

# SONG Strategic Plan: Planting Calendar 2024 - 2026

*This document lays out initial thoughts for a possible seasonal timeline for planting, growing, and harvesting the work of SONG's Strategic Planning process.*

Rainbow Color Key:

Addresses Contradiction: Theory of Change

Addresses Contradiction: Conflict and Accountability

Addresses Contradiction: Uneven Member Development

Addresses Contradiction: Non-Profit Structure

Addresses Contradiction: Shrinking Capacity, Growing Scale

Addresses Contradiction: Governance

Addresses Contradiction: Multi-Racial Organizing

For an alternate view >>> [Planting Calendar by Time and Program](#)

Winter 2023/4	<p><u>Free From Fear campaigns</u> enter their next phase with regional scope, opportunity to take collective action together [Free From Fear Campaigns]</p> <p>Drawing on lessons learned from Grief and Spirit Care Cohort &amp; Struggle is Ceremony tent, develop an <u>internal Working Group</u> made up of rotating representatives from throughout the organization ("stakeholders" such as <u>FIRE KEEPERS</u>, a Black Mediation Council, and other resourced SONG Hubs of trained practitioners to offer skills &amp; practices to the larger SONG). These Members can serve as SONG conflict mediators and accountability practitioners. [Conflict Transformation Work]</p>
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Strengthen practices that instill a culture of conflict transformation within SONG through planning to create and expand spaces and opportunities for Membership to come together in fellowship and practice a political culture of conflict transformation and accountability (e.g., spaces for political debate, where people can speak freely, where we can model disagreement). [Conflict Transformation Work]

SONG Leadership Team collects, evaluates, streamlines & clarifies formal onboarding + orientation, work plan, supervision structure for staff. Staff political education process developed & committed to for the year [Staff Leadership Development]

Incorporate practices of naming the Movement lineages we are a part of into SONG culture (build on New Member Orientation materials around Movements SONG was born out of) [Base Building]

SONG Free From Fear campaigns re-ignited, planning for Campaign Convergence [Free From Fear Campaigns]

Plan for Spokescouncil gathering [Spokescouncil + Governance]

Hire for SONG Resource Organizing Director and focus to build out team [Hiring Plan]

Gaycation planning begins [Kinship]

Staff and Leadership Team create clear and tangible SMART (Strategic, Measurable, Achievable, Realistic, Timely) goals around our growth and identify coaches or mentors who can support us. Commit to regular practices of evaluation and self-critique to assess and address our gaps as leaders, knowing that critique is a gift in the service of our transformation. Schedule regular pauses, breaks, and time off for rest and rejuvenation. Staff share out our development of a creative and/or spiritual practice for sustenance. [Staff Leadership Development]

SONG chooses scope of campaign work for next 2-3 years [Free From Fear Campaigns]

- We have seen a decrease of active membership and chapter work in majority-Black geographies of the Deep South, in Mississippi, Alabama, Georgia, South Carolina, and Louisiana. We must re-prioritize investing resources, time, people, and money into this critical region of the South. Our Free From Fear

	<p>campaign work and programs should be guided to re-activate participation in these regions.</p> <p>Re-tool &amp; allow for the re-emergence of SONG’s autonomous leadership development programming around race + ethnicity [Leadership Development]</p> <ul style="list-style-type: none"> <li>- <u>Lorde’s Werg</u> (time and resources devoted for Black member-leaders within SONG to build, connect, give space to practice, train up, skill up, talk about our communities and take all this back to build campaigns and projects in our community)</li> <li>- <u>Braided Roots</u> (emerging space for SONG non-Black People of Color to come together)</li> <li>- <u>Race Traitors</u> (training and practice space for SONG’s white member-leaders)</li> </ul>
Spring 2024	<p>Consider development of SONG <u>Podcast</u>, record episodes on Theory of Change [Cultural Organizing]</p> <p>Existing theory of Change incorporated into <u>New Member orientation + chapter trainings</u> [Base Building]</p> <ul style="list-style-type: none"> <li>- We should incorporate a <u>Political Education</u> study into historical examples of multi-racial organizing, rooted in a Southern tradition, into our membership orientation materials [Staff Leadership Development]</li> </ul> <p>Free From Fear campaign building [Free From Fear Campaigns]</p> <p>Develop and populate <u>FIRE KEEPERS Working Group</u> through multiple avenues including 1-1 solicitation; word-of-mouth/recommendations; and organizational communications. [Conflict Transformation Work]</p> <p>Identify and choose potential Transformative Justice and Community Accountability networks, memberships, or practitioner for Struggle is Ceremony Community Practice Network. Define our terms, needs, budget, and expectations. Prepare an exit strategy in the event the pilot is ineffective. [Conflict Transformation Work]</p> <p>Strengthen SONG’s <u>political education</u> curricula to include an organization-wide study on conflict and accountability. [Conflict Transformation Work] [Staff Leadership Development]</p> <p>Assess the political roots of SONG conflicts. Develop curricula from resources and materials already created (e.g. works on liberalism, perfectionism, conflict avoidance, and multi-racial accountability strategies). [Conflict Transformation Work]</p>

