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**Strategic Plan
Summary
2023 - 2027**

Letter from the Executive Director and Board President

On behalf of the Immigrant & Refugee Community Organization's Staff and Board, we are pleased to present our Strategic Plan for 2023-2027. This is the culmination of almost a year's work of bringing together IRCO leadership, Staff, the Board, and our cultural center Advisory Councils, with support from our consultant, Catalysis LLC, to define the organization's direction over the next five years.

While our agency has experienced challenges due to the pandemic, political climate, and humanitarian crises abroad, we are truly excited for what is to come. Over the next five years, our Strategic Plan will help guide our organization and sustain our current work, improve upon it, and allow us to grow and work together towards common goals.

Together we have identified key actions within the identified goal areas of our Strategic Plan: Community & Programs, Staff & Culture, Advocacy & Thought Leadership, and Infrastructure. These goal areas will help to further advance the vision, mission, and values of IRCO which we are very excited to announce have also been revised and updated. Because the needs of our refugee and immigrant communities have evolved and we serve a broader community that encompasses many cultures and generations, we knew it was the right time to update our mission and vision to better reflect who we are as an organization.

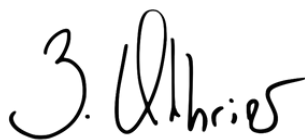
We could not have accomplished this work without the dedication and expertise of our Staff, Board, and Advisory Councils. Throughout this planning process, staff voices were heard through agency-wide surveys, work groups, and listening sessions. Our Board and Advisory Councils were also actively engaged, both in the planning process and Community Needs Assessment (CNA), to help us center the voices of our communities. Our plan also incorporates crucial findings from our CNA and the goals of our Equity Plan.

We are truly thankful for each person who had a hand in crafting this Strategic Plan. As we begin to carry out our goals and live out our new mission to welcome, serve, and empower refugees, immigrants, and people across cultures and generations to reach their full potential, we wholeheartedly believe that the next five years and beyond will provide countless opportunities to learn and flourish together.

With gratitude,



Lee Po Cha
Executive Director



Zaur Akhriev
Board President



Lee Po Cha
Executive Director



Zaur Akhriev
Board President

Our Process

This time around, we wanted strategic planning to feel different. We knew it was important to authentically integrate all voices in the planning. We also designed a collaborative process that would strengthen us as an organization. For us, the process was just as valuable as the final plan.

Guiding Principles:

- Prioritize deep review, consideration, and integration of the input from community, staff, and leadership.
- Actively and meaningfully engage all participants at the board and staff leadership retreat to develop our high-level strategic direction.
- Center our Equity Plan—make sure the Strategic Plan helps us realize our Equity Plan commitments.
- Involve staff and key stakeholders in an inclusive process to iteratively develop the major goals, key strategies, and planned actions.
- Implement ongoing strategies for feedback and adjustment throughout the process.



Our Foundations

Our plan is supported by the same roots that that make our organization strong. These include the communities that we serve, the staff and board who carry out our work, and the numerous advisors and partners who help guide us.

We engaged our staff and community to create a collective understanding of IRCO's foundations and learn how to best serve our community over the next three years.

We examined the following sources for feedback and input (See Appendices I-V):

- **Community Needs Assessment**
- **Leadership and Staff Engagement** (survey, leadership retreat, Eastern Oregon staff retreat)
- **Organization-Wide Strengths, Weaknesses, Opportunities, and Threats Analysis (SWOT)**
- **Alignment with Equity Plan**
- **Strategic Plan Roadshows**



Our Vision and Mission

While we are deeply rooted in our work for refugees and immigrants, we serve a broad community that spans cultures and generations. Our new vision and mission reflect the future we want to create and the work we are doing to get there.

Our Vision

A future where refugees and immigrants belong, our staff are nurtured, and all communities thrive.

Our Mission

To welcome, serve, and empower refugees, immigrants, and people across cultures and generations to reach their full potential.

Our Values

Our updated organizational values reflect our commitment to cultivating belonging, caring for our staff, and empowering our communities through our leadership. As with the other elements of this plan, developing these new values was a staff-led process that that invited input from people across our organization.

At IRCO, we value:

A culture of belonging.

- Together we build spaces and places that are welcoming, accessible, where we can all belong.
- We are culturally and linguistically competent.
- We build bridges and connect community.

Offering care and empowerment.

- We support and nurture our staff and community.
- We empower and inform through development and growth opportunities.
- We are compassionate and trauma-informed with community and staff.

Serving with integrity.

- We own our responsibility to support our community and our teams.
- We are accountable and transparent to those we serve.
- We actively build trust in our community.

Holding a global perspective.

- We adopt a global perspective in all we do.
- We acknowledge differences and offer mutual respect.
- We are global citizens and stewards.

Adapting and innovating.

- We are collaborative and innovative.
- We focus on continuous improvement.
- We tackle emerging challenges and adapt with a learning and growth mindset.

Centering community.

- We are responsive to community needs.
- We are steady and persistent in our approach.
- We advocate for our communities' access to systems and services.

Our 2023-2027 Strategic Plan Goals

Asking ourselves and our community what *must* we do to fulfill our mission and advance our vision revealed four major priorities that form the foundation of our work over the next five years.

Community & Programs

Deliver High-Quality, Data-Informed, Culturally Specific and Responsive Services

We will increase capacity, invest in tools to coordinate across programs, develop program quality standards, and build data collection and evaluation systems to deliver quality programs and services that meet community needs, regardless of one's entry point into IRCO's services.

Staff & Culture

Cultivate a Nurturing and Supportive Organizational Culture

We will foster a culture in which IRCO's mission, vision, and values are shared, actively reflected, and consistently practiced in all spaces. We will prioritize staff well-being, physical and emotional safety, voice, and feedback. This intentional culture will be supported by strategies that are developed in a respectful, intersectionally-responsive, trauma-informed, and anti-racist manner.

Advocacy & Thought Leadership

Champion Community-Driven and Equity-Centered Public Policy

We will proactively identify and advocate for equitable public policies that drive external resources to address the needs of immigrants and refugees by building IRCO and community capacity, strengthening internal coordination, and centering community voices in public policy visioning, planning, and implementation.

Infrastructure

Proactively Strengthen Infrastructure and Systems

We will bolster our capacity to comprehensively meet our needs by strengthening the administrative teams that support our programs, strategically improving our physical spaces and virtual systems (policies, procedures, and tools), and prioritizing equity, access, transparency, and consistency.

Strategic Plan Implementation

We know that the strength of this plan lies in its implementation, and we commit to assessing, measuring, and adapting our path as needed.

Our Commitment

Continue to seek and incorporate input from our community and staff so that we may respond to opportunities, address concerns, and remove obstacles to our success.

Leverage Program Strategy & Quality Manager as a point person to track overall plan progress.

Provide IRCO Board with regular plan updates to identify accomplishments and to explore challenges we might be facing.

Ensure strategies and actions continue to support and advance IRCO's Equity Plan.

Annually review and update the plan to ensure we are on track for achieving our vision and mission.

Continue to develop and refine a set of organizational values that can help guide "how" we put our plan into action.

Support our Goal Sponsors as needed to champion each goal area.

Credits

This plan was developed with the input of staff, board members, Cultural Center Advisory Councils, and numerous external stakeholders. Our gratitude to all who contributed their thoughts and shared their experiences.

For more information, please visit IRCO.org

Executive Director

Lee Po Cha

Strategic Plan Work Group

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IRCO Advisory Councils

Africa House Advisory Council
Greater Middle East Center Advisory Council
Pacific Islander & Asian Family Center Advisory Council
Slavic and Eastern European Center Advisory Council

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