



Strategic Plan
2022-2025

From the Executive Director

Over the last two years, we have encountered unprecedented challenges both individually and collectively, and yet we continue to push forward in powerful ways. Our leadership transition created an opportunity for Verde to look inward and reassess where we are as an organization and set a new path forward for who we want to be.

We live our mission to build environmental wealth by investing in climate resilience through our profound belief that frontline communities are the most important voices in the climate movement. Our strategic plan is a place to begin centering ourselves and uniting across programs. We boldly envision our collective future. Our shared goals for the next three years will empower us to continue delivering on our mission.

We are a united, intentional, innovative, and passionate movement seeking climate justice for the communities we serve and reflect. We believe in strengthening our deep community roots as we grow upward. This is how we will hold ourselves accountable to making a positive impact in our community.

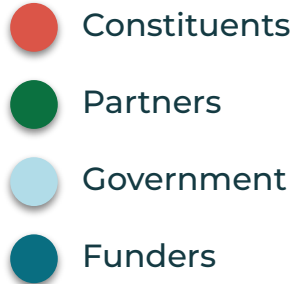
With gratitude,
Candace Avalos



Verde serves
communities by
building
environmental
wealth through
Social Enterprise,
Outreach, and
Advocacy.



Verde Ecosystem



Our Values

Community

We are a grassroots, intergenerational, and diverse movement that reflects the communities we serve.

Sustainability

We value environmental, economic, social, and human resilience in all aspects of our programs and operations.

Equity

We promote empowerment by centering frontline communities in environmental justice.

Creativity

We show optimism for our shared future through innovation and ingenuity.

Responsiveness

We adapt to the needs of our community, balancing urgency with purpose.

Collaboration

We leverage our partnerships locally, regionally, statewide, and nationally to make change.



Our Priority: Building Environmental Wealth

We believe that true wealth is health, access, community, opportunity, and resiliency.

We believe that all people deserve environmental wealth regardless of socioeconomic status, race, citizenship, or where they call home.

We believe that a healthy economy and a clean environment can and should co-exist.

We believe in people-centered public policy.

We believe that the places where people live, work, and play can be integrated with nature equitably and sustainably.

We believe authentic relationships are for the long term and must be built over time.





GOALS

The word "GOALS" is displayed in a bold, sans-serif font, with each letter contained within a circular background. The circles are arranged horizontally and feature a color gradient from light green on the left to dark green in the center, then back to light green on the right. The letter 'G' is white and is accompanied by a small, stylized plant icon with three leaves in red, pink, and blue. The letters 'O', 'A', 'L', and 'S' are also white. The overall design is clean and modern.

Goal Categories

-  **Programs** Advance resilient programs that are place-based and build long-term wealth.
-  **Social Enterprise** Increase revenue for our building projects and establish Verde as a leader in green infrastructure.
-  **Development** Increase capacity through sustainable, consistent, diversified funding.
-  **Operations** Create resilient organizational infrastructure built with a team that is invested in our common mission.
-  **Communications** Amplify of our mission, impact, and value to the community supported by consistent messaging.
-  **Coalition Building** Expand advocacy through strong partnerships and coalition building.



Impact Goals



By 2023, Verde will launch its new brand and implement a strong, consistent messaging strategy.

Mission Alignment	A clean, consistent, clear message helps us better reach donors, partners, and community members.
Goal Team	Responsible: Executive Director Involved: Development Director, Grants Coordinator, STCK Design, Communications and Development Coordinator Consulted: Verde Management Team

- Programs
- Social Enterprise
- Development
- Operations
- Communications
- Coalition Building

August 2022	November 2022	June 2023
Approve the budget, create a job description, advertise the role, and hire new position.	Launch rebrand.	Partner with a consultant to create messaging strategy for 2023.
Select new CRM System.	Adapt brand and style guide into all marketing.	Hire will work with development team on independent donor strategy and messaging timeline.
Finish web copy.	Hire will systematize all content updates.	



By 2024, Verde will develop a structured, replicable, and streamlined toolkit for the Leadership Institute.

Mission Alignment	We will expand our impact by supporting easier replicability, more streamlined process, and commonalities across our leadership development work.
Goal Team	Responsible: Water Justice Coordinator Involved: Energy Climate and Transportation Manager Consulted: Lideres Verdes and Outreach Staff

- Programs
- Social Enterprise
- Development
- Operations
- Communications
- Coalition Building

March 2023

June 2023

September 2023

December 2023

In house review and analysis: Wrap up and review current, past leadership institutes.

