

# Strategic Plan FY 2016-2018



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# Introduction

## BACKGROUND

The world has recently seen a dramatic increase in the number of refugees as new humanitarian crises, such as the Syrian Civil War and the rise of ISIS, have emerged while old conflicts have remained unresolved. Of the 51.2 million forcibly displaced peoples worldwide in 2013, refugees numbered 16.7 million. Less than 1% of the 11.7 million refugees under the care of the UNHCR are resettled to a third country and annually, global refugee resettlement needs outweigh the UNCHR's capacity to address them.

The United States, the largest recipient of resettled refugees in the world, has given millions a permanent home and the opportunity to rebuild their lives. In fact, of the 10 countries that carry out resettlement programs, the United States accepts more than double the number of refugees accepted by the other nine countries combined. Annually, upon consultation with Congress and refugee-related agencies, the President determines the ceiling on the number of refugee admissions to the United States, which in FY 2014 amounted to 70,000.

The worldwide rise in refugee numbers and resettlement needs is evident in the fact that a staggering 99.9% of allotted admissions have translated into actual arrivals for the past two fiscal years. As the recipient of over 700 refugees annually in recent fiscal years, Philadelphia can expect to see a change in the makeup of its refugee population as well as an increase in its number.

In the summer of 2014, the influx of unaccompanied minors at the US border focused national attention on immigration policy and reform. According to the Brookings Institute, metropolitan Philadelphia has the largest and fastest growing immigrant population among its peers with numbers currently standing at over 500,000 immigrants in the region and approximately 175,000 in the city. Additionally, the President's executive action on immigration in November 2014 granting legal reprieve to approximately 4 million undocumented immigrants demonstrates that the need for the region's capacity to serve the immigrant community along a continuum of status is crucial.

With refugee resettlement needs increasing and evolving and issues of immigration becoming more pressing, Nationalities Service Center has aptly undergone a strategic plan development process that will favorably position the organization to meet demands in this ever-changing environment in the course of the next 3 years.

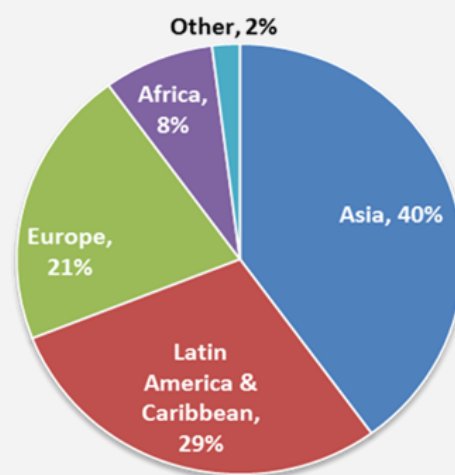
## PROCESS

With the installation of a new Executive Director in 2014 and lapse of the previous strategic plan (CY 2011-2013), NSC began FY 2015 operating on high-level calendar year goals while an up-to-date plan for the coming years was in the works. Owing to the failure of previous plans to establish sustainable infrastructure, the plan in development (FY 2016-2018) is one that focuses on the infrastructure and several key cross-cutting areas rather than an aspirational plan.

In an effort to engage as many stakeholders as possible in the creation of a sustainable strategic plan, the strategic planning team used the following process:

- The current strategic planning process began with the development of a process framework, which outlined the stakeholders to be involved, the emerging issues to be addressed in the plan, and the bodies to oversee the process and the development of the plan.
- Stakeholder meetings began in June 2014 with department meetings that included key staff from each area. Additionally, focus groups were held with clients, external partners, interns and volunteers.
- During this time, grounding research was completed, including a review of the previous strategic plan, a detailed report of up-to-date demographic information, and a competitor analysis.
- Deliverables of current framework:
  - Fall 2014 (Annual Meeting) – High-level goals for CY15
  - Spring 2015 – Completed FY 2016-2018 Strategic Plan

### PHILADELPHIA'S FOREIGN BORN POPULATION BY REGION



Source: US Census Bureau, American Community Survey 2006-10  
(Philadelphia MSA)

## STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

### STRENGTHS

- Breadth of organizational expertise
- Dedicated staff
- Strong strategic community partnerships
- Respected by peers
- Ability to leverage volunteer and intern resources
- Competitive rates and scholarship opportunities for fee-for-service programs

### WEAKNESSES

- Lack of designated reserves
- Over-reliance on government funding
- Impact of low compensation on staff retention and morale
- Limited office and training space
- Building improvements needed for safety
- Inconsistent program evaluation
- No IT infrastructure
- Unclear branding and messaging

