





## What is the history of 350PDX?

In 2013, 350PDX was founded with the mission to build a diverse grassroots movement in Portland, Oregon, to address the climate crisis. For many people involved with 350PDX when it got started, climate disruption was so frightening, it was all leadership could focus on. 350PDX didn't have a lot of experience or education about centuries of struggle against racism and colonialism, and how these issues related to climate change. The dangers posed by the climate crisis are real and urgent, and we acted often out of that sense of urgency (and still do).

At first, 350PDX was led by people from groups with existing power and privilege (by that we mean: mostly older, mostly white, and mostly more financially secure people). 350PDX did not intentionally cultivate leadership by people from frontline communities. Frontline communities are those that experience 'first and worst' consequences for climate change. Without intending it, our organization, like many others, recreated a culture of white supremacy ([read more about White Supremacy Cultural Traits](#)). This meant we did not create safe spaces for dissenting opinions, or for frontline community members to contribute or lead.

As we grew and learned, 350PDX found that the climate justice movement was already using words and ideas that

helped us start shifting our organizational culture. Since 2016, we've been taking many steps to make our work truly about climate justice:

In 2016, we started offering workshops on climate justice. We define climate justice as using participatory democracy to create community-led solutions that center frontline communities and address the root causes of climate disruption by recognizing the disproportionate impact climate chaos has on frontline communities.

In 2017, we updated our mission to include "addressing the causes of climate disruption with justice-based solutions." We began to work more deeply with frontline community partners, and we paid more attention to learning about the links between climate change and social and economic oppression.

Because we were working more closely with people and communities affected by climate, racial, and economic injustices, the kind of actions and campaigns we did started to shift. The Portland Clean Energy Initiative was the most striking example of this work. Successfully passed in November 2018, the ballot creation was led by communities of color and low-income communities to fund weatherization, job training, and renewable energy projects in low-income communities.



Image Description: Barbara Ford, an older white woman and volunteer, hands out signs at the 2019 Climate Strike to youth.

Photo Credit: Lorraine Olivia

## Where is 350PDX going?

We still have a lot of work to do. For example, we need to build our systems for holding each other accountable to our values and our mission and making sure that, when we make mistakes, we take action to repair the harm. We also need to improve our volunteer outreach and retention. 350PDX sees that there are inequities still in some of our structures and actions. We embrace the journey we are on: to build an organizational culture and structure that is transparent, inclusive, equitable, and accountable to each other and to our frontline community partners.

By 2022, we want to be:

- A resilient 350PDX where self care and mutual care are honored. We will accept that emotions like grief, despair, anger, fear, and exhaustion are normal, compassionate responses to the issues of climate disruption and oppression. We will celebrate each other in multicultural, multigenerational community gatherings and direct actions. We will also have healthy, transparent conflict that centers gratitude and compassion for each other. We will build volunteer empowerment and development practices to sustain the movement.
- An equitable and inclusive 350PDX that is strong, resilient, and adaptable, where people are fiercely supportive of each other in the broad climate justice movement.
- A 350PDX that is a leader in following the leadership of the most impacted people, both inside and outside our organization.
- A 350PDX where the most impacted people will have few or no barriers to organizing, and there will be accessible spaces, childcare, correct pronouns, shared space, and accountability as an opportunity for growth.
- A learning 350PDX that supports justice and equity in our structures and systems, and in the larger climate movement.

## Where is 350PDX right now?

We are always developing what climate justice means for us as an organization. In 2019, frontline staff of color defined it as: using participatory democracy to create community-led solutions in addressing the root causes of climate disruption and recognizing the disproportionate impact climate disruption has on frontline communities. Participatory democracy means the participants have the power to make decisions on policy.

In 2018, we were able to create a Justice and Equity Organizer position. That person formed the JEDI team that has been meeting since 2018 to create the JEDI plan that you are about to read. Staff and volunteer leadership also contributed to the plan by giving feedback at retreats and during many draft versions of the plan. You can read more about our process below. This plan is a living document and will grow along with us.

