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**INDEPENDENT PUBLISHING
RESOURCE CENTER**

Strategic Plan 2019-2021

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MISSION

The mission of the Independent Publishing Resource Center (IPRC) is to provide affordable access to space, tools, and resources for creating independently published media and artwork, and to build community and identity through the creation of written and visual art.

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EQUITY STATEMENT

The IPRC has benefitted from and contributed to the centering of whiteness within the Portland arts community. It is with this understanding that we now strive to create policies and programming, and a creative environment that is attuned to the needs of Black, Indigenous, and people of color (BIPOC) communities. We wish to empower BIPOC artists to make the IPRC space their own. We commit to building a staff, board, and community driven by social justice through art. We commit to equity and inclusion as central motivators for our work. We strive to be a collaborative resource for groups who wish to join us in transforming the Portland community into the most equitable version of itself. The IPRC welcomes people of all races, ethnicities, abilities, sizes, ages, gender identities, sexualities, and citizenship statuses.

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The IPRC exists to be an equalizer and to provide opportunities, tools, and resources for everyone. The belief perpetuates in the Literary, Publishing, and Visual Art worlds that the “best” art rises to the top. But we know that we don’t live in a meritocracy but a competitive capitalist system, and people don’t “make it” without a lot of resources and support. We know that talent and skill are created through practice and that talent and skill don’t discriminate. We also know that access to art-making is critical to the well-being of communities and people. This vision of a healthier Portland is what the IPRC strives to be a part of and contribute to.

VALUES STATEMENT

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CONTEXT

The IPRC was founded in 1998 within the literary and do-it-yourself (DIY) culture of Portland. Over the years, the IPRC has been dedicated to encouraging the growth of a visual and literary publishing community by offering a space to gather and exchange information and ideas, as well as produce work. We've provided artistic services to and empowered approximately 30,000 people to create and publish their own artwork, writing, zines, books, broadsides, prints, comics, and graphic novels, and are an incubator for the independent creative spirit that makes Portland unique. The IPRC fills the community need of low-cost access to otherwise expensive space, equipment, and materials, and supports artists to create quality, innovative, and experimental work that couldn't be made elsewhere. Countless individuals have discovered themselves through art at the IPRC and in our programs, and have reached and inspired others in the community by publishing and sharing their work. We've helped community members find their artistic voice, including those from underserved communities – LGBTQIA and youth of color, youth who experience homelessness, adults with disabilities, and makers with low-incomes. When donors give to the IPRC or an individual becomes a member, their contribution ensures our ability to continue to reach new populations.

The IPRC recently survived a major transition that included rapid executive leadership turnover and a move to a new location due to rising rent costs. These changes left the IPRC in a precarious position that it might not have survived if not for the perseverance of staff, board, and the community at large. In the last year, the IPRC has seen an increase in both memberships and in usage of the studio on a monthly and annual basis with no slowing in people's desire to write and make hand-drawn zines, comics, hand-bound books and chapbooks, and physically-printed posters and prints. Our Outreach Program continually fills the requests of the community to teach printmaking and writing to groups of all ages and backgrounds. The Certificate Program – a four-track, year-long creative writing program modeled after an MFA workshop – has been a huge success for the IPRC both creatively and financially. Many Certificate alumni continue to teach,

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volunteer, and contribute to the IPRC and Portland arts community. We will continue to build on these successes with more innovative and risk-taking programs.

Throughout its history, the organization has had a reputation as “scrappy” and “resilient,” both good things that have allowed the IPRC to remain adaptable and community-responsive. While retaining that adaptability, the IPRC is maturing into a more stable and sustainable organization to better serve Portland in these uncertain times when both art and community are threatened. As non-profit organizations are experiencing strain across all sectors, the IPRC is primed to communicate to our community, members, donors, foundations, and corporate partners why investing in our space and the community we support is of critical importance NOW. The service that the IPRC provides is essential: we create space and community to empower artists, creative thinkers, and otherwise marginalized voices to spread critical ideas that allow us to envision our way through the challenges we collectively face. The IPRC’s history is tied to that of Portland’s, and as the organization grew out of the singular creative culture of the city, the IPRC is prepared to contribute to the positive growth of Portland – as an inclusive, equitable, and collaborative refuge for artists, creators, and makers who are unafraid of speaking the truths that will strengthen our communities.

