



WELCOMED.
ROOTED.
EMPOWERED.

STRATEGIC PLAN

2020

TABLE OF CONTENTS

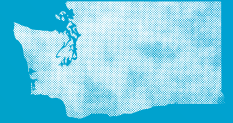
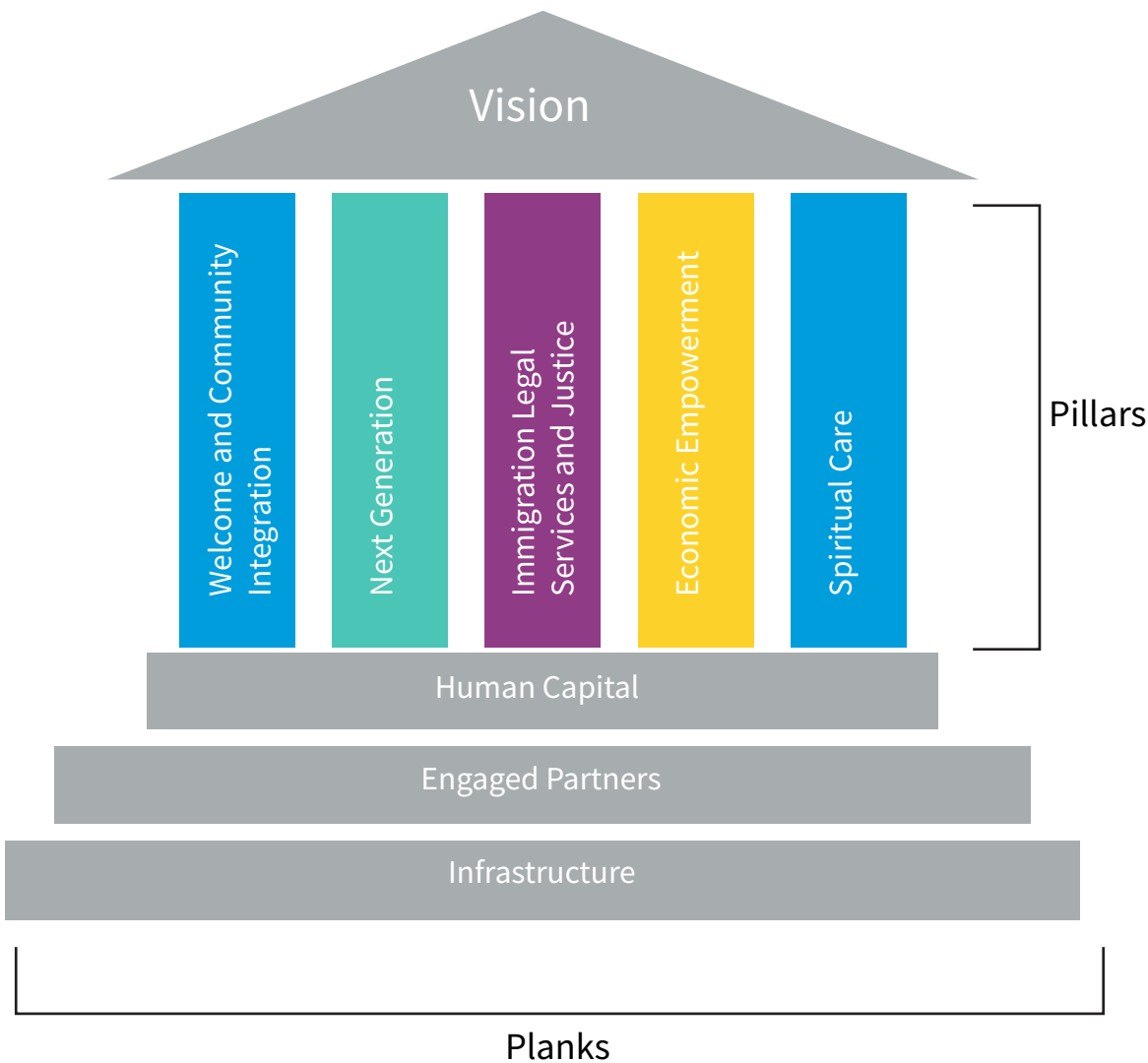
Vision.....	1
Strategic Plan.....	2
Welcome and Community Integration.....	3
Next Generation.....	5
Immigration Legal Services & Justice.....	7
Economic Empowerment.....	9
Spiritual Care.....	11

Our Vision

World Relief Seattle envisions every refugee and immigrant **welcomed by** community, **rooted in** community, and **empowered for** community.

Strategic Plan

We embarked on an ambitious strategic planning process in 2018 and chose the symbol of a home to represent our path forward. The pillars symbolize our programmatic priorities and the planks are the essential resources that give us a strong foundation as we work toward a shared vision with the refugee and immigrant community. Our work is shaped by a diverse staff, the people we serve, and key community partners, and is motivated by our core values: **excellence, innovation, integrity, and compassion.**



OVERALL GOALS BY 2023



World Relief Seattle will serve over 10,000 direct beneficiaries.