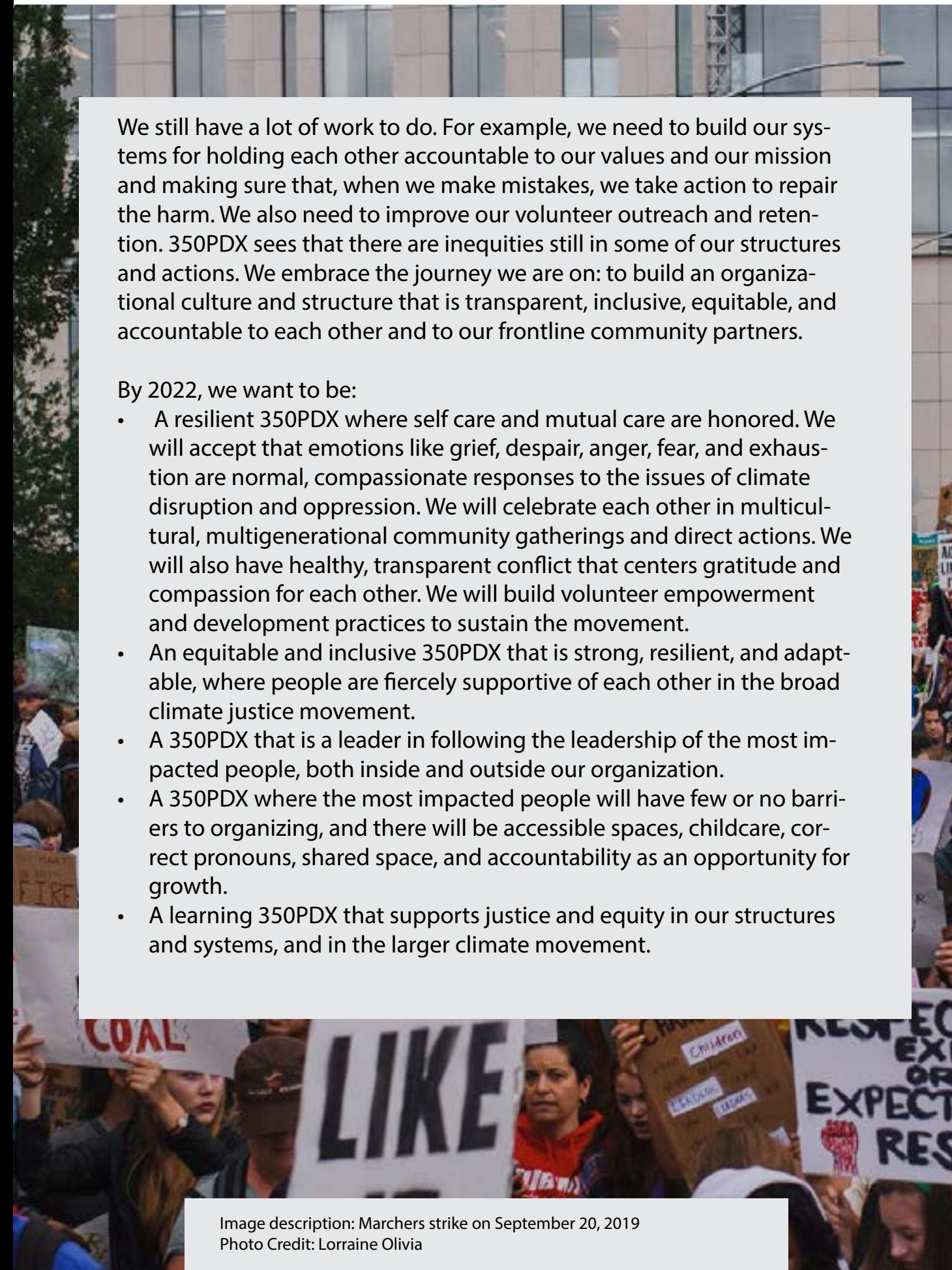


Image description: Marchers strike on September 20, 2019  
Photo Credit: Lorraine Olivia



# What was 350PDX's process to create this plan?

Image Description: Volunteers, staff, and board members at the Justice, Equity, Diversity, and Inclusion Retreat



At the 350PDX JEDI Leadership Retreat in February 2019, staff, board, and volunteers participated in an activity where we all shared where we felt 350PDX was on the “[Multicultural Development Model](#)” scales by Bailey Jackson and Rita Hardiman. They defined a Multicultural Organization as one that:

- Reflects the contributions and interests of diverse cultural and social groups in its mission, operations, and product or service.
  - Acts on a commitment to the eradication of social oppression in all forms within the organization. It is also sensitive to the possible violation of the interests of all cultural and social groups whether or not they are represented in the organization.
  - Is one where the members of diverse cultural and social groups are full participants at all levels of the organization, especially in those areas where decisions are made that shape the organization.
- Follows through on its broader external social responsibilities, including its support of efforts to eliminate all forms of social oppression. This commitment also involves the support of efforts to expand the multicultural ideology.

They describe “levels” and “stages” in which organizations can grow or regress in being equitable and inclusive.

