal B: Identify the appropriate size and composition of board needed to meet organizational goals

Objective 1. Create committees that reflect the needs of the national organization

Main Tactics:

- * *Work with development staff to create an advisory board that could consist of high dollar/high profile individuals and/or representatives from endorsers of Campaign for New Foreign Policy*
- * *Explore the idea that not each affiliate is represented on the board, but rather there is a pool of affiliate reps as a way to reduce the size of the board.*

Objective 2. Identify appropriate roles and function of the Executive Committee

Main Tactics:

- * *Develop a “job description” for the Executive Committee members*
- * *Ensure that all committee chairs are members of the Executive Committee*
- * *Ensure that the Executive Committee meets board diversity goals*

Goal C: Ensure that the board represents the entire organization: national, affiliates and SPAN

Objective 1. Promote understanding among affiliate representatives to the Board so that they view themselves both as part of the national organization and as liaisons between the two levels of the organization.

Main Tactic:

- * *Create a tracking report for each board meeting that provides affiliate board members with writing space for information that they need to report back to affiliate boards and/or membership.*

Objective 2. Ensure that the opportunity to serve on the National board is more widely available to a larger group of individuals

Main Tactics:

- * Develop a process or structure for assisting affiliates in identifying potential board members and for providing support from both directions for affiliate representatives. This should include ways to provide a diverse set of affiliate representatives. This could be connected to having diversity goals as part of the Affiliate standards agreement*
- * Affiliate reps could be responsible for leading an assessment of their affiliate in terms of diversity – what is the current state, what is the plan and then national helps them meet their goals.*
- * Meet with SPAN staff and representatives to explore how to improve our work with them and to involve them. Integrate SPAN enhancements in to strategic plan.*
- * Explore amending the by-laws to provide for board members to step off the board for at least one year after serving three two-year terms*
- * Provide for new leadership of board committees by having committee chairs step down after a set number of years (to be determined by the board operations committee)*
- * Encourage board committees to select co-chairs as a way of developing leadership and spreading the work*

CONGRESS/ANNUAL MEETINGS

Goal A: Conduct an Annual Meeting that meets legal requirements. The Annual Meeting may occur at a National Congress or another meeting called specifically for this purpose.

Objective 1. Reach a quorum at the Annual Meeting, which consists of 200 members in good standing who are voting at the annual meeting.

Main Tactics:

** Members will be notified of the annual membership meeting via newsletter, website, email, regular mail or other means as determined by the board of directors.*

** Votes may be cast in person at the meeting, or, at the discretion of the Board, by email, mail, telegram, cablegram or any other means of electronic or telephonic transmission; provided that the individual member states, or submits information from which it can be determined, that the method of voting chosen was authorized by the member.*

** Proxy votes shall be allowed so long as notice is given in writing by the member giving her/his proxy to another member.*

Objective 2. All individual members who are in good standing in the corporation shall have one vote. Members may vote on any matter presented to them by the Board of Directors - including their views on program priorities for the coming year.

Goal B: Ensure that the National Congress is an efficient, effective, and fair policymaking body

Objective 1. Increase Congress attendance by 25 percent for each of the next 5 years, and ensure that a minimum of 150 participants attend the next one.

Main Tactics:

** Host a Congress every other year (with national or regional trainings in the off years)*

** Urge affiliate board members to work with their affiliates to put money in the budget to send affiliate representatives to the Congress*

** Seasoned Peace Action activists (board members, staff, etc) should train new delegates before they get to the Congress about how to prepare fully for their role. All new delegates will have a "buddy" assigned to them for general guidance.*

** Peace Action board members or staff can provide on site orientation to new and seasoned Congress-goers so that they better understand the decision making process.*

** Identify seasoned facilitators to provide a required training for all Congress facilitators.*

** Develop clearer criteria for Congress proposals so that appropriate proposals make it to the floor of the Congress.*

Objective 2. All affiliates are represented at every Congress as a requirement of affiliation.

Main Tactic: As part of affiliate standards, require that each affiliate send at least two delegates to the National Congress.

Goal C: Ensure that the National Congress increases the skill level of Peace Action activists, staff and board members and builds the strength of the organization at all levels

Objective 1. Affiliate staff and board and all national board members attend the Congresses

Objective 2. Provide training and skills-sharing sessions to attract participants, recruit new activists, and build the strength of the organization

Main Tactics:

** Identify which skills and training are most needed by board members, affiliate staff and board, Peace Action members, and other activists; develop training sessions to focus on these needs.*

** Provide skill workshops in fundraising and other skills necessary to build the organization. Provide different tracks for board, staff, volunteers, activists, etc and develop trainings designed for them (e.g. fundraising for board members v. staff, organizing volunteers v. being a good board member, etc.*

** Develop the program for the Congress that focuses on providing resources, skills and contacts to all participants*

Objective 3. Use National Congress to recruit new groups and activists and to expand our organization

