

PROJECT



*A Positive Approach
to Change* **LIST**

STRATEGIC PLAN 2010-2013

Adopted February 2010

Participation and Authorization

The board of directors and the staff off PLL participated in the creation of this document with the guidance of Amy Lockwood of Full Circle Consulting.

Board of Directors

Thomas Osmer, President
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Staff

Alexander Lee, Executive Director



Alexander Lee, founder and executive director of Project Laundry List.

The board would also like to thank Gary Sutterlin, Lyman Orton, Ben Davis, Deb DeMoulied, Tina Rasnow, Susan Taylor, Roger Tilton, and the other stakeholders with whom we spoke during this process.

We are extremely grateful for the limited participation from Angela Michiele, Martin Mador, Carin Froehlich, Stephania Fregosi, Bill & Sally Lincoln, Stacia Langille, Sabra Field, Hon. Dick McCormack, Hon. Suzanne Harvey, Cindy Etter-Turnbull, Irene Rawlings, Randy Corke, Kathy Brockett, and Michael Basman.

Special Thanks to...



Full Circle works with non-profits to plan the effective use of resources and to develop the resources that make community priorities happen. The Principals at Full Circle are committed to a world in which local communities determine their own priorities and have the capacity to make them real. We view the non-profit sector as the essential catalyst for transforming community visions into outcomes, and Full Circle as a valued source of information, skills and support for the non-profit community.



The New Hampshire Charitable Foundation serves communities throughout New Hampshire, southeastern Maine and eastern Vermont. The Foundation manages a growing collection of charitable funds created by individuals, families and corporations, and awards more than \$30 million annually in grants and scholarships. The Charitable Foundation is nonpartisan, frequently playing the role of convener and catalyst on a broad spectrum of issues. Based in Concord, the Charitable Foundation roots itself in the communities through regional advisory boards. More information is available at www.nhcf.org or by calling 603-225-6641.

Executive Summary

Timing for the Strategic Plan

Project Laundry List (PLL), a 501(c)(3) organization, was founded in 1995. It began as a project of a student organization at Middlebury College and was incorporated as a non-profit organization in 2001 in the state of Vermont. Over the years PLL has experienced sporadic growth under the guidance of founder and Executive Director Alexander Lee. In recent years that growth has become more consistent and rapid at times. Even though PLL has never operated with a robust budget the organization is regularly featured in media and has cultivated a reputation nation-wide, as well as in Canada. From the beginning PLL has maximized use of communication technology as a low cost way of spreading its message, priding itself that the thrift and frugality which permeate its mission carry over to its operations.



Winning image of the 2009 Art on the Line competition Grand Prize, Daisey Bingham.

During the past several months PLL was able to offer a modest salary to Alexander Lee who has been working as the Executive Director in a nearly full-time capacity since September 2007. PLL has a small but dedicated board of directors. As the organization grows it has found itself in need of “internal infrastructure.” The board has been working to establish policies and internal processes designed to support the day to day operations of the organization. As a result of the recent and continued growth of PLL, it was determined that the time had come to establish a multi-year plan to manage future opportunities and expansion.

During the spring of 2009 PLL sought and received a grant from the New Hampshire Charitable Foundation for strategic planning purposes. PLL contracted with Full Circle Consulting to facilitate the process.

Overview of Goals

In completing this project PLL plans to move in the following directions:

Development

- By 2012 Project Laundry List will have sufficient revenue to sustain the staff and activity level necessary to meet its mission-based goals
- By mid-2010 Project Laundry List will have a fundraising system that allows it to predictably meet its fundraised revenue goals
- By 2011 Project Laundry List will have a system for selling goods that a) allows it to routinely achieve net revenue goals from sales and b) does not detract from other mission-based work

Governance

- By the end of Q1 2010, PLL will complete updated mission, vision and values statements for clarity of governance and operations work, as well as public messaging and work planning
- By 2012 the Project Laundry List board will have sufficient quality knowledge, systems and practices to effectively manage PLL’s governance and direction

- The PLL Board will work to constantly improve, and to be a body where all members are engaged, feel rewarded by their experience and appreciated by their colleagues and the organization.

Programs

- Use the “theory of change” as a framework to define measurable benchmarks and indicators for assessing both progress towards desired policy change and building organizational capacity for advocacy in general.
- Collect data on benchmarks to monitor progress and use the data so that we can use the information to define our efforts.

Description of Project Laundry List

Project Laundry List is a 501(c)3 organization founded in 1995 and incorporated in 2000. The main office is located in Concord, NH.

Programs

PLL offers a wide range of programs based on the concept that the line drying and cold water washing of laundry are effective and simple ways for individuals to reduce energy consumption, limit climate impacts, and save money. Our programs are aimed at making the use of clotheslines and cold water during the wash process both acceptable and desirable. They are grouped into three categories of education, advocacy and art.

