



## 2022 Strategic Action Plan - Success Indicators & Measurements December 20, 2021

Progress reports and updates completed by Executive Director and Staff and shared with Board

**Mission:** Changing lives through the power of writing

**Values:** Respect – Writing – Community

**Primary Purpose:** to help adults and youth transform their lives and our community through a unique model of writing workshops, published anthologies and public readings, and to work in partnership with other agencies to provide our program to the people they serve and to those who may not have access to writing in community because of income, isolation or other barriers.

**2022 Strategic Action Plan Focus:** support our communities, ensure organizational viability, resume in-person programming and operations, and maintain stability through transition

On March 12, 2020 Write Around Portland suspended all in-person programming to support the health and safety of our community due to the COVID-19 pandemic. We immediately transitioned our work to remote operations. Given the uncertainty of the length of the pandemic and the disruption to our operations, our 2017-2020 Strategic Plan was extended through 2021. In 2022 and 2023, we are developing annual action plans to transition out of the pandemic, resume core programming and operations, and continue our racial equity goals. We intend to begin developing a multi-year strategic plan in 2023 and 2024.

As we look to the future, we know a shared community experience—the kind of authentic community Write Around Portland has successfully built for 22 years—requires the sharing of physical space. We continue to invest in the essential supports and infrastructure that make our programming possible, to operate with a perspective that emphasizes abundance over scarcity, and to support the continuation of a strong organization that will persist during and post pandemic. We also lean on our values of respect and community to guide us in resuming our in-person programming and operations, to integrate key learnings and programming from our experiences operating remotely, and to continue building a more humane and just world through the power of writing.

Strategy	Key Actions	Success Indicators	Deadline	O*	Status / Progress	Learning: Success / Challenge
<b>1) Support our Write Around Portland community.</b> Prioritize diversity, equity, inclusion, and access; partner with agencies to offer writing workshops for those who otherwise might not have access; offer creative writing workshops to support healing and reduce isolation; amplify the voices and stories of our participants; engage our broader community in our work.	<b>Racial Equity Goals</b>					
	Continue our racial equity and anti-racist work, including challenging and dismantling inequitable structures in our organization and the nonprofit sector. Allocate time and resources to support Racial Equity Plan goals.	Annually, every employee commits at least 2.5% of their time to anti-racist learning and engaging in racial equity work outlined in this plan. Board and staff engage in at least 2 educational activities annually for anti-racism learning. Staff and board will integrate their anti-racist learning into the foundation and fabric of our work, which may include shifting actions, behaviors, interactions, policies, and practices.	Ongoing through Dec 2022	EE EG SW DM		
	Engage our community in anti-racist work. Use our platforms for racial equity and anti-racist work, to amplify the work of BIPOC-led organizations and our partners, and to respectfully share our BIPOC writers' stories in this context.	Share information about social justice issues impacting our Write Around Portland community through our enews (at least once per quarter) and social media platforms (at least once per month). Along with writing prompts for reflection, shared content may include resources to increase anti-racism learning and initiatives from partner and BIPOC-led organizations that support building a more humane and just world. Stories written by Write Around Portland BIPOC writers are shared on our social media platforms, in our e-newsletters, in mail communications, and in our workshops and publications with the writer's permission.	Monthly through Dec 2022	SW EG DEC		
	Develop and implement plan to begin reviewing and updating organizational policies, practices, and programs using the Racial Equity Framework.	A plan that outlines a thoughtful, realistic, and ongoing approach to reviewing and updating policies, practices, and programming using the Racial Equity Framework. At least 3 policies reviewed annually.	Dec 2022	EE		
	<b>Ongoing Core Programming</b>					
Hold writing workshops in partnership with social service agencies.	10-week, one-time, and adapted creative writing workshops for 250 participants who otherwise may not have access to writing in community (generating \$14,000 (base)/\$17,500 (stretch) in partner fees annually). Schedule workshops with a balance of agency partner needs, Write Around Portland capacity, and priority populations. Resume our acclaimed in-person workshops with intention while balancing safety	Feb 2022 Sep 2022	SW			