Main Tactics:

** Invite coalition partners, such as CNFP endorsers, to speak at the Congress. Use Congress as an opportunity to build relationships with allied groups (labor, people of color, women, etc.).*

** Encourage broader social justice movement participation through selling table space to share literature and promote networking*

3. Finance and Fundraising

The development of the long range plan for achieving sustained financial well-being for Peace Action was shaped by a series of conditions, realities and understandings. There needs to be some modest level of revenue growth for the national organization. The national organization cannot continue to perform all of its present activities, much less take on additional responsibilities, without major growth in staff and revenue (which is unlikely at least in the short term). A review and prioritization of national office functions and staffing patterns is critical. Continued cycles of financial crisis, especially delayed paychecks for staff, are unacceptable; Board members are responsible for helping to solve this problem. The potential for significantly increasing revenue through the affiliates is nil. The reality is that any affiliate revenue-sharing mechanism will contribute only marginally to increased revenue for the national office. At the same time, all affiliates should contribute financially to the national organization consistent with their obligations in their affiliation agreements and their receipt of services. To do otherwise is to set up the national organization to fail. Affiliates are encouraged to contribute above their basic dues amount, with options to be worked out with the national office. National membership growth (persons recruited and renewed by the national organization) and improvements in major donor programs are the only viable routes to increased revenue for the national office – especially in the near term. Affiliates also want to increase membership, but they will need help either from the national organization or a strong affiliate like California. There has been much support in theory for a unified membership (a member is a member at all levels of the organization). It is time to test the affiliates' interest in such a plan, evaluate the technology requirements for such a plan and pilot some approaches to this goal.

Three goals have been identified as offering the best solution for ensuring the long range financial stability of Peace Action, consistent levels of revenues, and list-sharing and dues arrangements appropriate for a national membership organization.

Goal A. Increase the membership pool, especially the national pool.

Objective 1. Increase national membership through national recruitment strategies.

Main Tactics: Explore seriously web-based and e-mail membership strategies. Phone, mail and foot canvass should continue to be part of the ongoing plan, but an active exploration of web- and e-mail based membership may prove to be the fastest way to grow membership nationally. Increased membership recruitment efforts will require greater resources by the national organization. Peace Action PAC commits to help recruit new members.

Objective 2. Increase affiliate membership modestly, in a planned way, by supporting one to two affiliates each year with training and resources.

Main Tactics: Provide support for one affiliate each year that is committed to serious membership development and/or is strategically located, with California's excellent membership program helping the national organization.

Objective 3. Create a unified membership plan that is simple and realistic.

Main Tactics: Produce a template for a simple welcome packet for all new and renewed members – regardless who recruits or renews. The packet should include two items: a unified membership card which indicates membership in the national organization, affiliate and chapter and a welcome letter from the leadership of each. Affiliate and chapter members should be offered the opportunity to receive the national newsletter, annual membership poll and one national program publication for an additional contribution to the national office.

Goal B. Prioritize functions in the national office and operate within established budgets.

Objective 1. Have national staff and Board leadership review national staff work load, evaluate roles and responsibilities, set priorities, and continue only those functions that can be sustained with modest revenue growth.

Objective 2. Build a surplus fund into the budget.

Objective 3. Create multi-year budgets based on program priorities.

Objective 4. Build program strategies that are aligned with program priorities.

Main Tactics: Make better use of affiliates where there are gaps, especially by encouraging the development of partnerships among affiliates and the national organization.

Objective 5. Create a staffing structure that is aligned with program priorities.

Main Tactics: Use consultants rather than new permanent staff when the organization achieves short-term yet unsustainable growth because of external events, such as war.

Objective 6. Increase the level of major donor work done by the national office.

Main Tactics: Increase revenue from major donors, planned giving, and an Advisory Board. The executive director should play an increased role in this area and be relieved of other responsibilities to make it possible. Use the 50th anniversary celebration as a tool. The major donor work should involve two related tracks: increasing the level of giving from current donors (the most immediate need) and expanding the major donor pool.

Goal C. Improve implementation and enforcement of financial and fundraising agreements that are part of all affiliation agreements.

Objective 1. Develop a nationally coordinated annual “data exchange” in which each affiliate (and chapter where there is no functioning affiliate) provides information about its locally-recruited members to the national office and the national office supplies similar data about nationally-recruited members to the affiliate/chapter.

Main Tactics: Develop a calendar to provide both affiliates and national staff with precise timetables of their reporting requirements. Determine in advance the level of interest that the affiliates have in receiving nationally-recruited membership information and the extent to which they would make use of it.

Objective 2. Ensure that the National Board intervenes in those cases in which there is a breakdown of financial or fundraising obligations and takes the necessary actions to enforce compliance.

Main Tactic: Develop guidelines for when and how the Board should intervene.

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