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**Strategic Plan  
FY 2022 - FY 2024**

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### Message from the Co-Creators



Nothing in the world has ever changed unless someone believed it was possible. The UPRISE Collective (hereafter referred to as UPRISE) was created as a reflection of that belief. This means that decolonization and liberation are the ultimate goal, underpinning everything we do. We know that building coalitions and upholding community self-determination is the way we first begin to heal, and it's the only thing that has ever gotten us closer to liberation. UPRISE works to support community members to reclaim traditional knowledge, know their rights, understand how current systems operate in order to better interrupt them, and reincorporate

organizing tactics employed by our ancestors, building on what we *knew* to enhance what we *know*.

UPRISE was founded out of the frustration of trying to spark social change within organizations not designed for us: the BIPOC, Queer, Trans, Poor, Sick, and Disabled of us. At the forefront of our values are relationships. We are honored to be the stewards of an organization that is powered by our members, our Board, our volunteers, our staff, and our facilitators, all working together to co-create and carry out our shared vision.

UPRISE is dedicated to demystifying social change and supporting self-determination. UPRISE's mission is to open spaces and provide support for targeted community members to engage in social uplift within our own communities. We live this by upholding the rich history of resistance within targeted communities, reclaiming ancestral wisdom, and authoring our own stories. Our focus is to address the hurt, understand where it comes from, heal together, and build coalitions where we can dream together in the service of a new reality. Each of UPRISE's programs embody the need to do something radically different to support the communities we love.

Our Strategic Plan for Fiscal Years (FY) 2022-2024 represents the labor of multiple stakeholders, and the dreams of our community. We invite you to join us in our journey to grow our organization and to continue our work in recentring our stories, upholding those of us for whom decolonization and a return to indigenous ways of knowing and being is steeped in our history and written in our bones. Take care, stay well and safe, and we'll look forward to being in community with you.

In Community and Solidarity,

Brianna and Stephanie  
UPRISE Co-Directors

## **Rationale and Process**

### Rationale

As UPRISE moves from its first years into a firmly established entity, we find ourselves tasked with an organization whose operating budget has doubled, or more, each year it's been in operation. In order to best manage our growth in a way that stays true to our values and avoids mission drift, we resolved to create a 3 year Strategic Plan. With this plan, we hope to outline the areas in which we would like to focus our growth, so that we might better plan for our expanding capacity and deepen our commitment to community. Additionally, as our vision extends beyond these three years to ten years or more, in which we envision a center dedicated to community and coalition building, the first three years of this plan are constructed in service of a larger dream.

### Process

1. Initial draft written by UPRISE Co-Creators.
2. Draft will be reviewed by UPRISE Staff and Stakeholders: Admin Coordinator, Communications Coordinator, Project Manager for the Disability Justice Collective, and Contracted Facilitators. Edits and/or additions will be made as needed and using a consensus model. Departments may choose to incorporate their own Strategic Plans that are specific to their work.
3. Draft will be reviewed by the Board of Directors. Edits and/or additions will be made as needed and using a consensus model.
4. Draft will be reviewed by UPRISE Members during our annual Membership Meeting. Edits and/or additions will be made as needed and using a consensus model.
5. Final draft will be submitted for approval to the Board and Membership.
6. Should the Strategic Plan be approved, the FY2022 Plan will launch in August of 2021.

### Evaluation and Accountability to Community

Our progress on goals and subgoals will be formally presented to the Board quarterly and our Members at the Annual Meeting in May. Once UPRISE has a full staff that can be compensated for their labor, the planning process for the FY2025-2028 Strategic Plan will be fully embedded in community.

### Timeline

December 2020	First Draft Completed
January/February 2021	Staff/Contractor Review
March 2021	UPRISE Member Review
April 2021	Board Review
May 2021	Final Draft Completed
May 2021	Member Vote for Approval
June 2021	Board Vote for Approval
July 2021	Strategic Plan Adopted
August 2021	Plan Launch

## Stakeholders

### UPRISE Board of Directors FY 2021

Staci Martin, EdD, Facilitator  
Abdul Fofanah, MSW, Treasurer  
Shaila Zamora, Story Keeper  
Summer Brown, LMFT  
Dustina Haase-Lanier, MSW  
Dominique Price, MSW  
Asa Wright, MFA

