

2025-2027

STRATEGIC PLAN



Idaho Organization
of Resource Councils





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Dear IORC members and supporters,

I am excited to be sharing IORC's new strategic plan with you. Our updated mission statement and ten-year vision provide a clear, energizing and powerful goal for the future, and we have identified four strategic pathways that will guide our work for the next three years.

IORC is entering an exciting period of renewal and transformation. While the Covid-19 pandemic and recent transitions created temporary setbacks, we're now positioned to rebuild and strengthen our impact. This moment presents a unique opportunity to reimagine our approach, welcome new members, expand our dedicated team, and reinvigorate our vital work on the issues that matter most to IORC. With our strong foundation and committed community, we're ready to begin this next dynamic chapter.

Our dedicated Board of Directors and staff remain unified in their commitment to rebuilding IORC's strength and influence. The past six months have marked a turning point – we've achieved financial stability and begun identifying strategic priorities for our key resources, including staff capacity, member engagement, and funding. Now is the critical moment to develop a comprehensive strategic plan that will:

1. Establish our long-term vision
2. Define clear, measurable objectives
3. Outline core strategies for success
4. Create a detailed organizing blueprint for implementation.

This work will provide the roadmap needed to maximize our impact and rebuild our collective power in the years ahead.

This plan was written on the heels of an election year, and the tail end of a global pandemic. These external factors have had an impact on how





we organize in Idaho. They have highlighted what we've already known: when power is placed in the hands of politicians who don't prioritize the health and safety of humans, and given to corporations that prioritize wealth, our families and communities suffer. During this time, IORC has built a support system for those populations that serve on the frontlines, and is a recognized leader locally and nationally as an organizing space and voice for farm worker justice. The organization is well-positioned for a transformative next phase.

In the next decade, IORC will focus on building a permanent, multi-issue, member-led organization that is more diverse, inclusive and powerful. IORC will bring people together to analyze and develop solutions to the complex problems our families and communities face, build local leadership, expand their knowledge and understanding of their own and other cultures, as well as challenge people to act on their values and achieve long-term social change. IORC will also hold government officials accountable for their decisions and actions, a necessary ingredient in making our democracy work for all that live in Idaho.

Our thanks to everyone who shared their vision, passion and time as we worked to craft this plan. Thanks especially to the board members and staff who served on the strategic planning committee — Elaine Kazakoff, Rick Godina, Carrie Seymour, Christina Stucker Gassi, Irene Ruiz, Jacky Vazquez and Samantha Guerrero; our facilitators at the Western Organization of Resource Councils — Sydney Ausen, Elizabeth Bean and Sara Kendall; and all of our members who completed our survey.

To all of our members and supporters, we look forward to working with you as we advance our new strategic vision and plan to build a resilient organization, and build a strong membership base that is focused on building power and winning on issues!

Marielena Vega
IORC Strategic Planning Chair



IORC's Mission & 10-Year Vision



Mission

The mission of the Idaho Organization of Resource Councils is to bring people together to build grassroots power through community organizing, leadership development and civic engagement, and take action to promote and protect health, safety, dignity and justice for frontline communities, including farm workers, and directly impacted communities.

10-Year Vision

IORC is building a base of 1,000 members and 10,000 supporters with partners across Idaho, centering people of color and directly impacted communities. We are building collective power through grassroots organizing to win policy change that will improve lives for all Idaho communities.

Strategic Pathways for 2025-2027

To advance toward our 10-year vision, IORC's board and staff leadership will focus on the following strategic pathways for the next three years. In 2027, we will evaluate our progress and develop our strategic path for the next three year increment.

1. Membership Growth
2. Lead on Policy and Systemic Change
3. Strengthen IORC's Organizational Foundation
4. Tell the Story of IORC



Strategic Path #1: Membership Growth

As a member-led organization, IORC's members, leaders and volunteers are at our core. Grassroots organizing is about building power and winning on issues while changing the narrative of our current experiences. Members are the source of our collective power. They are the guiding force of our organization, making decisions about the organization, the issues we take on, and where we organize.

Like many organizations, the COVID pandemic took a toll on growing membership. We feel that we have moved past these setbacks, and are ready to focus on the lifeblood of the organization, the members and growing our members to 1,000 strong by 2034.

We know that members are more than just numbers. We also know that paid membership demonstrates commitment to and ownership of the organization. It is a measure of the strength of relationships with the people we work most closely with, and them being deeply invested in the



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value of our collective work. When we ask for and gain membership, we are able evaluate our power, and understand and communicate with our membership, and do the work that they envision for the organization.

We will be bold and intentional in the next three years. We will continue to meet communities where they are at, including by providing farm workers through direct service, but will also ask supporters and community members to step into civic leadership as members of IORC. This strategic path includes:

- IORC will have at least 150 members, two active chapters and two organizers on staff by December 31, 2027.
- The board and staff will build membership and chapter organizing plans designed to reach these goals, meet the current moment, and prioritize building membership that reflects the people we organize and communities we serve.
- The board will define what membership means with support from staff and WORC, including levels of membership and dues that are inclusive and accessible to all.
- Staff will develop outreach, engagement and communication tools for members and prospective members.
- IORC will intentionally create a culture of belonging, action and celebration, so that members see IORC as a joyous political home where people organize and improve their communities. This includes translating materials into Spanish and providing interpretation at meetings when needed, as well as scholarships and child care.
- The board and staff will intentionally create a culture of engaging members and member-driven work, in which members have and exercise decision making power.