Create spaces at convenings for people to hold and bear witness (modeled after Struggle is Ceremony tent). [Conflict Transformation Work]

Member UsherBoard Working Group convened [Base Building] !!!

- Works to land more clarity on requirements of membership and finalize redraft of Membership Guidebook

SONG Leadership Team consult with aligned partner organizations around staff culture best practices. SONG staff develop leadership development goals for the year and identify potential training opportunities. [Staff Leadership Development]

SONG staff political education ongoing. [Staff Leadership Development]

Develop tool around identifying and naming our political lineages [Staff Leadership Development]

Begin building plan for re-activating Murph's Kindred Fellowship program [Leadership Development]

As part of Free From Fear campaign build out, SONG Member-Leadership defined, with a clear pathway & connection to training and support [Free From Fear Campaigns] [Base Building]

- Develop clear criteria or expectations for all SONG formations around our commitment to multiracial organizing (for example, not having predominantly or majority white membership) that are also grounded in a power analysis around class, gender, sexuality, disability, age, and geography.

SONG Spokescouncil gathering – identify & invite each formations' point people, emphasis on training in decision-making practice, Theory of Change strategic rubric, democratic governance. [Spokescouncil + Governance]

- Incorporate pipeline into Board governance (Re-start the Board of Directors Nomination process)
- Offer more trainings for SONG formations in work planning
- Offer tools for leadership development & succession planning as organizers (all of us replacing ourselves)
- Lay out clearly what the scope and rationale of decision-making power is for SONG's Board, Co-Directors, Leadership Team, Staff, and Spokescouncil
- Lay out the mechanisms of accountability / feedback for each body

- Lay out the criteria / expectations for members of each leadership body (political development, alignment around political purpose, demonstrated commitment to the organization, etc.)
- Create & test accountability practice with goals and benchmarks between SONG's Leadership Team and Spokescouncil in particular
- Evaluation of accountability practice between SONG's Leadership Team and Spokescouncil
- Investigate the governing practices of seasoned chapters and ask them to share out broadly
- Look to and bring back the Governance + Facilitation tools from SONG's Organizing 4 Movement Building curriculum
- Incorporate training into facilitation & decision-making practices: our objective is for all SONG formations to have functioning, effective decision-making practices.
- Continue to practice governance regularly, by strengthening participatory budgeting via Spokescouncil.
- Create a living document accessible to members that provides a visual explanation of SONG's organizational decision-making ecosystem from a local formation to regional to board level
- Develop clear criteria or expectations for all SONG formations around our commitment to multiracial organizing (for example, not having predominantly or majority white membership) that are also grounded in a power analysis around class, gender, sexuality, disability, age, and geography.