Education

PLL uses many tools to educate the public about the environmental and economic impact of using a conventional clothes dryer. A technology based approach disseminates this message on the web through a variety of sites and in many forms such as music, video, FAQ's, blogs, etc. The organization has also had considerable success getting information out through the traditional media outlets of newspaper, television, and radio.

Advocacy

PLL's signature advocacy campaign, which has become synonymous with our mission, is the "right to dry." PLL will at times cross from the energy demand side of the equation to the supply side to advocate for cleaner energy alternatives especially when a proposed energy production project is being misrepresented as green.

Art

PLL has an arts program dedicated to using the many formats of the visual arts such as painting and photography to promote clotheslines as aesthetically pleasing. We also use music, poetry, and film to promote our mission.

Commerce

Since 2008, Project Laundry List has run an on-line store that sells mission-central products such as drying racks and clotheslines, green detergent and books about laundry. We are examining a new model for the store that will reduce staff time and increase revenues. We are looking at new potential markets and a switch to an affiliate program, instead of drop-shipping.

Special Programs

From time to time, PLL undertakes special projects and programs of a limited duration that cut across program areas.

History of the Organization

Project Laundry List was founded in 1995 when Dr. Helen Caldicott gave a speech at a Middlebury College symposium in which she said, “If we all did things like hang out our clothes, we could shut down the nuclear industry.” PLL Founder and current Executive Director Alexander Lee took this concept and, while attending Green Corps’ undergraduate Environmental Organizing Semester in Missoula, MT, wrote a first strategic plan in the Spring of 1996. He invited Dr. Helen Caldicott, Sabra Field, and Bill McKibben to participate on the Board of Advisors. Subsequently, David Suzuki and Senator Dick McCormack have also joined the Board of Advisors.

Upon Mr. Lee’s graduation, the project accepted fiscal sponsorship from the Peace & Justice Center in Burlington, VT. In 1998, Project Laundry List held the first National Hanging Out Day which takes place every April 19. PLL became a stand alone nonprofit when it incorporated during the year 2000, at which time it sought tax-exempt status from the IRS. The organization continued to be an avocation of the founder until September 2007, when he decided that he would dedicate his efforts to making this a full-time endeavor.

Since April 2007, Project Laundry List has enjoyed unprecedented media attention as the central organizing force of the “right to dry” movement. Articles discussing this critical role have appeared eight times in the New York Times, twice on the front page of the Wall Street Journal, in USA Today, the Boston Globe, Time, Reuters (most emailed on Yahoo! for several hours), The Baltimore Sun, Home Power Magazine, and over a hundred other local and international newspapers. Alexander Lee, our Executive Director, has been the subject of numerous feature articles in publications like the ABA Journal, Grist, Sierra (magazine of the Sierra Club), The Rutland Herald, and the Yoga Journal. In addition, our work has been central to stories on ABC World News, CBS Sunday Morning Show, and in seven-minute TV segments in Japan, Germany, and South Korea.

In 2008 and 2009, passage of “right to dry” legislation in Colorado, Hawaii, Maine, and Vermont, together with legislative efforts on this front in Connecticut, Oregon, North Carolina, Maryland, Virginia, Nebraska, and New Hampshire, were largely attributed to Project Laundry List’s ongoing efforts.

In 2009, Project Laundry List forged partnerships with the New Hampshire Department of Environmental Services, Seventh Generation and the Vermont Country Store, continuing its relationship with Real Green Goods. Project Laundry List also became an active member of The CLEAN, a national coalition of environmental organizations.



Australian nuclear activist, Dr. Helen Caldicott, a founder of Physicians for Social Responsibility.

The External Environment

At the time PLL undertook this strategic planning project the national political and economic landscapes were experiencing large swings in direction and momentum. These changes have impacted non-profits and individuals in equally large ways.

The Economy, Stupid

The massive economic downturn that began in the banking and investing sector in 2008, has affected nonprofits dramatically. With stocks down revenues paid to endowments and foundations shrank and fewer dollars were available in the form of grants. At the same time unemployment and uncertainty has had a negative effect on individual donations. The resulting environment has not been healthy for organizations that rely primarily on those revenue sources and has been detrimental to the economic health of many organizations nation wide.

Another feature of this economic downturn (and perhaps contributing to it) has been the very volatile energy market. Increased uncertainty and a growing consumer trend toward thrift have resulted in wider adoption of line drying and cold water washing.

The DOW (Depression, Obesity and Work)

Americans take an average of about 13 days paid vacation time and, in 2006, only the South Koreans had a higher average of annual hours worked. People feel like they do not have time to do anything, even the laundry.

