

Strategic Plan 2016-2020



A New Political Vision

Asian and Pacific Islander communities have grown to over 250,000 in Oregon, nearly 6% of the state population. Our diverse communities, representing over 100 ethnic, cultural and linguistic groups, have been shaping every facet of life in Oregon since the 1800s while resisting racist and xenophobic attitudes and beliefs, often deeply embedded in our institutions. As a whole, more than 1 in 5 Oregonians (22%) identify as a person of color, and APANO recognizes we have a shared destiny with African American, Native American, Latino/a, Middle Eastern and all communities of color. Today we live with the legacy of systemic racism and other interconnected forms of oppression that affect our children, families and future.

In 2016 we have experienced a surge in national and state efforts for racial justice, with Black Lives Matter, the Oregon Racial Equity Report, and successful campaigns for immigrant and LGBTQ rights. At the same time, with continued police violence and US military interventions around the world, there is a sense from some quarters that we are “under attack”. Dan Ho Sang suggests, “Together, these events have provoked a kind of white American nationalism and political retrenchment...that we face some sort of vulnerability.” This environment has led to intensifying attacks and political targeting of our communities. After decades of conservative, neo-liberal and rhetoric aimed at wedging our communities, there is a need for new political vision.

EXECUTIVE SUMMARY

APANO's strategic direction builds on our last collective strategic process that prioritized impacting statewide policy, building a powerful base, and securing resources for a sustainable organization. For our next phase of growth, APANO is expected to accelerate our existing community organizing, leadership development, cultural work, policy advocacy and civic engagement work by:

- Strengthening our organization's political identity through a new set of values, rooted in social justice and movement building;
- Advancing our strategies of change with organizing at the center, supported by strong operations and strategic partnerships;
- Prioritizing organizing with communities most affected, including new immigrants, tenants, youth and Pacific Islander communities, which requires more extensive in-language capacity and place-based focus.

We envision more impactful campaigns, increased statewide civic engagement work to build political influence, and integrated cultural work that inspires hearts and minds in support of our campaigns. We have sharpened our thinking regarding key community alliances (e.g. Jade, OHEA, COFA Alliance), and the role these strategic partnerships have in achieving APANO's goals. We will sustain our work by continuing to cultivate visionary volunteer leadership, caring well for our staff and further institutionalizing our internal policies and practices.

CORE ISSUE AREAS

APANO has developed expertise, long-term alliances and a track record around a range of key issues affecting Asian and Pacific Islanders. These issues have been identified throughout APANO's history from members, staff and Board prioritization based on our mission, vision and values. To complement the strategic goals in this plan that are focused on "strategies," these core issue areas provide a snapshot of our current context and agenda.

- Education Equity with a focus on K-12 English Language Learners.
- Health Equity with a focus on immigrant and Pacific Islander access to healthcare.
- Gender Justice with a focus on access to reproductive healthcare, including abortion, for all women and transgender persons who can get pregnant.
- Community Development with a focus on enhancing livability without displacement.
- Environmental Justice with a focus on fighting climate change and ensuring communities of color are supported in a shift to a clean economy.
- Economic Justice with a focus on living wages and benefits for working families.

STRATEGIC FOCUS AREAS

1 Community Organizing

The core of APANO's work is a place-based approach to building a powerful base of members who create and lead solutions that address real issues in their communities and shift the balance of power.

GOAL 1.0: Expand, center and integrate year-round community organizing in places where Asian and Pacific Islanders live, study, work and play.

2 Leadership Development

APANO offers year-round opportunities to cultivate the skills and confidence of our members to analyze community needs and solutions, act strategically and take on increased leadership roles at APANO and in the community.

GOAL 2.0: Develop the next generation of Asian and Pacific Islander political and social justice leaders with the capacity to win progressive systemic change.

3 Cultural Work

By elevating members' stories and connecting them to issues, APANO aims to advance a long-term cultural strategy to impact beliefs, actions and policies through centering the voices of those most impacted and silenced, resisting and shifting harmful narratives and ideas, and moving beyond defensive strategies to envisioning alternatives.

GOAL 3.0: Center the voices and experiences of marginalized Asian and Pacific Islanders to shift harmful narratives, envision alternatives, and foster movement building.

4 Policy Advocacy and Civic Engagement

APANO's policy advocacy and civic engagement work elevates issues through community engagement and research, connects with and mobilizes voters, and coordinates grassroots advocacy actions through member-led campaigns, in order to build power, win concrete changes and ensure all APIs have a voice in the policies and decisions that affect their lives.

GOAL 4.0: Lead and win policy campaigns that address identified community needs, expand APANO's political influence, and strengthen member leadership.

GOAL 5.0: Enhance APANO as a trusted resource for smart social justice policy analysis by increasing APANO's capacity to conduct research, including community driven and participatory research, in ways that strengthen our community organizing, leadership development, cultural work and policy advocacy efforts.

GOAL 6.0: Cultivate, educate, and activate APANO VOTE Network organizations to win shared advocacy agenda and deepen statewide political influence of Asian and Pacific Islanders.

5 Operations, Development and Partnerships

With a central focus on community organizing, strong Operations and Development are needed to support members, staff and strategic partners engaged in increasingly complex and high stakes campaigns. We must maintain the highest credibility with partners, funders and electeds through continuously improving infrastructure, member, board and staff training and leadership succession planning to support APANO's political organizational development. With a more public role as Oregon's oldest and largest Asian and Pacific Islander advocacy organization, and a statewide hub for organizing, APANO's operations also serve as a resource and model for other organizations.

GOAL 7.0: Increase APANO's efficiency and impact through optimized, transparent internal systems.

GOAL 8.0: Augment APANO's power by increasing and sustaining resources and establishing appropriate organizational structures and assets to achieve strategic goals.

GOAL 9.0: Convene, capacitate and leverage strategic partnerships that support APANO's community organizing and policy advocacy goals and vision.

MISSION

The Asian Pacific American Network of Oregon (APANO) is a statewide, grassroots organization, uniting Asians and Pacific Islanders to achieve social justice. We use our collective strengths to advance equity through empowering, organizing and advocating with our communities.

VISION

We envision a just and equitable world where Asians and Pacific Islanders are fully engaged in the social, economic and political issues that affect us.



VALUES

APANO is working towards a just world where:

1. All our families have the rights, recognition and resources they need to thrive, and their life outcomes are not tied to identity or social determinants of health.
2. Everyone has the social, economic and political power and resources to make healthy decisions for themselves about their bodies, genders, sexualities and families, in all areas of their lives, without fear of discrimination, exclusion or harm. This includes the ability to have children, not have children, and/or parent the children we have in safe and healthy environments.
3. The health, well-being and survival of our communities and the natural world are understood as more important than individual profit, and supported through equitable distribution of wealth and resources.
4. Institutions are built around the inherent worth and dignity of all people and are designed and function as systems of care and support, not systems of criminalization and control.
5. Communities have the skills, capacity and resources to organize themselves for change, collectively self-determine their needs and solutions, and control their own destinies.
6. We stand in solidarity with communities who experience oppression and recognize that our liberation is directly linked to theirs.



ASIAN PACIFIC AMERICAN NETWORK OF OREGON

2788 SE 82nd Ave Suite 203, Portland OR 97266

(971) 340-4861 info@apano.org www.apano.org

Twitter @APANONews Facebook.com/APANONews