## Level 1 – Monocultural Organizations

### Stage 1: The Exclusionary Organization

- Openly and intentionally maintains dominance of one group over others
- Deliberately restricts membership
- Overt discriminatory, exclusionary, and harassing actions go unaddressed
- Unsafe and dangerous environment for non-dominant group members

### Stage 2: “The Club”

- Seeks to establish and maintain the privilege of those who have traditionally held social power through developing and maintaining monocultural policies, norms and procedures seen as “correct” and the only “right” way from their perspective without giving consideration to any other groups’ interests
- Club members are supportive of those like them and those who seek to assimilate into their worldview – the “right way.”
- Limited number of “token” members from other social identity groups allowed in IF they have the “right” credentials, attitudes, behaviors, etc.
- Engages issues of diversity and social justice only on club member’s terms and within their comfort zone

## Level 2 – Non-Discriminating Organizations

### Stage 3: The Compliance Organization

- Committed to removing some of the discrimination inherent in the “club”
- Provides some access to some members of previously excluded groups, but seeks to accomplish this objective without disturbing the actual structure, mission and culture of the organization.
- A culture of not making waves, not offending dominant group members, and not challenging racist, sexist, or other offensive attitudes or behaviors.
- Recruits and hires to achieve a more diverse workforce at the bottom of the organization.
- Token placements in staff positions (sometimes in management or leadership) must:
- Be “team players” and “qualified”
- Be 150% competent to do the job (counteracting the notion that hire was not to satisfy a quota or was not as “qualified” as someone from the dominant culture.)

# What was 350PDX's process to create this plan?

- Assimilate into organizational culture
- Not challenge the system or “rock the boat”
- Not raise issues of sexism, racism, classism, heterosexism...

## Stage 4: The Affirming Organization

- Committed to eliminating discriminatory practices and inherent advantages
- Actively recruits and promotes members of groups that have been historically denied access and opportunity
- An active role is taken in supporting the growth and development of these new employees by initiating programs that increase their chances of success and by actively supporting their mobility.
- All employees are encouraged to think and behave in a non-oppressive manner.
- Trainings and other education opportunities are provided
- All members of this organization are still required to conform to the norms and practice derived from the dominate groups worldview.

## Level 3 – Multicultural/Inclusive Organizations

### Stage V The Redefining Organization

- A system in transition, moving beyond “nondiscriminatory,” “non-oppressive,” and/or “anti-racist”
- Working to create environment that “values and capitalizes on diversity”
- Working to ensure full inclusion of a multicultural workforce to enhance growth and success of organization
- Begins to question limitations of the current organizational culture as it is manifests in the mission, policies, practices, written and unwritten rules, structures, operations, services, management practices, climate, etc.
- Committed to redesigning, co-developing, and implementing policies and practices to redistribute and share power, and ensure the inclusion, participation, and empowerment of all members
- Actively works towards developing a multicultural organization

## Stage VI The Multicultural Organization

- Mission, values, operations, and services reflect the contributions and interests of the wide diversity of cultural and social identity groups
- Leaders and members act on the organizational commitment to eradicate all forms of oppression within the organization
- Members across all identity groups influence all levels of the organization, especially in those areas where decisions are made that shape the organization.
- Actively works in the broader community to eliminate all forms of oppression and to support the creation of other multicultural organizations

## Where do we see ourselves on these scales?

The majority of staff and all staff of color, deeply engaged JEDI volunteers, and some board members fell into Stage 3 or Stage 3.5. One large area of concern was that there was not active and full support for marginalized and frontline people in our organization. This group felt that we

- only included folks as long as they make others “comfortable”
- not supporting employees and volunteers of color to thrive and grow while expecting 150% competence
- little recognition of oppressive behaviors in all spaces.

Even though we have intentions to be less discriminating, staff asserted that we don’t have the systems/culture to do it. Intent was not considered enough by this group. The Stage 3.5 folks added that there was some success in distributing leadership.

Many volunteer leaders and board members ranked us at Stage 4 and 5. Their reasoning was that we were either in the process of achieving the criteria of Stage 4 and 5, or it was intended to go there. They saw hope in:

- the active JEDI Committee
- the strong alliances with frontline communities
- willingness to give leadership to most impacted communities, trainings and workshops
- and the success of the Portland Clean Energy Initiative.

They recognized that others felt 350PDX is in a very different place, however, and that things needed to move forward to change that feeling.