Strategic Path #2: Lead on Policy and Systemic Change

IORC and the Idaho Immigrant Resource Alliance that we formed have invested deeply in building a direct service support system for farm workers. We will continue this essential work to help meet the daily needs of these community members, while also developing campaigns to change policy and work toward systemic change. These campaigns must be connected to ongoing base building and leadership development to be effective and continuously build power.

IORC is committed to centering members who are directly impacted by the issues we work on to be the identifiers of problems and creators of solutions, as well as the voice of the organization. We have seen the strength and depth that comes from locally driven solutions, and the conviction and influence that comes from impacted voices. This approach begins with bringing members together to surface problems, and relies on active member leadership, skilled organizers and strong training and support systems.





This strategic path includes:

- IORC will move the Farm Worker Justice Campaign from a chapter issue campaign to a statewide campaign to advance policies that protect farmworkers, including breaks, heat exhaustion, smoke and pesticide exposure, etc.:
- Organizing and building leadership (build leaders that are impacted to lobby for policy change and educate, tell stories)
- Leveraging stories to build a broad base of supporters, including storytelling projects to Educate farm workers on protecting themselves from heat exhaustion, smoke inhalation, and pesticide exposure and other conditions that impact our farmworkers)
- Work with institutions on research and policy development
- IORC will work on immigration issues on the national, regional, state, and local level with its allies to ensure that IORC supports the communities they serve and organize.
- IORC will launch a Clean and Renewable Energy Campaign, with the goal of ensuring that Latine and Spanish speaking communities are educated on clean and renewable energy, removing barriers with cultural organizing to ensure that these communities are able to participate in programs.
- IORC will work on language justice in order to support our Spanish speaking community to ensure people will receive resources in their language.
- IORC will define what direct service means to the organization through the Idaho Immigrant Resource Alliance (IIRA) and implement policies and procedures in order to provide support to frontline communities that serve our mission, vision, and campaigns.
- Organizers will work with local chapters to identify issues, plan campaigns and take action, with the goal of all chapters having active issue campaigns by December 31, 2027.
- IORC will invest in the training, coalition-building, research, and other resources and support needed to advance these campaigns.



Strategic Path #3:

Strengthen IORC's Organizational Foundation

IORC has been in existence for ten years, and we are setting ourselves for another decade of strong work, and beyond. We have overcome large staff turnover and a financial crisis, and are working towards building a sustainable and resilient organization that can withstand any storms the future may bring.

In our tenure of an organization, we have changed and evolved, our staff, our members and our leaders. Because of this, we have lost some institutional knowledge, but also gained new frameworks on how we approach community organizing, and working as a team. In the next three years IORC is committed to building a culture of trust, communication, respect, celebration and fun. While members are the core of our work, we know that staff play a vital role in working with members to build a strong organization. Because of this, we will continue work to form structures that support both staff and the board.

This strategic path includes:

- Continue to build IORC's fundraising base to resource our work, building an internal fundraising plan (membership dues, major donors and other grassroots sources) as well as foundation grants.
- Continue to rebuild IORC's staff, including having at least two organizer positions by December 31, 2027.
- IORC will prioritize organizing training, so that all board members, leadership and staff are clear on our organizing model and theory of change.
- IORC will build a robust board of directors, with clarity around board roles and responsibilities, and consistent orientation and training to equip board members for governance and decision making.



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- IORC will invest in staff supervision and management training, and the building of internal systems for staff evaluations, development and advancement. As new staff are hired, there will be clear supervision structures, including clarity on roles for board, staff and members.
- Relationships are at the core of our work. In the next three years, we are committed to having at least one board and staff retreat to build relationships, intentional culture, and strong plans for the implementation of our strategic plan.

Strategic Path #4: Tell the Story of IORC

IORC is part of a powerful organizing tradition in which organizers and leaders use story to name the experiences and values that we share, the challenges we face, and the spirit of hope that inspires us to work together to improve the lives of our families and communities. In recent years, the pandemic and other challenges have limited our ability to bring our people together to share our personal stories, and our organizational story. Reestablishing this practice will provide a strengthened foundation for all of our future growth.

This strategic path include:

- Bringing our members and supporters together to tell their own stories, and our organizing stories.
- From these stories, create a clear message of who IORC is — who our members are and the people we serve, and how we work together — that resonates with our current membership and prospective members. Share case studies, photos and videos that make our work real.



Bringing people together through community organizing.

With your help, we can make real change in Idaho.

Will you join our many leaders who work hard every day to make Idaho the place we all want to live? We're enthusiastic about what the future can be if our members and supporters come together to support grassroots change.

Please give today at www.iorcinfo.org



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