Hiring more staff organizers to support campaign & membership organizing +++ [Hiring Plan]

SONG Podcast interviewing Forever SONG family on assignment within philanthropy [Cultural Organizing]

Continue to build out Resource Organizing team [Hiring Plan]

Gaycation invitation & recruitment: build SONG's Beloved Community [Kinship]

Work to define "Forever SONG" cohort & formalize who is in Forever SONG and connect to each other [Base Building]

Consider SONG podcast episode on how campaigns emerge, why we choose campaigns, and how we build and win them [Cultural Organizing] [Free From Fear Campaigns]

Consider SONG podcast on deepening into our understanding & practice of mutual aid [Cultural Organizing]

	<p>Through SONG's <u>podcast</u>, provide a clear definition of SONG's multi-racial organizing strategy, identifying all of our needs for self-determination and our stake in collective liberation [Cultural Organizing]</p>
<p>Summer 2024</p>	<p><u>Free From Fear campaign trainings</u> [Free From Fear Campaigns]</p> <p>Identify, update, and distribute the tools and resources SONG already uses in conflict and accountability processes. Use Theory of Change and other SONG key materials to define conflict. What are the different levels of harm/hurt and what are the corresponding actions to address certain things? (Create political education materials) [Conflict Transformation Work]</p> <p>Recruit <u>FIRE KEEPERS Working Group</u> from across the organization. [Conflict Transformation Work]</p> <p>Share SONG conflict materials with FIRE KEEPERS Working Group as part of the recruitment process. Determine the GROUP's final name, role, reach, scale, methods of operation, budget, leadership, communication, operations, decision-making, and evaluation processes. Determine commitments and expectations. (What is a realistic timeline for addressing conflict in a "timely manner"?) This FIRE KEEPERS Working Group will be accountable to SONG's Spokescouncil &amp; Leadership Team. [Conflict Transformation Work]</p> <p>Formalize relationships, roles, and processes with potential Partners in Struggle is Ceremony Community Practice Network. Invite participants in current conflict to utilize this process set out by Struggle is Ceremony Community Practice Network. [Conflict Transformation Work]</p> <p>Consult <u>Struggle is Ceremony Community Practice Network</u> to recommend syllabi and materials on conflict and accountability. [Conflict Transformation Work]</p> <p><u>FIRE KEEPERS Working Group</u> integrates regular trainings into SONG convenings. [Conflict Transformation Work]</p> <p><u>Member UsherBoard Working Group</u> meets to develop, evaluate, edit &amp; finetune Member Orientation [Base Building]</p> <ul style="list-style-type: none"> <li>- Works to land more clarity on requirements of membership and finalize redraft of Membership Guidebook</li> </ul>

	<ul style="list-style-type: none"> <li>- Undertakes a study of member-led organizations to survey best practices around decision-making, governance, member engagement, and leadership development</li> </ul> <p>Mid-year check in / self &amp; peer eval and <u>assessment for staff</u> [Staff Leadership Development]</p> <p>Mid-Year check-in on Staff and Leadership Team SMART goals around leadership development [Staff Leadership Development]</p> <p>Mid-Year check-in on regular practices of evaluation and self-critique[Staff Leadership Development]  <u>SONG staff political education</u> ongoing [Staff Leadership Development]</p> <p>Test tool around identifying and naming our political lineages [Staff Leadership Development]</p> <p>Launch plan for <u>Murph's Kindred Fellowship</u> program [Leadership Development]</p> <p>Recruit for more member-leaders through Free From Fear campaign organizing [Free From Fear Campaigns]</p> <p><u>Hiring</u> more staff organizers to support campaign &amp; membership organizing [Hiring Plan]</p> <p><u>Campaign Convergence</u> [Free From Fear Campaigns]</p> <p>With Resource Organizing team in place, Re-Birth <u>Make it Rain Team</u>. Recruit former members &amp; broad ask for new members. [Grassroots Fundraising]</p> <p>Gaycation returns !! <u>Build SONG's Beloved Community</u> [Kinship]</p> <p>Forever SONG huddle up at Gaycation? [Kinship]</p> <p>Organizational break [Staff Leadership Development]</p>
Fall 2024	<p><u>Strategic Rubric</u> developed for making organizing decisions based on Theory of Change, in the short-term while Theory of Change is being studied &amp; discussed [SpokesCouncil + Governance]</p>

Evaluate the effectiveness of the model among Partners and Members of Struggle is Ceremony Community Practice Network. [Conflict Transformation Work]

Review and select materials in alignment with SONG's **Theory of Change**, mission, vision and political leanings. Develop materials and guiding questions to help SONG get to the systemic roots of interpersonal conflicts. [Conflict Transformation Work]

