

# SHaREaBLE

**Three-Year Strategic Plan  
2017-2019**

**Prepared Dec. 6, 2016**

## Introduction

It may be hard to imagine that just eight years ago, in 2008, the concept of sharing was virtually unknown as a possible solution to pressing global challenges, nor was the term "sharing economy" in popular circulation. Yet, early innovators — SHIFT Foundation, Will Watman, Free Range Graphics and Neal Gorenflo — believed that sharing could in fact transform the issues and inequities facing the world. With this bold view, after nearly a year of preparation, Shareable published its first set of articles on Oct. 1, 2009. There was nothing like Shareable up to that point, almost no popular discussion about sharing as a solution to pressing global challenges, no recognition of a sharing economy, no sharing movement, and no sharing cities. All of that has changed. Shareable was a prime organizational catalyst of this change.

There are now many governments and organizations researching or supporting sharing in some fashion. This includes the European Union and cities like Seoul, Portland, Milan, London, Amsterdam, and more. Organizations include Friends of the Earth UK, OuiShare, ShareNL, People Who Share, Story of Stuff, NESTA, Center for a New American Dream, Sightline Institute, The New School, Trinity College Dublin, and many more.

Shareable popularized the idea of a sharing economy. We helped shape a balanced public dialogue about it by publishing thousands of articles that were crucial to helping numerous journalists, event organizers, organizations, consultants, book authors, researchers, and everyday people understand and communicate about the benefits of sharing. As a result, sharing is now a much debated, high-profile topic in the mainstream media. Key milestones include helping break the sharing economy story in the mainstream media, our Share San Francisco conference in 2011 and our coverage of Sharing City Seoul, which catalyzed the sharing cities movement; "Policies for Shareable Cities," the world's first sharing-related urban policy guide; and "Owning is the New Sharing," which catalyzed the platform cooperative movement. Sharing has become a fixture in discussions about the future all over the globe. Being the first and most authoritative digital publication about sharing put us at the center of public dialogue about sharing.

With all the action by citizens, thought leaders, nonprofits, academic institutions, the media, and governments, there is a genuine sharing movement; one that is becoming more focused through our efforts on sharing in cities.

We have had much more impact than what Shareable's founders imagined. The demand for our services often outstripped our capacity. With an intense focus on programmatic work, we also spent too little effort on capacity building and fundraising. About a year ago, it became clear to our staff and board that continued progress depended on increasing our focus on strategic priorities and building organizational infrastructure. We committed to an in-depth strategic planning process to reimagine Shareable.

The process began by hiring Miriam Abrams & Associates to facilitate a participatory strategic planning process and assembling a Strategy Design Team that included a representative cross-section of Shareable's stakeholders including readers, community organizers, board, writers, and

staff. Together this group conducted extensive research that included 34 in-depth stakeholder interviews, an online survey of 423 Shareable readers, an extensive literature review, and a fundraising assessment by consultant Holly Million. The Strategy Design Team and advisory board determined high-level strategic priorities through examination of the research and structured dialog.

This plan is the result of this process, and we believe will result in a significantly more impactful and sustainable Shareable. There were three critical things we learned:

1. Shareable must double down on our core competency — publishing. Dramatically increasing the reach and influence of our editorial is the best way to strengthen our position as the voice of the sharing movement.
2. We need to increase the diversity, transparency, and openness of our organization in order to better reflect and amplify the rich, multicolored tapestry of sharing solutions that exist around the world and better engage stakeholders in our work.
3. Increasing investments in our fundraising capacity and greatly diversifying our funding sources will be critical to our continued success, and our ability to spin from our fiscal sponsor and become an independent nonprofit organization.

These realizations have been translated into our five strategic goals for the next three years:

1. Strengthen Shareable’s position as the leading voice within the sharing community. Dramatically increase the influence and readership of Shareable.net with an eye toward mainstream recognition.
2. Establish Shareable.net as a community driven outlet that incorporates the voices of the global sharing community by encouraging its members to contribute story ideas, source material, feedback, guest posts, and more to our editorial process.
3. Inspire readers to participate in online advocacy campaigns and support sharing-related policies. Build Shareable.net’s readership substantially in the process.
4. Broaden Shareable’s content, coverage, and internal organization to better reflect and include under-represented communities, with an emphasis on people of color, low-income communities, LGBTQIA, women, the differently abled, diverse global communities, and various ideologies and religions.
5. Establish Shareable as an independent and financially resilient organization by 2020.