Major Depressive Disorder is the leading cause of disability in the U.S. for ages 15-44. Major depressive disorder affects approximately 14.8 million American adults, or about 6.7 percent of the U.S. population age 18 and older in a given year. Some clinical psychologists have concluded that stimulating the “effort-driven reward circuit” with hands-on physical activities that yield tangible rewards builds resilience against depression.

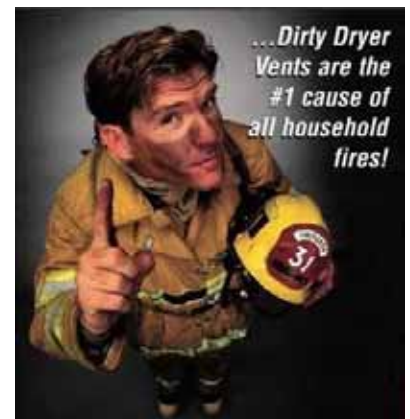


According to the CDC, American society has become 'obesogenic,' characterized by environments that promote increased food intake, nonhealthful foods, and physical inactivity. Policy and environmental change initiatives that make healthy choices in nutrition and physical activity available, affordable, and easy will likely prove most effective in combating obesity.

The Dryer and Clothesline Market

In 2009, Pew Research found that the proportion of Americans who consider a clothes dryer to be essential has dropped sharply since 2006, from 83% to 66%.

The recent performance of the washer and dryer market has been adversely affected by lower consumer confidence in economic conditions. Looking forward, the appliance industry believes that consumer interest in green issues and the trend to smaller households both provide opportunities for a growing laundry appliance market. New washing technologies just emerging (e.g. detergent-less washing machines) also have substantial potential to drive future



growth. The dryer market has typically grown at a faster rate than washing machines but most recently has suffered from the downturn in consumer spending on appliances and faced increasing competition from washer-dryers.

As with washing machines, there has been a tendency for the capacity of tumble dryers to increase to cope with the larger loads in washing machines. The ownership of a separate washing machine and tumble dryer is most popular among larger households, especially those that include children, with a larger washing load. In the United Kingdom, there has been a switch to combined washer/dryers among younger consumers.

Product sales have dropped precipitously over the last twelve months for a number of Project Laundry List's primary vendors. The entrance of new competitors such as <http://www.clotheslinesource.com/> (a Hayneedle Inc. store) may be contributing to this. People may also be settling for a rope and clothesline instead of higher-end outdoor line-drying products and may be utilizing hangers and existing infrastructure (such as furniture) for indoor drying.

Nongovernmental Organization Community

Project Laundry List is one of roughly 5,000 public charities in New Hampshire. The whole charitable community receives roughly \$621 million per year and benefit from over 40 million hours from a third of a million Granite State volunteers. Close to 80% of the nonprofits in New Hampshire have operating budgets below \$100,000. About \$12.5 million is spent by the roughly 250 environmental nonprofits registered in the state. Some of these organizations participate regularly in policy luncheons run by Conservation New Hampshire (formerly Granite State Conservation Voters Alliance).

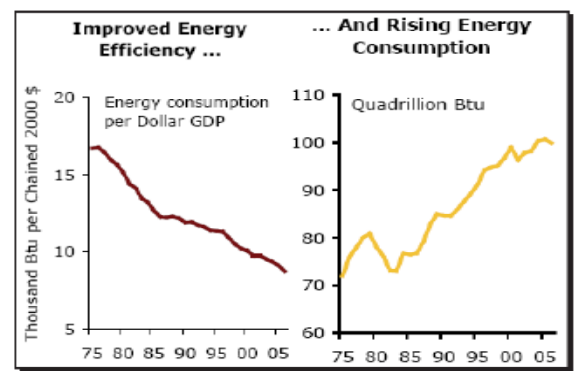
According to a study from GuideStar, 35% of nonprofits saw a decrease in giving for the first nine months of 2008 - compared with 19% just a year prior. At the same time, 64% of nonprofits saw increased demand for their services.

Other organizations that maintain a singular focus on a narrow set of issues are having a hard time in this funding climate.

Most "conservation organizations" have funneled dollars and focused climate change policy attention on long-term options, such as inducing new, low-carbon energy technologies and creating cap-and-trade regimes for emissions. Most of these organizations do not focus on behavior change and low-cost, near-term, achievable objectives.

Most environmental organizations point to energy efficiency as the best available way to curtail greenhouse gas emissions and increase energy security. There is mounting evidence that at the national level it is not uncommon for total resource consumption to grow even while efficiency improves, suggesting at least that improvements in efficiency are not necessarily sufficient for curtailing consumption. Few organizations have focused on this strategic issue.