# Building Resilience

## Background: what do we mean when we talk about resilience?

Ecology and psychology talk differently about resilience. At 350PDX, we are interested more in the ecological idea, where resilience is a characteristic of a community, not individuals. In resilient ecosystems, there are many organisms that can serve the same purpose of filtering water, enriching soil, etc.

We think about our organization as an ecosystem, and so we think about sharing the work of achieving climate justice. By sharing the work, with multiple “back-ups” in place, we can build resilient systems (and learn to appreciate working together in cooperation as an alternative to individual competition). Resilient systems are designed more to avoid catastrophe than predict exactly what comes next - that is our goal, too.

In psychology, resilience more often talks about individual traits to deal with trauma. These include useful skills like openness to change and the ability to adapt. We want these skills to be part of our organizational culture.

At the same time, we want to be careful not to think of resilience as putting up with harm that shouldn't be happening in the first place. Resilience, for us, is not a response to trauma or a protection against it, but a collective quality that prevents trauma (individual and system collapse or emergency) in the first place.

## Where are we now?

Our organization often sees active volunteers and staff burnout. Causes of burnout include: unrealistic expectations; prioritizing the “I”; and discomfort with questioning organizational norms. There are also dominant culture leadership norms, such as formal expertise/degrees, are valued and accepted over other ways of expression, experience, and expertise. This creates stress and frustration for people who don't conform to existing norms.

## Where do we see ourselves in three years?

We refuse to be constantly reactive. Growth and questioning are normal. Self-awareness and humility are valued and commonly practiced. Trainings are on-going to support (personal) growth and skill building. Self-care and mutual care are prioritized and routinely recognized as necessary for a strong movement. Boundary-setting is welcome and meaningful to support healthy relationships. People of color and people of various perspectives and experiences thrive. Staff, board and volunteers appreciate the value of difference and appreciate people. We are comfortable with conflict as normal and sometimes necessary, and we support and appreciate those people who bring up tough issues.

# Strategies for Building Resilience

## Courage is uplifted as crucial to our success.

2020: Have discussions around the meaning of courage and challenging ideas of scarcity.

- Host Climate Odyssey workshop around fear, courage, hope, vulnerability vs. fragility, etc.
- Strategic Planning incorporates challenging our assumptions of scarcity
- Communications Team holds a workshop to explore courageous messaging
- Communications Plan is developed and integrates courageous messaging
- Once a month in volunteer newsletter, we will provide stories, tools, and information to inspire courageous action, such as Mohammad Al Samwai, an interfaith activist who was able to escape Yemin thanks to the support of his online community.

2021: Integrate courageous cultural norms into teams, Leadership Council, Board, and Staff.

- The question of, “Are we making this decision from a place of fear rather than a place of abundance and courage?” is brought up regularly through equity lens at team meetings, Leadership Council, and Board, and not always from the Team JEDI
- Courageous messaging is integrated into communication team's onboarding of new volunteers
- Campaign teams begin to discuss learning edges and places of growth as activists to encourage mentorship and collaboration
- Have a workshop about, “What does it mean to be courageous as activists?” This workshop would explore the nuances of being courageous as individuals, as 350PDX, and as a movement

2022: Additions to this tactic.

## Systems and practices are established for conflict management.

2020: Staff begins to manage conflict proactively, and teams begin learning about managing conflict.

- Approve, educate on and implement organization-wide conflict resolution policy (define conflict vs harassment)
- Recruit, train, and/or identify 2-5 mediators for JEDI reps to call on when needed (either internal or external resources)
- Tool is created for conflict management for board, staff, and team leaders
- Trial use of conflict “appointments” between staff to discuss conflict - evaluate whether it works for us.
- Introduce “conflict games” to 3 campaign team meetings

2021: Establishing clear expectations and norms for conflict.

- Clear expectations around what our values are and the need to follow them, and if you don't it will be brought up. Tool or body to have it achieved: a point person on a team to bring up concerns. Working agreements in every team are established.
- Volunteer role descriptions
- Feedback/evaluation system for board/team/Leadership Council meetings created - include accessibility questions
- At least 4 volunteer teams have a trained point person as a resource for contemplating difficult feelings/conflict; at least 1 time in 2020 they've brought an exercise or mediated a conversation around difficult feelings/conflict within their teams or Leadership Council.
- Find or develop training to allow designated staff and activist volunteers to better offer support for colleagues when in conflict - get at least 4 people trained (1 staff, 1 board, 2 volunteers)
- Have at least 6 teams engage in at least one “conflict game”

2022: Healthy conflict is seen as normal at 350PDX

- Have all teams engage in at least one “conflict game”
- Have workshop on healthy conflict and conflict transformation
- Evaluate our organizational progress on conflict resolution



# Strategies for Building Resilience

## Long-term, supportive approach to the work is fostered through thoughtful analysis of campaigns' impact and other reflections on our work.