### UPRISE Board of Directors FY 2022

Dustina Haase-Lanier, MSW  
Dominique Price, MSW  
Asa Wright, MFA  
Abdul Fofanah, MSW  
Josh Lubatkin, Esq  
Magdalena Ruiz  
Israa Hasani, MSW

### UPRISE Co-Directors

Brianna Bragg, MSW  
Stephanie Roberson, MSW

### Communications Coordinator

GP Piper

### Administrative Coordinator

Rhea Graves

### Project Manager, Disability Justice Collective

TBD

### Lewis & Clark IRJ Team Member

Ruth Makonnen

### Contracted Facilitators

Shilo George, MS  
Rhea Graves  
Virginia Luka, MA

## Foundations

### Mission

Opening spaces and providing support for people with targeted identities to engage in social uplift within our own communities.

### Vision

People from targeted communities are the experts in our own lives. Our vision is that we are able to manifest our needs in the ways we see fit, staying grounded in our ancestral wisdom.

### Model

The UPRISE Collective is a 501c3 NonProfit operating within the following organizational areas:

- **Training & Consultation:** Working with organizations to support their growth helps UPRISE to fund its free community programming.
  - Organizational and educational equity training
  - Consultation on equity plans, statements, and lenses
  - Policy and curriculum review
  - Assessment and data analysis
- **Community Programming:** UPRISE hosts several event series throughout the year.
  - Nothing About Us Without Us: Civic Engagement Series
  - Community Conversations: Building Capacity Across Identities
  - The Selah Series: Creation Stories, Healing Stories, and Resistance Stories
- **Disability Justice Collaborative:** A collective of and for sick and disabled folks, centered in the Portland area but largely virtual.
  - Mutual Aid Network
  - As We Are: Biennial Disability Justice Conference
- **Feed Our People**
  - Covid Care Kits: Supporting womxn and their families impacted by covid.
  - Meals for Organizers: Paying to feed the people doing social change work.

### Equity Statement

We honor our Indigenous siblings who made their stand on the hallowed ground at Wounded Knee. We honor our stolen African siblings, who found ways to keep their children fed while teaching them to look the world in the eye. We honor our Latinx siblings who marched in the Plaza de Mayo for the disappeared, willing the world to see. We honor our Asian siblings, who wield leaf blowers against the smoke in our eyes. We honor the brick-throwers, the crawlers up the capitol steps, and the reclaimers of the languages we knew before we grew thorns on our tongues. We honor your stories, your songs, and your survivance. We commit to working toward creating a world that is grounded in the wisdom you've imparted to us. We honor your joy, your strength, your resilience, and your vision, and move forward knowing that your gifts live within us all. Your resistance has provided us with a roadmap to liberation. We are still here. And we rise.

### Strategic Plan

#### Principal Goals

1. **Fiscal:** Develop, grow, and diversify UPRISE’s funding sources.
2. **Staffing:** Develop new, paid positions to support UPRISE’s mission and expanding capacity.
3. **Programming:** Grow and enhance current programming to continually center community voice. Develop new programming to expand UPRISE’s learning community.
4. **Membership:** Grow UPRISE’s membership base, and create new opportunities for members to engage with the organization.

#### Goals and Subgoals by Year

<b>Fiscal Year 2022</b> <b>August 1, 2021 - July 31, 2022</b>	
<b>Principal Goal</b>	<b>Subgoals</b>
<b>Fiscal:</b> Develop, grow, and diversify UPRISE’s funding sources.	<ul style="list-style-type: none"> <li>● Develop a payscale with raise schedule and commission for contracted positions.</li> <li>● Secure sustainable funding for the staffing positions.</li> <li>● Increase budget for payroll outsourcing, insurance, and technology costs for new positions.</li> <li>● Contract with First Congregational to increase to 2 office spaces in our current location.</li> </ul>
<b>Staffing:</b> Develop new, paid positions to support UPRISE’s mission and expanding capacity.	<ul style="list-style-type: none"> <li>● Increase: .7FTE (28HR) Co-Director</li> <li>● Onboarding new contracted facilitators - 2 facilitator goal               <ul style="list-style-type: none"> <li>○ Develop an onboarding process and training for new facilitators</li> </ul> </li> <li>● Increase: .5FTE Administrative Support               <ul style="list-style-type: none"> <li>○ Duties will increase to managing Quickbooks, Monday.com, and email correspondence.</li> </ul> </li> <li>● Increase: .5FTE Communications Coordinator               <ul style="list-style-type: none"> <li>○ Duties will increase to include managing merchandise and UPRISE podcast/vlog.</li> </ul> </li> <li>● Increase: .25FTE Project Coordinator (Disability Justice)</li> <li>● Add: .5FTE Organizational Learning Program Coordinator               <ul style="list-style-type: none"> <li>○ Duties will include onboarding new facilitators, contracting with facilitators, managing Monday.com for facilitators, helping to develop curriculum,</li> </ul> </li> </ul>



