



Strategic Plan 2020–2023

We are excited to share our new strategic plan with you after a year of planning by our board of directors and staff leadership team. Strategic plans help organizations like KOM clarify our purpose, assess how well we are achieving our mission, and prepare for changes and opportunities in the future. For KOM, this strategic plan is timely as we see a lot of changes affecting our community. KOM was founded to help newly arrived refugees from Burma adjust to life in the United States. While we still serve a large number of new arrivals, refugee resettlement is declining. At the same time, we see a growing number of refugees in Minnesota who are ready to take their next step—continuing their education, finding a career they love, improving their health, becoming engaged citizens, and taking on leadership roles. Our strategic plan will help us come alongside refugees and immigrants in all of these stages so they can build healthy, happy, and successful lives.

As a first step in creating our strategic plan, we hired DeYoung Consulting Services to evaluate KOM's current programs, meet with over 40 community members and partners, and research other nonprofit organizations to see how they have adapted to changes. Next, a team of board members, KOM's co-executive directors, and program managers looked at the information gathered by our consultants to find key strengths and opportunities.

Four common themes emerged that became the four strategic goals of our new plan:

1. **Promote Leadership and Diversity among KOM Staff and Board Members** with a focus on how diversity, equity, and inclusion continue to shape the work we do. We want to ensure that each board and staff member has the training and tools they need to be successful in their roles.
2. **Enhance the Quality of Our Services.** We are working to develop greater tools for evaluating the impact of our programs in order to grow successful programs and adjust our service models to better meet the needs of the community. We will also build more partnerships with other organizations for services we are not able to provide so clients can receive the best possible services.
3. **Position the Organization for Growth and Change.** This includes ensuring that we have reliable, sustainable sources of funding as well as the tools, systems, and technology required to accommodate further growth.
4. **Increase the Community's Understanding of and Participation in KOM's Mission, Activities, and Goals.** This includes raising the visibility of KOM among diverse groups of people as well as lifting up the voices of the community—particularly refugee youth from Burma—to lead the future direction of the organization and the community.

We invite you to give us feedback about our strategic plan and to tell us how we're doing in meeting our goals. Please visit www.mnkaren.org/news/strategic-plan-2020-2023 to use our feedback form or call (651)788-7593 to be connected to one of our leadership staff.

We would like to thank DeYoung Consulting Services for guiding us through this process and the many community members who provided input. We look forward to sharing our progress and our learning with you over the next three years.