Location: Team Folder - WRAP Files

		needs and protocols of partners, participants, and Write Around Portland. Seasonal programming cycle resumes in fall 2022.				
		<u>Grant goals and priority populations: Youth, Affordable Housing, Mental Health/Trauma. See 2022 Grants Plan for full details.</u>				
	Share participants' writing from our agency partner workshops with the broader community. Connect writers and audiences.	Publish participant writing from our agency partner workshops in Write Around Portland anthologies in the spring and fall. Promote anthologies through public readings, local bookstores, and libraries. Share participant writing with our community through our monthly enews, social media and mailings. First "post-pandemic" anthology and community reading in spring 2022.	Monthly through Dec 2022	EG SW		
	Offer creative writing workshops for participants who identify as Black, Indigenous, and People of Color (BIPOC).	Continue monthly BIPOC workshops. Recruit additional BIPOC facilitators to lead workshops and hold facilitator learning circles as needed.	Monthly through Dec 2022	EG		
	Offer generative writing workshops for those who have the resources to pay for them	Continuation of sliding scale one-time workshops (generating \$2,000 annually) and market-rate 10-week workshops (2 workshops generating \$6,000 annually).	Monthly through Dec 2022	EG		
	Implement partnership agreement with Lewis & Clark College.	Uphold partnership agreement with Lewis & Clark College for 2021-2024: develop curriculum for "Healing Social Suffering through Narrative" workshop; facilitate 6 workshops for participants identified by Lewis & Clark; and hold 3 focus groups.	2021-2024	EE SW		
	Engage and inspire volunteers.	Maintain and engage existing active volunteer base, which wasn't able to be as involved during the pandemic. Engage and train volunteers in roles when needed and available. Hold facilitator training for up to 12 volunteers in summer 2022 to support fall workshop season and replenish active facilitator pool. Begin orienting and welcoming new volunteers in summer 2022.	Ongoing through Dec 2022	EG		
	Engage, inspire, and steward donors and funders.	600 donors and funders annually who contribute financially to support Write Around Portland's mission, infrastructure, and programs.	Ongoing Dec 2022	DM DEC		
2) Ensure short- and long-term viability of the organization during and after the pandemic.	<b>Development and Fundraising</b>					
	Meet 2022 development and fundraising goals through individual fundraising campaigns, Inkwell monthly sustainer program, Raise Your Pen, Grants and Fee-for-Service. Adjusted as needed to consider welcoming new Development Department staff.	Successfully reach goals for May Appeal, Inkwell, Raise Your Pen, December Appeal, Give Guide, Grant and Fee-for-Service goals (see budget and 2022 Development Plan). <ul style="list-style-type: none"> <li>Focus appeal campaigns on moves management with targeted ask lists for staff and board. Consider paid media to attract new supporters. Track details in Salesforce.</li> <li>Steward current Inkwell members.</li> <li>Update plan for Raise Your Pen, completed by July 2022.</li> <li>Oversee 2022 grants plan with staff supporting grants. Focus on compelling grant asks, building relationships with grant funders, and tracking in Salesforce.</li> <li>Continue online Fee-for-Service offerings and focus on Lewis and Clark Partnership.</li> </ul>	Ongoing through Dec 2022	DM w/ DEC, EE, EG, SW		
	<b>Operations, Risk Management, and Information Technology</b>					
	Hire, welcome, and train new staff. Focus on integrating new and current staff and developing cohesive team. Care for existing staff during transition.	Hiring processes rooted in our DEIA learning and work and using our Racial Equity Framework and Culture Document. Thoughtful onboarding of new staff and support for all staff throughout transition time. Build camaraderie and encourage staff wellbeing. Regular full team and department meetings and updates. Technology and operational supports set up for all staff. All roles have updated job descriptions and documented procedures for long-term and emergency planning.	Jun 2022 Dec 2022	EE		

Location: Team Folder - WRAP Files

	Recruit board members with needed skill sets and reflective of the full diversity of the communities we serve to prepare for potential growth and sustain organizational success; ensure smooth transition of executive board positions	10-12 active and engaged board members with the diverse backgrounds, experience and skills necessary to fulfill fiduciary, fundraising and oversight responsibilities.	Ongoing through Dec 2022	EE BD		
	Sustain ongoing technology, operational, and administrative assessments, upgrades, and policies.	A comprehensive understanding and detailed plans for our technology resources, operational and risk management needs, and financial and administrative supports (reviewed and updated ongoing and annually). Streamlined, efficient, and effective technology, operations, and risk management supports rooted in best practices and that support our work and minimizes stress and burden on staff.	Dec 2022	OC		
3) Safely, responsibly, and thoughtfully prepare and implement plans to resume in-person programming and operations.	<b>Strategic Planning</b>					
	Develop and implement annual plans to strategically guide the organization, which include space and time to transition, recover, heal, and restabilize the organization during transition and after the COVID-19 pandemic.	Mission- and values-driven plans that direct programming, key actions, and racial equity goals. <i>2021 Plan Focus</i> = Sustain, heal, and recover. Prepare/transition to in-person community. <i>2022 Plan Focus</i> = Transition to in-person community. Evaluate key learnings from remote operations. Integrate remote and in-person operations and programming. <i>2023 Plan Focus</i> = Continue integration and reacclimate to seasonal cycles of our programming and work. <i>2023/2024</i> : Develop next 3-year strategic plan.	Feb 2022 Feb 2023	EE		
	Create and implement annual action plan(s). Review this updated Strategic Action Plan at least 4 times a year to assess progress toward goals	Annual plan(s) that all board and staff use to create individual work plans and to measure success. Executive Director reports on strategic plan goals and how they relate to day-to-day management. Board and staff are informed about progress toward strategic goals.	Monthly through Dec 2022	EE		
	<b>Return to In-Person Community (RIC) Plan Implementation</b>					
Implement our plan to resume in-person programming and operations. Consider near-term and long-term risk management needs, maintain safety measures for resuming standard programming and operations, and ensure continuation of insurance and administrative best practices.	Implemented systems utilize best practices and adequately support current and future organizational needs. An extended, thoughtful, and paced plan to resume in-person programming and operations, in recognition that the sharing of physical space is essential for authentically and successfully implementing our mission, values, and full model. First anthology and community reading in spring 2022. Prepare for resuming seasonal cycle of programming fall 2022.	Jun 2022	EE SW OC			

\*MOCHA is a management tool Write Around Portland uses to identify who handles which responsibilities within a project. The "Owner" has overall responsibility for the success or failure of the project, ensures the work gets done (directly or via helpers), and others are involved appropriately.