



RISING SUN
CENTER FOR OPPORTUNITY

2021-2023 STRATEGIC PLAN

APPROVED 9/30/2020
Abridged

Organizational Principles

Vision + Mission

Vision

A just and sustainable future for all people and our planet.

Mission

Building career pathways for economic equity and climate resilience.

Values

Equity	We believe that all individuals and communities should have the respect, opportunities, and material resources necessary to thrive; we strive to produce and sustain racial and gender equity in our programs, policies, and organizational culture
Resilience	We focus on and start with the inherent value and strengths of individuals, communities, and our environment
Transparency	We communicate openly and authentically, actively seek and incorporate feedback, and build in accountability
Diversity & Inclusion	We know that diverse, equitable, and inclusive workplaces are inherently stronger, and that our team and leadership must be both talented and representative of the communities we serve; our commitment to inclusion extends to all aspects of our programs
Learning	We are a learning organization: we seek to continuously improve, demonstrate agility, and are flexible to meet shifting needs while staying true to our mission
Appreciation	We foster a culture of gratitude and acknowledgement; we celebrate our personal and professional successes together and work actively to build each other up

Key Differentiators

Triple Focus	We focus where workforce, climate, and equity converge, with an emphasis on people and communities
Our Communities	We specialize in working alongside youth, women, people of color, people with low or no incomes, and individuals in re-entry
Whole-Person Approach	We collaborate with each person as they set their own goals and choose their own path; we provide integrated services based on individual strengths and needs
Participatory Design	The individuals, communities, partners, and employers we work with participate in designing and improving our programs
High-Road Pathways	We prioritize and advocate for high-road careers and pathways that offer family-sustaining wages and benefits and that support a climate-resilient economy

Top Strategies and Results

Who We Are

Focus Area	Objective	Key Results
Diversity, Equity, & Inclusion	Promote a diverse, equitable, inclusive, and antiracist work environment through our policies, processes, and program design, with metrics for accountability	<ul style="list-style-type: none">● Ongoing, comprehensive DEI and antiracism program/practice implemented● At least 2 Black, Indigenous, and/or persons of color are members of the staff leadership team by the end of 2021● 100% of employees would recommend Rising Sun for its diverse and inclusive culture
Staff Experience	Provide a work environment and experience that people want to be part of and grow with	<ul style="list-style-type: none">● Median employee tenure increased from 3 years to 4 years● 90% of staff would recommend Rising Sun as a place to work● Inclusion, diversity, and representation at all levels of the organization, including leadership, achieved and maintained
Board	Cultivate an effective, committed, and engaged Board of Directors that reflects and upholds our values, employs best practices in nonprofit governance, and maximizes Rising Sun's impact	<ul style="list-style-type: none">● Board of at least 9 actively engaged members built and maintained● Governance Committee and DEI Committee established● 100% of Board members contribute financially to Rising Sun (every Board member gives what they can)

What We Do

Focus Area	Objectives	Key Results
Youth Programs	Reimagine our social enterprise model to better prepare youth for the world of work while increasing community climate resilience in the Bay Area and San Joaquin County.	<ul style="list-style-type: none">● 70% of participants meet the definition of opportunity youth by 2023● New Green House Call service that helps customers take the first step on their electrification journey launched by 2023● New offerings that reconnect youth to work and/or school developed by 2023
Adult Programs	Continue to grow and improve the training and supportive services offered for adult participants and alumni, with an increased focus on women and individuals impacted by the justice system, opportunities with high-road employers, and supporting long-term economic resilience	<ul style="list-style-type: none">● 75% of program participants identify as women by 2023● 50% of program enrollees have been impacted by the justice system by 2023● 80% of employed graduates/alumni have a checking and savings account by 2023

How We Do It

Focus Area	Objectives	Key Results
Development & Finance	Improve Rising Sun's financial sustainability and flexibility by further diversifying our funding portfolio, practicing community-centric fundraising principles, and following best practices in financial management	<ul style="list-style-type: none">• No single source of funding makes up more than 25% of Rising Sun's annual budget• Percentage of Rising Sun's funding portfolio represented by individual donors increased from 1% to 10% by 2023• Reserve fund maintained equating to 6x our average monthly essential cash expenditures
Communications	Share Rising Sun's story and impact in a manner that inspires and lifts up others, and that elevates our profile, encourages interest in our programs, advances our policy agenda, and supports our financial goals	<ul style="list-style-type: none">• Staff invited to present at least 10 times per year at events, panel discussions, and conferences• Followers on social media increased by at least 5-10% annually, as measured via Hootsuite and/or the individual platforms• At least 1-3 positive, Rising Sun-focused pieces published per year, plus additional media mentions
Policy	Advance both Rising Sun's on-the-ground work with individuals and our mission at the intersection of economic equity and climate resilience at the state and systems-level through policy and advocacy work.	<ul style="list-style-type: none">• Dedicated resources for policy secured by 2023, including a Director of Policy and \$200K in annual funding• State climate investments prioritize accessible, quality jobs and fund high-road workforce development