Establish practices of criticism / self-criticism (or feedback circles attuned to SONG's culture and politics) across our formations. [Conflict Transformation Work]

Member UsherBoard Working Group meets to develop, evaluate, edit & finetune Member Orientation [Base Building]

- Works to land more clarity on requirements of membership and finalize redraft of Membership Guidebook
- Undertakes a study of member-led organizations to survey best practices around decision-making, governance, member engagement, and leadership development

Continued recruitment for Murph's Kindred Fellowship Program [Leadership Development]

Evaluation of Free From Fear campaigns [**Free From Fear Campaigns**]

- Key Area of Assessment: have we grown active membership and chapter work in majority-Black geographies of the Deep South, in Mississippi, Alabama, Georgia, South Carolina, and Louisiana?

Evaluation process for SpokesCouncil [SpokesCouncil + Governance]

Resource Organizing Team develops plan for tripling our grassroots fundraising base, connected to Membership Team [Grassroots Fundraising]

First meeting of Make it Rain Team. [Grassroots Fundraising]

Evaluation of Gaycation + capture lessons learned for next year [Kinship]



	<p>End of year evaluation of Staff and Leadership Team SMART goals around leadership development [Staff Leadership Development]</p> <p>End of year evaluation of regular practices of evaluation and self-critique [Staff Leadership Development]</p> <p>End of year staff evaluations and team evaluations. Eval of staff political education process [Staff Leadership Development]</p> <p>Organizational break [Staff Leadership Development]</p>
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<p>Winter 2025</p>	<p>Consider forming <u>Strategic Working Group of SONG's Spokescouncil</u>, to study &amp; discuss SONG's Theory of Change + whether it needs to be re-worked [Spokescouncil + Governance]</p> <p>[VV] <u>FireSide chats</u> on how transformation happens at SONG convenings → Bus Tour?</p> <p>Testing Strategic Rubric for decision-making [Spokescouncil + Governance]</p> <p>Evaluate Free From Fear campaign development so far [Free From Fear Campaigns]</p> <p>After assessing SONG's conflict and accountability processes, FIRE KEEPERS Working Group develops a proposal for Membership on the working group's purpose, goals, operations, resources and projects (e.g., a Black mediation council, help desk, etc.). [Conflict Transformation Work]</p> <p>Based on Evaluation from previous year, modify, replicate or disband the Struggle is Ceremony Community Practice Network partnership model. [Conflict Transformation Work]</p> <p>Train FIRE KEEPERS Working Group to develop aligned language, practices, principles, roles, and agreements to address the politics and practices of fear, defensiveness, dishonesty, weaponization, and racial and gendered capitalism at the root of our conflicts. [Conflict Transformation Work]</p>
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SONG Membership demonstrates its familiarity with a culture of conflict transformation by sharing our tools, resources, and facilitation practices, principles, and techniques. [Conflict Transformation Work]

Evaluation & Assessment of Member UsherBoard Working Group [Base Building]

- Check-in on progress of membership growth (in October of 2023 we had 3317 current members with 3093 expired members)

Evaluate tool around identifying and naming our political lineages [Staff Training]

Murph's Kindred Fellowship program begins [Leadership Development]

Using assessment & evaluation from previous year, lay out plan for Free From Fear campaign support [Free From Fear Campaigns]

If it continues, consider recording SONG Podcast on the role of staff within SONG's history & current moment. SONG staff being to research & consider other structures that could support our values & power-building goals: including rotating leadership, term limits for staff / leadership, mechanisms for membership input into staff performance & evaluation, and a consistent commitment to identifying people to replace us in the seats where we're sitting. [Cultural Organizing]

Staff and Leadership Team create clear and tangible SMART (Strategic, Measurable, Achievable, Realistic, Timely) goals around our growth and identify coaches or mentors who can support us. Commit to regular practices of evaluation and self-critique to assess and address our gaps as leaders, knowing that critique is a gift in the service of our transformation. Schedule regular pauses, breaks, and time off for rest and rejuvenation. Staff share out our development of a creative and/or spiritual practice for sustenance. [Staff Leadership Development]