	<p>supporting internal training, participating in consultation meetings.</p> <ul style="list-style-type: none"> <li>● Add: Internship Program with Lewis &amp; Clark       <ul style="list-style-type: none"> <li>○ Duties will include developing Feed Our People projects, supporting Membership and Strategic Partnerships, and a “Build Your Own Project.”</li> </ul> </li> </ul>
<p><b>Programming:</b> Grow and enhance current programming to continually center community voice. Develop new programming to expand UPRISE’s learning community.</p>	<ul style="list-style-type: none"> <li>○ Reawakening &amp; Reimagining:       <ul style="list-style-type: none"> <li>■ Selah Series           <ul style="list-style-type: none"> <li>● Add: intentional partnerships with QTBIPOC/BIPOC organizations and groups</li> <li>● Add: more performance times during Outliving Thanksgiving.</li> <li>● Add: Full meal at every event.</li> <li>● Expand deepening activities with art (incorporate art therapists/local artists/art teachers to share healing practices).</li> <li>● Develop deeper relationships with culturally specific groups and organizations.</li> <li>● Increase: Honorarium for storytellers</li> <li>● Increase: Community participation by 15%</li> </ul> </li> <li>■ Nothing About Us Without Us           <ul style="list-style-type: none"> <li>● Increase: community partnerships who are doing civic engagement and organizing work.</li> <li>● Add: Providing donations to organizations who join us to share their knowledge               <ul style="list-style-type: none"> <li>■ Increase consistent community participation (community members who attend 2+ events) by 10%</li> </ul> </li> </ul> </li> <li>■ KidsRise Series           <p>New Program. Underlying idea: You don’t need to be an adult to share your story of advocacy.</p> <ul style="list-style-type: none"> <li>■ Art Showcase               <ul style="list-style-type: none"> <li>○ Essential question: What does liberation look like?</li> <li>○ Idea topics: incarceration, school systems, policing, neighborhoods, housing/houselessness etc.</li> </ul> </li> </ul> </li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Award for showcase, opportunity to publish online with bio</li> <li>○ Disability Justice           <ul style="list-style-type: none"> <li>■ Coffee Hours               <ul style="list-style-type: none"> <li>● Minimum of 12 Coffee Hours in a year.</li> </ul> </li> </ul> </li> <li>○ Feed Our People           <ul style="list-style-type: none"> <li>■ COVID Care Kits               <ul style="list-style-type: none"> <li>● Match: 40 kits for the year</li> </ul> </li> <li>■ Organizer Meals               <ul style="list-style-type: none"> <li>● Develop a list of organizing groups in the area that we could reach out to.</li> <li>● Feed three grassroots organizations/groups of people who are doing organizing work.</li> <li>● Begin developing FOP Coordinator position.</li> </ul> </li> </ul> </li> </ul>
<p><b>Membership:</b> Grow UPRISE's membership base, and create new opportunities for members to engage with the organization.</p>	<p>Projected Budget</p> <ul style="list-style-type: none"> <li>● Increase: 100 Member Goal.</li> <li>● Increase: Membership welcome kit streamlined.</li> <li>● Add: Membership Drive.</li> </ul>

