ResourceWest
connecting people, creating hope

RESOURCEWEST FISCAL YEAR 2025 – FISCAL YEAR 2027 STRATEGIC PLAN

OVERVIEW

This plan was collaboratively developed by the ResourceWest board of directors and staff and is the strategic roadmap for the organization for fiscal year 2025 – fiscal year 2027 (July 2024 – June 2027). It builds on our progress and includes overarching strategic objectives for this three-year period. Annual strategic implementation plans with metrics and associated budgets for the organization will be developed to reflect our annual priorities in pursuit of these objectives with metrics in all strategic areas to measure progress.

ABOUT RESOURCEWEST

At the heart of everything we do, ResourceWest supports people as they become more connected, more resourceful, and more hopeful about their future. From crisis, to action, to hope, the services of ResourceWest stabilize individuals and families and ultimately build healthier communities one neighbor at a time.

OUR MISSION: ResourceWest supports individuals and families in the West Metro through collaborative programs and connections to resources as they move toward greater stability.

OUR VISION: A vibrant community where everyone has the resources they need to thrive.

OUR VALUES: ResourceWest's core values are formed by our commitment to high ethical standards that drive our priorities, commitments, and organizational decisions.

- **We strengthen our community** by remaining agile and innovative in the delivery of services that meet evolving needs.
- **We foster empathy and respect** through nuanced conversations, in seeking diverse viewpoints, and by giving a voice to all community members.
- **We cultivate diverse relationships** to build solidarity and inclusivity through collaboration.
- **We build creative collaborations** based on equitable access to resources.

OUR STRATEGIC PRIORITIES

The strategic initiatives identified through the strategic planning process are organized around three key priorities that will guide daily operations and programming.

PRIORITY #1: Aligning Program Operations for Increased Community Impact

Objectives:

- Center community voices in the delivery of programs to understand the evolving needs in our community.
    - **Action #1:** Conduct 30 open-ended interviews with a variety of community partners to understand their concerns and hear their stories as they relate to evolving community needs. The interviews will include community members, participants, donors, volunteers, and organizational partners. The Executive Director will be responsible for completing the interviews before June 1, 2025.
    - **Action #2:** Analyze and organize the data received to draw conclusions and identify common themes. The Executive Director will analyze the information received through the interviews and create a report to summarize the information before June 30, 2025.

- Enhance our programming to both respond to existing and meet emerging community needs for short and long-term impact.
    - **Action #1:** All staff will meet as a team to discuss the findings of the partner interviews conducted to consider how they might be applied to ResourceWest programs. The meeting(s) objective will be to determine what enhancements to ResourceWest programs could be implemented to better meet the identified community needs. The meeting(s) will be concluded prior to October 31, 2025.
    - **Action #2:** Create program work plans for implementing the selected program improvements. Include resources needed and funding considerations. Work plans will be completed by the staff person responsible for the program, in collaboration with the Executive Director. They will be completed before November 30, 2025.
    - **Action #3:** The Internal Committee of the board will review the work plans to offer feedback, ask questions, and suggest revisions with a focus on resources needed and capacity to implement changes. This will take place before December 31, 2025.

- Contribute to organizational growth by prioritizing program evaluation.

    - **Action #1:** Implement the use of evaluation tools for each program and service ResourceWest offers. A program evaluation plan will be used to document the tools utilized. This will be completed by the Executive Director before October 1, 2024.

    - **Action #2:** Utilize effective evaluation that leads to increased impact by providing the data, analysis, and strategies needed to improve and expand the programs we offer. Apply what is learned to create program work plans that incorporate strategies to increase our programs' reach through an informed and measured approach. This will be ongoing throughout the fiscal year 2025 and the first half of the fiscal year 2026. It will be the responsibility of all staff for the programs they coordinate, as well as the Executive Director.

    - **Action #3:** Apply the analysis of the concrete data received through the program evaluation process to our marketing and communications strategies to encourage increased and sustained external support. Ongoing throughout each fiscal year. This will be the responsibility of the Development and Communications Coordinator, in collaboration with the Executive Director.

- Cultivate diversity and equity by applying an equity lens to all aspects of the organization to guide decisions and improve outcomes. Consider involvement, process, values, assumptions, and outcomes from a perspective that highlights how practices hold potential to shift power toward inclusion and equity.

    - **Action #1:** Focus on equity and inclusion in all organizational decisions. Implement the practice of applying a set of equity lens questions into decision making that will focus on equity in policy, processes, and outcomes. The Executive Director, with the support of the Internal Committe, will identify the equity questions that will be utilized before November 1, 2025.

    - **Action #2:** Take active steps to enhance the diversity of the Board of Directors and volunteers. This will be an ongoing effort throughout each fiscal year. The Executive Director, Executive Committee, Internal Committee, and the Board of Directors will participate in the efforts.

