



Strategic Plan

2024 - 2026



A Message from 9to5's Co-Presidents and CEOs

Last year we celebrated 9to5's 50th anniversary. As we celebrated those decades, wins, and progress we made, we've been dreaming of how our work will be remembered over the next 50 years. We imagined a future where women and non-binary people of color and their families were thriving – not just surviving. It's a future where we are free from the effects of racism, sexism, and classism.

The next two years are critical to laying the foundation for the future we dream of together. Together we'll work toward family and community sustainability by reducing high energy costs, advancing paid family and medical leave, tackling our broken childcare systems for families and providers, ensuring everyone has a safe place to call home, and mobilizing our voting power. We'll do it all while raising the next generation of leaders through our fellowship programs and building our membership base full of the people affected most by decades of oppression.

Getting there won't be easy, but we win when we work together. After all, that is who we – 9to5 members, staff, partners, stakeholders, and co-conspirators – are.

As Co-Presidents, we're excited to lead the next era of 9to5, one where the future of women of color is led by and with women of color. Our leadership vision is rooted in collective power, intersectionality, and accountability. We promise to work tirelessly to secure our collective dream of liberation, to lead by the voices of the most impacted, and to grow our collective power so we can all thrive.

Mica Whitfield and Ashley Panelli

Co-Presidents & CEOs



Background

1973

9to5 was founded in 1973 by clerical workers to respond to the inequities, unfairness, and outright harassment they were experiencing in the workplace.

Women organized and joined together to demand better working conditions from their bosses, their companies, and policymakers. This took courage, tenacity, and willpower to fight against sexism and patriarchy. Yet as powerful as the early days were, they fell short in addressing all the problems with the status quo.

Today

9to5 is fighting for economic justice for those most harmed by centuries of racism and sexism: women and nonbinary people of color.

Women of color have always been the backbone of workplaces across the country, yet the status quo doesn't work for most of us — and hasn't ever.

We are building a mass movement, advancing community-led advocacy toward widespread, long-lasting change. We believe that we can achieve economic justice through grassroots organizing, people-centered policy change, and power-building with our communities and collaborators.

9to5 has a national agenda plus chapters in three states — Georgia, Wisconsin, and Colorado — focused on state and local advocacy on issues that impact the lives and build the leadership of working women of color, nonbinary folks, and their families.



Mission

9to5's mission is to build a movement to achieve economic justice by engaging directly impacted women and nonbinary people of color to improve living and working conditions.



Vision

We envision women and nonbinary people of color and our families thriving on their own terms in an economically just world where gender and racial justice are realized.

Values



Community

Our work is community-centered and driven, ensuring that those most impacted by the problem are at the forefront of directing solutions.



Liberation

We fight to secure shared liberation for the collective where we can all thrive. We know that white supremacy, patriarchy, and economic exploitation are the root of all forms of oppression, and we actively work to dismantle all.



Collaboration

We believe in the inherent power of people and the collective and that together we are stronger. We build power with, not for.



Integrity

We believe that accountability is an integral piece of our work. We strive to be transparent, accessible, responsive, and agile in our work.



Solidarity

We stand firmly with communities that have been most harmed by systems of oppression and support their ability to exercise power and self-determination. We follow the leadership of those who live at the sharpest intersection of systems of oppression, in particular race, class, and gender identity.

Our Organizational Strategy is a **PowerBuilding** strategy. Our work is community-centered and driven, ensuring that those most impacted by the problem are at the forefront of directing solutions. We organize and build power at the state and local levels through our chapter work and uplift that work to the national level.





Our Core Issue Areas

We believe we can achieve economic justice through **grassroots organizing, people-centered policy change, and power-building** with our members, communities, and co-conspirators. This multifaceted approach is put into practice along our three core issue areas: *Family & Community Sustainability, Worker Justice, and Powerbuilding*.

Family and Community Sustainability

We fight to make sure that our families and communities can live and thrive on their own terms. Families must have accessible childcare they can afford and stable housing that meets their needs. Renters should be able to do so without worrying about unjust evictions or unfair rules. We believe we have the right to choose when and if to have a family and live in safe and healthy environments free from the impacts of climate change.