Over 50% of our funding will come from private sources.



We foster long-term, mutually-transformative relationships between refugees, immigrants, and members of the broader local community. We will facilitate these connections with over 60% of the newcomers we serve.



WELCOME & COMMUNITY INTEGRATION

World Relief Seattle will expand *who* we serve and improve *how* we serve so that newcomers to Western Washington feel welcomed and increasingly rooted in their community. Recognizing the skills, abilities, and determination of refugees and immigrants, we aim for participants across all our programs to be able to:

- Achieve housing stability
- Establish economic self-sufficiency
- Navigate systems such as healthcare, education, and transportation in order to meet basic needs
- Cultivate emotional well-being through holistic care
- Gain proficiency in English
- Develop meaningful, mutually-transformative relationships with members of the broader community

GOALS

Continue to provide exceptional **welcome and integration services**. We remain committed to welcoming refugees and immigrants, regardless of shifts in power and policies

Explore and pilot a community-based, privately-funded **expansion of welcome services** to include asylum seekers by 2023

Expand welcome services to **immigrants recently released** from immigration detention centers

Multiply initiatives that **build social capital for newcomers** and promote mutual transformation between newcomers and members of the broader community



Asylum seekers are people present in the United States who have filed or intend to file an application for asylum in the United States. Asylum seekers are able to apply for the right to work six months after submitting their asylum application. Until that point, many asylum seekers find themselves in particularly vulnerable situations.



NEXT GENERATION

Refugee and immigrant children face the unique challenges of adjusting to a new school system and educational expectations while also re-establishing a sense of community and rootedness in a new culture. World Relief Seattle will prepare refugee and immigrant children for long-term cognitive and social-emotional development and a successful educational experience through wrap-around, family-based programs and evidence-based curricula.

GOALS

Develop a new family-based **early childhood education initiative** focused on effectively preparing refugee and immigrant children for kindergarten and healthy social-emotional development

Mitigate summer learning loss among refugee and immigrant children through academically rigorous and trauma-informed **summer interventions**

Cultivate **strong partnerships and referral networks** for refugee and immigrant youth





IMMIGRATION LEGAL SERVICES & JUSTICE

World Relief Seattle's work in immigration legal services promotes justice for immigrants in vulnerable situations through affordable and accessible immigration legal services and advocacy efforts. We will prioritize services for foreign-born individuals facing the most vulnerability: refugees, asylees, asylum seekers, undocumented immigrants, those in detention, and low-income immigrants. Our geographic focus is on South King County and at the ICE Processing Center in Pierce County.

GOALS

Provide a broadening range of excellent immigration legal services to people in the most vulnerable situations, including **family immigration services and defensive legal options** to immigrants in detention

Build **in-house capacity and expertise** in order to help partner churches in Western Washington launch their own immigration legal practices

Empower every refugee and immigrant who comes into contact with World Relief Seattle to **know their legal rights** and the services available to them

Contribute, through advocacy, to **policy reforms** benefiting refugees and immigrants





ECONOMIC EMPOWERMENT

World Relief Seattle's work in economic empowerment will focus on providing effective and innovative pathways to economic resiliency and self-sufficiency for refugees and immigrants.

GOALS

Help refugees and immigrants integrate economically by **securing their initial jobs** in the United States

Launch a **career development initiative** for outcomes such as job upgrades, recertification, supplemental income or further education

Increase **economic empowerment opportunities** for refugees and immigrants beyond traditional employment, including entrepreneurship support, women's empowerment programs, and food-based initiatives





