

WORLD RELIEF WESTERN WASHINGTON

STRATEGIC PLAN

2024—2028

MISSION

Boldly engage the world's greatest crises
in partnership with the church.

VISION

We envision every refugee and immigrant we
serve welcomed by community, rooted in
community and empowered for community.



STRATEGIC OVERVIEW



Fund

Increase private funding by at least 20% over the next five years.



Connect

Increase connections between the people we serve, the church and the wider community by at least 60% to foster long-term, mutually transformative relationships.



Scale

All programs will be available at all Western Washington locations.

METRICS



Fund

- Measure annual private giving
 - Regular financial reports
 - Donor acquisition and retention rates
 - Volunteer acquisition and retention rates
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Connect

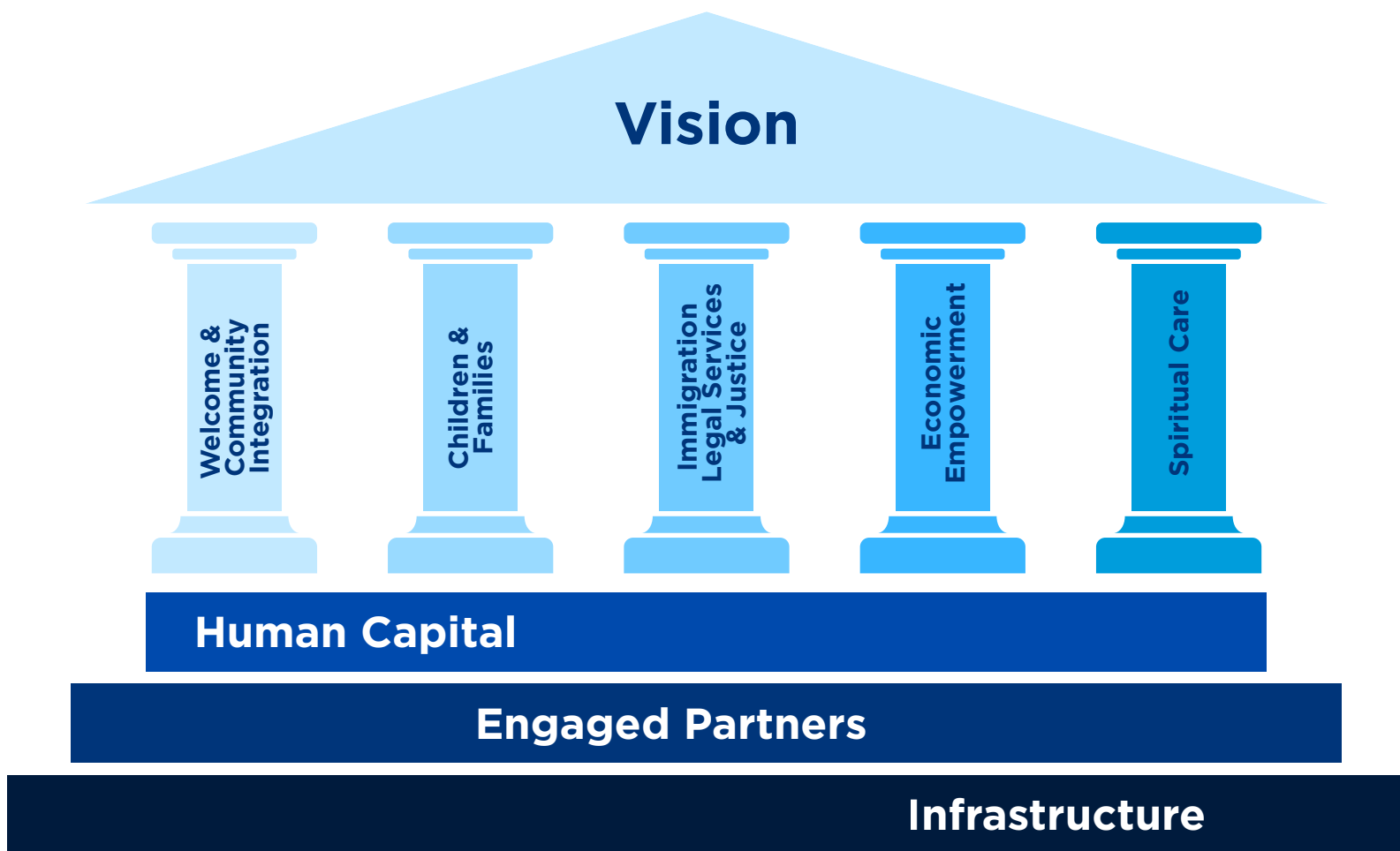
- Annual & Quarterly beneficiary metrics and demographic breakdown
 - Annual percentage of program participants connected to community members.
 - Immigration Integration Survey, measuring seven dimensions of integration
 - Measure “Know Your Rights” session attendees and annual number of ILS consultations, ILS applications, and approvals.
 - Quarterly percentage of adult English language learning students attaining level gains
 - Percentage of participants seeking first jobs employed within 6 months.
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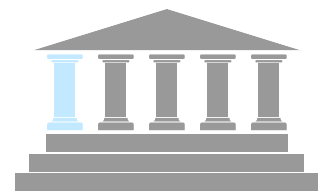


Scale

- Program expansion measurements in King County
- Program scaling plan in Thurston and Whatcom Counties
- Staff retention and engagement

METHODOLOGY





PILLAR 1

Welcome & Community Integration

We will focus on integrating holistic services to refugees and immigrants across all locations and departments with an emphasis on serving those with increased vulnerabilities or barriers.

