Dear Friends,

For the past forty years, NARAL Pro-Choice Oregon has been Oregon’s pro-choice political leader, developing a constituency that uses the legislative process to protect and expand reproductive rights. Our members have fought hard to ensure that Oregon has remained the only state in the nation with no legislative restrictions on abortion access.

We are proud of our history and the work that we have done. But we are now living in unique and unprecedented political times, with a Presidential administration that is more hostile to reproductive rights than any in modern history. Across the nation, we see clearly what happens when anti-abortion lawmakers take control - and we know we can never, ever let that happen in Oregon. Our state has been hailed as the “gold standard” in reproductive healthcare policies, and legislators and activists are looking to us as a beacon of what is possible when we not only stand up to anti-abortion extremists but work to advance an agenda that includes equitable access to care for all people.

To meet the unique opportunities and challenges of this political moment, NARAL Pro-Choice Oregon is proud to share our newly completed five year strategic vision.

This plan, developed over months of engagement by our Board of Directors and staff with input from over 75 members and key organizational allies, will guide us through the growth needed to effectively meet the challenges and embrace the opportunities that lie ahead. Knowing that Oregon needs a strong political force advocating for women and all people who can become pregnant, we have identified goals and strategies that we see as critical to our organizations' - and our movement’s - success.

From this strategic planning process, we also recognized a key obstacle to our organizational success - the challenge of running two organizations with two names and vastly different missions. In 2009, we changed our Foundation’s name to Oregon Foundation for Reproductive Health in order to advance groundbreaking programs such as One Key Question® within systems that would not tolerate discussion of the full range of pregnancy options. Having now identified the need for our Foundation to mobilize grassroots activists, oversee implementation of our broad reproductive health policies, and train the next generation of pro-choice champions, we know that we must re-align our names and our missions for maximum impact and to ensure strong collaboration among our members, community allies and elected officials. It is with great enthusiasm that NARAL Pro-Choice Oregon and the NARAL Pro-Choice Oregon Foundation will now work together even more closely to protect and advance the most bold, progressive reproductive health policies in the nation and organize the next generation of pro-choice champions.

As you read through the details of our plan, we hope it will inspire questions, feedback, ideas and opportunities for collaboration. As we begin our this new chapter of our organization, we are clear that none of our work could be accomplished alone. It is the direct support from people like you that has sustained us for the past 40 years, and it is you who will make it possible to reach even greater heights in the future.

Thank you for your support, and for your partnership in creating a state in which reproductive rights, health and equity are available to all.

In solidarity,

Grayson Dempsey
Executive Director

Allyson Hagen
President, NARAL Pro-Choice Oregon

Kelly Coates
President, NARAL Pro-Choice Oregon Foundation
NARAL Pro-Choice Oregon Board
Allyson Hagen, Board President
Olivia Stone, Board Vice President
Veronica S. Leonard, Secretary
Jenn Baker
Marisha Childs
Samantha Gladu
Ariane Le Chevallier
Natalie Sept
Jessica Vega Pederson
Representative Jennifer Williamson

NARAL Pro-Choice Oregon Mission
NARAL Pro-Choice Oregon develops and sustains a constituency that uses the political process to guarantee every person who can become pregnant the right to make personal decisions regarding the full range of reproductive choices, including prevent unintended pregnancy, bearing healthy children, and choosing legal abortion.

NARAL Pro-Choice Oregon Foundation Mission
NARAL Pro-Choice Oregon Foundation supports and protects, as a fundamental right and value, a person's freedom to make individual decisions regarding the full range of reproductive choices - including preventing unintended pregnancy, bearing healthy children, and choosing legal abortion - through education, training, organizing, and research. We champion public policy that addresses disparities in reproductive health care and promotes health equity for all people.

Roadmap 2022: Goals

1. Expand and enhance capacity, visibility, and effectiveness as Oregon's pro-choice political leader

2. Grow and engage an active, connected NARAL Pro-Choice Oregon membership throughout the state

3. Develop, champion, implement and evaluate bold policies that center the people most impacted by disparities in reproductive health access and ensure equitable care for all Oregonians

4. Strengthen our organizational infrastructure and capacity to ensure growth and sustainability for the next 40 years
Goal 1: Expand and enhance capacity, visibility, and effectiveness as Oregon's pro-choice political leader

**Strategy: Conduct SWOT analysis of current political assets and build map expansion strategy**

- Audit all current political assets and capacity, including identified supporters, members, and key relationships
- Develop strategic targets and metrics for statewide growth, including districts for statewide membership outreach as well as increased capacity for work in municipalities
- Create and implement a leadership ladder that moves voter ID's into members, with regular evaluation of growth and successful strategies
- Expand staff capacity to have true statewide impact, including field organizers in target districts and robust political team coordinating field, campaign, government relations and policy work

**Strategy: Increase representation of pro-choice candidates and elected officials at every level of government**

- Identify community champions through meaningful partnerships with community-based organizations and candidate training programs
- Provide training for candidates and elected officials in talking about reproductive rights using the most effective messages and a framework of justice and equity.
- Evaluate policies in municipalities across Oregon that have direct impact on reproductive health access
- Support creation of Pro-Choice School Board Caucus that acts as front line of ensuring reproductive health access for young people and cultivates pro-choice political leaders
- Invest in strong lobby presence in Oregon State Capitol and establish NPCO as an in-building policy expert

**Strategy: Successfully engage in strategic issue-based campaigns, education, civic engagement, grassroots mobilizing, and advocacy**

