



Nationalities
Service Center

**STRATEGIC
PLAN
2024 - 2027**





OUR MANIFESTO

We have witnessed the dream
in the hearts of immigrants
who seek new lives in America.

And with them we share common ground,
in our personal stories
told of loved ones before us,
as times of oppression
or of new beginnings.

So regardless of where we came from
or how we arrived
we are tightly woven together.

There is much to overcome for those who arrive
Securing safety, healing trauma, finding community.
And for a century we have been at their side.

We are their companions, their guides,
their advocates, their friends.
And we design pathways for stability
towards economic mobility.

Poverty and racism still push back on immigrants
yet they forge lasting contributions
and they strengthen our communities.

We celebrate all who come before us.

And we are steadfast and poised for the century ahead
to embrace those who need refuge,
to stand by those who hold hope,
and to prepare those who come to build
a new life in America.

At Nationalities Service Center ...

We Stand with Immigrants.

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CONTEXT

Nationalities Service Center (NSC) is a leader in immigration services in the Philadelphia region with a proud 100+ year history of turning compassion into action. This strategic plan sets the stage for our next chapter. A chapter where we address our community's diverse and multifaceted needs, regardless of immigration status. A chapter where we strengthen our systems, structure, and support to serve our clients better. And a chapter where we deepen our commitment to learning to improve decision-making, maximize impact for our clients, and contribute to our field.

When NSC made the decision in early 2021 to launch the next strategic planning process in June 2022, the timing seemed right. It would have been one year plus into the Biden administration with anticipated increases in refugee arrivals after four years of the lowest number of arrivals. We would be recovering from the COVID-19 pandemic. We would have just completed celebrating our 100th anniversary and be rejuvenated to start a new fiscal year.

However, like the rest of the world, NSC did not expect the sudden fall of Kabul, Afghanistan's capital city, to the Taliban, and how August 15, 2021, would forever change the lives of thousands of Afghans. Adhering to our mission, we fully responded and welcomed hundreds of Afghan evacuees to the Greater Philadelphia area starting in fall 2021. By January 1, 2022, NSC had welcomed over 500 individuals, over one-third of the Afghan evacuees who came to Pennsylvania.

One year later, NSC began collaborating with four area resettlement agencies and community leaders to coordinate support for the many Ukrainians coming to our region following Russia's February 2022 invasion of Ukraine. NSC has assisted over 750 Ukrainians with case management, workshops, and other support.

These two groups have joined many other displaced individuals and families from other parts of the world that NSC serves, including refugees from Africa and migrants who crossed the southern border and were sent on buses from Texas, Florida, and other states.

As these individuals arrive, they face challenges, including a severe affordable housing shortage, spiking inflation, rising gun violence, a changing labor market, and other challenges. With these challenges in mind, NSC has undertaken this strategic planning process and developed goals and objectives for FY2024 to FY2027, shaping the organization's next chapter in fulfilling our overall mission and vision.



OUR MISSION

NSC welcomes and empowers immigrants to thrive in our communities and pursue a just future.

OUR VISION

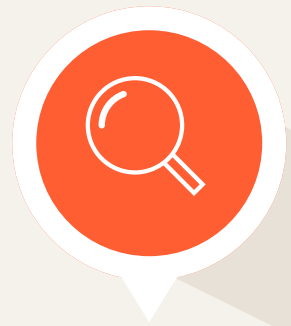
All immigrants achieve a life of safety and stability, sustainable opportunities, and meaningful community connections.

At NSC, we stand with immigrants.

Our Process

This plan is the culmination of a year-long process engaging over 250 stakeholders, including:

- Input of all NSC staff members
- Ongoing feedback from our most important stakeholders: our clients
- Engagement with 20 vital partners, including current and potential partners
- Engagement with key stakeholders, including donors and volunteers
- Competitor analysis of 44 local, regional, and national leaders in our field
- Historical program data and logic models from across the organization



INITIAL INPUTS

Competitor Analysis
Historical Program
Data
Logic Models
Literature Review
Landscape Analysis



STAKEHOLDER ENGAGEMENT

External Interviews
Blue Sky Visioning
SWOT Analysis



STRATEGIC GOALS

Developed and refined in collaboration with NSC staff, leadership and board



TACTICAL TEAMS

Health and Mental Health
Housing
Serving Clients without Status
Services to Youth
Data and Evaluation
Finances and Risk
Fundraising and Development
People and Culture



MEASUREMENT AND EVALUATION

What does success look like? How will we know when we have achieved our goals?

