



**MINNESOTA**

# STRATEGIC PLAN FY 2020 – FY 2022

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## Overview

This plan represents the strategic agenda of Reach Out and Read Minnesota (ROR-MN) that was developed beginning in January 2020 and running through December 2022. This plan was created with input from the board of directors, staff, community partners, supporters, field leaders as well as insights from Reach Out and Read affiliate organizations across the country.

Included in this document is a new vision statement and articulation of the values that drive Reach Out and Read Minnesota's work forward. This document captures findings from a recent stakeholder assessment that informed the planning process, a strategic framework that aligns goals and strategies to mission and values, and financial objectives focused on fueling the growth of this enterprise. In addition, a draft plan was tested with key partners and funders and their input was integrated into the final draft.

Most importantly, this plan was a collaborative process that engaged stakeholders, capturing and synthesizing important and meaningful insights throughout the process. Strategic planning was led by a committee who included Kathy Cooney, Karen Elhai, Kristen Hoplin, and Sylvia Sekhon. Creation In Common, a nonprofit capacity-building consultancy, was engaged to help facilitate the process.

## Stakeholder Assessment Findings

As part of ROR-MN's strategic planning process, Creation In Common conducted an assessment to inform planning and deepen the discourse around the development of goals and strategies. A SWOT (strengths, weaknesses, opportunities, and threats) Online Survey was conducted with board and staff. One-on-one interviews were completed with a selection of community partners, Reach Out and Read affiliates, clinic representatives, and funders. In addition, Reach Out and Read was benchmarked against four other affiliates and a funding analysis was conducted to benchmark the organization's institutional funding against four other Twin Cities' based early-childhood development organizations.

Major findings include:

### **A Model That Works... with a Caveat**

The ROR model has three important elements that are critical to the success of any nonprofit: 1) It is evidence based, 2) it is scalable, and 3) it is cost effective. Yet, ROR-

MN has not received the level of philanthropic support to fully leverage these elements and lacks the capacity that some of its peers of have been able to achieve.

### **ROR-MN Has Outsized Output**

Even though ROR-MN lacks capacity, it generates significant output in terms of children and families reached and books distributed when compared to its peers. The organization has built successful partnerships that drive the success of the model being delivered in Minnesota.

### **Defining a Relevant Position**

There is a perception that ROR-MN needs to tell a more effective story about its literacy outcomes and may even need to reposition how it talks about its work. Other ROR affiliates are exploring new ways to align their positioning in order to be relevant to their state's needs and the changing philanthropic environment.

### **Greater Relationship-Building Focus Needed**

As the ROR-MN story evolves, the organization will need to advance its capability to broaden and diversify the relationships and sphere of influence in which it operates. This, along with a compelling case for support, creates the opportunity to grow both institutional and individual support while maintaining state government funding.

### **Pursuing Revenue Opportunities**

There are institutional giving (foundation/corporate support) opportunities that ROR-MN needs to prospect and pursue. While individual giving has provided another state affiliate greater financial security, for ROR-MN it will require an investment in staff capacity as well as the Board to amplify donor-prospecting efforts.

# FY2020 - 2022 Strategic Framework

OUR MISSION	WHAT DRIVES OUR WORK	
<p>Give young children a foundation for success through the powerful effects of reading and sharing a story with a loved one.</p>	<p><b>Impact Early Brain Development</b> The medical setting is a critical and essential environment for impacting brain development in children birth to three.</p> <p><b>Build Deep Partnerships</b> Our collaboration with medical clinics and community organizations successfully engages parents in their child’s learning.</p>	<p><b>Advance Readiness to Learn</b> We utilize an evidence-based approach that stimulates language development and literacy advancing the readiness to learn.</p> <p><b>Emphasize Equity</b> We work to ensure we are breaking down barriers and reaching children who face the greatest opportunity gap.</p>