The rest of this document goes into more detail about our priorities and plans. This practical plan is the result of hundreds of hours of work by many people, though a relatively small team put in the bulk of the work. I am grateful beyond words for this collective effort and its resulting wisdom. I especially want to thank Miriam Abrams, who skillfully facilitated the planning process as our consultant; Joslyn Beile, who managed the planning project from Shareable’s end; and Laurie Schecter of SHIFT Foundation who has been our strategic partner from the beginning.

Sincerely,  
Neal Gorenflo

## Renewed Mission, Values, and Diversity Principles

Shifting our focus to become a stronger, more community-driven nonprofit media outlet required that we revise our mission statement and create a set of guiding principles for diverse coverage. The design team worked together to draft and adopt a new mission statement, while Shareable's staff members wrote the new diversity principles for the organization.

### Mission Statement:

*Shareable is a nonprofit media outlet and action network that empowers people to share for a more resilient, equitable, and joyful world. We inspire social change by publishing stories, analysis, and tools in collaboration with our global partners.*

### Our Values

**The Commons:** We ensure everyone can access and steward the commons; the source of our prosperity, well-being, and resilience.

**Sharing:** We are passionate about the transformative power of sharing which brings joy, increases productivity, builds community, distributes wealth equitably, and reduces environmental impact.

**Inspiration:** We publish the best stories, case studies, and profiles of role models who inspire positive change.

**Action:** We learn by doing, lead by example, and advance new leaders in the sharing community.

**Community:** We are empowered by our commitment to our values, each other, and our community.

**Diversity:** We include diverse players, perspectives, and practices that support better outcomes.

**Collaboration:** We realize that achieving our goals is best accomplished by working well with others.

**Fun:** We recognize that the best solutions are so much fun that we can't resist them.

## Diversity Principles

1. First and foremost, our coverage communicates strongly that we're all in it together and that we believe in a broad agenda for the common good. We seize the opportunity to weave a rich, multicolored tapestry of sharing solutions that reflects and is inviting to every person no matter their race, gender, geography, class, religion, ability, or ideology.
2. We focus our editorial agenda on our readers' most common and essential needs and opportunities, such as housing, food, transportation, jobs, and information access.
3. Our work focuses on common good, sharing solutions while acknowledging the broader social and historical context about inequities and obstacles based on race, religion, gender, and sexuality.
4. We develop empathy among ourselves as well as in our coverage and readership. We listen to and make a sincere effort to understand and respect various communities' perspectives.
5. We make a continual effort to build a diverse team of board members, staff, contributors, sources, readers, and projects.
6. We seek out examples of people sharing across race, class, and gender lines. We aim to reduce prejudice by showing different groups working together. We make use of research to understand and combat these issues. When available, we use data to explain and address the scope of the problem.
7. We take care to present sharing as a nonpartisan, common good-oriented solution appropriate for all people, organizations, and communities.
8. We tell stories about people sharing in diverse communities in the U.S. and abroad, including those under-represented in the media that share mainly with their own members. We acknowledge the varied origins and deep history of sharing across the planet.
9. We use language that is clear, accessible, and respectful to readers on all points of the ideological spectrum. We avoid using divisive, ideologically loaded, and elitist jargon. We develop our own critical thinking to discuss diversity as a vital part of sharing solutions.
10. We recognize that the struggles of people from low and middle-income groups are converging in many places. We seek stories that highlight how they're using sharing to meet their needs.

## Three-Year Goals and Objectives

**GOAL 1: Strengthen Shareable’s position as the leading voice within the sharing community. Dramatically increase the influence and readership of Shareable.net with an eye toward mainstream recognition.**

**Objective 1.1:** Clarify and document our editorial point of view. Ensure it supports our values, goals, and mission.

**Objective 1.2:** Build core editorial staff. Recruit and develop 10-15 regularly contributing journalists with diverse backgrounds (race, gender geography, and experiences) and domain expertise.

**Objective 1.3:** Increase influence. Publish pieces that influence public intellectuals, policymakers, the media, and other leaders.