The individuals that the IPRC serves (who by and large, live on low incomes) are compelled to create art despite the barriers they may face to do so. The IPRC is a space where emerging talents learn their craft, mid-career artists create innovative work, and longtime creatives reignite their interests – they are passionate and talented people, who are motivated to create as a means of self-expression and community-building. We strive to create opportunities for individuals to sustain their practices through utilizing the IPRC space and resources, because we believe that this form of artmaking is invaluable and rare, and that the most innovative work comes from a communal, open space where creative risks are encouraged. Many members also call the IPRC the “cool Fedex,” which highlights that while our primary audience is artists, we are also a place for individuals who simply need access to cheap copies, computers, supplies, web services, and community spaces. We’re open to all.

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GOALS & OUTCOMES

GOALS

As the IPRC moves into the future, our **goals** are to be:

- The foremost affordable refuge and resource in the region for the making of innovative independent publications and experimental, high-quality written and visual art;
- A space that provides creatives of all ages, races/ethnicities, and backgrounds the ability to learn and share valuable production skills; and
- An example of cooperative and sustainable creative writing and art practices in a world that devalues art. The IPRC is an example of how creativity, compassion, diversity, equity, and inclusion **work**.

OUTCOMES

Our desired **outcomes** are:

- Long-term stability and sustainability for the IPRC.
- A thriving, inclusive community of artists and writers.
- Many learning opportunities for creatives of all ages and backgrounds.

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In the following pages, we will describe our tactics to accomplish these goals and desired outcomes through deepened Programs, as well as improved Studio experience, Staff/Structure, and Finances:

A- Programs

- 1 Deepen Our Certificate Program
- 2 Create BIPOC Artists & Writers-in-Residence Program
- 3 Expand Monthly Programming

B- Studio/Space

- 4 Develop a Long-term Solution for Our Space Needs
- 5 Improvements to Comfort and Beautifying the Space
- 6 Curate, Organize, and Better Utilize our Zine & Small Press Library
- 7 Equipment and Material Upgrades
- 8 Website & Digital Catalog Improvements, as an Extension of the Space

C- Staff/Structure

- 9 Strategic Hiring of New Employees
- 10 Refocus Current Positions
- 11 Develop Staff & Volunteers

D- Finances

- 12 Increase Earned Revenue, Focusing on Memberships, Programs, & Strategic Multi-Year Grants
- 13 Increase Contributed Revenue by Creatively Communicating our Mission

GOALS & OUTCOMES

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TACTICS

A- PROGRAMS

In order to ensure that the IPRC is the refuge and resource in the region that we intend to be, we will focus on three programmatic areas:

- 1 deepening our Certificate Program;
- 2 creating a residency program for Black, Indigenous, and people of color (BIPOC) writers, artists, and small groups; and
- 3 expanding our monthly workshops.

1 Deepen Our Certificate Program

As the price of higher education continues to grow, we see more learners seeking alternatives like the IPRC's Certificate Program. Starting in fall of 2018, we transformed the Image+Text track of the Certificate Program into a new track – Art Book. Our definition of the Art Book is close to the Printed Matter, Inc.'s definition¹ of, what they call, "artists' book":

publications that have been conceived as artworks in their own right. These 'projects for the page' are generally inexpensive, often produced in large or open editions, and are democratically available.

Through two semesters of classroom learning, studio practice, and offsite engagement, students will be challenged to locate the book at the intersection of form, content, and expression, that will result in the production of a print run of their own art book (created in the IPRC studio). The track will push the IPRC further in our ability to educate artists in emerging fields that blend visual and written forms.

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¹ <https://www.printedmatter.org/about/artist-book>

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In 2019, we are expanding our visiting writers' series to include a public component, in addition to workshops with Certificate Program students. We'll hire printmakers to make original broadsides for the public readings.

We will introduce an optional third semester with more learning opportunities around professional aspects of writing including:

- Grantwriting
- Publishing and small press panel
- Agents
- Publicity and websites
- Tabling and conventions
- Pedagogy
- Print on demand
- Further opportunities and graduate school

To further serve the needs of students who require affordable alternatives, we will fundraise to provide several full and partial scholarships within each of the tracks. We'll seek options for continuing education/professional development credits for enrollment in Certificate Program tracks.

Our long-term plan (to develop in 2021) is to create a fifth track – Digital Media As Publishing, that will focus both on digital design for print projects, as well as visual storytelling via online platforms. Additionally, our existing Certificate Program tracks – Comics/Graphic Novels, Poetry, Prose – will include a longer second semester and more book design and graphic arts workshops, and resources to better prepare students for the creation of their final works.