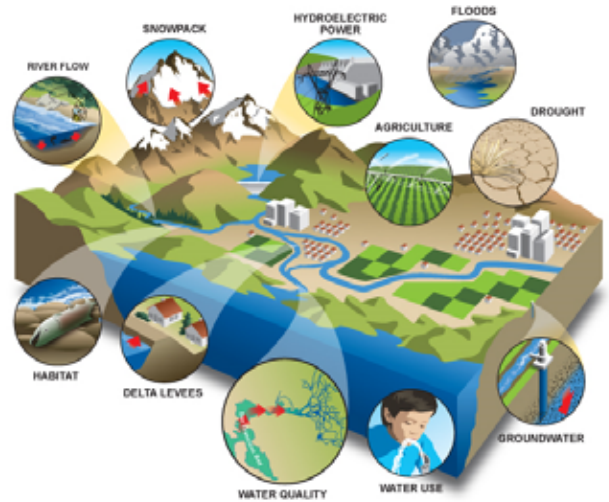
Some organizations, like NESEA and the US Department of Defense, are beginning to explore more robustly the varied approaches to the triple threat of climate change, peak resources and economic instability.



Climate Change, Water and Energy Security

Climate change and energy security are two key issues that will play a significant role in shaping the future of human existence. Although they produce distinct types of challenges, climate change, energy security, and economic stability are inextricably linked.

The U.S. Global Change Research Program, composed of 13 federal agencies, reported in 2009 that climate-related changes are already being observed in every region of the world, including the United States and its coastal waters. Among these physical changes are increases in heavy downpours, rising temperature and sea level, rapidly retreating glaciers, thawing permafrost, lengthening growing seasons, lengthening ice-free seasons in the oceans and on lakes and rivers, earlier snowmelt, and alterations in river flows.



There has been a sharp decline over the past year in the percentage of Americans who say there is solid evidence that global temperatures are rising. And fewer also see global warming as a very serious problem -- 35% say that today, down from 44% in April 2008.

A poll, which sampled the opinions of 18,578 people in 19 countries, found broad popular support for making climate change a top priority extended even to those countries whose governments have yet to commit to global action. In China there was overwhelming support — 94% — for the government to keep climate change on the front burner. And in India, which is also rapidly emerging as one of the world's leading producers of global warming pollution, 59% of the public wanted their government to make climate change a top priority.

Green Detergent and Clothing Care Tags

Seventh Generation has taken a backseat to Clorox's Green Works as the top seller of eco-friendly cleaning products. Fighting back, the 20-year-old category pioneer is revamping its look while readying a new ad campaign.

IRI data shows Clorox surpassing Seventh Generation in four of the five categories in which the brands compete.

Meanwhile, Method launched Squeaky Green, a biodegradable, triple-concentrated laundry detergent that comes with green cleaning benefits. An all-purpose, dilutable cleaner is also en route to Target and Lowe's stores this coming May.



In October 2009, Levi Strauss & Co. and Goodwill® announced A Care Tag for Our Planet, a new initiative that aims to put billions of pounds of unwanted clothing to good use instead of into landfill. Beginning in January 2010, the Levi's® brand will be the first major retailer to include messaging on product care tags that encourages people to donate unwanted clothing, line dry and cold water wash. The new care tags will be available in Levi's® retail and wholesale operations the U.S. beginning in January 2010 and the regional and global tags will appear in clothes in Fall 2010.

Marketing and Social Marketing

Marketers continue to shift dollars away from traditional media and toward search marketing, display advertising, email marketing, social media, and mobile marketing. This cannibalization of traditional media will bring about a decline in overall advertising budgets, death to obsolete agencies, a publisher awakening, and a new identity for Yahoo!.

The continued growth of content marketing is eating into traditional advertising, as well. According to the [Nieslon Wire](#):

1. **Optimizing media convergence is a top priority.** A better understanding of media convergence will manifest in order to deliver a better return on investment. The ability to accurately measure activity and link online ads to offline purchasing behavior will be critical.
2. **Commercialization of social networking hubs increase.** Social media will provide a new sales channel for establishing product awareness and commercializing brands to better support traditional advertising or text-based ads.
3. **More interesting and interactive online ads appear.** Increased use of more creative advertising and content models online such as video, attention-seeking page takeover ads and mechanisms for greater interactivity will drive the next era of Web development.



Process for the Creation of the Plan

During the winter of 2008/09 PLL identified the need for a strategic plan. During that same time Executive Director Alexander Lee researched consultants and funding opportunities. He applied for and secured a grant for strategic planning. After hearing his recommendation and meeting Amy Lockwood of Full Circle Consulting, the board decided to contract with Amy to facilitate the strategic planning project.