Worker Justice

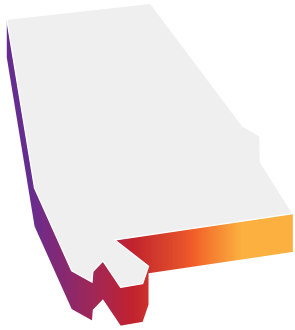
From the beginning, we have always pushed for fair workplaces that include just wages, better work-family policies, and safe and stable environments free of harassment. We advocate for policy change and launch organizing campaigns on issues such as paid family/medical and sick leave, pregnant workers' rights, workplace harassment, protections for contingent workers and fair scheduling, pay equity and equal pay, sexual harassment awareness and prevention, equal opportunity, and higher wages.

Powerbuilding

We're focused on building the power of working women and non-binary people of color. As a membership organization, we know that grassroots organizing and community collaboration are key to long-lasting change. We believe in the inherent power of people and the collective and that together we are stronger. We build power with, not for.

We launch organizing campaigns and community programs that tackle issues including non-partisan integrated voter engagement, voter protection and mobilization; political education workshops that engage low-propensity voters to see voting and civic engagement as key to winning change in policies they need; and our Justice Fellowships, a paid organizing apprenticeship for grassroots BIPOC women leaders.

Recent Impact



Georgia

Forty-plus women made our voices heard at the state capitol, where we advocated for affordable child care, paid leave, pay equity, voting rights, and workplace protections. We also organized a People’s Hearing to amplify the needs of workers across the state.

In southwest Georgia, energy justice is a significant concern for residents, who are often overcharged for utilities. Our work on the ground resulted in immediate results – for example the City of Camilla returned \$350,000 to their utility customers.

In Savannah, we’re working with child care providers to build their leadership and power to achieve equitable, affordable child care for all. Six child care providers attended our leadership “boot camp” to dive deeper into the skills and knowledge they’ll need to make our shared vision a reality.

We graduated 24 women from across the state in our Community Justice Fellowship Program, a paid organizer training program for women leaders .

Knowing your rights is a critical first step towards greater justice. With our partners at National Women’s Law Center, we held a know-your-rights teach-in on how to combat harassment and discrimination. In the fall, 9to5 staff testified before the House about the new voting map that dilutes the power of Black voters.

Wisconsin



9to5 proudly led the re-launch of the Wisconsin Care Coalition in 2023 – focused on winning paid leave for all workers in Wisconsin. We unveiled one of the nation’s most robust paid leave state bills – it’s a game-changer, paving the way for a

brighter and more equitable future. With the steadfast leadership of Wisconsin Executive State Director Christina Thor, we secured victories in,securing local voter rights protections and expansion in Green Bay and Kenosha.

As we organized in the heart of Wisconsin, we waged a spirited battle for paid leave, affordable childcare, and a fair and just democracy. In August we hosted our first



Grassroots Advocacy and Empowerment Training, with multiracial and cross-issue attendees from around the state. Our mission is crystal clear — fighting tooth and nail for Wisconsin workers’ rights with a racial and gender justice lens.

Wisconsin is a battleground for democracy, and we’re on the front lines, defending voter rights, fostering engagement, and championing a future where every voice matters. With your support, we are building a multiracial and cross-issue movement that is making an impact in Wisconsin.



Colorado

Colorado won critical new policies for our communities including equal work for equal pay, improved water quality for mobile home park residents,

and protections against exorbitant fees for renters. Our members, donors, allies and communities were essential to achieving these wins, which will ensure that residents can stay in their homes, access clean water and take home the pay they deserve. We generated a lot of buzz hosting our first “Slummy Awards” to call out greedy corporate landlords, chambers of commerce and realty companies who oppose essential housing measures to protect tenants from eviction and remove the statewide ban on rent control. In the fall, we welcomed nearly 50 people to our third Organizing and Empowerment Institute, a two-day training for grassroots leaders. With sessions covering the fundamentals of organizing, campaign strategy and how to build power together, attendees left the training with the skills they’ll need to make an impact on the issues they care about most.