2020: Teams take part in strategic planning, gather feedback on their work, and practice using new ideas.

- All teams recommit to Team Expectations (consider updating these for buy-in, and add requirement that new teams conduct environmental analysis of frontline groups already active in their work).
- Develop metric on measuring success by how campaigns made staff and volunteer leads feel. Test out using the Community Action Cycle to evaluate at least 1 campaign.
- Weekly staff check-ins include question at the beginning about what you learned in the last week (about yourself, responsibilities, etc.). At least once a month, staff meetings include 10 minute contemplation: “\_\_\_brings me joy; \_\_\_ brings me pain”
- Monthly Climate Odyssey workshop series for general public, “Contemplative Practices for Activists”
- 10 minute contemplation built into at least 1 leadership council and 1 Board meeting.
- A quarterly Climate Odyssey workshop series, “Responsive Activism” where organization can figure out how we differentiate between being responsive and being reactive.
- Share learnings from “Responsive Activism” in a blog post.

2021: Campaigns use feedback to improve their work.

- Team evaluation/campaign/action debrief built into strategic planning process
- All 350PDX Teams are introduced to Community Action Cycle and used at least once by teams
- Community Action Cycle used to evaluate the impact of all campaign teams annually

2022: Campaigns actively gain feedback and reflect on the impact of their work on team members, staff, and board.

- Teams are regularly using Community Action Cycle
- Evaluate progress on this tactic and identify new/unresolved needs for next steps
- Equity lens is evaluated

## Healthy boundary setting protocols are launched.

2020: Staff set boundaries with organization, and volunteer handbook includes affirmation for boundary setting.

- All staff have developed and shared some key boundaries (times not to call or otherwise disturb, for example), which are listed in their email signatures, calendars, or proactively with other staff and volunteers.
- Language has been developed and added to the 350PDX volunteer handbook: “in this organization, this is how we think about boundaries/our work...; we value mutual care and this is what it looks like....”

2021: Check ins for staff and volunteers about boundaries, mental health, and other details.

- It's normal for people to request emotional support rather than expecting it. People feel safe in saying “no” if they don't have the capacity to hold space for others' emotional support needs.
- Have check-ins on staff at on-boarding and 6 months and lead volunteer activist at 6 months for support systems

2022: Evaluation and setting of tactics occurs at the beginning of 2022.

# Strategies for Building Resilience

## La Buena Vida (The Good Life) modeled through practice of mutual appreciation and relationship building.

2020: 1:1 relationship building on staff and collective celebration is normalized at 350PDX.

- Have all staff, board, and team leads share something they really enjoy, and see if collectively we can find some way to support each of them (ie, if someone enjoys knitting, let's all bring them yarn!).
- Have staff and board appreciation party.
- Staff meet with each other in 1:1 relationship building meetings to get to know each other interpersonally.

2021: 1:1 relationship building is practiced by board and volunteers, and staff and board go on retreat together.

- Have a staff and board retreat outside of Portland for community building, not “work”
- Campaign team leaders are trained on 1:1 relationship building with volunteers
- Board has 1:1 meetings for relationship building with each other

2022: Volunteers, staff, and board report increased 1:1 relationship building.

- 1:1 relationship building meetings are normalized.
- Evaluate progress on this tactic and identify new/unresolved needs for next steps

## Work Plans are realistic and balanced.

2020: Workloads are discussed and rebalanced if needed at monthly staff check-ins.

2021: At least 3 volunteer teams use and evaluate “nimble/reactive” checklist

2022: Evaluate progress on this tactic and identify new/unresolved needs for next steps



Image Description: Ashley Weatherspoon, a young black woman, Anissa Pemberton, a light skin Latinx person, Gordon Weller, a young white man, and Flo Buddenbaum, a young white woman, hold blue and white signs at the Juliana vs. US Government event in spring, 2019

Photo Credit: Lucy Kennedy-Wong

# Empowerment and Inclusivity



Image description: Attendees to the 100% Accountability for 100% Renewables Conference in Miami sit on a Miami oceanfront.

Photo credit: unknown, please reach out if you do know

## What is the background of 350PDX?

To achieve climate justice, we must build a movement that works to further racial, economic, and climate justice. We recognize that those closest to those injustices are best suited to suggest solutions and that we all benefit when those solutions are implemented. This means that people of color, low-income people, and other people on the frontlines of environmental injustice must be welcomed and empowered in our organization. These are the communities that must lead our movement.