We will measure the success of this tactic through continued enrollment in the Certificate Program and positive responses from students and instructors when surveyed.

2 Create BIPOC Artists- & Writers-in-Residence Program

In order to stay true to its mission, the IPRC must do more to incorporate and support Black, Indigenous, and artists of color.

In Spring 2019, the IPRC will launch its BIPOC Artists- & Writers-in-Residence Program – to be repeated in Spring 2020 and Spring 2021 (hopefully ongoing). Each year through a juried selection process, two writers, two visual artists, and one small organization with BIPOC leadership will be invited to spend a three-month residency making work at the IPRC. This

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will be a paid residency where mid-career and promising artists have time to develop their craft; will have access to all equipment, materials, and workshops at the IPRC; and in exchange will hold a public workshop, artist talks, and/or exhibition in the space. The small organizations will be invited to use the space and equipment, workshops, hold their meetings and events at the space, and receive grantwriting support. We aim to support smaller organizations because, to borrow a phrase from the Ford Family Foundation, **healthy arts ecosystems** require organizations of all sizes to fully meet the needs of our communities. We want to support the vital work of new arts groups in Portland.

Additionally, all residents will receive a year membership to the IPRC. The aim is to provide BIPOC artists with time and resources to develop their craft, encourage the production of high-quality art in the space, encourage community through workshops and outreach activities, work towards making the IPRC an even more inclusive and responsive space, and to help make Portland a more inclusive and responsive city to artists of color.

We will measure the success of this tactic through the successful completion of 15 residencies over the next three years, and an increase in artists of color using the IPRC by 10% each year.

3 Expand Monthly Programming

We plan to expand our monthly workshops, focusing on the following areas:

- **MEMBER-SPECIFIC PROGRAMS**

A major aspect of our finance plan is to grow memberships and providing specific member-only free workshops will ensure value to our community. We hope to increase member-specific workshops to twice a month (up from once a month), and increase memberships from ~300-350/month to ~450-500/month by 2021.

- **ZINE WORKSHOPS**

Zines provide an affordable and easy format to dip more regularly into creative writing topics that our Certificate Program handles in depth. We hope to provide monthly zine workshops.

- **FREE ACTIVITIES AND COMMUNITY RESPONSIVE PROGRAMS**

The individuals we serve are majority low-income, so we will focus on creating regular free workshops (quarterly) and community nights (monthly). As a resource, the IPRC is open to the content and programs our community brings to us and will

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continue to make space for workshops they ask for or wish to create, especially to promote social justice causes.

- **PROGRAMS FOR YOUTH AND FAMILIES**

As a resource grounded in our community, we must serve creatives of all ages, which requires us to create specific workshops and events that are welcoming to families and youth, on a quarterly basis.

We will look towards greater partnerships with creative individuals, organizations, and academic institutions like PSU, PCC, PNCA, etc. to provide continuing education opportunities.

With expanded monthly programming, we plan to increase participation by 25%, to be gauged by annual review of enrollment numbers. More programs also provide many more opportunities to hire teaching artists of color, which is a priority for the IPRC.

B- STUDIO/SPACE

In order to create a thriving community of artists and writers, we will provide well-organized and welcoming studios and excellent equipment and materials for people to use. To improve our current studio experience, we will focus on five areas:

- 1 Developing a long-term solution for space needs;
- 2 Improvements to comfort and beautifying the space;
- 3 Curation, organization, and better use of our Zine & Small Press Library;
- 4 Equipment and material upgrades; and
- 5 Website & catalog improvements, as the digital extension of the space.

4 Develop a Long-term Solution for Our Space Needs

Space is a major ongoing question for the IPRC, and within the next three years, we will need to expand within our current space or find a new one. Either way, we are looking for a permanent or semi-permanent solution (at least ten years) that will give us the stability necessary to creatively expand. We will build a committee that includes staff, board, and community members to explore options.

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5 Improvements to Comfort & Beautifying the Space

Having emerged out of a major transition, the IPRC studio has operated on a spartan budget. As we seek a stabler position, we strive to create a stable, comfortable studio experience as well. We will set funds aside to make regular improvements to the space that include, but aren't limited to:

- Adding ways to showcase and exhibit the art made in the space
- Re-establishing our in-studio shop
- Hanging murals that highlight community artists
- Procuring a taller table for in the screen printing studio
- Providing more comfortable chairs and additional, varied workspaces, and
- Buying a coffee-maker and refrigerator for members to use during long hours in the studio.

