

Strategic Plan

2024-2026



Message from the CEO

As we navigate the changing landscape of the financial services industry, this strategic plan will ensure our position as a leader in developing pathways to enhance financial access and the member experience. This plan reflects the voices and lived experiences of various stakeholders including our Board of Directors, senior management, employees, members, and members of our community. It embodies our culture and centers around three key strategic objectives, Our Membership, Our Business, and Our Employees.

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Threaded throughout this plan is the focus on our vision, mission, purpose, and core values. Our commitment is to align our work to these elements, ensuring it is experienced in everything that we do and by everyone we touch. My team and I are excited about reimagining a framework that demonstrates our unwavering dedication to serving our members where they are and keeping the Credit Union West legacy alive and well for generations to come.

I am pleased to present the 2024-2026 Credit Union West Strategic Plan which builds on the strengths of our mission and lays the foundation for ambitious and novel possibilities within our walls and beyond. The future is so bright at Credit Union West, and we are honored to be woven into the community as a strong and local financial institution of choice.



A handwritten signature in black ink that reads "Karen Roch".

Karen Roch
PRESIDENT AND CHIEF EXECUTIVE OFFICER

Our Mission

To inspire our members, employees, and communities to achieve their financial goals and enhance their quality of life.

Our Vision

To be your primary trusted financial services provider for life.

Our Values

- S** SECURITY
- E** EXCELLENCE
- R** RESPECT
- V** VISION
- I** INTEGRITY
- C** COMMITMENT
- E** EMPOWERMENT



Strategic Planning Process

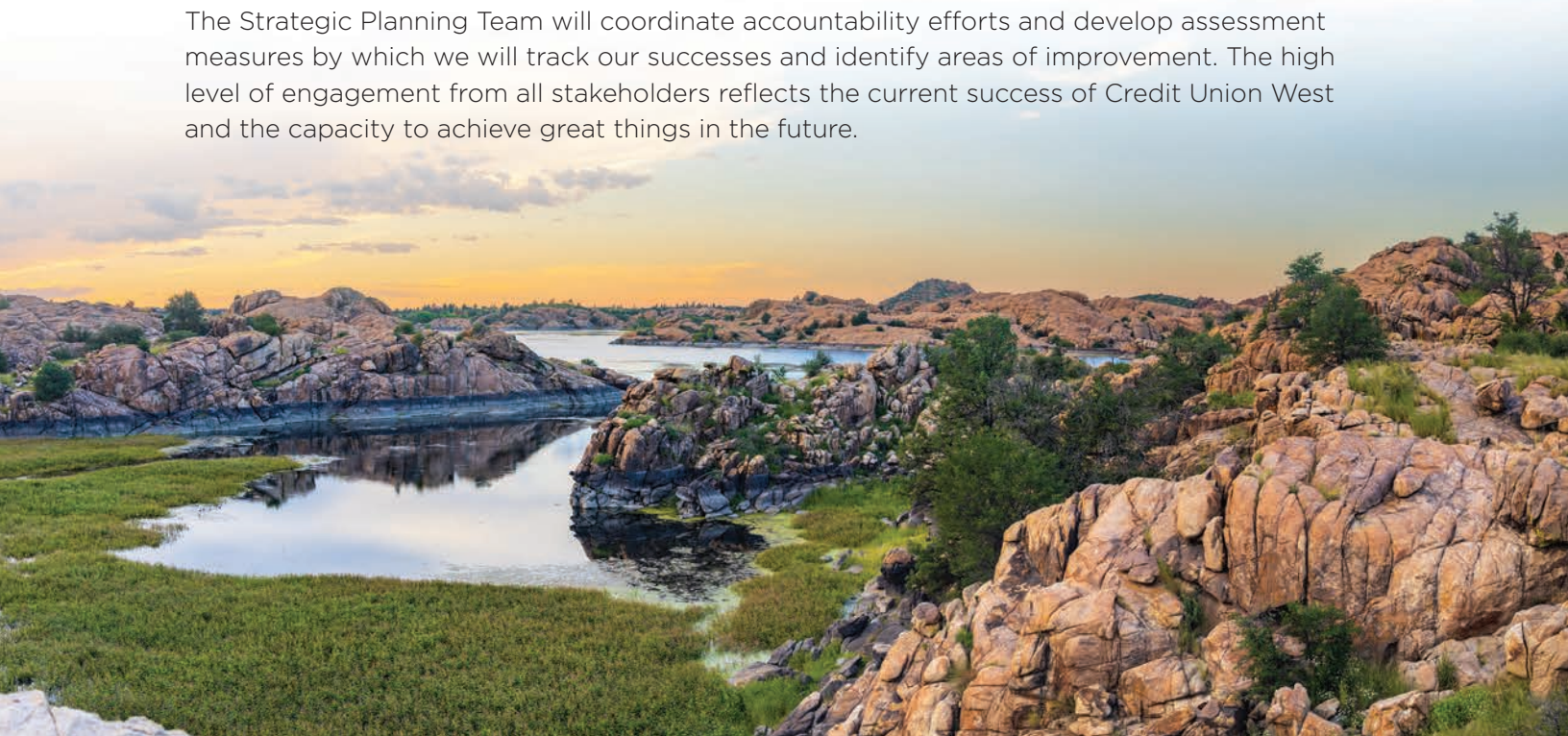
Credit Union West has a robust history in the West Valley and is well positioned for growth and sustainability throughout Arizona for years to come. As our organization increases members, employees, and community impact, the value associated with our products and services, member experience, technology, and programs will also increase. This plan for operational excellence and strategic growth of the future is based on a collaborative process with important stakeholders, with a single purpose of living out our mission and vision.

Analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT): Managers at all levels for the organization took an in-depth look at these strategic components to identify current position in the marketplace and anticipate future impact. Common themes emerged around the areas of technology, overall member experience, digital services, and member and employee retention. The recommendations were shared to the Board of Directors, who included their feedback and approved the final SWOT Analysis.

Feedback on Reimagining our Future: Managers also provided insight through a pre-work survey, prior to the planning session, on how to reimagine certain areas of our business operations, products and services, and employee culture. Key takeaways on change agility, financial inclusion, innovation, growth strategies, automation and efficiencies, and career development were all added to the planning session agenda.

Strategic Planning Session: Leveraging the insight provided by the Board of Directors, senior management, employees, members, and members of our community, the Strategic Planning Team met to identify priorities and action items under the three categories of Our Members, Our Business, and Our Employees, which are included later in this plan. The team also enjoyed leadership development content, team building activities, and important insight from community guest speakers.

The Strategic Planning Team will coordinate accountability efforts and develop assessment measures by which we will track our successes and identify areas of improvement. The high level of engagement from all stakeholders reflects the current success of Credit Union West and the capacity to achieve great things in the future.



Our Membership

Deliver Service Excellence

- Deliver high quality service through purpose-driven team members.
- Develop standardization across all delivery channels to ensure consistency.
- Provide member value by using needs-based personalized approach to help all members achieve their financial goals.

Business Innovation

- Utilize technology to capture and deliver member education in a quick, engaging, and fun manner.
- Develop strategies that leverage faster payments to support a suite of instant services.
- Leverage technology to attract and retain the next generation of members and employ the next generation of employees.

Member Experience

- Ensure speed of delivery for products and services to be convenient and frictionless.
- Attract, engage, and retain members through total rewards programs.
- Develop member journey maps that deliver on positive and memorable experiences across all delivery channels.

Expanded Delivery Channels

- Serve communities where they are at with presence from non-traditional brick and mortar locations, including exploration of sharing space with retail partners.
- Offer products and services that attract and retain business memberships and their relationship.
- Create safe access points to serve the underbanked and underserved communities.



Our Business

Sustainability and Managed Growth

- Increase awareness and education to maximize utilization of products and services.
- Explore and diversify revenue streams in a well-balanced manner.
- Build strategic community partnerships and alliances with local organizations that have similar missions and purposes.

