

NSC Strategic Plan Extension through FY23



Nationalities
Service Center



Strategic Priority 1: Make It a Great Place to Serve

Owner: Pam Jones-Burnley

FY20-22 Plan	FY23 Extension	
Goal Summary	Extension Goals	Metrics
<ul style="list-style-type: none"> • Launch HR department • Continuity of leadership • Build staff camaraderie • Give staff access to tools to grow 	<ul style="list-style-type: none"> • Align professional development with performance management plans • Recalibrate staff cohesion with hybrid return • Board to lay groundwork for Board pipeline and growth, bylaws review and meaningful engagement with strategic planning process • Develop an inclusive approach to procurement to advance NSC's DEI goals 	<ul style="list-style-type: none"> • Avg. length of time (years) employed - over 1 year • Avg. length of time (years) employed • % of people retained after the first anniversary of their hire • % of BIPOC staff
Strategy Summary	Extension Strategy	
<ul style="list-style-type: none"> • Establish HR Department and Manager • Engage Senior Leadership in succession planning • Hire Volunteer Coordinator • Engage Board in succession planning • Create Professional Development fund • Invest in planning committee to build staff cohesion 	<ul style="list-style-type: none"> • Professional development allocated in FY 23 budget to align with performance management plans • Sponsored staff lunches, team outings • Board to hold May retreat and subsequent training and follow up • Develop & conduct survey of vendors to determine immigrant/minority ownership and pro-immigrant policies • Voluntary DEI survey of staff 	

Strategic Priority 2: Linking NSC's Past, Present, and Future

Owner: Margaret O'Sullivan

FY20-22 Plan	FY23 Extension	
Goal Summary	Extension Goals	Metrics
<ul style="list-style-type: none">Initiate yearlong celebration of 100th anniversary	<ul style="list-style-type: none">Achieve remaining objectives of Year Long Celebration of 100th Anniversary	<ul style="list-style-type: none"># of donors \$2,500 and over in a year# of online donorsAmount of online giving
Strategy Summary	Extension Strategy	
<ul style="list-style-type: none">Secure archivist to uncover NSC's past at Temple archivesHire rebranding consultant to pursue agency rebrandingDevelop communications plan to tell centennial storyExecutive series of fundraisers during anniversary	<ul style="list-style-type: none">Continue to identify donors for opportunity fundAnniversary memorializing timeline, mural, and refugee keepsakeComplete website overhaulFinalize brand identity implementation by end of yearTransition Global Tastes committee and ambassadors to longer term support and engagement	

Strategic Priority 3: Shifting the Data Paradigm

Owner: Gretchen Shanfeld

FY20-22 Plan	FY23 Extension	
<p>Goal Summary</p> <ul style="list-style-type: none"> Transform data use to outcomes-driven Ensure high-quality and consistent service delivery Data to inform program and agency decision-making 	<p>Extension Goals</p> <ul style="list-style-type: none"> Ensure continuous quality assurance Synergize competent contract compliance and financial transparency across agency Formalize client feedback mechanisms 	<p>Metrics</p> <ul style="list-style-type: none"> # of reports created for QA/Compliance English language pilot: <ul style="list-style-type: none"> # of pre/post tests completed # of students % of students completed tests
<p>Strategy Summary</p> <ul style="list-style-type: none"> Define, track, and utilize KPIs Institute case review and financial management to ensure audit readiness, contract compliance Improve services and programs based on feedback loop; maintain long-term engagement with clients 	<p>Extension Strategy</p> <ul style="list-style-type: none"> Pilot launch of pre-and post-tests for English classes Establish new mechanisms for QA across programs Engage expertise to raise the quality of program logic models, outcome metrics and impact measures 	

Strategic Priority 4: Optimizing and Expanding Operations

Owner: Pam Jones-Burnley

FY20-22 Plan	FY23 Extension	
<p>Goal Summary</p> <ul style="list-style-type: none"> Acquire two satellite office spaces Safeguard client and donor information Build safer environment for clients Improve upon capital asset 	<p>Extension Goals</p> <ul style="list-style-type: none"> Expand services further into collar communities with housing availability and access to jobs (ex: Northeast, Bristol, Upper Darby, Norristown) Assess and mitigate potential business risk exposure (financial processes, technology) 	<p>Metrics</p> <ul style="list-style-type: none"> # of clients served offsite
<p>Strategy Summary</p> <ul style="list-style-type: none"> Conduct assessment of vulnerabilities and needs to mitigate risks Develop building security plan Enhance building via maintenance, capital improvements, updates 	<p>Extension Strategy</p> <ul style="list-style-type: none"> Open NE Philly Services Hub with community partners Feast of Justice, Interfaith Hospitality Network, Jewish Family Community Services, State Rep. Jared Solomon Reinitiate Norristown search Pilot opportunities for remote case management and service delivery throughout the region Implement recommendations outlined in 2020 Tech Impact security assessment Implementing new financial processes and safeguards to ensure security 	