Gaycation planning begins [Kinship]

Further recruitment for SONG's autonomous leadership development programming [Leadership Development]

- Lorde's Werg (time and resources devoted for Black member-leaders within SONG to build, connect, give space to practice, train up, skill up, talk about our communities and take all this back to build

	<p>campaigns and projects in our community)</p> <ul style="list-style-type: none"> <li>- <a href="#">Braided Roots</a> (emerging space for SONG non-Black People of Color to come together)</li> <li>- <a href="#">Race Traitors</a> (training and practice space for SONG's white member-leaders)</li> </ul> <p>Plan for SONG's <a href="#">Bayard Rustin Convening</a> [Leadership Development]</p>
Spring 2025	<p>Strategic Working Group meets to study, discuss and evaluate SONG's Theory of Change [Spokescouncil + Governance]</p> <p>FireSide chats on how transformation happens at SONG convenings [Base Building]</p> <p>Testing Strategic Rubric for decision-making through Free From Fear campaigns [Free From Fear Campaigns] [Spokescouncil + Governance]</p> <p>FIRE KEEPERS Working Group trains with SONG Political Education Working Group (and others) to develop aligned language, practices, principles, roles, and agreements to address the politics and practices of fear, defensiveness, dishonesty, weaponization, and racial and gendered capitalism at the root of our conflicts. (PE, Language Justice, etc.) [Conflict Transformation Work]</p> <p>Review evaluations among all participants of Struggle is Ceremony Community Practice Network [Conflict Transformation Work]</p> <p>Murph's Kindred Fellowship program runs [Leadership Development]</p> <p>Plan Campaign Convergence [Free From Fear Campaigns]</p> <p>SONG Spokescouncil gathering, pass-the-baton-style transition from previous reps to new reps for each formation, training in decision-making practice, Theory of Change strategic rubric, democratic governance. [Spokescouncil + Governance]</p> <ul style="list-style-type: none"> <li>- Incorporate pipeline into Board governance (Re-start the Board of Directors Nomination process)</li> <li>- Offer more trainings for SONG formations in work planning</li> <li>- Offer tools for leadership development &amp; succession planning as organizers (all of us replacing ourselves)</li> </ul>

	<ul style="list-style-type: none"> <li>- Evaluation of accountability practice between SONG’s Leadership Team and Spokescouncil</li> <li>- Investigate the governing practices of seasoned chapters and ask them to share out broadly</li> <li>- Look to and bring back the Governance + Facilitation tools from SONG’s Organizing 4 Movement Building curriculum</li> <li>- Incorporate training into facilitation &amp; decision-making practices: our objective is for all SONG formations to have functioning, effective decision-making practices.</li> <li>- Continue to practice governance regularly, by strengthening participatory budgeting via Spokescouncil.</li> <li>- Create a living document accessible to members that provides a visual explanation of SONG’s organizational decision-making ecosystem from a local formation to regional to board level</li> <li>- Develop clear criteria or expectations for all SONG formations around our commitment to multiracial organizing (for example, not having predominantly or majority white membership) that are also grounded in a power analysis around class, gender, sexuality, disability, age, and geography.</li> </ul> <p>SONG Staff &amp; Spokescouncil develop proposals around democratic practices to bring community accountability model into SONG. [Conflict Transformation Work]</p> <p>SONG’s Make It Rain Team tasked with finding and creating political education curricula on dismantling capitalism. [Grassroots Fundraising]</p> <p>Gaycation recruitment + outreach [Kinship]</p> <p>WW Bayard Rustin recruitment + outreach</p>
<p>Summer 2025</p>	<p>Strategic Working Group meets to study, discuss and evaluate SONG’s Theory of Change [Spokescouncil + Governance]</p> <p>FireSide chats on how transformation happens at SONG convenings [Base Building]</p> <p>Testing Strategic Rubric for decision-making through Free From Fear campaigns [Spokescouncil + Governance]</p> <p>FIRE KEEPERS Working Group integrates feedback and regular trainings on conflict and accountability into SONG organizational convenings. [Conflict Transformation Work]</p>