6 Curate, Organize, & Better Utilize our Zine & Small Press Library

The IPRC has what is perhaps the largest zine library in the region – with approximately 10,000 titles. Seeking out librarians within our community to assist with the process, we will better organize the zine library and curate it to include additional small press titles. Our zine collection is often used as inspiration and reference in our outreach activities, and we require an organization system to make it more easily usable.

7 Equipment & Material Upgrades

Throughout our history, the IPRC has relied on donated equipment and materials to sustain our studios. While we will remain open to donations, we will also strategically purchase new equipment to enhance the studio experience. Some priorities include:

- Screens and screen storage updates
- Vandercook press
- Better-stocked inks, with a variety of colors
- Procuring a new bindfast
- Bookbinding kits
- Risograph printers
- Upgraded copiers
- Various paper types stocked in the studios, and
- Expanding the types of printmaking equipment and materials, when we can (lithography, linoleum, etc.)

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Another major equipment upgrade we will prioritize are computer updates. Many people come to the IPRC to use Adobe InDesign, Illustrator, and Photoshop that are often too expensive to purchase on their own. Our computers are quickly becoming out-of-date, so we will seek funding and in-kind donation options to improve our computer lab. We foresee that this will be an added expense of approximately \$3,000+/year.

8 Website & Digital Catalog Improvements, as an Extension of the Space

Along with physically organizing the zine library to be easier to use and to feature interesting titles, we will also select a digital catalog system for easier (and remote) navigation through our collection.

We will work to translate most of our materials, online and off, into Spanish as well. Additionally, we recently learned through our community survey (paper and online versions available between April and August 2018) that our website and processes are not clear enough for our community members with executive function difficulties. As an extension of our space, and often the first thing people see before coming in, we will update our entire site to be concise and easy to read, and at an 8th grade reading level for accessibility. We will also make changes to the design and visual organization of the site to make it easier to access. Additionally, as our space will include more of the art made in the space, our website will also include regular profiles of artists who are making in the IPRC space – at least twelve profiles each year.

C- STAFF/STRUCTURE

The community we serve are creatives living on low-incomes and so is our staff. As we wish to support and empower our community, we also wish to do the same for the people who work here. This requires that we pay a living wage and are flexible with their free and creative time, which benefits not just the IPRC but also the wider community. We (the IPRC board and leadership) will seek ways to establish a staff culture that is sustainable, collaborative, and ensures the health of both the organization and the individuals. One such way we express this commitment to equity within our structure: staff will always receive raises before executive leadership does.

In order to accomplish all of the things we've set forth in this strategic plan, we must expand our core team with strategic hiring, refocus current positions, and continue to develop both staff and volunteers.

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9 Strategic Hiring of New Employees

The IPRC has existed too long as a skeleton crew of three (two FTE, and one part-time employee). We will prioritize the hiring of:

- **A PART-TIME MEMBERSHIP COORDINATOR**
Who will be responsible for membership processes and programs, volunteer coordination, and some communications/marketing and development duties (reporting to the Executive Director).
- **A PART-TIME EVENTS ASSOCIATE**
To schedule readings, community events, strengthen our Outreach program, and secure sponsorship and in-kind donations for these activities (reporting to the Program Director).
- **A PART-TIME OPERATIONS MANAGER**
To assist with the smooth and ethical operations of the IPRC, and incorporating our values into written policies (reporting to the Executive Director).

10 Refocus Current Positions

Hiring new positions will allow our current staff to focus more fully on the following areas:

- **EXECUTIVE DIRECTOR**
Fundraising and development, collaborating with the Program Director to expand programs and develop partnerships, and working with the Membership Coordinator to better communicate the IPRC's values and story.
- **PROGRAM DIRECTOR**
Expanding and maintaining all programs and working with the Executive Director to develop partnerships.
- **STUDIO MANAGER**
Improving and sustaining the studio experience, working closely with members within the space. This will potentially expand back into a two-person role with one studio manager who focuses on screen printing and the in-studio shop and other who focuses on letterpress, risograph, and creative direction.

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11 Develop Staff & Volunteers

Approximately 45 volunteers help to run the studio and represent the IPRC to our members and visitors. The IPRC will provide more opportunities for personal and community development, with a particular focus on:

- 1 developing staff and volunteers in their own creative practices, and
- 2 training staff and volunteers in equity and inclusion principles.