And What We Learned

While not rocket science, these lessons from our planning process guide us in the next chapter.

Values take investment.

Truly realizing our Diversity, Equity, and Inclusion goals takes time and resources. From flexible funding for clients without legal immigration status to achieving a diverse workforce, we must invest in our values each and every day.

Communication is key.

With staff, as well as clients, communities, partners, volunteers, information and ideas needs to be consistent and clearly shared. A hybrid work environment and tremendous growth in numbers has underscored the need to seek multiple opportunities for enhanced ways to connect.

We can't do it alone.

From elections to the pandemic to wars, we have successfully served immigrants because of strong partnerships with all levels of government, various non-profits and volunteers. We must strengthen existing relationships and forge new strategic partnerships because to meet clients' myriad of needs we are stronger together.

STRATEGIC GOALS

1 PROGRAMMING AND PARTNERSHIPS

Advance trauma-informed, equitable, and inclusive programming and strategic partnerships to meet diverse client needs.

2 OPERATIONAL EXCELLENCE

Strengthen our readiness to respond to the needs of today, tomorrow, and the next 100 years.

3 CULTURE OF LEARNING

Utilize real-time feedback to guide decision-making and maximize impact for our clients.



Throughout all that we do,
we keep our clients at the
center of our work.



GOAL 1

APPROACH

PROGRAMMING AND PARTNERSHIPS

GOAL

TACTICS

Diversify and strengthen community engagement to create sustainable pathways

- Expand strategic partnerships to strengthen our impact
- Support local diaspora communities and neighborhood-based organizations
- Develop innovative partnerships for transitional housing

Catalyze investment in immigrant employment and provide access to skills for the future

- Provide long-term client coaching
- Strengthen contextualized English language learning
- Engage with a wider network of employers across growing sectors
- Solidify career development opportunities

Ensure clients without legal immigration status (CWLIS) have stronger links to needed resources

- Organize internal resources to help clients navigate and access needed supports
- Mobilize partners to meet critical service gaps

GOAL 2

APPROACH

OPERATIONAL EXCELLENCE

GOAL

TACTICS

Expand organizational capacity to recruit, support, and retain talent aligned with NSC mission and vision

- Cultivate and retain staff and board members with a diversity of expertise and lived experiences representative of the communities we serve
- Build upon our equitable compensation framework and strengthen benefits
- Bolster training opportunities that foster connection, collaboration, and growth
- Promote strong internal communications and opportunities for intentional interaction across levels and departments

Develop the optimal infrastructure and funding to support our mission and strategic goals.

- Grow and diversify revenue sources through targeted individual and institutional donor cultivation
- Invest in enhanced risk management to reflect our dynamic scale and operating environment
- Strengthen our financial position through cost efficiencies, well-managed reserves, liquidity, working capital, and a balanced revenue portfolio
- Adopt new technologies and improve processes to meet the demands of our significant growth

GOAL 3

APPROACH

CULTURE OF LEARNING

GOAL

TACTICS

Strengthen organizational and people capacity

- Invest resources to enhance our organizational learning infrastructure - requisite equipment, technology, staff knowledge, and skills
- Demonstrate NSC's commitment to learning and promote understanding of how quality data benefits our clients

Embed learning into organizational routines and practices - programatically, financially, and operationally

- Promote transparency and sharing of data at all levels of NSC.
- Use a variety of communication formats to share how data-informed decisions are being made.
- Account for the time needed to collect, enter, examine, and use data and create opportunities to recognize and reward learning and data use

Engage key stakeholders to understand, influence and contribute to local, state and national narratives

- Collect and use systematic constituent feedback - clients, funders, partners - to understand unique points of view, perspectives, and experiences
- Partner with researchers to develop robust evidence for credibility, to influence external policy and decision makers, and to amplify our work
- Contribute to local, state, and national conversations as a thought-leader

METRICS

FOR SUCCESS

Programming

- # clients served by program area
- #job placements total, # with benefits
- Average and median wage of job placements
- # clients housed

Partnerships

- Top five referral partners
- # and types of places we share our expertise (conferences, presentations, etc.)
- Feedback and evaluation from partners

People and Culture

- Headcount
- Tenure
- Retention
- Average/median salary
- Average value of benefits per employee

Communications

- Social Media Interactions
- Website Conversions - views to action
- Media Hits and Press Coverage

Development– in addition to current dashboard:

- Donor segmentation by donation size
- # and amount of volunteers who become donors
- # and types of grants received
- Cost of Acquisition

Finance– in addition to current dashboard:

- \$ operating reserves
- % margin by department
- Cash/liquidity