<b>Fiscal Year 2023 August 1, 2022 - July 31, 2023</b>	
<b>Principal Goal</b>	<b>Subgoals</b>
<b>Fiscal:</b> Develop, grow, and diversify UPRISE's funding sources.	<ul style="list-style-type: none"> <li>● Contract with First Congregational to secure a 3rd office/storage room in our current location.</li> <li>● Add health, vision, and dental insurance for employees at or over .5FTE.</li> <li>● Increase budget for payroll outsourcing, insurance, and technology costs for Coordinator positions.</li> <li>● Increase budget for UPRISE merchandise.</li> </ul>
<b>Staffing:</b> Develop new, paid positions to support UPRISE's mission and expanding capacity.	<ul style="list-style-type: none"> <li>● Increase: .75FTE (32HR) Co-Director</li> <li>● Increase: .5FTE (20HR) Co-Director</li> <li>● Increase: .75FTE Organizational Learning Coordinator               <ul style="list-style-type: none"> <li>○ Duties will expand to include policy reviews, data analysis, designing assessment, beginning to learn our quoting system in coordination with Admin and Co-Directors.</li> </ul> </li> <li>● Add: .5FTE Membership and Volunteer Coordinator</li> <li>● Add: .5FTE Feed Our People Program Coordinator               <ul style="list-style-type: none"> <li>○ Duties will include fundraising and grant writing/reports for projects, coordinating current program, and developing partnerships with community organizations and organizers</li> </ul> </li> </ul>
<b>Programming:</b> Grow and enhance current programming to continually center community voice. Develop new programming to expand UPRISE's learning community.	<ul style="list-style-type: none"> <li>● Reawakening &amp; Reimagining:               <ul style="list-style-type: none"> <li>○ KidsRise Series                   <ul style="list-style-type: none"> <li>■ Add: Storytelling and Performance Night                       <ul style="list-style-type: none"> <li>● What does liberation look like?</li> <li>● Spotlight on activism and organizing</li> </ul> </li> </ul> </li> <li>○ Launch Programming Committee</li> </ul> </li> <li>● Disability Justice               <ul style="list-style-type: none"> <li>○ Add: Disability Justice Conference - 2nd Annual (every/other year)                   <ul style="list-style-type: none"> <li>■ Maintain \$15,000 budget</li> <li>■ Add: stipends for committee members</li> </ul> </li> </ul> </li> <li>● Feed Our People -</li> </ul>

	<ul style="list-style-type: none"> <li>○ Add: Reclaim My Flame Kits: QTBIPOC/BIPOC Care Kits           <ul style="list-style-type: none"> <li>■ Kits will include information on reclaiming ancestral language: Language app or reclamation vocabulary cards, etc., self care items, journal and pen, \$20 gift card, and community resources (mutual aid network list, organizations that serve us [feature partner organizations and current events]).</li> </ul> </li> <li>○ Organizer Meals           <ul style="list-style-type: none"> <li>■ Increase: Feed four grassroots organizations/groups of people who are doing organizing work with a goal of \$1000/meal</li> <li>■ Build program to feed/supply on the ground actions happening live; begin fundraising with a goal of \$500 per action.</li> </ul> </li> </ul>
<p><b>Membership:</b> Grow UPRISE's membership base, and create new opportunities for members to engage with the organization.</p>	<ul style="list-style-type: none"> <li>● Increase: 125 Member Goal</li> <li>● Add: A networking event for members</li> <li>● Add: Membership Coordinator position</li> </ul>