### OPPORTUNITIES

- Streamline programs to exploit economies of scale
- Changes in immigration legislation
- New markets for expansion (I&T)
- Regional expansion of current programs
- Implement new technologies for more efficient operations
- Explore revenue sources to create viable operating reserves

### THREATS

- Unanticipated geopolitical events/factors
- Shifts in economy that impact operations and services (i.e. pension plan forecasting, client employment, etc.)
- Vulnerabilities resulting from external partner collaborations
- Competitors (especially for I&T)
- Public health crises (i.e. Ebola, TB, bed bugs and scabies)
- Staff compassion fatigue resulting in high turnover
- Top-heavy organizational structure
- Mercurial nature of immigration debate in U.S. Congress

## ON THE HORIZON

- ⇒ Impact of minimum wage increase
- ⇒ Papal Visit (September 2015)
- ⇒ Democratic National Convention (Summer 2016)
- ⇒ New Mayor of Philadelphia (2016)
- ⇒ Relationship building with new Governor of PA
- ⇒ NSC's 95<sup>th</sup> anniversary (2016) and planning for 100<sup>th</sup> anniversary (2021)
- ⇒ PA Dream Act
- ⇒ Affordable Care Act

# Foundations of Plan

As part of the strategic planning process, NSC's Mission and Vision statements were reviewed. Beginning with a strategic planning exercise at a monthly staff meeting, the mission and vision have been reconstructed jointly by the board, management team and staff. The revised statements are as follows:

## VISION

*Our vision is that all immigrants and refugees achieve a life of dignity, safety, stability, sustainable opportunities and meaningful connections to their communities.*

## MISSION

*Nationalities Service Center prepares and empowers immigrants and refugees in the Philadelphia region to transcend challenging circumstances by providing comprehensive client-centered services to build a solid foundation for a self-sustaining and dignified future.*

## GROUNDING PHILOSOPHY

*NSC seeks to be the leading regional provider of comprehensive services to immigrants and refugees. We strive to provide services which are well-considered and highly responsive to emerging client needs in the midst of an exceedingly challenging and impermanent geopolitical operating environment. As such we are compelled to grow our financial resources and technological capacities at a measured pace in a HQ location outfitted to enable us to serve our clients in an appropriately dignified setting.*

## ORGANIZING PRINCIPLES

The themes of the FY 2016-2018 Strategic Plan are as follows:

1. It is **client-centered**, focusing holistically on the client's needs.
2. It highlights a transition from department silos to ten **strategic priorities** that do away with internal barriers and set the organization on a shared path.
3. It exercises **economies of scale/synergies** making the best use of resources across the organization.
4. It creates a **consistent regard for high quality of services** elevating all NSC's programs to equal levels of efficiency and success.
5. It gives funding the platform it deserves, insisting that with **no margin** there will be **no mission**.
6. It promotes **interconnectedness** within the organization.

# Strategic Priorities



## PROGRAMMATIC PRIORITIES



### Language Access/Proficiency

#### PRIORITY

*Guarantee quality and accessibility of language access and proficiency*

#### GOALS

1. Build capacity to provide interpretation and translation on a national scale where contracts exist
2. Expand the reach of language proficiency / access capacity to serve Limited English Proficient (LEP) persons through the provision of community based programming
3. Establish continuous quality improvement program (CQI) for all language access and proficiency programs
4. Explore synergies/ economies of scale for language access and proficiency
5. Remove internal barriers to language access by providing free or low cost rates for internal translation/ interpretation

#### OBJECTIVES

1. Create strategic capacity building plan to identify independent contractors and other partners in strategic locations as new contracts dictate
2. Explore relationships with community partners and other satellite venues in order to provide their ESL students with wrap around services in their community
3. Overhaul of ESL teacher recruitment and onboarding program
4. Benchmark, leverage, and improve the quality of language instruction and access received by all clients
5. Develop agency-wide standards of instruction and quality for ESL training
6. Develop agency-wide language access policy in line with Title VI of the Civil Rights Act



### Immigrant and Refugee Transition & Integration

#### PRIORITY

*Establish NSC as a national model for immigrant and refugee transition and integration*

#### GOALS

1. Identify core assets and strengths of the region (housing, education, employment, etc.) and expand the reach of client services beyond the borders of Philadelphia
2. Develop a strategy to inventory existing and evaluate new pockets of welcome for all clients
3. Identify opportunities to disseminate NSC's resettlement program details (e.g. conferences, journal publications, white papers etc.)
4. Establish systems and resources for streamlined services for unaccompanied children and other immigrant youth
5. Expand and document best practices in our program opportunities to connect refugee communities (Growing Home, sewing classes, running club, therapeutic arts)