- Integrate political, policy, and field work for seamless mobilization around policy priorities
- Follow legislative victories with research, evaluation and implementation that stays true to our values and shows positive impact throughout the state
- Work closely with NARAL Pro-Choice America to leverage national influence and build grassroots support for federal policy issues
- Continue to promote messages of equity and reproductive justice through campaigns and coalitions, and develop key messages that educate members about the correlation of economic, racial, gender and reproductive justice
- Engage in strategic polling, research, policy development and messaging that reflects Oregon's strong pro-choice majority and allows for proactive legislation that addresses true disparities in access to reproductive health care
- Leverage voter IDs in ballot measure and issue-based campaigns for maximum voter engagement
- Engage clinical contacts in ongoing policy priorities and develop champions for advocacy work
Goal 2

Grow and engage an active, connected NARAL Pro-Choice Oregon membership throughout the state

Strategy: Create a unified identity across NARAL Pro-Choice Oregon/Foundation to increase recognition and connection with members
- Create unified identity through Foundation name change
- Enhance organizational recognition through sponsorships, promotional materials, and strategic public engagement
- Develop strong communication plan and dedicated staff capacity for communication work

Strategy: Increase membership and opportunities for member engagement
- Evaluate current membership to best understand demographics, geography, engagement level, motivation to join, and priorities
- Clearly define parameters of membership; promote benefits of various paths to membership
- Find opportunities for diverse constituencies to engage in ways that are fun and productive and cultivate new leaders
- Build internship and volunteer programs into highly-sought after opportunities with clear goals and expectations
- Hold ourselves accountable through regular evaluation to ensure that our membership reflects the people most impacted by our missions and our work

Strategy: Recruit and develop leaders in key constituencies and geographies across the state
- Expand Regional Leadership Teams in targeted geographic areas
- Build strong NPCO “communities” statewide by connecting RLT efforts to membership growth and pro-choice IDs
- Develop clear opportunities, along with accompanying infrastructure, for geographic diversity of staff and board
- Develop strong leadership ladders for IDs, community partners, members and volunteers that are transparent, equitable and reciprocal

Strategy: Increase donor engagement through diversified fundraising opportunities
- Increase Persisters monthly giving program through dedicated events and donor outreach to provide sustaining monthly income
- Increase number of member, public and community events that engage diverse audiences and build visibility with members at all levels
- Provide regular, streamlined communications with donors informed by clear strategies and best practices and that connect their giving to our political and grassroots success
Goal 3

Develop, champion, implement, and evaluate bold policies that center the people most impacted by disparities in reproductive health access and ensure equitable care for all Oregonians

Strategy: Prioritize partnerships, organizations, and policies representing and serving marginalized communities and underrepresented and underserved people

- Create and adopt criteria for partnership and initiative participation, leadership, resource allocation, endorsement
- Pursue dedicated funding, including shared events and donor cultivation, to enhance partnerships
- Elevate the work of our allies by aligning messaging and communication strategies
- Ensure that staff, Board and volunteer leaders are knowledgeable about how social, political, economic and cultural differences affect the ability of diverse groups to fully participate in their communities, and are skilled in working with diverse members of the community.

Strategy: Align geographic expansion with expansion of organizing efforts in underserved and under-represented communities

- Overlay political mapping with communities most impacted by disparities in reproductive healthcare access in order to determine resource allocation and electoral/lobbying efforts
- Expand RLT team model to be applicable to diverse communities that are not just "regional" but share other affinities
- Build capacity for research and data collection on reproductive health services and disparities throughout the state, using this information to drive and implement policy change

Strategy: Invest in and strengthen existing partnerships with reproductive rights, health and justice organizations and allies

- Work with Pro-Choice Coalition of Oregon (PCCO) partners to cultivate functioning coalition with clear vision and goals
- Enhance partnerships with reproductive health and abortion care providers throughout Oregon, moving clinical and One Key Question® contacts into partners in advocacy and policy implementation
- Work closely with statewide and regional organizations to diversify membership and engage on broader issues related to reproductive justice
Goal 4

Strengthen organizational infrastructure and capacity to ensure growth and sustainability for the next 40 years

Strategy: Articulate core values to be used in all decision-making and prioritization of resources
- All decision-making processes are inclusive and reflective of constituent and community needs and expectations
- Align our Foundation and Affiliate with complementary missions, shared language and clear understanding of how they interplay and support each other
- Engage in regular evaluation to ensure that our commitment to equity, inclusion, and diversity is centered in all of our work
- Build strategic planning committee to assess progress on goals and key actions

Strategy: Increase longterm financial security through diversified fundraising streams
- Build reserves to include 6 months’ operating expenses
- Strategically expand Future 40 membership (major donor giving circle) to comprise 20% of annual revenue
- Institutionalize giving through Persisters and targeted membership outreach and growth
- Cultivate relationships with local and national funders that feeds our strategic plans and creates strong partnerships in our determined goals

Strategy: Create a focused, effective, organization-wide internal and external communications plan
- Employ storytelling as a core messaging technique
- Build awareness and leverage power of our role as a membership-based organization
- Employ one voice: Combine our Foundation and Affiliate communications strategy with clear messages about how each organization is connected to the other

Strategy: Build and support our current and future Board of Directors, ensuring they represent our constituencies and the diverse communities across Oregon
- Ensure that our leaders’ commitment to diversity, inclusion and equity is known within the organization and in the community and is reflected in the decision-making structures and processes of the organization
- Develop infrastructure for statewide leadership to ensure regional representation and voice
- Provide opportunities and trainings for board development and team-building
- Prioritize development of leadership pipeline and succession planning

Strategy: Align staffing pattern with goals, priorities, and values
- Align staff positions, responsibilities, and structure with strategic plan goals
- Encourage and support professional development based on strategic plan goals
- Prioritize equity and inclusion in all recruitment efforts and seek diverse venues for promoting employment opportunities
- Ensure that staff compensation and benefits are competitive and equitable, and provide regular reviews of policies and compensation