Over the course of the summer of 2009 both a planning committee and the full board meet several times to identify and discuss PLL's strengths, weaknesses, opportunities and to identify a desired trajectory and strategy for growth. A survey of staff and board members as well as key stake holders was conducted and evaluated. Amy attended a PLL board meeting and a few weeks later the board attended a day long retreat run by Amy Lockwood. The planning committee met after each session to evaluate progress and draft goals. The board also met by telephone conference to review and edit the draft goals. In October both the board and Amy Lockwood received a draft to the strategic plan for final editing.

In February 2010, after several more rounds of revision, the plan was approved by the PLL board of directors.

Vision, Mission and Values

Vision Statement

We envision a world where....

- There is more time for vacation and leisure
- There is a decline in obesity and depression because people employ their bodies and hands in useful, healthy ways
- Quality of life, not gross domestic product, is the primary measure of our economy
- Adequate steps have been taken by individuals and organizations to mitigate and adapt to [global weirding](#) (aka climate change or global warming)
- No nation consumes natural resources and energy wildly disproportionate to its population
- Notions of sufficiency and frugality drive consumer decisions and energy policy
- Renewable, sustainable energy sources are predominant
- People evaluate choices with local community in mind

In ten years...

- hanging laundry will be commonplace throughout the world
- clotheslines will be considered beautiful
- homes and communities will be self-sufficient
- the 1950s myth that appliances can free us from the drudgery of housework will be dead
- developing nations have avoided wide adoption of nonessential household appliances
- there will be dramatic reductions in the use of fossil/nonrenewable power
- community associations will be democratic with residents more fully engaged in their governance
- our communities will be healthy and clean

Mission Statement

Project Laundry List is making air-drying and cold-water washing laundry acceptable and desirable as simple and effective ways to save energy.

Core Values & Beliefs

- It is not enough to define a problem and offer no solutions.
- Our consumption patterns create the demand for electricity.
- The generation of nuclear power is an inefficient energy source producing an abundance of hazardous waste of which we cannot safely dispose.
- No culture or community should be destroyed by a hydroelectric facility or any other monolithic corporate project.
- The sun and the winds it creates are the most powerful source of energy and can serve many purposes—none of which should be ignored.
- All citizens world-wide should have the legal right to hang out their laundry.
- Frugality, or thrift, needs to be a universally practiced virtue.
- North Americans, as all people, must lead by example.

Goals and Strategies

Sustainability Outcomes	By 2012 Project Laundry List will have sufficient revenue to sustain the staff and activity level necessary to meet its mission-based goals
<i>Year 1</i>	<ul style="list-style-type: none"> A. Identify desired staff structure and total costs B. Develop revenue goals that are sufficiently diversified, with specific financial goals in all revenue categories (sales revenue, individual donor revenue, etc.) C. Develop fundraising and sales plans to support these goals (see below) D. Begin implementing new revenue plans
<i>Year 2</i>	<ul style="list-style-type: none"> A. Implement first full year of revenue plans B. Achieve revenue goals C. Evaluate plans and where necessary, adapt them
<i>Year 3</i>	<ul style="list-style-type: none"> A. Implement second full year of revenue plans B. Achieve revenue goals C. Evaluate plans and where necessary, adapt them
	By 2010 Project Laundry List will have a fundraising system that allows it to predictably meet its fundraised revenue goals
<i>Year 1</i>	<ul style="list-style-type: none"> A. Create written three year fundraising plan that includes staff, infrastructure, and volunteer time estimates, as well as a three-year work plan and realistic growth targets for the organization <ul style="list-style-type: none"> a. Review readily available literature on fundraising plans b. Identify team(s) to create, implement, and monitor progress on the plan c. Identify reasonably-priced training session on developing a fundraising plan d. Board to approve the plan B. Begin implementation of year one of the plan C. Establish database to manage PLL donors, members and other contacts <ul style="list-style-type: none"> a. Research and purchase database b. Input data c. Begin utilizing as central source of contact management
	By 2011 Project Laundry List will have a system for selling goods that a) allows it to routinely achieve net revenue goals from sales and b) does not detract from other mission-based work
<i>Year 1</i>	<p>Create written three year store/sales plan that includes staff, infrastructure, and other time estimates, and has realistic growth targets for the organization</p> <ul style="list-style-type: none"> a. Conduct a cost-benefit analysis of store expansion versus link-through to merchants from PLL web site <ul style="list-style-type: none"> i. Review readily available literature on internet sales models ii. Utilize current knowledge of store operations iii. Utilize input from existing business advisors b. Once basic model for sales established, develop staffing, cost and revenue plans c. Identify team(s) to create, implement, and monitor progress on the sales plan