#### OBJECTIVES

1. Evaluate NSC's refugee capacity statement with national affiliate to ensure best fit
2. Formalize and evaluate the process of preparing communities for newly arriving groups to ensure successful outcomes
3. Utilize case management and other program staff to identify new pockets of welcome during slow periods of activity (if we identify opportunity)
4. Identify and communicate with community partners regarding renewed services to immigrant and refugee seniors (then we develop a plan to develop new partners here)



## **Protecting & Promoting the Rights of Immigrants and Refugees**

### **PRIORITY**

*Protect and promote the rights of all immigrants and refugees who seek our services*

#### **GOALS**

1. Remove barriers to access for low-income immigrants seeking legal remedies
2. Establish formal pro bono network to address current gaps in legal services
3. Establish NSC as the leading advocate for underserved immigrants and refugees without regard to status
4. Develop formalized process for a viable referral network

#### **OBJECTIVES**

1. Create legal fund for free services for most needy and vulnerable clients
2. Utilize interns to grow the pro bono program with the intent of hiring a full-time program coordinator within the current plan cycle
3. Establish Legal pro bono Program Coordinator in Year 3
4. Conduct training and info sessions for service providers and community on a range of relevant immigration law topics (i.e. deferred action, immigration reform, etc.)
5. Develop legal capacity in other disciplines (i.e. family law for UAC and DV clients) to better meet the needs of our clients



## **Elevate Job Readiness & Retention**

### **PRIORITY**

*Elevate the standard for acceptable job placement and retention for NSC refugee clients*

#### **GOALS**

1. Build an enduring network of employers who offer a livable wage and value refugee workers
2. Build jobs database to share with all NSC clients
3. Raise awareness / the profile of NSC's Employment services and the benefit of hiring a refugee
4. Ensure that all refugees and other newcomers have access to coordinated, targeted, resourced and quality job readiness programming that begins at arrival and continues through job placement and / or upgrade.
5. Develop a comprehensive job development strategy and with industry and region specific targets Improve job retention through coordinated tracking of post-placement contact with both employer and client and through the utilization of targeted interventions.
6. Identify job training opportunities.
7. Expand programming to aid clients in developing career laddering plans

#### **OBJECTIVES**

1. Leverage existing resources to establish a stronger link between job readiness and language access as well as develop a laddering up plan
2. Form internal advisory committee of subject matter experts to forge partnerships with corporations
3. Target industries and develop industry specific job plans
4. Enhance community outreach efforts to increase awareness of NSC's employment programs and benefits of hiring refugees utilizing NSC's new website, social media platforms, and revised marketing materials
5. Form an internal advisory committee of subject matter experts to forge partnerships with corporations
6. Establish stronger partnerships with regional economic development planners and industry specific trade associations to highlight NSC's services and the value of hiring refugees
7. Target industries and develop industry specific job placement strategies





## **Health, Wellness & Safety**

### **PRIORITY**

*Establish seamless access to health, wellness and safety for all clients, staff and volunteers*

### **GOALS**

1. Develop a structure that pulls from competencies across the organization to provide seamless, integrated access to health care
2. Expand access to health supports for all NSC clients building on expertise developed through refugee health supports
3. Identify, develop and implement targeted resources for particularly vulnerable populations
4. Identify opportunities for continued dissemination of NSC's best practices and ensure that available programs and services are well known to others (presentations, conferences, journal publications, white papers)
5. Expand agency and staff capacity to respond to high need clients

### **OBJECTIVES**

1. Create a new department structure to oversee and move forward organization wide integration of the following: Critical Incident, Philadelphia Partnership for Resilience, Mental Health and Health including collaborative work through continued leadership of the Philadelphia Refugee Health Collaborative and other partnerships
2. Continue to identify needs across the agency for health, mental health and related supports and implement targeted interventions (Year 1)
3. Continue to provide high-quality, timely and targeted support to high need populations (refugees, victims of trafficking, survivors of torture) (Year 1)
4. Maintain highly collaborative partnerships in support of client needs (Year 1)
5. Expand networks and develop additional partnerships to ensure clients have access to needed health, mental health and related supports (Years 2 and 3)
6. Expand health coordination activities to serve all newcomers in need ensuring that services provided meet varying types and levels of need (Years 2 and 3)
7. Examine populations of special need including seniors, victims of violence and others; identify and pilot appropriate services including Occupational Therapy interventions, group work, community health workers and other innovative approaches (Year 1)
8. Implement programming and evaluate outcomes of services for populations with special needs (Years 2 and 3)
9. Expand outreach and promotion efforts for NSC's torture treatment program to ensure that program services are well known within our region
10. Promote NSC as an innovative agency in the areas of health and wellness in order to inform local and national policy, promote best practice and increase our recognition as a leader in this area (Year 1 - 3)
11. Finalize and implement a full set of critical incident response protocols ensuring staff capacity to respond through initial and ongoing staff training (Year 1)
12. Continue to assess staff needs, pilot staff support services and evaluate impact (Year 1-3)