- Expand current services and implement new projects to reduce barriers for participants with limited English proficiency, women with children, those with medical complexities, and geographically isolated participants, including:
 - Emergent literacy ESL courses to support those with limited or no native language literacy.
 - Medical systems navigation to better work across programs, offices, and external provider networks.
- Provide non-clinical mental health services with a focus on community support. We will hire a mental health professional to conduct assessments and provide both internal and external referrals, as needed.
- Create partnerships with property owners to provide exclusive, semi-permanent housing for participants, ensuring safe and dignified living conditions.





PILLAR 2

Children & Family Programs

We will expand the scope, reach, and effectiveness of our programs to support holistic development, educational engagement, and community integration.

- Expand and strengthen family-based Early Childhood programming focused on development, kindergarten readiness, systems navigation, and family engagement, including:
- Tripling the capacity of the Early Learning and Family Support (ELFS) program.
 - Scaling the summer camp for rising kindergarteners to serve up to 100 children.
 - Create parent-child groups in partnership with churches or community partners.

- Ensure participants receive individualized support, wide access to resources, and opportunities for successful integration into the school system and other community systems. We will:
- Provide proactive support to access and navigate educational resources.
 - Build strong community networks and advocate for changes within systems.
 - Create flexible programming that addresses gaps in services and unmet needs.





PILLAR 3

Immigration Legal Services & Justice

We aim to promote justice and legal support for underserved immigrants, including asylees, asylum seekers, undocumented immigrants, those in detention, and low-income immigrants, through affordable and accessible immigration legal services and collaborative advocacy efforts throughout the region.

- Expand legal services to include asylum services, VAWA, T-visa, and U-visa, as well as expand ILS to Whatcom and Thurston Counties.
- Empower all participants to know their legal rights and services available to them by providing quarterly “Know Your Rights” sessions on multiple topics in several commonly spoken languages, aiming for 75% of participants attending a “Know Your Rights” session.
- Engage participants, community, and staff in collaborative advocacy efforts including monthly advocacy updates, additional advocacy partnerships, engaging participants in direct advocacy, and establishing a regular presence on existing advocacy bodies.





PILLAR 4

Economic Empowerment

We will provide refugees and immigrants with effective and innovative pathways toward economic self-sufficiency, upward economic mobility, and career fulfillment through expanded access to employment services, financial education, and career pathway programming.



Expand access to and personalize employment services to underserved demographics by lowering participant-to-staff ratio.

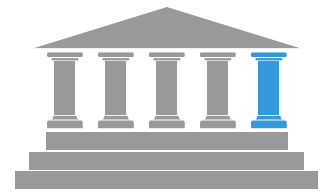


Integrate financial education across all departments, and provide access to financial education opportunities.



Triple the number of participants in Career Pathways program by building connections with community organizations, developing a program for mentoring partnerships, and additional career development workshops and courses.





PILLAR 5

Spiritual Care

Drawing upon World Relief Western Washington's Christian roots and commitments, we will serve participants holistically and ensure access to spiritual practices and care for all.



We will collaborate, support, and network with immigrant churches throughout the region to partner in holistic ministry.

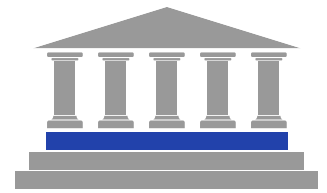


We will provide excellent multi-lingual worship services and post-release assistance to detained immigrants.



We will create a committee that supports and coordinates regular, interactive prayer.





PLANK 1

Human Capital

We will hire and retain high-performing, high-potential, mission-aligned and diverse staff members and foster a culture of belonging and a healthy work environment through:



Initiatives to promote staff resiliency and well being.



Champion DEI at every level of the organization.



Staff professional development.



Identifying and working toward optimal staffing ratios.





PLANK 2

Engaged Partners

We will foster an environment of mutually transformative relationships and best practices to deepen impactful partnerships that advance our mission and guarantee the sustainability of our work by:



Doubling the number of partner-level churches to 80, steadily moving churches to higher levels of engagement



Increasing the net total of active volunteers by 50 annually, and mobilize a diverse pool of at least 30 interns each year.



Increase our active donor base to 6,000, and increase private revenue exceeding \$5M.





PLANK 3

Infrastructure

We will provide physical spaces and resources that foster effective connections for staff, volunteers, participants, and partners to support a flourishing community by:



Optimizing our current spaces for more efficient use and implement space utilization reviews.



Implementing consistent data collection and tracking practices, and develop a monthly metrics dashboard.



Becoming a leader within the refugee and immigrant services sector in data collection, analysis, and reporting to improve performance and services.