Organizing

Goal: Grow 9to5's base and build power with 9to5's members through organizing and issue advocacy.

Objective: Expand and develop core membership base by 25% through targeted organizing efforts in key constituencies

Outcome: Each chapter expands and develops core membership base by 25% by September 2026

Objective: Strengthen cross-organizational organizing infrastructure

Outcome: All 9to5 organizers report increased cross chapter cohesion and ability to execute ARENA model with confidence by June 2025

Objective: Implement formal 9to5 membership program

Outcome: New membership program rolled out, and all 9to5 organizers are trained on how to make formal membership asks by July 2025

Outcome: Membership is increased by 25% by September 2026

Objective: Strengthen and expand fellowship programming

Outcome: All chapters have implemented, standardized and evaluated a Fellowship Program by October 2025

Objective: Develop unified organization-wide political education

Outcome: 100% of staff are trained on 9to5 political education by September 2026

Campaigns

Goal: Strengthen and unify state advocacy efforts to create equitable, sustainable, and just communities across Georgia, Wisconsin, and Colorado.

Georgia

Objective: Advance childcare infrastructure in Georgia to support home based providers, Family Friend & Neighbor Care and Parents

Outcome: Increase CAPS funding by 3 million, increase awareness of FFN needs to DECAL, increase home based provider network by 3%

Objective: Reduce high energy rates for Georgia families

Outcome: Allocate local funds for subsidies for low-income households; support legislation that studies or reduces energy costs

Objective: Advance workplace harassment and discrimination legislation through grassroots leadership and the Respect GA Workers Coalition

Outcome: Successful passage of legislation to provide right of action for victims of workplace harassment & discrimination. Increased public awareness of anti-harassment legislation

Objective: Advance paid family and medical leave legislation at the state level through grassroots leadership development and the Ga Paid Leave Coalition

Outcome: Increase access to paid leave by expanding beyond 6 weeks for state workers, and introduce Paid Leave for All

Objective: Integrate voter registration and GOTV into issue campaigns as tools to support members

Outcome: GOTV is utilized in 100% of all major issue campaigns

Objective: Develop leaders through the Community Justice Fellowship Program by providing comprehensive training in grassroots leadership skills on 9to5 issues

Outcome: Graduate at least 24 fellows annually who demonstrate proficiency in grassroots organizing, advocacy, and leadership; Successful integration of 75% of fellows into leadership roles within campaigns and opportunities for career & employment advancements

Campaigns Continued

Goal: Strengthen and unify state advocacy efforts to create equitable, sustainable, and just communities across Georgia, Wisconsin, and Colorado.

Wisconsin

Objective: Develop and implement childcare campaign focused on care needs for Hmong and refugee women, while advancing childcare infrastructure across the state

Outcome: Engage at least 150 Hmong and refugee women in the campaign through direct canvassing; Identify 2-3 key childcare issues through canvassing to organize members around

Objective: Advance paid family and medical leave legislation at the State level through grassroots leadership development and the WI Care Coalition

Outcome: Coalition engages 20 new contacts through increased awareness campaigns on PFML, 5 new allies within the State legislature on PFML

Objective: Integrate voter GOTV into 9to5 issue campaigns as tools to support members

Outcome: GOTV is utilized in 100% of all major issue campaigns annually

Objective: Develop leaders through the Community Justice Fellowship Program by providing comprehensive training in grassroots leadership skills on 9to5 issues

Outcome: Graduate 16 fellows annually who demonstrate proficiency in grassroots organizing, advocacy, and leadership; Successfully integration of 75% of fellows into leadership roles within campaigns by Sept 2026

Colorado

Objective: Advance climate justice by advocating for equitable water quality, and implementing a climate campaign that addresses systemic environmental disparities

Outcome: Work closely with CDPHE for water quality findings and share results through public awareness campaigns within mobile parks that increases knowledge by 100%; Develop next steps based on water quality findings; launch local climate campaign that engages 30 renters

Objective: Advance efforts to overturn the ban on rent control

Outcome: Successfully remove the ban on rent control and pass one local rent stabilization policy in 2027

Campaigns Continued

Goal: Strengthen and unify state advocacy efforts to create equitable, sustainable, and just communities across Georgia, Wisconsin, and Colorado.