GOALS & ACTIONS			
I. Serve all Minnesota clinics with an emphasis on historically under-resourced communities.	II. Engage parents and guardians enhancing their capabilities and advocacy.	III. Grow our base of statewide influential champions and supporters.	IV. Enhance organizational capacity.
<p>1.1 Target outreach to communities with high concentration of children experiencing Adverse Childhood Experiences (ACEs).</p> <p>1.2 Increase the amount of annual contact with clinics, addressing needs and advancing quality, through the hiring of additional program specialists.</p> <p>1.3 Identify innovations to better support clinics with resources that meet their unique needs.</p> <p>1.4 Cultivate partnerships that foster the development and resourcing of new sites.</p>	<p>2.1 Increase the number of parent engagement events.</p> <p>2.2 Develop online tools and content for parents and providers.</p> <p>2.3 Collaborate with Little Moments Count and other coalitions to advance parent education.</p>	<p>3.1 Sharpen and enhance the case for support to better communicate how we are stimulating language development and advancing literacy.</p> <p>3.2 Broaden cultivation and pursuit of foundation and corporate prospects.</p> <p>3.3 Build our legislative connections and advocacy network.</p> <p>3.4 Continue to deepen relationships with early-childhood development leaders and health systems.</p>	<p>4.1 Advance research and evaluation activities to better capture impact.</p> <p>4.2 Lay the groundwork for the cultivation and engagement of individual donors.</p> <p>4.3 Focus board development and recruitment on strategic relationship building.</p> <p>4.4 Build operational capacity that allows ROR-MN to scale statewide.</p>

# Financial Objectives

By 2022...

- Increase total annual revenue by \$275,000
- Grow staff capacity by 4 FTEs

Goals	FY 2020	FY 2021	FY 2022
<b>I. Serve all Minnesota clinics with an emphasis on historically under-resourced communities.</b>	<ul style="list-style-type: none"> <li>• Deploy State of MN resources to expand clinic access.</li> </ul>		<ul style="list-style-type: none"> <li>• Budget for two additional program positions.</li> </ul>
<b>II. Engage parents and guardians enhancing their capabilities and advocacy.</b>	<ul style="list-style-type: none"> <li>• Identify one to two new grant opportunities to fund parent engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in efforts with partners (e.g. Little Moments Count) to identify collective impact funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Secure ongoing funding for collective impact efforts with partners.</li> </ul>
<b>III. Grow our base of statewide influential champions and supporters.</b>	<ul style="list-style-type: none"> <li>• Increase institutional support by \$25,000.</li> </ul>	<ul style="list-style-type: none"> <li>• Work to increase State of MN support to \$200,000 for the next biennium.</li> <li>• Increase institutional support by \$40,000.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase institutional support by \$50,000</li> </ul>
<b>IV. Enhance organizational capacity.</b>	<ul style="list-style-type: none"> <li>• Raise an additional \$10,000 in individual support.</li> </ul>	<ul style="list-style-type: none"> <li>• Budget for Office Manager and Development Coordinator.</li> <li>• Raise an additional \$20,000 in individual support.</li> </ul>	<ul style="list-style-type: none"> <li>• Raise an additional \$30,000 in individual support.</li> </ul>

# Plan Implementation & Oversight

The following are recommendations for plan implementation:

## Executive Committee of Board

It is recommended that the Executive Committee...

- Review plan and identify specific strategic actions to be led by board committees.
- Orient committee chairs to actions and work with them to set annual objectives for the committee aligned to the strategic plan.
- Share committee objectives with the larger Board of Directors.

## Executive Director

It is recommended that the Executive Director...

- Review plan and identify specific strategic actions to be integrated into her annual work plan.
- Align annual work plan with annual operating budget to ensure priorities are resourced.
- Present work plan to Executive Committee for review and discussion.

## Board of Directors

It is recommended that the Board of Directors...

- Review strategic plan progress twice per year.
- Review progress on financial objectives.
- Make and approve plan adjustments.