	<ul style="list-style-type: none"> d. If applicable, identify reasonably-priced training session on developing a fundraising plan e. Board to approve the plan
	In 2009 PLL will complete updated mission, vision and values statements for clarity of governance and operations work, as well as public messaging and work planning
<i>Year 1</i>	<ul style="list-style-type: none"> A. PLL board and staff will review results of 2009 constituency survey regarding PLL mission, vision and operating principals/practices B. PLL board and staff will complete discussions of the mission and will create update mission and vision statements in 2009. C. PLL board and staff will revise and adopt updated operating principles based on the aforementioned discussions D. All public materials (web site, newsletters, etc.) will carry the updated vision and mission statements once adopted
	By 2012 the Project Laundry List board will have sufficient quality knowledge, systems and practices to effectively manage PLL's governance and direction
<i>Year 1</i>	<ul style="list-style-type: none"> A. Identify size and talent needs of the PLL board in 2012 (what types of work will the board need to be able to govern and plan?). Set goals for size, composition in terms of skill set and background, etc. B. Create a Nominating Committee (can be the same as another committee like the Executive Committee) C. Develop a written annual Nominating Committee procedure that includes number of seats to fill each year, interview protocols, board minimum standards regular reports to the board, etc. <ul style="list-style-type: none"> a. Consider attending reasonably-priced training on board recruiting b. Consider written materials such as those produced by BoardSource D. Set up written plan for board meetings that addresses the need for remote meetings and expectations for in-person vs. remote attendance; have board approve.
<i>Year 2</i>	<ul style="list-style-type: none"> A. Develop a formal board orientation program B. Implement orientation system with incoming board members starting in early 2010
<i>Year 3</i>	<ul style="list-style-type: none"> A. Continue established board recruiting and orientation programs B. Assess and update systems where needed
	The PLL Board will work to constantly improve, and to be a body where all members are engaged, feel rewarded by their experience and appreciated by their colleagues and the organization.
<i>Years 1-3</i>	<ul style="list-style-type: none"> A. At end of each plan year survey board members with questions similar to those in the strategic planning survey to assess a) board member opinions of progress on their key issues and b) their morale level B. Include substantial discussion time to discuss survey results at an in-person board meeting each year; link to annual evaluation and update of strategic plan

Program/ Mission Outcomes	By 2012, 60 million people previously unfamiliar with the benefits of air-drying laundry will have been introduced to and educated about said benefits
<i>Year 1</i>	PLL will develop a written advocacy and education plan using advocacy metrics to back up its planned methods. This will include and link to the media campaign, Right to Dry Legislation, and any other advocacy/education efforts.
<i>Year 1</i>	PLL will research the costs and benefits of establishing a formal chapter model as a means of educating the broader public in the future <ul style="list-style-type: none"> a. The cost benefit analysis will also consider PLL’s fiscal sustainability and fundraising system goals
<i>Years 1-3</i>	Project Laundry List will initiate and implement a strategic national media campaign to educate individuals members of the public about air-drying laundry <ul style="list-style-type: none"> a. In Year 1 PLL will create a written national media campaign plan b. National media is often fed by local media, so local media event coverage will serve as the base of the strategy c. Events to include/pursue work toward include: <ul style="list-style-type: none"> i. Having ten governor’s mansions and the White House adopting clothes lines as a means of drying laundry ii. National Hanging Out Day iii. Million Solar Dryer’s Pledge
<i>Years 1-3</i>	Project Laundry List will generate and/or support advocacy campaigns resulting in at least 5 state legislatures considering Right to Dry legislation each year.
<i>Years 1-3</i>	PLL will actively cultivate partnerships with local, national and regional like-minded organizations to collaborate where such collaborations appear both cost-effective and a good means to increase the base of people to be educated
<i>Years 2-3</i>	PLL will design and implement a children’s education program to be implemented in schools, with the ultimate goal of bringing the message of air-drying benefits home to parents
	By 2012 Project Laundry List will increase the number of “converted” people who are air-drying by reducing barriers to drying
<i>Years 1-3</i>	Project Laundry List will generate and/or support advocacy campaigns resulting in at least 4 state legislatures passing Right to Dry legislation by 2012.
	By 2012, through Project Laundry Lists’ advocacy, the environmental impact of the industries and products related to doing laundry (detergent, energy use for hot water, etc.) will have been quantifiably reduced.
<i>Years 1-3</i>	PLL will develop relationships with laundry industry corporations (for example, Clorox) to develop mutually beneficial formal partnerships. Such partnerships will always include as benefits to PLL: <ul style="list-style-type: none"> a. Some form of financial sponsorship that supports PLL’s fundraising goals and b. A commitment to improvements in production methods and products that are environmentally beneficial
<i>Year 3</i>	PLL will develop and implement a “carbon tracking tool” evaluating the impact of these partnerships for utilization in fundraising and public education campaigns