Colorado Continued

Objective: Organize tenants leaders to develop & implement renters rights campaign

Outcome: Organize 50 tenant leaders

Objective: Integrate voter GOTV into 9to5 issue campaigns as tools to support members

Outcome: GOTV is utilized in 100% of all major issue campaigns annually

Objective: Organizing in mobile home parks facing violations of MPOP and or that are up for sale

Outcome: Organize six to eight mobile home communities within Adams, Boulder and Arapahoe counties, successfully support the purchase of one mobile home park; organize 30 mobile home owners

Objective: Develop leaders through the Community Justice Fellowship Program by providing comprehensive training in grassroots leadership skills on 9to5 issues

Outcome: Graduate X fellows annually who demonstrate proficiency in grassroots organizing, advocacy, and leadership; Successfully integration of 75% of fellows into leadership roles within campaigns

Objective: Develop and implement a new worker justice campaign

Outcome: Launch a statewide worker justice campaign that engages 30 workers through the worker justice committee

Objective: Monitor and support evaluation of Colorado Family FAML I program

Outcome: Conduct an evaluation of the Colorado FAML I program through our membership's experience and through reports and data by CDLE, identifying strengths and areas for improvement. Provide recommendations to state legislators or through rulemaking based on memberships challenges and priorities

National

Objective: Deepen engagement with national table partners around: paid leave, childcare, climate, housing, and democracy

Outcome: Establish and/or maintain participation in at least five national table to increase awareness on 9to5 issues and work on the ground in our key states



People & Culture

Goal: Foster a thriving, people-centered culture rooted in staff support, accountability, initiative, interdependence, and self-sufficiency.

Objective: Develop comprehensive staff training and onboarding

Outcome: All staff trained and successfully able to explain organizational strategy, theory of change, mission/vision by September 2025

Objective: Create organization-wide learning agenda

Outcome: Year 1 Learning Agenda has been implemented with all staff attending at least (2) trainings outlined in agenda by Sept. 2025; Year 2 Learning Agenda has been implemented with all staff attending at least (2) trainings outlined in agenda by Sept. 2026

Objective: Build culture work & team building through annual All-Staff retreat

Outcome: Increased staff morale, deeper leadership development, and understanding of 9to5 culture goals

Objective: Set clear expectations of roles, responsibilities and organizational culture for all staff

Outcome: All staff have updated JD's and understand processes for organizational wide role clarity by Jan 2026



State Expansion

Goal: Expand our work to a larger base in order to amplify our issues and change the local and national landscape.

Objective: Conduct landscape analysis of key states in southern regions

Outcome: Identification of a state and specific local area for 9to5 campaign by March 2026

Objective: Identify an aligned campaign that addresses the needs of people most impacted in the state

Outcome: Draft of 9to5 campaign plan and timeline in target state by June 2026

Objective: Conduct funding research to determine funding landscape in areas identified

Outcome: Deep understanding of funding landscape and 1-2 potential funders of interest in target state June 2026

Communications

Goal: Communicate 9to5's identity and enhance org reputation through branding, digital and earned media outlets.

Objective: Develop cohesive 9to5 story threading across chapters & expand narrative footprint

Outcome: A clear shared identity and understanding of issue based narrative frames and language utilized across chapters by October 2025

Objective: Provide infrastructure to state based chapters

Outcome: All 9to5 state communications teams are fully staffed, equipped with essential tools, and consistently supported by the national team, resulting in cohesive messaging and increased capacity to engage local audiences by July 2025

Objective: Intentionally lift up new leadership model and Co-Presidents

Outcome: Consistently drive a public narrative campaign that elevates 9to5's leadership model, positioning the Co-Presidents as visible, trusted leaders across media channels and ensuring alignment with the organization's mission