## INFRASTRUCTURAL PRIORITIES



### Technology Infrastructure

#### PRIORITY

*Establish an enduring technology infrastructure that meets NSC's existing demands and positions us strategically for future growth*

#### GOALS

1. Develop, fund, and implement a comprehensive technology strategy with organization-wide reach
2. Ensure that reliable technology is available for staff both on and off premises

#### OBJECTIVES

1. Identify and implement an agency-wide CRM
2. Update current hardware
3. Migrate all files / data from current physical server to the Cloud
4. Establish IT Support / Database Manager position in Year 2
5. Explore a grants management system



### Communications Strategy

#### PRIORITY

*Reintroduce Nationalities Service Center to Philadelphia*

#### GOALS

1. Implement a website that streamlines audience participation on the web with back-office functions
2. Create a recognizable and effective brand
3. Develop coherent messaging agency-wide about our vision, mission, and services
4. Strengthen social media presence
5. Increase press engagement (by developing more strategic relationships with Philadelphia press)

#### OBJECTIVES

1. Complete website redesign and development, and develop online paid course registration
2. Brand refresh (i.e., new logo and tagline)
3. Establish a Communications Officer position to manage website, external communications, policy/advocacy research, etc. in Year 3



### Program Evaluation & Efficiency

#### PRIORITY

*Evaluate the impact of our programs and services*

#### GOALS

1. Implement a Program Evaluation system for all departments based on participation in three-year Scattergood grant program

#### OBJECTIVES

1. Develop formal mechanisms for client / partner feedback
2. Develop logic models for applicable programs to identify and track outcomes and success indicators
3. Train and prepare other departments to roll out models for applicable programs in Years 2 and 3



## **Human Resources**

### **PRIORITY**

*Establish formalized Human Resources/Risk Management capacity across the organization*

### **GOALS**

1. Develop a recruitment, onboarding, retention and performance management system tied to the strategic plan for all staff
2. Ensure adequate recognition for all NSC volunteers and interns
3. Work with directors to develop training/ professional development plans specific to staff needs

### **OBJECTIVES**

1. Establish Human Resources Manager position in Year 2
2. Complete compensation survey
3. Institutionalize a formal process for hiring and managing independent contractors across the organization
4. Overhaul employee review program to align with performance management system



## **Building Improvements**

### **PRIORITY**

*Strategically renovate NSC HQ and prepare for long-term maintenance to create a dignified and efficient space for staff and volunteers to serve NSC's clients*

### **GOALS**

1. Fully fund and launch a three-phase building improvement plan
2. Identify and inventory additional building needs that require long-term attention (i.e., HVAC system)
3. Identify appropriate satellite space opportunities

### **OBJECTIVES**

1. Fully fund building improvement capital campaign goal of \$500,000
2. Create ongoing Capital Budget to address additional systemic needs at a measured pace
3. Create strategic community-based service delivery partnerships (e.g. Equal Justice Center, Church of the Redeemer, Red Cross etc.)

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## **Implementation**

### **MEASURING OUR SUCCESS**

- Development of department-specific success indicators at the start of each fiscal year to establish measurement and accountability chain.
- Tie success indicators to performance management system across the organization.
- Utilize outcome measurement (logic) model findings from the work with Yale Medical School and Scattergood Foundation to improve upon program operations.

### **FUNDING OUR PLAN**

- Grow organizational revenue by 10% annually for a net effect of 33% over 3 years (compound annual growth rate of 6.74% over the past 5 fiscal years).
- Strategically align federal funding to better match existing expenses.
- Leverage new website to increase donor base and generate new revenue through new online giving vehicles.
- Regionalize program and marketing efforts to attract new funding and revenue in surrounding counties.
- Generate investment income from restricted reserves and decrease pension liability to reduce debt and free up general operating support.
- Attract funding to implement plan-specific objectives outside of the operational budget.



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