External feedback gathering/analysis: engage with partners around their similar programs and needs and opportunities.

Draft toolkit and seek draft feedback from partners.

Revise and finalize toolkit.



By 2024, the Urban Habitat program becomes year-round and includes green infrastructure, adding 1-2 FTE.

Mission Alignment	We will address more of the impacts of climate change while supporting more homeowners and community members.
Goal Team	Responsible: Community Programs Manager Involved: Environmental Education Coordinators Consulted: Backyard Habitat Program, Columbia Slough Watershed Council

- Programs
- Social Enterprise
 - Development
 - Operations
 - Communications
 - Coalition Building

October 2022	March 2023	December 2023	January 2024
Apply to the Portland Clean Energy Fund grant in Fall 2022, and next round after that if not funded.	Conduct collaborative program planning with our partners.	New position descriptions are in place. Hiring process begins.	Community Engagement and Installation support program staff are hired. Year round program launched. Ongoing program evaluation.



By 2024, Club Aves will have developed at least two additional partnerships with organizations that serve youth.

Mission Alignment	The return to in-person programming and collaboration brings more voices in and creates more thoughtful programming.
Goal Team	Responsible: Environmental Education Coordinator Involved: Community Programs Manager, Leadership Development Coordinator Consulted: Hacienda CDC, NAYA, Community Cycling Center, Teatro Milagro

-  **Programs**
-  Social Enterprise
-  Development
-  Operations
-  Communications
-  **Coalition Building**

December 2022

February 2023

May 2023

March 2024

Create list of potential collaborators.

Meet with three partner organizations to talk about their respective communities and potential collaborations.

Develop curriculum/programming with two organizations.

Host pilot program with the two organizations, collect feedback, continue to develop program.



By 2024, Verde will establish our c4 and our first Leadership Development Cohort.

Mission Alignment	We will continue to expand our policy work into electoral influence regionally and statewide through base building in our communities.
Goal Team	Responsible: Executive Director Involved: Director of Strategic Partnerships, ECT Manager, c4 Board, Development Consulted: Finance, Verde Management Team, c3 board

-  **Programs**
-  Social Enterprise
-  Development
-  **Operations**
-  Communications
-  **Coalition Building**

December 2022	June 2023	December 2023	December 2024
<p>Recruit a diverse c4 board.</p> <p>Hire a c4 consultant to help create vision, mission, and strategic plan.</p> <p>File paperwork with federal government and secretary of state.</p>	<p>Exit one-year term c4 board members and onboard new ones through recruitment process.</p> <p>Pilot our new c4 in the Oregon state 2023 long legislative session.</p>	<p>Create our first leadership development process.</p> <p>Connect to ECT leadership to institute the process.</p> <p>Secure two years of funding for a new c4 director and hire.</p>	<p>Run our first leadership development cohort.</p> <p>Have an established individual donor program bringing in funding for c4 activities in partnership with Development.</p>



By 2025, Verde has defined a new location for energy planning and develops a community-led energy plan with five pilots.

Mission Alignment We will meet the need for a honed, replicable model of energy planning.

Goal Team Responsible: Energy Climate and Transportation Coordinator
Involved: Energy Climate and Transportation Program Manager
Consulted: Verde Community

-  **Programs**
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December 2023

June 2024

December 2024

June 2025

Identify community for planning and technical advisors and community advisors to support plan development.

Energy Project Institute executed along with other community engagement and technical analysis.

Community input and technical analysis synthesized into draft plan.

Plan feedback collected, plan finalized and approved.

Develop Energy Project Institute curriculum.

Create process plan guide for future replicability.



By 2024, Verde will create a catalog of key community engagement services to expand reach and secure contracts across the Portland Metro area.

Mission Alignment	We will provide improved clarity about Verde's community engagement work for external stakeholders.
Goal Team	Responsible: Community Engagement Coordinator Involved: Community Programs Manager, Director of Strategic Partnerships Consulted: Executive Director

-  **Programs**
-  Social Enterprise
-  Development
-  Operations
-  Communications
-  **Coalition Building**

December 2022	June 2023	January 2024
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Define key services that Verde can provide related to Leadership Development and Community Organizing and Engagement.

Define key audiences/ stakeholders and geographies.

Marketing/outreach material about our services is launched.

Internal process for vetting opportunities is in place.

Verde consistently has mission-aligned engagement contracts that fit our capacity.