Enterprise Risk Management

- Enhance strategies that help members during hardships with their accounts and prevents losses to the organization.
- Provide ongoing training to increase risk awareness knowledge and skills, creating a strong frontline defense system.
- Cultivate strong vendor partnerships and regularly evaluate relationships to ensure expected performance.

Efficiencies through Automation

- Leverage the power of AI and automation to enhance the member and employee experience.
- Develop a routine to evaluate regular and cross-functional technology vendor assessments.
- Enhance and promote the Efficiency Task Force program to collect employee suggestions and ideas on efficiency opportunities.

Change Agility

- Foster a culture of structured change agility by utilizing technology and accurate data to make decisions and act.
- Manage projects and resources with a holistic view across the organization to increase flexibility and agility and deliver fast value.
- Commit to timelines by establishing clear milestones and roadmaps to follow and reward project teams accordingly on execution.



Our Employees

Embrace a People-Centric Culture

- Increase awareness of diversity and generational differences and create an inclusive workplace.
- Create a supportive journey that includes career pathing and development opportunities for all employees.
- Encourage and promote work life integration, prioritizing mental health.

Promote a Culture of Engagement

- Ensure engagement and visibility of the senior leadership team.
- Model a culture of appreciation and recognition for positive employee contributions.
- Regularly conduct internal and external surveys to collect employee feedback and create action plans that support increasing employee enthusiasm in the workplace.

Cultivate a Learning Culture for Growth

- Create continual immersion program for all employees that will allow them to fully understand our values, mission, and vision.
- Leverage existing and integrate modern technology to improve the accessibility and usability of learning resources, processes, and procedures to better serve our membership.
- Further expand mentorship programs and provide training and development opportunities for leadership skills.





STRATEGIC PLANNING LEADS



Ning Duong
SENIOR VICE PRESIDENT
CHIEF OPERATING OFFICER

Ning is the SVP, Chief Operating Officer at Credit Union West and leads strategic planning and corporate initiatives for the organization. She is powered by passion for the credit union movement and curiosity to explore strategies that push the organization to always live its mission and focus on work that supports the cooperative principles for credit unions. Ning has assisted many credit unions with the development and execution of growth strategies with specific emphasis on leveraging member and community relationships, strategic brand positioning, digital transformations, and a deep understanding of member behaviors and experiences. She loves all things strategy and is proud to lead and be part of the strategic planning committee to help reimagine the future of Credit Union West.



Jaime Burt
VICE PRESIDENT
ADMINISTRATION

Jaime is the Vice President of Administration and a member of the Executive Management team. Her career at Credit Union West began in one of our branches, where she gained valuable experience interacting with members, learning the foundational elements of our business, and seeking feedback on how to enhance the overall member experience. Jaime also has extensive experience supporting board governance and interaction, coordinating strategic planning and project management, and organizing executive management activities. She has been with the organization for 19 years and worked directly with three President/Chief Executive Officers.



Ryan O'Connor
VICE PRESIDENT
MARKETING AND
COMMUNICATIONS

Ryan is the Vice President of Marketing and Communications and is also a member of the Executive Management team. In this role, he supports leadership development, strategic planning and execution, and project management for the organization. Ryan has participated in several professional development sessions focused on strategy, culture, execution, and servant leadership over his tenure in the credit union industry. He took a prominent leadership role in the strategic consolidation of two credit union trade associations and developed both strategic and operational plans for his functional areas of oversight. Ryan also has experience with leading the strategic, board governance, and partnership areas of two Credit Union Service Organizations (CUSO).

STRATEGIC PLANNING COMMITTEE

- **Karen Roch**
President and Chief Executive Officer
- **Bob Birr**
Vice President, Chief Lending Officer
- **Seth Baker**
Vice President, Information Technology
- **Diana Cruz**
Vice President, Loss Prevention
- **Danielle Green**
Vice President, Retail Delivery
- **Kelly Poldoski**
Vice President, Finance and ERM
- **Manny Ruiz**
Vice President Business Services
- **Kiona Bell**
Director of Digital Delivery and Member Experience
- **Tricia Blaylock**
Director of Compliance
- **Jody Bloss**
Director of Consumer Lending
- **Deborah Campos**
Director of People and Culture