Benchmark	Project-specific Interim Benchmarks of Progress
<i>Changing Definitions/Reframing</i>	Project Laundry List will increase the number of “converted” people who are air-drying by reducing psychological barriers to clothesline and cold-water usage
<i>Community or Individual Behavior</i>	60 million people previously unfamiliar with the benefits of air-drying laundry will have been introduced to and educated about said benefits
<i>Shifts in Critical Mass</i>	Get ten states to introduce “right to dry” legislation
<i>Institutional Policy</i>	Increased adoption of cold-water wash and clotheslines at universities, prisons, and hospitals
<i>Holding the Line</i>	Stopping new municipalities and associations from implementing clothesline rules

Monitoring the Plan

The Executive Director will be primarily responsible for assuring continued timely progress on this strategic plan and its accompanying resource plan.

The Executive Director will report progress to the board of directors on a quarterly basis in the course of regular board updates.

Annually in January the Executive Director will report to the board on the prior year's progress. The board and staff will set aside time for this assessment and will adjust the plan as necessary in writing.

Appendix 1

PLL Strengths, Weaknesses, Opportunities and Threats (June 20, 2009)

<p>Strengths</p> <ul style="list-style-type: none"> • Mission is simple, easy to embrace, energizes • Have managed to stay non-partisan • Being an advocate for hanging laundry • Being a point of contact for RTD people • Support for RTD advocates • Information/data source on web • Director’s creativity, passion, drive • Internet presence • Name is simple, catchy • Media presence/ability to garner media attention • Mission (perceived at least externally as Right to Dry/use of clotheslines) is broadly appealing • Focus on individual change rather than government change 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Data on web could be more powerful, current • Disjoined web presence • Limited resources • No fundraising system • No donor maintenance • Limited major donors • Workload • Connection to the inner city • Some stakeholders (business owners) don’t know the mission • Homeowner organizations are not a focus – don’t have list, or capacity to address them directly • No trainings/support to help advocates get on a legislative agenda • Overdependence on Alex • Too many irons in the fire, scattered seeming • Clotheslines not yet hip
<p>Opportunities</p> <ul style="list-style-type: none"> • Power companies: possible distribution of clotheslines to individuals • Other new distribution channels: B and Bs, horse blanket companies • Competitor nonprofits • People getting more sophisticated • Link to “cold water washing” message • Successful business partnerships • High business interest in PLL • Corporate sponsorship opportunities • Institutions: get them to install clotheslines • Movie • Respond to listed weaknesses and resolve • Climate change/going green is high priority all over 	<p>Threats</p> <ul style="list-style-type: none"> • How is PLL relevant if cause is co-opted by for-profit entities (i.e. Martha Stewart magazine) • What if PLL loses its non-partisan position by choice or because pushed there by others? • Loss of key staff or board could be perceived as a problem and/or could be a problem • Constituents are thrifty – may not be good candidates to become big donors • Mission creep • Product brands are diffuse • “White trash” image of clotheslines

Appendix 2

Programs

Education

National Hanging Out Day- April 19

Every year, on April 19th, Project Laundry List joins together with hundreds of organizations from around the country to educate communities about energy consumption. National Hanging Out Day was created to demonstrate how it is possible to save money and energy by using a clothesline.

10,000 Clothespins

We distribute small clothespins and clothespin necklaces as "ribbons" of our movement and as conversation starters.

The Clothesline Plan & Million Solar Dryers

As a way to build momentum for the movement, Project Laundry List seeks signatures on its Million Solar Dryers Pledge. Ultimately, Project Laundry List would like to capture information about signatories to demonstrate the carbon and energy savings resulting from our fan base. We offer students an excellent way to get involved with our programs through internships and suggested campus activities. We are working to see that our guide, *Hanging It Out on Campus*, gets increased traction with sustainability coordinators on college campuses.

Laundry History, Tips, and FAQ

We provide a brief history of laundry, including information about the clothespin, clothesline, and other technologies. We strive to be a top source of tips and information for web users seeking reliable, concise, helpful information about the how-tos and mechanics of greening the laundry room. We maintain a growing list of FAQs that seek to answer questions about our organization and laundry practices. The New York Times has called us “an encyclopedia on the energy advantages of hanging laundry” and we are quickly becoming the go-to location for all questions laundry-related.