Objective: Develop and execute a communications strategy to support the rollout of 9to5's formal membership program

Outcome: By July 2025, a comprehensive communications campaign will be launched promoting 9to5's membership program and resulting in increased visibility and engagement. All communications staff will be equipped with key messaging to support membership asks, contributing to a 25% membership increase by September 2026

Objective: Create and implement a communications strategy to promote and reinforce 9to5's unified political education across the organization

Outcome: By September 2026, a series of digital tools will be available that outline 9to5's political education framework, contributing to comprehensive organizational understanding



Operations & Infrastructure

Goal: Ensure effective systems and processes throughout 9to5 to support organizational growth.

Objective: Finalize Employee Manual

Outcome: 100% of all staff have received and signed 9to5 employee manual July 2025

Objective: Roll out new staff evaluation tools and technology

Outcome: 100% of staff are trained on performance evaluation tools and technology by December 2024

Outcome: 100% of new employees are evaluated at 90 day mark; and 100% of employees have participated in annual evaluation

Objective: Appraise staff roles & responsibilities

Outcome: 100% of staff understand and are operating within their job descriptions by January 2026

Objective: Create a more efficient onboarding process

Outcome: Creation and roll out of a organizational-wide onboarding process available on Ops Hub by December 2025





Finance & Development

Goal: Grow, sustain, and diversify financial resources for the organization.

Objective: Expand the Development Department

Outcome: A fully staffed Development Department of 3 by September 2025 enhancing the organizations capacity to secure and manage funding

Objective: Develop and execute 4-year development plan and forecast

Outcome: Organizational revenue increases by 3-5% annually through funder cultivation and grassroots fundraising, along with operational reserves and investments ensuring long-term financial sustainability and growth

Objective: Streamline and automate grant management practices


Outcome: Grant management becomes efficient and accessible through centralized database by June 2025, with all key staff trained in their roles

Objective: Ensure organizational budget reflects cost and percent allocated to programs, management/ services and fundraising

Outcome: Budget allocations are accurately tracked and aligned with organizational goals, supporting informed decision making or each department

Objective: Develop and implement comprehensive FY26 & FY27 Budgets aligned with organizational strategy

Outcome: A formalized multiyear budgeting process that integrates strategic goals, ensures financial stability, and aligns programmatic, operations, and fundraising priorities by Jan 2026



Data

Goal: Advance organization-wide data processes and practices to better inform our work and tell 9to5's story.

Objective: Support the development and implementation of membership program

Outcome: Data infrastructure to facilitate and support membership program will be in place by June 2025

Objective: Develop & implement comprehensive plan for staff training and onboarding into the database and Action Network, in collaboration with Communications Dept

Outcome: All staff will receive data training on new Civi and Action Network practices by December 2025

Outcome: Starting January 2026, all new staff will receive new data onboarding within 90 days of hire

Objective: Collaborate with chapters & departments to create unified data practices to advance organizational work as a whole

Outcome: Complete the standardization of at least 3 data practices and processes by September 2025

Objective: Evaluate progress towards strategic plan goals, objectives and outcomes

Outcome: Leadership Team and relevant departments will have bi-annual review of progress towards strategic plan goals and ensure the organization is on track to meet the plan objectives

Objective: Increase database efficacy, efficiency, and usability

Outcome: All staff assess database user experience and provide feedback for improvements through surveying by July 2026

Multi-Entity Strategy

Goal: Expand the organization's toolset through a multi-entity strategy.