By 2025, Verde will become the regional administrator of the Bulk Fuels Heat Pump Program through the Oregon Department of Energy.

Mission Alignment	Verde supports cross-program work and integration of policy development (advocacy) and project execution (Verde Builds/social enterprise) work.
Goal Team	Responsible: Energy Climate and Transportation Manager Involved: Verde Builds Manager, Director of Strategic Partnerships Consulted: Development and Outreach Programs

-  **Programs**
-  Social Enterprise
-  Development
-  Operations
-  Communications
-  **Coalition Building**

December 2023

June 2024

December 2024

June 2025

Establish regular coordination and increased partnership between ECT and Verde Builds Teams.

Establish broader organizational understanding of “resilience.”

Prepare Verde Builds to successfully apply for and become the regional administrator for the bulk fuels heat pump program created through the Emergency Heat Relief bill.

Verde Builds administers bulk fuels heat pump program and identifies needs for further growing the heat pump program.

Establish community-derived, Verde-specific framework for “resilience.”

Legislative campaign enhances Verde’s heat pump work in ways that create opportunity for other communities: at least one Verde Builds staff member testifies with prep support from ECT and c4 Teams.



By 2025, Verde will be active in 3 national coalitions, identify 4 sister organizations, and codify relationship building framework.

Mission Alignment	Verde will become a stronger coalition builder with more meaningful participation and formal relationship structures with national partners.
Goal Team	Responsible: Energy Climate and Transportation Coordinators Involved: Energy Climate and Transportation Manager Consulted: Director of Strategic Partnerships

- Programs
- Social Enterprise
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December 2022

June 2023

December 2023

June 2024

Map national network, roles and responsibilities.

ECT Team selects networks to prioritize and begins engagement.

ECT Team members each explore organizational partnership with one national partner.

ECT Solicits support from one national coalition on legislative priorities.

ECT Team members each formalize one organizational partnership with a national partner.

Each ECT team member leads on one national policy letter or action.



By 2025, Verde will launch a new framework for community input on policy and political priorities.

Mission Alignment	Verde will demonstrate that priorities are developed in response to community needs and develop appropriate coordination between our c3 and c4.
Goal Team	Responsible: Energy Climate and Transportation Program Manager Involved: c4 Director, ECT Team, c4 Team Consulted: Director of Strategic Partnerships, Outreach Team

-  **Programs**
-  Social Enterprise
-  Development
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-  **Coalition Building**

October 2023

December 2023

March 2024

June 2024

Review potential processes and define community (community members partners who should be consulted).

Develop structures, processes, guiding principles, and leadership development components of a potential policy development framework.

Establish advisory committee to support process.

Draft proposed framework for policy and political decision-making.

Framework finalized with review from advisory committee.

Final framework published for use in 2025 legislative session.



By 2025, Verde will leverage PCEF funding opportunities by developing 2 proposals every funding cycle that supports the growth of minority- and women-owned contracting businesses.

Mission Alignment Verde will maximize use of PCEF funding and build wealth in our communities.

Goal Team Responsible: Verde Builds Manager
Involved: Verde Builds Staff, Owners Rep, Executive Director
Consulted: Business Plan Consultant, ECT, Development

- Programs
- Social Enterprise Development**
- Operations
- Communications
- Coalition Building

December 2022

December 2023

December 2024

December 2025

Submit two proposals in fall grant cycle.

Hire contractor to develop business planning for future grant cycles.

Survey community needs and partner with organizations to identify potential projects.

Develop a vision for green infrastructure projects.

Submit four proposals (two per cycle).

Complete a business plan for growth.

Identify new partnerships with organizations to seek PCEF funds for innovative projects.

Identify our core programs and plan for expansion.

Submit two proposals per cycle in accordance with our business plan.

Revenue increased by 300%.



By 2025, Verde Builds will secure 3 construction contracts annually with 70% minority- and women-owned contractors hired for projects.

Mission Alignment	Verde Builds is in a unique position to support the growth of minority- and women-owned contractors.	<div><div></div> Programs</div> <div><div></div> Social Enterprise</div> <div><div></div> Development</div> <div><div></div> Operations</div> <div><div></div> Communications</div> <div><div></div> Coalition Building</div>
Goal Team	Responsible: Verde Builds Manager Involved: Verde Builds Staff, Owners Rep, Executive Director Consulted: ECT, Finance	

December 2022	December 2023	December 2024	December 2025
Renew our general contracting license.	Secure 2-3 construction contracts.	Secure stronger partnership with De La Salle for internship program.	Hire a full-time foreman/project manager.
Create a partner list for future construction projects (including Living Cully).	Promote our service expertise as a General Contractor.	Secure annual cycle of 2-3 construction contracts.	Develop a construction apprenticeship program.
	Establish a better invoicing system and sync up with finance team.	Determine government contract eligibility needs.	Secure annual cycle of 2-3 construction contracts.