Advocacy

Right to Dry

We provide information to community activists and inquiring local, state and federal officials about how to curtail the restrictions on clotheslines and improve the governance of community associations so that all Americans have a right to hang out their clothes. We recognize that having a right to dry does not necessarily result in sufficient adoption of line drying and that legislative efforts to legalize clotheslines are most beneficial to fulfillment of our mission when they keep the topic of greening the laundry room in front of the public.

Right2Dry

Working with accomplished marketing expert Ben Davis of San Francisco, CA, we are collecting signatures to encourage The White House and First Family to use a clothesline. The mission of this campaign is to promote line drying as a symbol of patriotism, intelligence, and environmental activism, rescuing it from the image of poverty and despair that it seems to represent to many Americans today.

Stop the Ban and DryRite Communities

Clotheslines are banned by tens of thousands of homeowners' associations nation-wide. Through a public airing of communities and landlords that prohibit the clothesline, we aim to encourage the use of the clothesline. We work with community activists to bring about changes in local policy. We maintain a registry of places that ban or restrict clothesline use. We will soon begin a registry of places that are friendly to the outdoor clothesline which will be labeled as DryRite Communities.

"Eye on the Line"

Nothing affects whether you can hang out more than the weather. We would like radio and TV stations, as well as websites and handheld applications, to adopt our "Eye on the Line" program when reporting on the weather. Using a synthesis of data such as pollen count, dew point, temperature, wind speed, etc. we would like households to know quickly and easily whether it is a "good day to dry."

Energy ReExplained

Project Laundry List seeks to position itself as a watchdog of the United State Department of Energy's Energy Information Administration (EIA). We are working to exert pressure from inside and outside the agency to see that statistics and information about laundry, nuclear energy, and large hydroelectric projects (foreign and domestic) are presented in a clear, unbiased, nonpartisan fashion that is intelligible to children, the media, and policymakers. We want to help the EIA meet the lofty goals of its strategic plan and make sure that Energy Explained (a new web portal launched in October 2009 by EIA as the most comprehensive energy education resource available from the U.S. Government) provides accurate, accessible information.

The New Cold War

Working with contacts at the Center for Disease Control and other public health agencies, Project Laundry List seeks to ensure that there is no incidental increase in hot dryer use or hot water washing as a result of public policy pronouncements aimed at safeguarding the public's health. We are also promoting ozone injection systems for washing clothes in cold water at commercial and industrial laundry facilities.

Because We Care

In concert with our partners from the New Again Coalition, Project Laundry List seeks to have the Federal Trade Commission rewrite its clothing care tag regulations to make it easier for manufacturers of fabric to push cold water washing and line drying of fabrics. We are just beginning to explore partnerships with Levi's and Goodwill Industries to transform the clothing industry.

Art

Clotheslines Across America Map

Project Laundry List is working with a committed volunteer in Missouri and with Seventh Generation of Burlington, VT, to create an interactive map of clothesline images from backyards around the world, focusing particularly on the United State and Canada. In 2010, we hope to work with Goodwill, Levis, and Google to expand this project as a fun way to engage people with the aesthetic beauty of the clothesline and build a sense of community among clothes peggers.

Laundry Installation Project and Guerilla Clotheslines

Project Laundry List works with artists, especially in April around National Hanging Out Day, to promote creative installations. We will be working with a number of partners in 2010 to do clothesline installations in high pedestrian traffic areas, using grassroots marketing techniques.

Laundry Writings & Laundry Art Galleries

Project Laundry List aims to live up to its reputation. The New York Times claimed, our website is “an encyclopedia on the energy advantages of hanging laundry.” We also offer a gallery of significant laundry-related art work and a bibliography and library of important laundry writings.

Drying for Freedom and film projects

Due to be released in 2010, *Drying For Freedom* is a film about communities and freedom. Project Laundry List will be working with Seventh Generation and White Lantern Films to orchestrate house parties across the nation in conjunction with a special release of the film.

Project Laundry List continues to engage with other filmmakers and videographers in the hopes of fostering greater interest in our mission.

Special Programs

Clotheslines Across America Tour

Project Laundry List Founder and Executive Director Alexander Lee will do a cross-country bike tour focused on getting people to hang out their clothes and wash with cold water. Modeled on what would happen if [Steven Colbert](#) set out to mimic Gandhi’s March to the Sea, the tour will use “leadership by spectacle” to motivate households to reach a 20% carbon reduction in twenty days.

Household Coalition- Working with the Mayor and City Council, local businesses and local organizations, Project Laundry List aims to shine a light on 33 specific actions that individuals can take. Most climate change policy attention has been addressed to long-term options, such as inducing new, low-carbon energy technologies and creating cap-and-trade regimes for emissions. We will shine a light on the reasonably achievable potential for near-term reductions by altered adoption and use of available technologies in US homes and non-business travel.