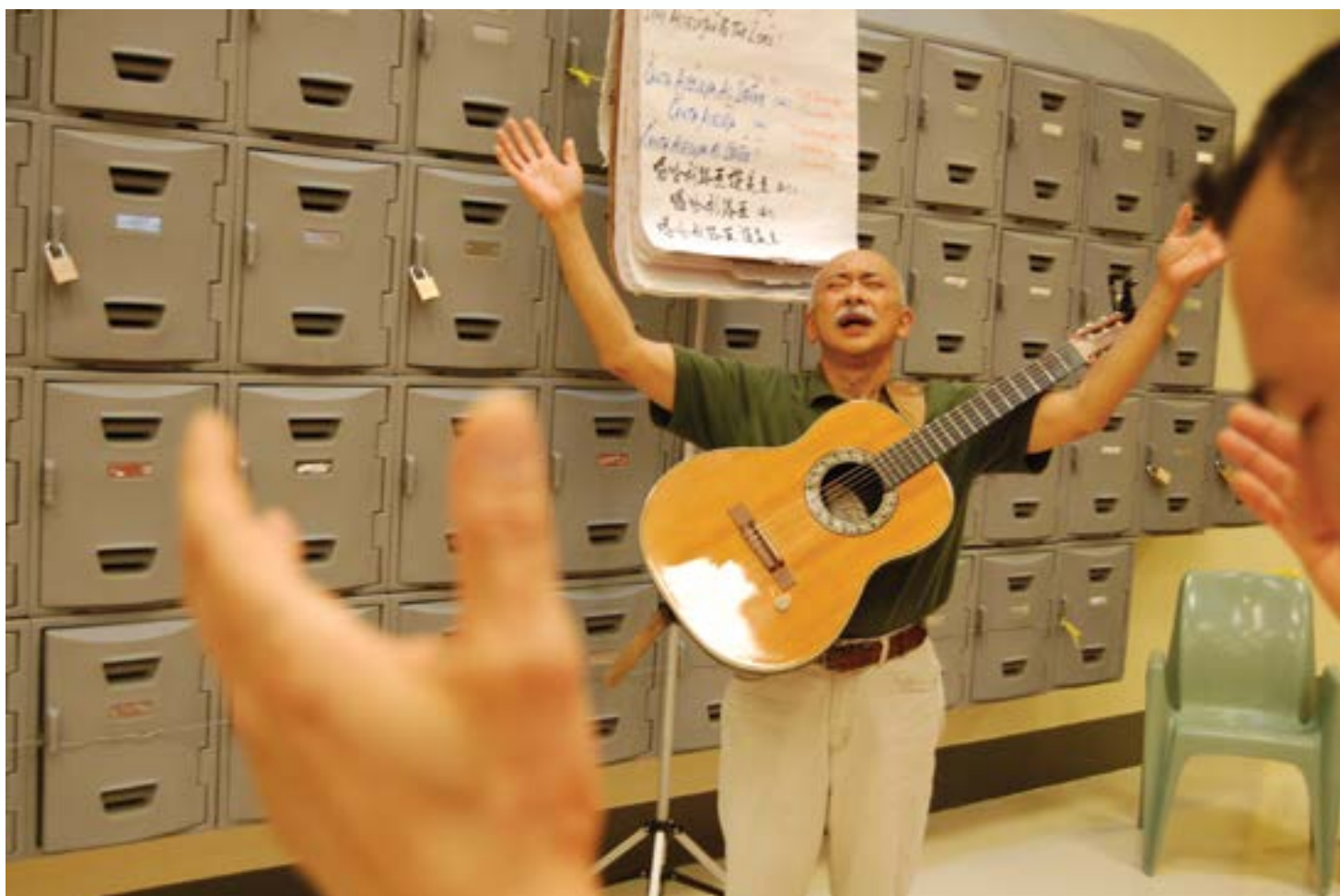
SPIRITUAL CARE

Drawing upon World Relief Seattle's Christian roots, we seek to serve holistically and to provide access to spiritual practice and care for all. We will continue to facilitate multilingual Christian worship services and spiritual encouragement for immigrants detained at the ICE Processing Center in Tacoma. Through our continued advocacy for religious rights for immigrants in detention, people of many faith backgrounds have been able to access desired spiritual care as well.

GOALS

Develop the Detention Center Ministry model into a **national resource poised to be replicated** by partner sites in other states

Undergird World Relief Seattle in **prayer**, and provide access to spaces for staff and participants to pray





PLANKS

Human Capital

We will hire and retain high-performing, high-potential, and diverse staff members and volunteers. By 2023, our work in developing human capital will also focus on creating a healthy environment where all can develop and optimize their talents, skills, and experience to further World Relief Seattle's vision.

Infrastructure

We will create physical spaces that become welcoming connection hubs for staff, participants, volunteers, and community partners. These spaces will be supported by the development and maintenance of robust IT and other infrastructure systems. With sustainable spaces and systems working together, we aim to support a flourishing community for refugees and immigrants in Western Washington.

Engaged Partners

Engaged partners include the volunteers, churches, donors, and community organizations who bring relationship, resources and financial support to World Relief Seattle's work and participants. We commit to increasing the depth and number of strong partnerships, expanding opportunities for mutually transformative relationships and strengthening existing best practices.

GOALS

Human Capital ---

Equip staff to best use their talents and expertise to carry out the strategic plan through investments in **personal and professional development**

Increase racial and cultural diversity within every human capital sub-group of World Relief Seattle by 25%

Increase average staff **pay rates** by at least 25%

Provide ongoing **spiritual and soul care opportunities** and resources to staff

Infrastructure ---

Actively pursue long term vision of a multi-purpose **wrap-around service center**, which would include affordable housing and programming for new refugees and immigrants as well as World Relief Seattle offices and space for partner organizations

Integrate technology with programmatic initiatives to promote computer literacy amongst participants

Pilot a **revenue-generating initiative** to support the financial stability of World Relief Seattle

Engaged Partners ---

Develop and implement comprehensive **partner engagement strategy** to increase levels of engagement with existing partners

Develop two new types of **project-based volunteer opportunities** such as a satellite Immigration Legal Services clinic or Good Neighbor Team models to serve asylum seekers



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