	<p>Choose the next action step with Struggle is Ceremony Community Practice Network. Invite new participants to utilize this process. [Conflict Transformation Work]</p> <p>Murph's Kindred Fellowship program runs [Leadership Development]</p> <p>Campaign Convergence [Free From Fear Campaigns]</p> <p>Discussion of at least 2-3 practices to bring community accountability model into SONG [Conflict Transformation Work]</p> <p>SONG's Make It Rain Team political education begins, alongside supporting recruitment of membership + grassroots fundraising base [Grassroots Fundraising]</p> <p>Gaycation !!! [Kinship]</p> <p>Forever SONG huddle at Gaycation? [Kinship]</p> <p>Mid-Year check-in on Staff and Leadership Team SMART goals around leadership development [Staff Leadership Development]</p> <p>Mid-Year check-in on regular practices of evaluation and self-critique [Staff Leadership Development]</p> <p>Organizational break [Staff Leadership Development]</p>
Fall 2025	<p>Strategic Working Group meets to study, discuss and evaluate SONG's Theory of Change [SpokesCouncil + Governance]</p> <p>FireSide chats on how transformation happens at SONG convenings [Base Building]</p> <p>Testing Strategic Rubric for decision-making through Free From Fear campaigns [SpokesCouncil + Governance]</p>

	<p>FIRE KEEPERS Working Group integrates feedback and regular trainings on conflict and accountability into SONG organizational convenings. [Conflict Transformation Work]</p> <p>Evaluate the effectiveness of this model among Partners and Members who participated in this process. [Conflict Transformation Work]</p> <p>Evaluate Murph's Kindred Fellowship program + ID next phase [Leadership Development]</p> <p>Evaluation of Free From Fear Campaigns [Free From Fear Campaigns]</p> <p>Evaluation of Spokescouncil &amp; SONG's Leadership Team, Co-Directors, Board [Staff Leadership Development]</p> <p>Implementation of at least 2-3 practices to bring community accountability model into SONG [Conflict Transformation Work]</p> <p>Make It Rain Team continues praxis &amp; study [Grassroots Fundraising]</p> <p>Gaycation evaluation and capture lessons for next year [Kinship]</p> <p>End of year evaluation of Staff and Leadership Team SMART goals around leadership development [Staff Leadership Development]</p> <p>End of year evaluation of regular practices of evaluation and self-critique [Staff Leadership Development]</p> <p>Organizational break [Staff Leadership Development]</p> <p>Evaluation of SONG's autonomous leadership development programming + plan to re-tool for next year [Leadership Development]</p> <ul style="list-style-type: none"> <li>- <u>Lorde's Werg</u> (time and resources devoted for Black member-leaders within SONG to build, connect, give space to practice, train up, skill up, talk about our communities and take all this back to build campaigns and projects in our community)</li> <li>- <u>Braided Roots</u> (emerging space for SONG non-Black People of Color to come together)</li> <li>- <u>Race Traitors</u> (training and practice space for SONG's white member-leaders)</li> </ul>
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	Bayard Rustin! & Evaluation [Leadership Development]
Winter 2026	<p>Assessment and Evaluation of strategic rubric &amp; Free From Fear campaigns [Free From Fear Campaigns] [Spokescouncil + Governance]</p> <p>SONG Membership demonstrates its familiarity with a culture of conflict transformation by participating and leading a conflict transformation Trainings-for-Trainers with representatives from each SONG formation, allowing for new leadership to develop and organizational memory to continue. [Conflict Transformation Work]</p> <p>If effective, SONG will formalize this model of Struggle is Ceremony Community Practice Network, which could include SONG liaison, multi-year funding, and other strategies for sustainable partnerships. If ineffective, SONG will create and share an exit strategy to sunset the partnership. [Conflict Transformation Work]</p> <p>Murph's Kindred Fellowship program runs [Leadership Development]</p> <p>Plan Campaign Convergence [Free From Fear Campaigns]</p> <p>Make It Rain Team continues praxis &amp; study [Grassroots Fundraising]</p> <p>Staff and Leadership Team create clear and tangible SMART (Strategic, Measurable, Achievable, Realistic, Timely) goals around our growth and identify coaches or mentors who can support us. Commit to regular practices of evaluation and self-critique to assess and address our gaps as leaders, knowing that critique is a gift in the service of our transformation. Schedule regular pauses, breaks, and time off for rest and rejuvenation. Staff share out our development of a creative and/or spiritual practice for sustenance. [Staff Leadership Development]</p> <p>Gaycation planning begins [Kinship]</p>
Spring 2026	Strategic Working Group of SONG's Spokescouncil offers their analysis & recommendations on updating or re-working SONG's Theory of Change [Spokescouncil + Governance]