Objective: Revise 9to5 Action Fund mission, vision and bylaws

Outcome: 9to5 Action Fund's mission and vision will be revised to better align with organizational strategy by September 2025

Objective: Build comprehensive programming to move priority issue areas forward

Outcome: The organizational multi-entity strategy will expand the work and increase traction towards moving priority issue areas

Objective: Train key staff on c4 compliance

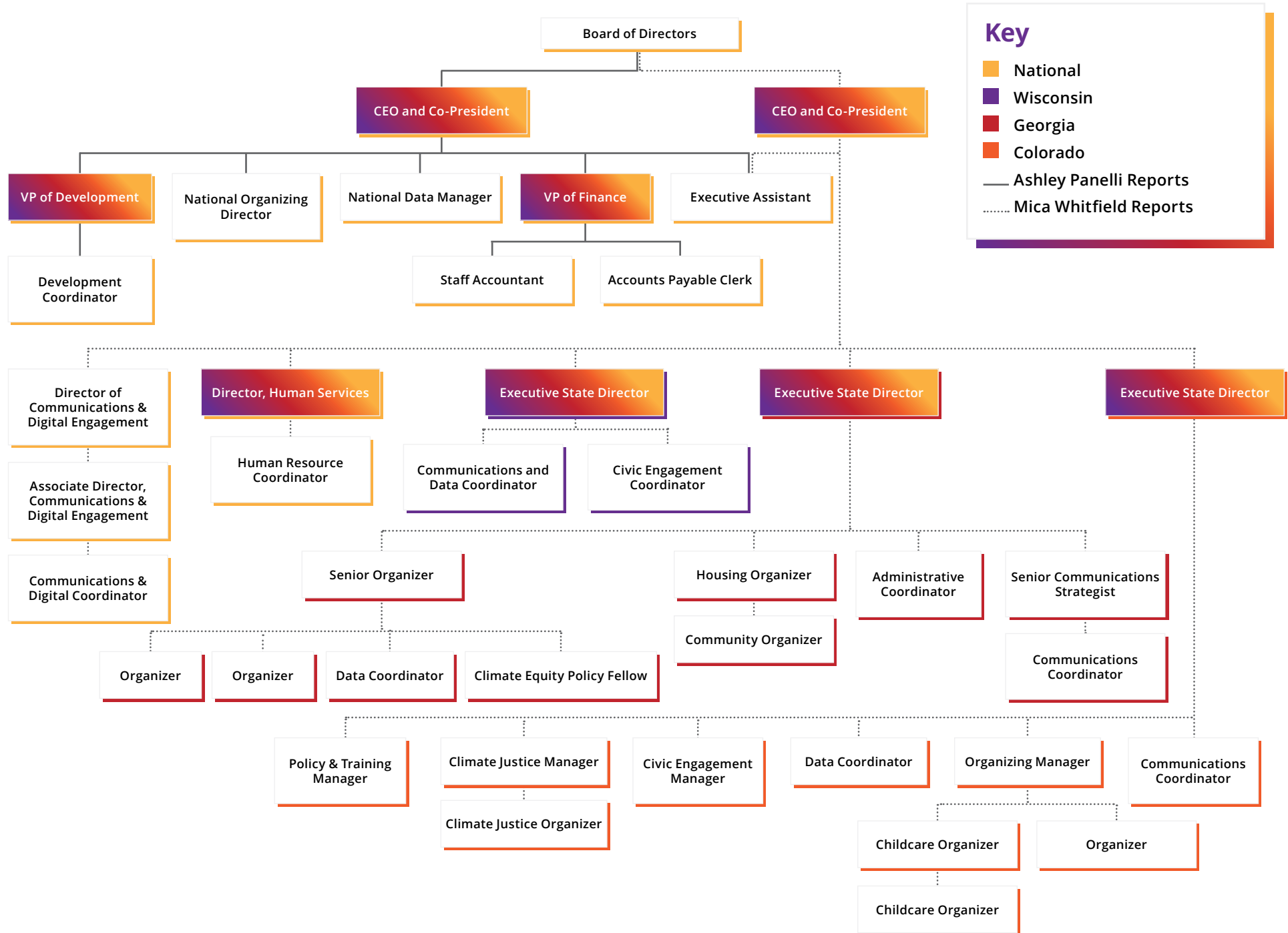
Outcome: Key staff will receive training to maintain organizational compliance by January 2026

Objective: Develop multi-entity financial, operational and administrative processes

Outcome: 9to5 Action Fund will more deeply integrate organizational structures and processes by September 2026



Organizational Structure



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