To help develop the creative practices of staff and volunteers, the IPRC will:

- Be flexible with scheduling, so that staff and volunteers have time to pursue their creative practices.
- Provide workshops and activities in the studio for staff and volunteers.
- Contract volunteers for paying work, when we're able.
- Profile staff and volunteer work in the space, our website, and in social media.

The IPRC will also hire consultants to provide equity trainings that will be required for staff and board, and open to volunteers. Trainings will provide consciousness-raising opportunities and chances for everyone at the IPRC to examine their own implicit racial biases and privilege and to gain skills in conflict resolution and community building.

D- FINANCES

We seek long-term stability for the IPRC through increased memberships, strategic events, and exciting programs (funded when we can by multi-year grants), as well as increased individual, corporate, foundation, and government support to underwrite art creation, skill-sharing, and community-building.

12 Increase Earned Revenue, Focusing on Memberships, Programs, & Strategic Multi-Year Grants

In many ways the IPRC is in a good position with diverse revenue streams. Monthly income includes memberships, printer and material fees, and workshop registrations, as well as revenue from the Certificate Program, small outreach fees, and youth camp registrations. We recently increased our membership rates (from \$6 to two membership tiers: a \$10 Basic

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Membership and a \$25 Studio Membership) and our Certificate Program fee per semester (from \$750 to \$850), after twenty years of no increases. So far these changes have been smooth, and we don't anticipate making further increases to member costs.

Our strategy for earned revenue is a steady increase in our program offerings and membership numbers. This will allow us to keep prices low, but to serve more people (25% increase in program participation, and ~450-500 members/month).

Additionally, with the help of the Membership Coordinator and Events Associate, we will improve the ways we market and communicate our programs and initiatives. Adding team members will create additional costs, but we hope that the expanded capacity will pay off in increasing our ability to serve a larger number of community members, increasing earned revenue.

Last but not least, we believe slow, steady growth is key, but that creative risk-taking is also required to inject excitement and value into our community. We will partner with foundations and government funders on projects that help us to better serve our mission (like the BIPOC residencies, visiting writers' series, and youth programs).

13 Increase Contributed Revenue by Creatively Communicating our Mission

The IPRC will appeal to individual donors and corporate sponsors by better communicating our model: that we earn income from community members accessing our services, but that we need contributions to underwrite our programs in order to keep prices affordable (central to our mission). We will – through artist profiles, events, in-person appeals, and marketing materials – share the impact that access to tools and resources for greater creativity have on the Portland community.

We will appeal to foundations, government, corporate, and individual donors to assist in funding scholarships and free events that will allow a greater number of people (and especially marginalized communities) to afford and access the IPRC.

We will also showcase the work and impact of the IPRC through an annual event, the Pantone Pageant, which will be a springtime explosion of color-based poetry, visual art, and performances, inspired in part by the art book *Pantone* by Shayla Lawson, *Bluets* by Maggie Nelson, and the colorful work

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of IPRC community members Fruit Salad Club (Jillian Barthold and Libby Landauer). We will announce the IPRC's two colors of the year and encourage guests to dress to match them. Reminiscent of the IPRC's now-retired Text Ball gala, the Pantone Pageant will be the major fundraising event for our organization at which we hope to raise \$10,000-15,000, primarily through ticket sales, a silent auction, and bar sales. Seeking sponsorships for this gala will be a major effort for leadership and the board.

With our efforts to increase both earned and contributed revenue, we are working towards a 15% raise in income each year, and then stabilizing thereafter.

Because the IPRC is a resource that wishes to build community and make Portland the equitable best it can be, we fiscally sponsor smaller organizations, including Portland Zine Symposium and the Letterpress Printers' Fair. With our BIPOC Residencies, we will further support additional organizations with grantwriting assistance. We have a stretch goal of eventually being able to gift surplus funds to smaller organizations selected by our members, if we are able to raise funds above our goal during events.

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CONCLUSION

What we've outlined here would be the largest expansion that the IPRC has experienced to date, but would increase our impact on Portland and the positive growth that we see is possible not just for our organization, but for the city. The IPRC is linked to Portland, uniquely springing from the culture of this place. Every move we've made has been motivated by the changing needs of the writers and artists of this community. The IPRC is prepared to aid in making Portland and the Pacific Northwest region an inclusive creative refuge.

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You can find more information about the IPRC online at **IPRC.ORG**.

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