SONG Membership demonstrates its familiarity with a culture of conflict transformation by sharing our tools, resources, and facilitation practices, principles, and techniques (e.g., within Struggle is Ceremony Community Practice Network). [Conflict Transformation Work]

Review evaluations among all participants in Struggle is Ceremony Community Practice Network. [Conflict Transformation Work]

SONG Spokescouncil gathering, pass-the-baton-style transition from previous reps to new reps for each formation, training in decision-making practice, Theory of Change strategic rubric, democratic governance. [Spokescouncil + Governance]

- Incorporate pipeline into Board governance (Re-start the Board of Directors Nomination process)
- Offer more trainings for SONG formations in work planning
- Offer tools for leadership development & succession planning as organizers (all of us replacing ourselves)
- Lay out clearly what the scope and rationale of decision-making power is for SONG's Board, Co-Directors, Leadership Team, Staff, and Spokescouncil
- Lay out the mechanisms of accountability / feedback for each body
- Lay out the criteria / expectations for members of each leadership body (political development, alignment around political purpose, demonstrated commitment to the organization, etc.)
- Create & test accountability practice with goals and benchmarks between SONG's Leadership Team and Spokescouncil in particular
- Investigate the governing practices of seasoned chapters and ask them to share out broadly
- Strengthen participatory budgeting via Spokescouncil
- Evaluate document accessible to members that provides a visual explanation of SONG's organizational decision-making ecosystem from a local formation to regional to board level
- Develop clear criteria or expectations for all SONG formations around our commitment to multiracial organizing (for example, not having predominantly or majority white membership) that are also grounded in a power analysis around class, gender, sexuality, disability, age, and geography.

Make It Rain Team continues praxis & study [Grassroots Fundraising]

Gaycation recruitment + outreach [Kinship]



	<p><u>Member UsherBoard</u> evaluation of progress of membership growth (as of October 2023, we had 3317 current members with 3093 expired members) [Base Building]</p>
Summer 2026	<p>Re-writing Theory of Change, if necessary [Spokescouncil + Governance]</p> <p>Choose the next action step (e.g., liaison, funding, exit strategy) with Struggle is Ceremony Community Practice Network [Conflict Transformation Work]</p> <p>Murph's Kindred Fellowship program runs [Leadership Development]</p> <p>Campaign Convergence [Free From Fear Campaigns]</p> <p>Make It Rain Team brings forth recommendations around anti-capitalism to SONG [Grassroots Fundraising]</p> <p>Gaycation!!! [Kinship]</p>
Fall 2026	<p>Potential re-write of Theory of Change complete, new strategic rubric developed [Spokescouncil + Governance]</p> <p>Follow-up with Membership about the pilot and share recommendations for next steps from Struggle is Ceremony Community Practice Network [Conflict Transformation Work]</p> <p>Evaluate Murph's Kindred Fellowship program + ID next phase [Leadership Development]</p> <p>Evaluation of Free From Fear Campaigns [Free From Fear Campaigns]</p> <p>Evaluation of Spokescouncil [Spokescouncil + Governance]</p> <ul style="list-style-type: none"> <li>- Assess: do all SONG formations have functioning, effective decision-making practices?</li> </ul> <p>Evaluation of community accountability practices in SONG [Conflict Transformation Work]</p> <p>Gaycation evaluation [Kinship]</p>

	<p>End of year evaluation of Staff and Leadership Team SMART goals around leadership development [Staff Leadership Development]</p> <p>End of year evaluation of regular practices of evaluation and self-critique [Staff Leadership Development]</p> <p>Organizational break [Staff Leadership Development]</p>
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