Internal Goals



By 2023, Verde will publish and distribute our HR policy handbook to employees.

Mission Alignment Having clear policies will help add clarity to employees' work at Verde.

Goal Team Responsible: Finance and HR Coordinator
Involved: Executive Director, Operations Coordinator, Finance Director
Consulted: HR Committee, Verde Management Team

- Programs
- Social Enterprise
- Development
- Operations**
- Communications
- Coalition Building

August 2022	October 2022	December 2022
Decide which policies need to live in the handbook.	Make basic edits to handbook. Add our pay equity ranges, compensation philosophy, and hiring procedures.	Hire Katrina to revamp our performance review process and add to handbook. Finalize and send out to staff by end of year.



By 2023, have a clear and concise wiki page where staff can find procedures, processes, events, policies, and other resources.

Mission Alignment Organizing our systems will ensure smooth transitions, procedures, and overall efficiency; capture historical info for how we run the organization.

Goal Team Responsible: Operations and Facilities Coordinator
Involved: Executive Director, Finance & HR Coordinator
Consulted: Verde Management Team

- Programs
- Social Enterprise
- Development
- Operations**
- Communications
- Coalition Building

December 2022

Establish the framework for the overall wiki.

April 2023

Fill in the framework as an admin team.

August 2023

Have Verde Staff enter their sections of the wiki.

December 2023

Finalize wiki and launch by end of year.



By 2024, Verde's individual giving program has 100 donors giving at least \$250 each annually.

Mission Alignment

Improved financial security and more invested stakeholders will enhance our relationships in the community.

Goal Team

Responsible: Development Director

Involved: Executive Director, Grants Coordinator, Communications & Donor Relations Coordinator

Consulted: Verde Management Team, Verde Board

- Programs
- Social Enterprise
- Development**
- Operations**
- Communications**
- Coalition Building

December 2022	September 2023	December 2023	December 2024
Define goals and draft timeline.	Do CRM Training.	Run a pilot campaign.	Implement first full campaign.
Select and install CRM.	Draft and develop campaign and social media plans.	Develop first full campaign plan.	Set next goals and plan next campaigns.
List donors and prospects.	Establish CRM foundation.	Create donor relations plan.	Maintain wiki and donor list.



By 2024 Verde will hire a graduate of Lideres Verdes to help run the program, build their skills, and expand the program's reach.

Mission Alignment Develop leaders who can shape the future of our organization.

Goal Team Responsible: Leadership Development Coordinator
Involved: Grants Coordinator, Community Programs Manager
Consulted: Verde Management Team

-  **Programs**
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-  Communications
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December 2022

Program planning and outline.

December 2023

Secure two years of funding for the position.

July 2024

Open application to graduates of Lideres Verdes.

December 2024

Hire staff.



By 2024, the Verde Executive Team will add \$150K in unrestricted revenue.

Mission Alignment Verde’s permanency, security, freedom, and flexibility will create resiliency for our programs and impact.

Goal Team Responsible: Finance Director
Involved: Executive Director, Development Director
Consulted: Verde Management Team, Board Finance Committee

- Programs
- Social Enterprise
- Development**
- Operations**
- Communications
- Coalition Building

December 2022

June 2023

June 2024

June 2025

Maintain the existing \$250K unrestricted fund.

Add \$50K in unrestricted funds.

Add \$50K in unrestricted funds.

Add \$50K in unrestricted funds.



By 2025, Verde will enhance professional development opportunities for staff.

Mission Alignment	Verde must reinforce its values internally by supporting the holistic development of staff through personal and professional training opportunities.
Goal Team	Responsible: Finance and HR Coordinator Involved: Learning Committee, Executive Director, Program Managers Consulted: All Staff

- Programs
- Social Enterprise
- Development
- Operations**
- Communications
- Coalition Building

December 2022	June 2023	December 2024	June 2025
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Plan a key list of training opportunities for all staff.	Professional development and consultant funds included in Verde's annual budget FY 2024.	All staff are up to date on and use Verde's internal systems, policies and values.	A regular yearly learning curriculum is established.
Staff create 1-2 professional development goals in their work plans.	Learning committee has created a yearly curriculum for FY 2024.		Staff have fully integrated professional opportunities into their work plans.