## Where are we now?

In our current state, 350PDX is 95% white and few leadership positions are held by people of color and low-income people who experience barriers to engagement. In particular, people of color have let us know that they do not feel welcome in meeting spaces and are not intentionally empowered as leaders. We recognize that our organizational culture has led to people of color and low-income people to feeling welcomed or included. We recognize that we must actively build systems that empower people of color and marginalized people, and do not treat these members poorly. 350PDX is ready to move into a better model of organizing. We know we will be stronger with many different people with many different perspectives at our decision making tables.

## Where do we see ourselves in three years?

In 2022, we want to have a 350PDX that is actively inclusive, welcoming, and empowering to those most impacted by environmental injustice. We will be leaders in following the leadership of the most impacted people, both in our own leadership bodies and in our frontline partnerships. We will be actively working to empower and include those who are impacted by environmental injustice. The most impacted people will have little to no barriers to organizing, including having accessible spaces, childcare, correct pronouns, shared space, and the ability to address poor behavior supported by our leadership.

# Strategies for Empowerment and Inclusivity

**BIPOC Caucus affinity group established to build community for folks of color and linkages built within organizational structure to foster decision-making power.**

2020: BIPOC Caucus is actively leading projects, and is included at all decision-making tables.

- BIPOC Caucus takes leadership on outreach planning and strategic planning.
- All teams know that a BIPOC Caucus exists and it is clear what their role is at 350PDX.
- BIPOC Caucus is integrated into Leadership Council. Members of the BIPOC Caucus hold positions in decision making tables such as the Endorsement Committee and the Board.

2021: BIPOC Caucus actively gives feedback to 350PDX about experiences in our organization.

- BIPOC Caucus gives feedback to 350PDX about how to be more inclusive.
- The BIPOC Caucus recommends and sets goals for inclusivity
- Teams are actively engaged in solidarity campaigns

2022: BIPOC Caucus members report feeling welcome and included at 350PDX.

- BIPOC Caucus reports back on the inclusivity goals and if they were met by 350PDX
- BIPOC Caucus members report feeling their perspectives are valued, feedback is heard and integrated into work, and are able to resolve conflicts equitably
- New goals are set for YR 3, as necessary

**Collaborative process is undertaken to design Outreach Plan.**

2020: The JEDI Team, the BIPOC Caucus, and the Outreach Team co-create the Outreach Plan.

- Create Accessibility Policy/Plan for people with disabilities and non-English speakers (include teams' meeting notices having info on accessibility)
- Realistic membership goals for 2020-2021 are set and evaluated based on staff capacity and BIPOC Caucus feedback, with a long-term goal of 25% frontline community membership
- Outreach Plan is created and launched by the BIPOC Caucus, Outreach Team, and JEDI Team.
- Outreach Team is trained on JEDI 101 and outreach materials are developed
- Evaluate effectiveness and impact of Outreach Plan

2021: We gather feedback about our Outreach Plan and make changes based on that feedback.

- Realistic membership goals are set for 2022-2023 and evaluated based on staff capacity and BIPOC Caucus feedback.
- 100% of teams use JEDI-integrated outreach materials
- Outreach Plan is updated by the BIPOC Caucus, Communications Team, and JEDI Team
- Leadership development goals are established and evaluated for people of color and low-income people.
- Evaluate effectiveness and impact of Outreach Plan.

2022: 350PDX has increased involvement by black people, indigenous people, and people of color.

- Goals for 2022 - 2023 are reviewed and updated as necessary
- Leadership development goals are established for 2022-2023 based off of evaluations for 2021
- Outreach Plan is developed for 2022 - 2023



# Strategies for Empowerment and Inclusivity

**Commitment to JEDI work is further threaded through 350PDX by having JEDI representatives on teams.** We are going to train our membership on justice and equity through a Train the Trainer Cohort that will serve on teams.

- 2020: Train the Trainers Cohort is launched and members are trained on JEDI 101 and Climate Justice 101.
- Train the Trainers JEDI Cohort members are recruited from 7 teams (100% of campaign teams) by June 2020.
- Training on JEDI 101 and Climate Justice 101 is given to JEDI Cohort by December 2020.
- Evaluate Train the trainer program

2021: Train the Trainer Cohort is actively training the campaign teams on JEDI 101 and Climate Justice 101.