Focus Areas

**Who We Are:
DEI,
Staff Experience, &
Board**

Focus Area: **Diversity, Equity, & Inclusion (DEI)**

Objective

Promote a diverse, equitable, inclusive, and antiracist work environment through our policies, processes, and program design, with metrics for accountability

Strategies

- Develop an ongoing DEI and antiracism practice and operationalize equity in Rising Sun's policies and processes
- Leverage data to track and improve DEI
- Cultivate an inclusive and representative organizational culture for and among staff, participants, alumni, community members, and our Board

Focus Area: **Staff Experience**

Objective

Provide a work environment and experience that people want to be part of and grow with.

Strategies

- Increase Human Resources capacity in areas such as compliance, employment law, training and development, recruiting/hiring/onboarding, benefits analysis, disciplinary action, and policy development
- Support employee satisfaction and retention by implementing policies based on industry best practices and staff feedback
- Provide opportunities for staff to provide feedback and to grow professionally
- Operationalize an equitable staff recruitment process to attract and hire new and diverse talent
- Build an annual succession planning practice as both a risk management and a diversity, equity, and inclusion strategy

Focus Area: **Board of Directors**

Objective

Cultivate an effective, committed, and engaged Board of Directors that reflects and upholds our values, employs best practices in nonprofit governance, and maximizes Rising Sun's impact

Strategies

- Increase capacity of Rising Sun's Board of Directors
- Enhance Board governance
- Mobilize ambassadors, champions, and fundraisers for Rising Sun
- Cultivate an engaged Advisory Board

What We Do: Youth & Adult Programs

Focus Area: Youth Programs

Objective

Reimagine our social enterprise model to better prepare youth for the world of work while increasing community climate resilience in the Bay Area and San Joaquin County.

Strategies

- Continue to prioritize youth jobseekers from low-income households while increasing our capacity to work with opportunity youth
- Work with community partners in Stockton and San Joaquin County to develop and implement programs and services that specifically address local needs
- Adapt our social enterprise model to offer expanded residential services that support community climate resilience throughout our service territory
- Increase youth development, workforce development, and supportive services offered to youth participants as part of the Climate Careers program

Focus Area: Adult Programs

Objective

Continue to grow and improve the training and supportive services offered for adult participants and alumni, with an increased focus on women and individuals impacted by the justice system, opportunities with high-road employers, and supporting long-term economic resilience

Strategies

- Deepen focus on women and individuals impacted by the justice system to increase the number of women in the trades and serve populations overcoming high barriers to employment
- Improve financial and asset-building curriculum and services to support long-term success
- Connect participants with quality, high-road opportunities in apprenticeship and in careers that support climate resilience
- Identify gaps in our current suite of supportive services and work to fill them

**How We Do It:
Development &
Finance,
Communications, &
Policy**

Focus Area: **Development & Finance**

Objective

Improve Rising Sun's financial sustainability and flexibility by further diversifying our funding portfolio, practicing community-centric fundraising principles, and following best practices in financial management

Strategies

- Diversify our funding and support our mission through new and existing strategic partnerships with government agencies, mission-aligned corporations, and philanthropic organizations
- Develop and implement an Individual Giving Program aligned with Community-Centric Fundraising principles
- Enhance Rising Sun's funding and development capability
- Implement industry best practices to optimize our finances, mitigate risk, ensure sustainability, and increase impact

Focus Area: **Communications**

Objective

Share Rising Sun's story and impact in a manner that inspires and lifts up others, and that elevates our profile, encourages interest in our programs, advances our policy agenda, and supports our financial goals

Strategies

- Position Rising Sun programs as a model for equitable, high-road workforce development, with staff expertise in economic equity and climate resilience
- Manage social and earned media presence to increase engagement
- Improve storytelling to better communicate our impact
- Utilize Oakland HQ as a highly visible community resource that communicates our mission and values

Focus Area: **Policy**

Objective

Advance both Rising Sun's on-the-ground work with individuals and our mission at the intersection of economic equity and climate resilience at the state and systems-level through policy and advocacy work.

Strategies

- Grow Rising Sun's policy capacity and capability
- Proactively provide an on-the-ground workforce development perspective on issues at the intersection of our mission
- Establish Rising Sun as a high-road workforce development expert for policy and decision-makers



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www.risingsunopp.org