    - **Action #3:** Continue to enhance the intercultural awareness of the staff, board, volunteers, and donors through education and training. Formal opportunities for education and training will be offered quarterly throughout each fiscal year. Ongoing efforts to increase awareness and understanding will be woven into ResourceWest communications. The Executive Director and Development and Communications Coordinator will be responsible.

PRIORITY #2: Prioritize Organizational Health Through Expanded Fund Development, Staff Support, and Board of Directors Training

Objectives:

- Diversify funding and grow revenue to promote sustainability and maximize program impact.
    - **Action #1:** Prioritize an increase in the number of awarded grants, corporate partnerships, and individuals classified as major donors in our fundraising strategy to diversity funding. At the end of fiscal year 2026, an average of 15% growth in the number of funders across all categories. This work will be led by the Executive Director, Development and Communications Coordinator, and the External Committee.
    - **Action #2:** Develop a major gifts cultivation strategy by identifying potential major donors who have the capacity and interest to make significant contributions to our organization. Develop personalized cultivation strategies to engage and build relationships with these individuals. This will be the ongoing work of the Executive Director and the External Committee throughout the fiscal year of 2026.
- Develop and implement innovative strategies for fund development.
    - **Action #1:** By the conclusion of fiscal year 2026, total revenue is expected to increase by 15% through the implementation of an innovative and robust fundraising plan. The Executive Director and the Development and Communications Coordinator will take the lead, with the support of the External Committee. The plan will be created by July 1, 2025, and implemented in the fiscal year 2026.
    - **Action #2:** Strategic and measured growth will focus on cultivating strong donor relationships, sharing qualitative and quantitative metrics that highlight tangible impact, and donor engagement and retention efforts. Utilize donor engagement and retention metrics available through the Bloomerang donation software for tracking and measuring. Utilize data to inform decisions for more accurate segmentation in our outreach, communications, and reporting. This will be the responsibility of the Executive Director and the Communications and Development Coordinator. It will be ongoing throughout each fiscal year.

- Support the continued growth and development of board members.

    - **Action #1:** Implement a training and development plan for the board, which includes a variety of educational resources and training opportunities. The Executive Director and the Board President will collaborate annually to create a plan for each fiscal year. The plan will be finalized within the first quarter of each new fiscal year.

    - **Action #2:** Develop the non-profit leadership skills and understanding of the Board of Directors through formal opportunities for education and training that will be shared quarterly throughout each of the fiscal years. The Executive Director and the Executive Commiwill lead these efforts.

- Invest in ResourceWest staff through a commitment to professional development and learning opportunities of interest within the organization.

    - **Action #1:** Plan formal opportunities for education and training to be offered quarterly throughout each fiscal year. This training will engage the staff team in learning and will focus on areas of interest identified by the group. The Executive Director takes responsibility for coordinating.

    - **Action #2:** Implement a training and development plan for each staff person which includes a variety of educational resources and training opportunities. The Executive Director, in collaboration with staff, will finalize a plan annually within the first quarter of the fiscal year.

PRIORITY #3: Nurturing Community Prosperity Through Engagement and Collaboration

Objectives:

- Promoting an environment for community prosperity which maximizes resource access for all community members.

- Addressing the cycle of poverty as a collective effort through re-imagined partnerships and new collaborative efforts.

    - **Action #1:** Strengthen and formalize relationships with organizations that have similar missions to leverage resources for the community's benefit. Develop 1 new partnership that brings expertise in areas of potential growth and development. Further develop 1 existing partnership to support shared priorities for the community. This work will be ongoing through the fiscal year of 2025 and will be led by the Executive Director.

- Build a broader awareness of the mission of ResourceWest to encourage community involvement as a vehicle for change.

    - **Action #1:** Increase the level of awareness of ResourceWest from the current baseline. A baseline will be established by using social media engagement, community surveys, and competitive positioning metrics. The Development and Communications Coordinator will develop a comprehensive and innovative communications and marketing plan to support the growth. The baseline will be reestablished annually, and data tracking will be ongoing.

    - **Action #2:** Develop and implement a robust and creative community engagement plan that supports an increase in engagement activities in the fiscal year 2026 by 15%. Drive engagement by increasing volunteer opportunities, outreach efforts, and promoting participation in community engagement events. This will be the responsibility of the Program and Community Engagement Coordinator.

- Expand collaborative efforts within the school districts served to develop innovative opportunities to offer our services with increased accessibility, visibility, and impact.

    - **Action #1:** Create opportunities for the Case Managers and the Program and Community Engagement Coordinator to participate in school district events, discussions, and meetings. Each staff person noted will participate in at least 4 activities or events with our school district partners annually.

    - **Action #2:** Develop new and strengthen existing relationships with leadership staff in the Hopkins School District and Minnetonka School District. This will be an ongoing effort, led by the Executive Director.