<b>Fiscal Year 2024 August 1, 2023 - July 31, 2024</b>	
<b>Principal Goal</b>	<b>Subgoals</b>
<b>Fiscal:</b> Develop, grow, and diversify UPRISE’s funding sources.	<ul style="list-style-type: none"> <li>● Add 403b Retirement Program for employees over .75FTE.</li> <li>● Add 1.0FTE Co-Director during FY 2023.</li> <li>● Begin planning for 1.0FTE Co-Director for FY2024</li> <li>● Begin search for new, larger office space.</li> </ul>
<b>Staffing:</b> Develop new, paid positions to support UPRISE’s mission and expanding capacity.	<ul style="list-style-type: none"> <li>● Increase: 1.0FTE Co-Director</li> <li>● Increase: 1.0FTE Organizational Learning Coordinator               <ul style="list-style-type: none"> <li>○ Add: policy reviews, data crunching, designing assessment, starting to quote in coordination with admin and Co-Directors</li> </ul> </li> <li>● Increase: 1.0FTE Administrative Coordinator               <ul style="list-style-type: none"> <li>○ Add: order office supplies, deal with facilities, mail/bill processing, calendar coordination, answering phones, greeting people, etc.</li> </ul> </li> <li>● Increase: .5FTE Program Coordinator (DJ)</li> <li>● Increase: .75FTE Communications Coordinator               <ul style="list-style-type: none"> <li>○ Add: Marketing</li> </ul> </li> <li>● Add: Begin designing development position</li> </ul>
<b>Programming:</b> Grow and enhance current programming to continually center community voice. Develop new programming to expand UPRISE’s learning community.	<ul style="list-style-type: none"> <li>● Reawakening &amp; Reimagining:               <ul style="list-style-type: none"> <li>○ Selah Series                   <ul style="list-style-type: none"> <li>■ Add: Spanish language access</li> </ul> </li> <li>○ KidsRise Series                   <ul style="list-style-type: none"> <li>■ Add Storytelling Night: folktales around the world, and Performance Showcase</li> </ul> </li> <li>○ Claim The Sky: Mentorship/Peer Partnership between teens and younger children who have parents who are incarcerated: 10 children goal in Year 1                   <ul style="list-style-type: none"> <li>■ Begin to plan programing and build relationships</li> </ul> </li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>■ Fundraising Goal \$7,000 (Idea: UPRISE could support participants by providing funding for phone calls. Note: Check with legal to see if we can fund events at our location, meals at BIPOC locations, etc. for mentors/mentees.)</li> <li>● Disability Justice       <ul style="list-style-type: none"> <li>○ Coffee Hours           <ul style="list-style-type: none"> <li>■ Minimum of 12 Coffee Hours in a year</li> <li>■ Budget of \$90/month for coffee and treats (including access to service fees and delivery driver tips)</li> </ul> </li> </ul> </li> <li>● Feed Our People       <ul style="list-style-type: none"> <li>○ Organizer Meals           <ul style="list-style-type: none"> <li>■ Add: in-person food/supply delivery for actions taking place around the city; respond to three actions this year</li> <li>■ Increase: Feed five grassroots organizations/groups of people who are doing organizing work</li> </ul> </li> <li>○ Increase: Reclaim My Flame Kits: QTBIPOC/BIPOC Care Kits</li> </ul> </li> </ul>
<p><b>Membership:</b> Grow UPRISE's membership base, and create new opportunities for members to engage with the organization.</p>	<ul style="list-style-type: none"> <li>● Increase: 150 Member Goal</li> <li>● Add: Advisory Committee/Leadership Hub</li> </ul>

**Looking Ahead: 10 Year Vision**

<b>UPRISE Community Center</b>	
<b>Component</b>	<b>Description</b>
Library	<ul style="list-style-type: none"> <li>• Multiple languages represented; focus on indigenous language reclamation.</li> <li>• Meeting space for Claim the Sky Peer Mentorship Program.</li> </ul>
Learning Space	<ul style="list-style-type: none"> <li>• Indigenous language reclamation - language classes.</li> <li>• Prioritize skills work with teachers who are children, unhoused neighbors, and formerly incarcerated community members.</li> <li>• Agricultural classes incorporating Community Garden.</li> <li>• Organizing classes/ Continuation of UPRISE Programming.</li> </ul>
Community Garden	<ul style="list-style-type: none"> <li>• Incorporate produce into Coffee Shop Co-op menu.</li> <li>• Agricultural classes in Learning Space.</li> </ul>
Makers' Space	<ul style="list-style-type: none"> <li>• Space for BIPOC and QTBIPOC artists and artisans. Opportunities to sell items in Coffee Shop Co-Op.</li> </ul>
Coffee Shop Co-Op	<ul style="list-style-type: none"> <li>• Priority given in hiring unhoused neighbors and formerly incarcerated community members to staff.</li> <li>• Include items for sale from Makers' Space.</li> </ul>
Strategic Partnerships	<ul style="list-style-type: none"> <li>• Organizations and those with means pay to use Learning Spaces. Community members may barter with work in makers' space, community garden, coffee shop, teach a class, etc.</li> <li>• Storage and dissemination of supplies for direct action: umbrellas, protective gear, signage, etc. Work with BIPOC organizations to distribute.</li> </ul>
<b>20 Year Plan Expansion</b>	
After School Programming	<ul style="list-style-type: none"> <li>• Focus on decolonizing learning and play spaces.</li> <li>• Daily snacks, activities connected with work in Community Garden.</li> <li>• Arts &amp; Crafts in Makers' Space; mentorships w/ community artisans.</li> <li>• Include gym space for gross motor requirements and reclamation of indigenous movement (jai alai, tinikling, yoga, etc.).</li> </ul>