Verde is a leader
and coalition
builder at the
intersection of
advocacy, policy,
and community.



Accountability Structure

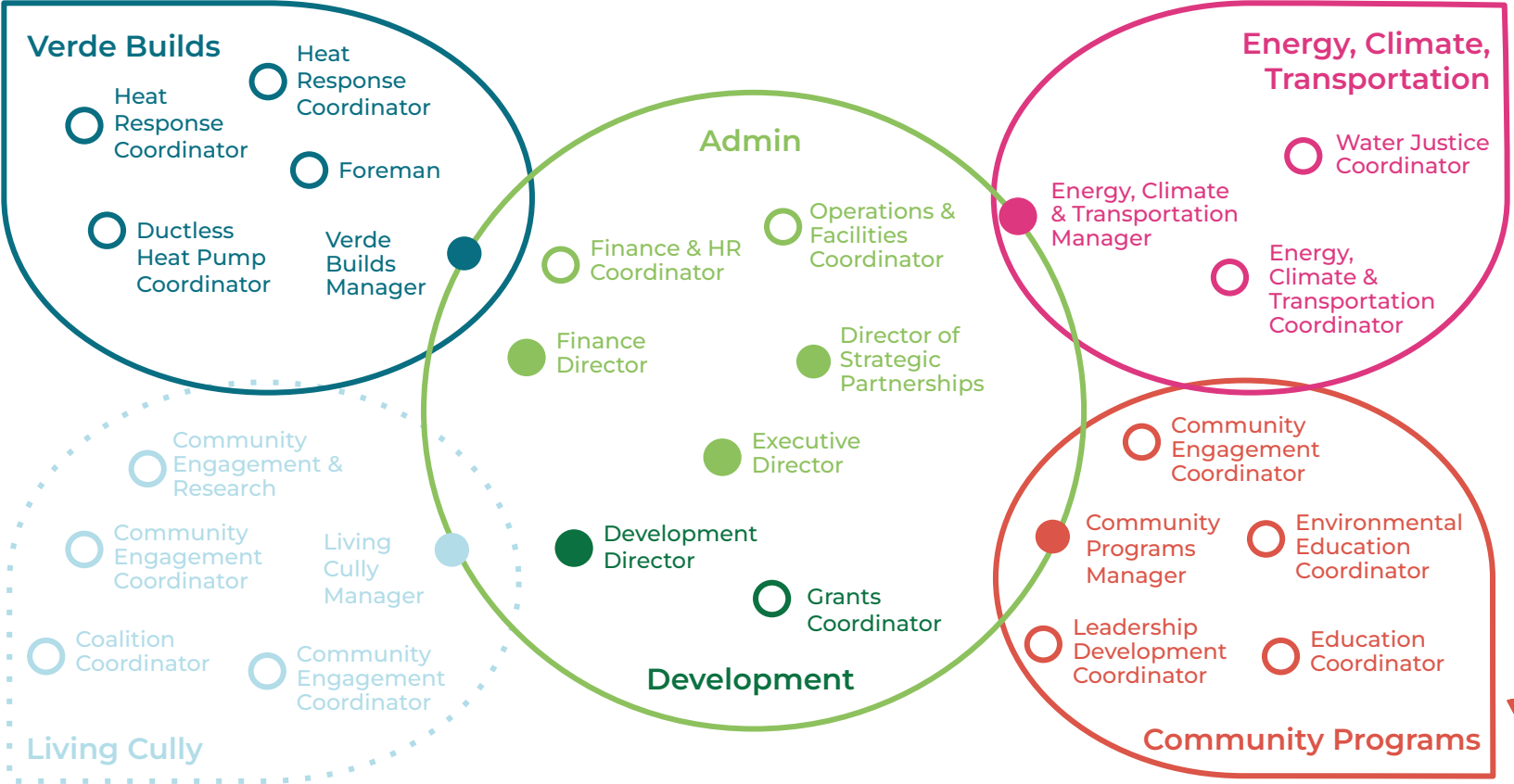
Opportunity Filter

Does this build environmental wealth for our communities?

Monthly	Quarterly	Yearly
Management Meeting Goal Tracking & Milestone Reporting	Board Meeting Executive Director Report	Annual Report Board Retreat Team Retreat



Our Team





Co-Created By

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[PREGAME]