**Objective 1.4:** Accelerate audience growth. Develop a high-growth strategy with proven and experimental techniques.

**Objective 1.5:** Build Shareable’s global reach to include individuals and organizations outside of the U.S.

**Objective 1.6:** Strategically partner with key events.

**Objective 1.7:** Create an engaging online experience. Re-design Shareable.net to meet our goals and objectives.

**GOAL 2: Establish Shareable.net as a community driven outlet that incorporates the voices of the global sharing community by encouraging its members to contribute story ideas, source material, guest posts, feedback, and more to our editorial process.**

**Objective 2.1:** Develop community leaders as sources for Shareable’s solutions based journalism.

**Objective 2.2:** Create feedback loop for readers. Use the latest methods and tools to solicit regular reader feedback and content contributions.

**GOAL 3: Inspire readers to participate in online advocacy campaigns and support sharing-related policies. Build Shareable.net’s readership substantially in the process.**

**Objective 3.1:** Inspire readers to take action. Partner with organizations on at least three high-stakes, sharing-related advocacy campaigns.

**Objective 3.2:** Inform and inspire decision-makers to create sharing friendly policies.

**GOAL 4: Broaden Shareable’s content, coverage, and internal organization to better reflect and include under-represented communities, with an emphasis on people of color, low-income communities, LGBTQIA, women, the differently abled, diverse global communities, and various ideologies and religions.**

**Objective 4.1:** Grow an inclusive advisory board to 10 members with diverse experience, backgrounds, and skill sets.

**Objective 4.2:** Develop Shareable’s staff and board’s knowledge and experience of diversity, equity, and inclusion (DEI) and continue to build Shareable as an inclusive workplace and media outlet.

**Objective 4.3:** Regularly publish stories about and from communities of color and low-income communities.

**Objective 4.4:** Build core editorial staff. Recruit and develop 10-15 regularly contributing journalists with diverse backgrounds (race, gender geography, and experiences) and domain expertise (see Objective 1.2).

**Objective 4.5:** Clarify our point of view and theory of change regarding race, ethnicity, class, gender, ability, etc. (Objective 1.1).

**GOAL 5: Establish Shareable as an independent and financially resilient organization by 2020.**

**Objective 5.1:** Increase annual revenue from individual donors and foundations outside of Shift Foundation to \$545,000 by 2020.

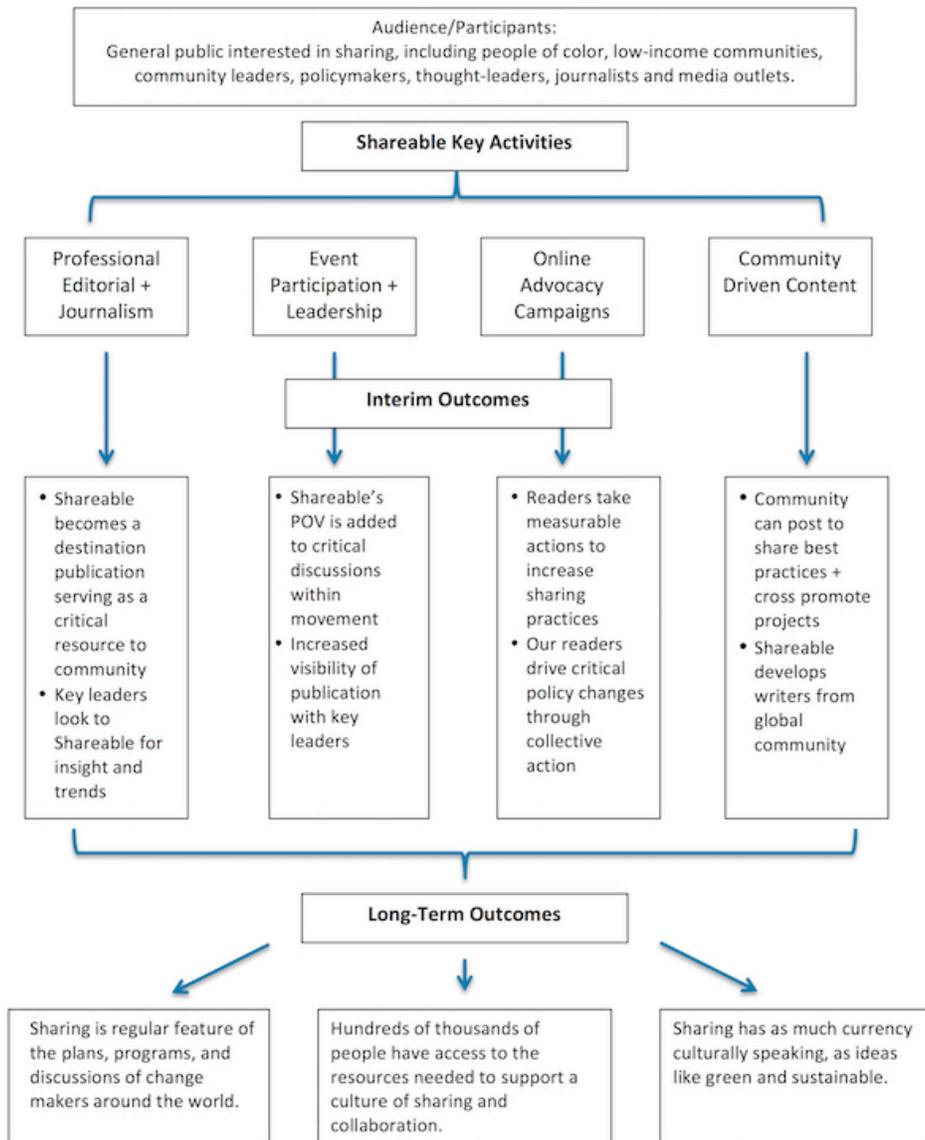
**Objective 5.2:** Increase awareness of Shareable as a nonprofit organization.