- 100% of campaign team leaders, 50% of neighborhood team leaders, staff, and board are trained on JEDI principles
- Train the Trainers JEDI Cohort members are recruited from all 15 teams by June 2021.
- New JEDI Cohort members are trained on JEDI 101 and Climate Justice 101 by December 2021.
- Each campaign team receives at least 1 mini-training a year by their team JEDI.
- Train the Trainers JEDI Cohort has regular contact with JEDI Committee and/or JEDI contact about their work
- Train the Trainers JEDI Cohort does training at Leadership Council and the Board at least once a year

2022: Train the Trainer Cohort gives feedback on training and the training is updated based on that feedback.

- Train the Trainer JEDI Cohort evaluates curriculum and process for improvement
- Identify new skills/education that's needed - begin developing resources
- All teams are trained on Climate Justice and/or JEDI 101 at least once a year by team JEDI.
- Give at least 1 additional JEDI training to the JEDI Cohort

## **Distributed leadership further explored as a way to make volunteer teams more sustainable.**

2020: Teams have discussed how to include people with many different skill sets.

- Have organizational conversation about decision making from a place of abundance and courage
- Gather input from volunteers and staff already in co-leadership roles, to develop tools and guidelines for effective co-leadership
- Develop a plan to identify which roles are suited for co-leadership
- Campaign teams establish and publicize new roles/tasks for different skill sets and availabilities
- Team leaders collect team demographic information and share with staff as part of annual evaluation process
- Develop formal mentoring program for staff and lead activist volunteers

2021: All team leads know how to mentor new volunteers, especially those members most impacted by environmental injustice.

- All teams establish and publicize new roles/tasks for different skill sets and availabilities
- All team leads have taken a training on volunteer engagement/development with an equity lens
- 100% of campaign teams begin mentoring a frontline community member to take on a leadership role
- Annual evaluation will include evaluating frontline community member mentorship
- At least 25% of recognized roles in the organization are held in partnership (ie, co-leads, co-representatives)

# Strategies for Empowerment and Inclusivity



Image description: A photo of Climate Strike marchers from a tall building

Photo credit: Timothy Hellman

## **Continued: Distributed leadership further explored as a way to make volunteer teams more sustainable.**

2022: We seek feedback on how mentorship is going.

- Volunteers report feeling valued regardless of skill sets or availability
- 100% of teams begin mentoring or have mentored a frontline community member to take on a leadership role
- Teams are evaluated for success at integrating JEDI principles into decision making and processes

## **Centering frontline leadership is an organizational practice, supported through training, leadership development, and solidarity campaigning.**

2020: We train volunteers on what "centering" means. We have an Outreach Plan, and launched solidarity campaigning.

- Centering frontline leadership is discussed in volunteer orientations, general meetings, and leadership council.
- "Centering Frontline Leadership" Training is redesigned and given to at least 50% of volunteer leadership.
- As part of the Outreach Plan, recruit and begin developing at least two new frontline leaders to positions of decision-making power.
- Co-host two intersectional conversations, mobilize for frontline partners' events, and collaborate on their campaigns.

2021: Centering the most impacted is normal at 350PDX.

- "Centering Frontline Leadership" Training is given to at least 100% of volunteer leadership
- "Centering Frontline Leadership" Training integrated into new volunteer onboarding materials
- By the end of 2021, at least two new frontline leaders are being onboarded, or have been onboarded, to a team leadership role

2022: Centering the most impacted is a core part of organizing at 350PDX.

- 50% of volunteers and 75% volunteer leadership report knowing how to build relationships with frontline communities.
- Solidarity campaign(s) prioritized in strategic planning/resource allocation
- Frontline leaders report feeling their perspectives are valued, feedback is heard and integrated into work, and are able to resolve conflicts equitably
- Review data and establish new goals for 2023 as appropriate

# Transparent, Just, and Accountable Systems



Photo description: Two women of color and one white woman hold a banner saying, "Our Time to Rise"

Photo credit: Chris Palmer

## What is the background of this at 350PDX?

350PDX began as a small organizing circle in the living room of a local organizer with mostly white, middle-class people. We grew quickly, and we did not build systems that maintained transparency, that worked to further justice, and did not hold each other accountable.

Accountability means taking responsibility for behaviors, impacts, and taking action to repair the harm.

Transparency means acting in ways that make it easy for others to understand what you are doing and why.

Justice means removing barriers that prevent people of color, low-income people, LGBTQ+ people, people with disabilities, women, and migrants from taking advantage of opportunities and resources.

## Where are we now?

350PDX does not have systems that make sure staff, board, and volunteers are accountable, just, and transparent with one another. We need to intentionally and thoughtfully build systems that build accountability, trust, and empowerment for all people in our organization.