Strategic Priority 5: Refining Interpretation and Translation

Owner: Steven Larín

FY20-22 Plan	FY23 Extension	
Goal Summary	Extension Goals	Metrics
<ul style="list-style-type: none">• Ensure operational efficiencies for high-quality service	<ul style="list-style-type: none">• Increase revenue	<ul style="list-style-type: none">• # of local in-person interpreters• # of jobs (interpretation & translation)• # of languages• # of clients
Strategy Summary	Extension Strategy	
<ul style="list-style-type: none">• Pilot and implement CRM software• Expand and refine service offerings• Engage in advocacy for language access• Develop marketing strategy to target communities of greatest need; better establish I&T brand	<ul style="list-style-type: none">• Develop and implement marketing/sales plan for FY23• Create training curriculum and video on requirements for providing language access & how to work with interpreters	

Strategic Priority 6: Creating Sustainable Pathways for Families and Communities

Owner: Tiffany Thompson

FY20-22 Plan	FY23 Extension	
<p>Goal Summary</p> <ul style="list-style-type: none"> Become hub of ongoing support for immigrant families and communities 	<p>Extension Goals</p> <ul style="list-style-type: none"> Cohere all youth programs (4 existing) across departments Expand employment and digital literacy services Overhaul Education program Expand PAIFUP and FIJ 	<p>Metrics</p> <ul style="list-style-type: none"> # of youth served and needs assessments completed # of client job placements Average wage at placement # of employers that hire 5 or more clients Digital Literacy: <ul style="list-style-type: none"> # of clients in classes # of clients completing pre/post tests % of client completed tests Staff time allocated to free legal services
<p>Strategy Summary</p> <ul style="list-style-type: none"> Expand supports for youth and children Transform English and employment programming Provide wide range of legal services Enhance family engagement at enrollment and case closure 	<p>Extension Strategy</p> <ul style="list-style-type: none"> Develop youth needs assessment and outcome measures Pilot expanded employment services to include all work authorized immigrants Hire Digital Literacy Navigator and pilot new ELL digital literacy curriculum Hire Education staff and pilot new curriculum Hire Legal staff for PAIFUP, FIJ 	

Strategic Priority 7: Expanding Programs into Communities

Owner: Gretchen Shanfeld

FY20-22 Plan	FY23 Extension	
<p>Goal Summary</p> <ul style="list-style-type: none"> Expand range of supports to clients in resource-limited communities, including Northeast Philadelphia and Norristown 	<p>Extension Goals</p> <ul style="list-style-type: none"> Deliver collaborative programming with partners in NE satellite space Conduct early feasibility examination into housing alternatives 	<p>Metrics</p> <ul style="list-style-type: none"> # of external referrals # of key external referral partners (<50 per year)
<p>Strategy Summary</p> <ul style="list-style-type: none"> Provide services to clients in their neighborhoods Facilitate connections with local communities Expand housing, food, emergency supports, and health access Ensure services are trauma-informed and meet needs of vulnerable groups 	<p>Extension Strategy</p> <ul style="list-style-type: none"> Develop and implement referral flow with NE partners Engage with elected officials, developers and other key stakeholders on housing alternatives Solidify our referral network and referral tracking mechanisms 	

Strategic Priority 8: Strengthening Strategic Partnerships

Owner: Steven Larín

FY20-22 Plan

FY23 Extension

Goal Summary

- Identify advocacy priorities to guide partnership development
- Assess relevancy of current partnerships
- Formalize partnerships
- Develop legislative action plan

Extension Goals

- Align advocacy with agency priorities
- Develop stronger referral pathways
- Formalize partnerships

Metrics

- # of partners
- # of new strategic partnerships
- # of clients referred to partners

Strategy Summary

- Track and manage current partnership information
- Develop cross-training opportunities with partners
- Participate in joint advocacy campaigns and events
- Develop better processes to formalize partnerships
- Create partnerships committee to identify priorities

Extension Strategy

- Convene advocacy priority session with staff and board to clarify agency priorities (w/in strategic planning)
- Tracking referral and partner follow through with clients
- Develop cohesive plan for continuing and finding new partnerships based on identified priorities