**Objective 5.3:** Strengthen our Advisory Board’s fundraising capacity.

**Objective 5.4:** Assess filing for 501(c)3 status and Tides Center spin.

# Theory of Change

## SHAREABLE Theory of Change



## Appendix

### I. List of Interviewees

Julian Agyeman, co-author of “Sharing Cities,” professor of Urban and Environmental Policy and Planning, Tufts University, Boston, Massachusetts, U.S.

Marcela Basch, Plan C, Buenos Aires, Argentina

Kevin Bayuk, LIFT Economy, San Francisco, California, U.S.

Monica Bernardi, sharing cities scholar, Milan, Italy

Julia Bluff, iFixit, Paso Robles, California, U.S.

David Bollier, commons author and activist, Amherst, Massachusetts, U.S.

Ellen Broad, Open Data Institute, Canberra, Australia

Angelo Delpriore, HP Tech Ventures, San Francisco, California, U.S.

Eva Eiderström, Department of Ecolabelling and Green Consumption, Sweden

Natalia Fernandez, Las Indias Cooperative, Madrid, Spain

Natalie Foster, Institute For The Future, Palo Alto, California, U.S.

Mayo Fuster Morell, Fellow, Berkman Center for Internet and Society, Barcelona, Spain

Christian Iaione, LabGov, Rome, Italy

Cat Johnson, freelance writer, Santa Cruz, California, U.S.

Harald Katzmaier, CEO FAS.research, Vienna, Austria

Seon Ae Kwon, Project Manager, Social Innovation Division, Seoul Metropolitan Government, Seoul, South Korea

Alnoor Ladha, Executive Director, The Rules, Cape Town, South Africa

Duncan McLaren, freelance researcher, co-author of “Sharing Cities,” Vasteras, Sweden  
Marissa Mommaerts, Transition US, Paonia, Colorado, U.S.

Frederic Morin-Bordeleau, artist & social entrepreneur, Montreal, Canada

Janelle Orsi, Executive Director & Co-Founder Sustainable Economies Law Center, Oakland, California, U.S.

Manuel Ortega, Las Indias Cooperative, Madrid, Spain

Ivana Pais, Professor of Sociology / Economy, Catholic University in Milan, Italy

Francesca Pick, OuiShare, Paris, France

Stephanie Rearick, Mutual Aid Network, Madison, Wisconsin, U.S.

Douglas Rushkoff, author, New York City, New York, U.S.

Jonah Sachs, Free Range Studios, Oakland, California, U.S.

Nathan Schneider, Platform Coops, Boulder, Colorado, U.S.

Michael Stoll, Executive Director, San Francisco Public Press, San Francisco, California, U.S.

Chris Tittle, Sustainable Economies Law Center, Oakland, California, U.S.

Harmen van Spring, co-founder, Share NL, Amsterdam, Netherlands

Tim Vollmer, Public Policy Manager, Creative Commons, San Francisco, California, U.S.