## Where do we see ourselves in 2022?

By the end of 2022, we will have transparent systems that empower all people in our organization. We will have effective environmental and climate justice practices which have been created with staff, board, and volunteers. Development of our volunteer leaders and our volunteers' skills will be valued and prioritized.

# Strategies for Transparent, Just, & Accountable Systems

## Accountable Systems

2020: New systems are created to make sure that people are accountable and responsive to one another.

- Equity filter created to use across a range of decision-making at 350PDX
- Develop shared language and understanding of mission to inform making the Equity Filter.
- Create Anti-Discrimination statement and have it signed by all existing staff and board, and added to new volunteer onboarding materials and launching it to Leadership Council
- Update Equitable Employment Statement and Policy

2021: More new systems are created, and 2020 systems are used.

- Board Bylaws will be updated with clear accountability to JEDI Plan
- Regular process to check in on meeting JEDI measures at Leadership council or with staff supervisor
- Expand performance review to include board and teams
- Finalize accountability guidelines for staff member

2022: Accountability is normal and clear at 350PDX.

- Board develops an action plan for public accountability when necessary.
- Team action plans are evaluated.

## Strategic Planning allows for equitable access.

2020: Strategic Planning includes frontline community partners and addresses various issues in our current structure.

- Have leadership council begin approving Team Strategic Roadmaps.
- Have organizational conversation about decision-making from a place of abundance and courage.
- Frontline partners are surveyed on our strategic direction, along with place in community.
- Survey teams for barriers to what they tried to accomplish to help learn what gaps 350PDX may have in strategic tools.
- Staff advertise opportunities for volunteer leaders and board members to attend social justice conferences and/or intersectional workshops to learn from cross-movement partners. Provide list of recommendations and research grants to assist with this.
- At least 2 frontline community members are paid to engage in our 2020 strategic planning meetings/creation process.

2021: Strategic Plan is launched and has accountability standards for frontline communities.

- Evaluate engagement of frontline partners in strategic planning process
- 50% of campaign volunteer leaders and board members continue to attend regular professional development in social justice topics.
- Campaign teams use a new strategic tactic.

2022: Strategic Plan is evaluated, and teams are able to report back on their work based on a clear systems.

- All teams use a new strategic tactic.





Image description: Three white children and three white parents play at "Climate Rising" event in June 2018  
Photo Credit: K Survival Media

## What is next for 350PDX?

350PDX will be working hard to implement the goals we laid out in the JEDI Plan. We know that this will be hard work, and will be full of learnings and discoveries. Because of this recognition of our continued learning and growth, we consider the JEDI Plan to be a living document. We will be updating the JEDI Plan with intention to the impact of our decisions. Broadly, the JEDI Plan's core goals will not change - however, specifics will be updated based on our learnings from the implementation.

We have a lot more detail to share with the community in regards to our strategies and how we will work to be accountable. We invite anyone interested in the details of these strategies to visit our JEDI Plan Strategies Tracking Sheet to learn more.

If you would like to engage further on this work, you can reach out to the JEDI Team at [jedi@350pdx.org](mailto:jedi@350pdx.org).



Image description: Young people lead the 2017 People's Climate Movement March for Climate, Jobs, and Justice

Photo credit: unknown, please reach out if you do know.

## Gratitude

A special thanks to Meyer Memorial Trust and the Bullitt Foundation for funding our Justice and Equity work in 2019 and 2018, as well as Meyer Memorial Trust and the Oregon Community Foundation for funding the implementation of the JEDI Plan in 2020.

We thank every individual who participated in the hard work to put this together, including our JEDI consultant, Marcelo Bonta. In particular, we would like to shine a spotlight on some of the core volunteers, board, and staff members who contributed to this JEDI Plan.

### JEDI Committee Members

Brooke Kavanagh, City County Watchdog Team Lead and Fossil Fuel Resistance Team

### JEDI

Ellen Mickle, City County Watchdog Team JEDI

Anais Tuepker, Board Chair

Barbara Ford, Climate Odyssey Team Lead

Chris Palmer, Volunteer and Communications Coordinator

Ashley Weatherspoon, Development Coordinator

Lucy Kennedy-Wong, Grants & Evaluations Coordinator

Anissa Pemberton, Justice & Equity Organizer

### Those who reviewed the JEDI Plan:

Bernadette Rodgers, Board Director and Development Committee

Lori Day Reynolds, 350PDX Accessibility Volunteer

Adam Brunelle, former Board Director and Executive Director of Green Lents

Melanie Plaut, Fossil Fuel Resistance Team Lead