## **II. Reader Survey Report**

We launched the reader survey on June 20, 2016, and closed it on June 29, 2016. We wanted to learn who reads Shareable, what our readers value most about our work, and how we can improve what we do. To encourage participation, we offered each respondent a free copy of our ebook “How to: Share, Save Money & Have Fun.” We published a blog post about the survey, promoted it on social media, and sent a newsletter announcing it to our subscribers. We received 423 total responses to the reader survey.

### **Key Findings:**

- 83 percent of respondents said Shareable inspired them to make changes in their life.
- A surprising number of people (13) said they have started new ventures or modified business practices due to Shareable.
- 85 percent of respondents said Shareable had changed their perspective about sharing as a global trend.

- Almost 80 percent of survey respondents said they use Shareable to stay informed.
- 42 percent of respondents said they use Shareable’s reporting and resources to inspire their family, friends, and colleagues.
- 35 percent of respondents said they use Shareable’s reporting and resources to improve their everyday lives.
- Almost 50 percent of respondents learned about Shareable through social media, 22 percent through a search engine, and 25 percent through word-of-mouth.
- There was a strong interest from respondents to see more how-to and research and analysis articles.
- Respondents reported that the most helpful articles were from the How To series (16 percent of responses) and Case Studies (9 percent of responses), although interest in the sharing economy in a more general sense was also mentioned in 15 percent of responses.
- When asked how Shareable can improve, 37 percent had suggestions for improving our editorial work, including increasing the diversity of voices and coverage, and increasing the number of “how-to” articles.

### Demographics:

- **Race/Ethnicity:** 76 percent of respondents self-identified as white/Caucasian, nine percent as Hispanic/Latino, nine percent of multiple races, four percent indigenous/first peoples, four percent Asian/Pacific Islander, two percent black/African American, one percent Middle Eastern, and the remaining 11 percent “other.”
- **Age:** 40 percent of the survey respondents were ages 41-60, while 20 percent were ages 31-40, 20 percent ages 61+, and 15 percent ages 18-21.
- **Gender:** 50 percent male, 46 percent female and less than 4 percent transgender or other.
- **Where they live:** 52 percent live in urban areas, 21 percent in suburban areas, and 26 percent in rural towns or regions.
- **Education Level:** Almost 15 percent of respondents had completed some college or an associate’s degree, 30 percent reported having a bachelor’s degree, 56 percent reported having a graduate or postgraduate degree.
- **Income Level:** Around 21 percent reported an annual income of less than \$25,000 and the 21 percent said their income falls in the \$25,000-\$49,999 range. A small percentage — approximately six percent — said their income level is \$150,000 or more.

### III. Miriam Abrams’s Information Gathering Report (Key Findings and Recommendations)

#### Areas of Focus to Strengthen Impact

When asked how Shareable can improve and/or strengthen its impact, a majority of interviewees said the following:

1. Clarify the focus of what Shareable is trying to do, including the impact and results of each program.

**2. Build on the strength of its publication and website and being a voice for the sharing movement.** This includes linking/amplifying projects, as well as being an interpreter for other kinds of entities. To accomplish this Shareable could:

1. Develop a clear, in-depth analysis of current system and the future.
2. Get Shareable's content out in more ways to more people, particularly through social media, media partnerships, more segmented content and recruitment of writers with an established following.
3. Refresh the look and design of the website. Re-design the layout and take advantage of improvements in web-based reading; make it more clean, accessible and multi-device friendly.

**3. Develop a much stronger basis in equity and social justice.** Three major changes were suggested to make this shift:

1. Involve people of color and those from low-income communities, in all aspects of Shareable's work, including throughout the organization.
2. Embed equity and inclusion in everything that Shareable does.
3. Partner with other organizations that work on issues of diversity, equity, and inclusion.

**4. Create a more open governance structure internally, and build the network externally.**

**5. Other possible roles and directions for Shareable.** Based on its considerable strengths and its central role in the sharing movement, interviewees had different ideas for possible new directions or roles that could magnify the impact of the sharing movement.

1. Focus on policy issues, with an emphasis on work with cities.
2. Be a think tank, advocate and thought leader for the sharing movement.
3. Offer some kind of consulting services, possibly to those who want to set up a sharing business.