

OPENING DOORS

STRATEGIC
PLAN
2022-2024



OPENING
DOORS



EXECUTIVE SUMMARY

Opening Doors has welcomed newcomers to Northern California since 1993.

Today, we serve approximately 2,000 refugees, immigrants, and survivors of human trafficking each year. We provide a range of services including immigration legal services, refugee resettlement and case management, support to survivors of human trafficking, programs to foster economic prosperity, and culturally-appropriate mental health services.

In 2019, Opening Doors designed and implemented its first-ever strategic plan.

This plan enabled Opening Doors to navigate intensely changing times – including a transition in presidential administrations, the onset of the COVID-19 pandemic, and the national uprising that took place in response to the murder of George Floyd. Even as we complete this plan, we adapt to new events. Beginning August 2021, we worked intensely to welcome the influx of refugees fleeing Afghanistan.

This plan maps our course for the next three years and is the result of a process that deeply engaged our board and staff. We define a revised mission statement and our first vision and values statements.

This plan expresses our deep commitment to engage the region in the work of welcome, while amplifying the rich contributions of refugees and immigrants. More than ever, we recognize and celebrate the critical role that our staff play, doing the right thing, even when the path is uncertain.

And we are energized to change how we operate – seeking to diversify our funding, increase operating revenue, utilize data systems to build efficiencies, and invest in higher impact programming.

Over the next three years, we will:

1. Strengthen support to newcomers on their path to stability, self-sufficiency, and belonging.
2. Recognize and invest in the growth and success of all staff.
3. Grow the welcoming community.
4. Build our operational capacity, including improved revenue.

VISION MISSION & VALUES

VISION

Migrants and refugees lead lives of joy and belonging, embraced by welcoming communities.

MISSION

Opening Doors enriches communities by supporting immigrants, refugees, and survivors of trafficking on their path to stability, self-sufficiency, and belonging.



VALUES

Rising Together

We are in this together and depend on each other.

Honoring Dignity

We recognize and honor everyone's strength and inherent dignity.

Embracing Courage

We do the right thing, even when the path is uncertain.

Seeking Joy

We take time to be together, celebrating our diverse cultures and recognizing our victories.



THEORY OF CHANGE

Opening Doors' work is guided by our Theory of Change. We believe that in order for newcomers to achieve stability, self-sufficiency, and belonging, they need stable housing, financial security, physical and mental health care, and family and community connections.

Our Theory of Change serves as our roadmap to designing and delivering quality programming and a guide to evaluate the impact of our work.



GOAL

STRENGTHEN SUPPORT TO NEWCOMERS

We are confident that we are providing quality, comprehensive services to our clients.

However, we also believe that in developing our learning culture, we can be more intentional with our programming and deepen our impact. As we continue to provide an array of comprehensive services, staff will focus on evaluating program quality and impact.

To that end, our goal is to strengthen support to newcomers on their path to stability, self-sufficiency, so that:

- Newcomers receive holistic, impactful services from Opening Doors.
- Linkages to other service providers are efficiently facilitated.
- Each program recognizes areas of strength and areas of improvement in service delivery.



OBJECTIVES

- Create a system to evaluate the quality and impact of Opening Doors services.
- Strengthen partnerships with other service providers.
- Staff across program areas facilitate linkages to both Opening Doors and partner services.
- Implement a database that tracks client participation across all programs.

GOAL

INVEST IN THE GROWTH AND SUCCESS OF STAFF

Opening Doors services are only as strong as the staff delivering them.

Fulfilled, competent, and healthy staff enable the organization to meet the needs of our clients and deliver quality, impactful programming.

To that end, our goal is to recognize and invest in the growth and success of all staff, so that:

- Staff experience Opening Doors as a place where they thrive and grow as leaders.
- Management and leadership become more representative of the communities we serve.
- Managers become increasingly effective in providing collaborative leadership.
- Program-specific silos become more permeable.



OBJECTIVES

- Continue to improve staff compensation, care, and opportunities for career growth.
- Implement plan to improve staff and board diversity at all levels of leadership.
- Uplift program managers to strengthen linkages across programs, engage in program design, and provide collaborative leadership throughout the organization.
- Provide opportunities for professional growth and leadership development.

GOAL

GROW THE WELCOMING COMMUNITY

While our clients are the primary beneficiaries of Opening Doors' work, we believe that our impact extends to the broader community as well.

We strive to shift the narrative around newcomers by amplifying their contributions in the region, which will foster greater appreciation and support from the welcoming community.

To that end, our goal is to grow the welcoming community, so that:

- Newcomers are increasingly recognized for their contributions.
- Diverse individuals and groups engage in the work of welcome.
- Elected representatives at the county and state level increase efforts to pursue legislation and expand financial allocations to support newcomers.



OBJECTIVES

- Amplify the contribution of newcomers and ethically share their stories.
- Directly engage a diverse mix of individuals as volunteers and advocates.
- Strengthen ties with cultural community organizations, places of worship, businesses, local associations, and adult schools.
- Expand capacity for advocacy, including strengthened relationships with local and state elected officials.

GOAL

BUILD OUR OPERATIONAL CAPACITY

For too long, Opening Doors has operated with insufficient operational and administrative resources, resulting in overextended employees, reactive program design, and organizational instability.

Additionally, we operate in an environment in which shifts in state or federal policy can have dramatic impacts on our revenue, further exacerbating organizational instability.

To that end, our goal is to build our operational capacity, including improved revenue, so that:

- Unrestricted revenue subsidizes true cost of implementing quality grant-funded programs.
- Individual giving comprises no less than 10% of total budget.
- Institutional funding targets a diverse program portfolio.
- Enhanced use of technology results in increased operational efficiencies.



OBJECTIVES

- Increase unrestricted funding, including growth of individual giving.
- Proactively manage revenue diversity to mitigate risk of external political changes.
- Apply technology resources to improve impact and efficiency among finance, human resources, and programs.



Welcoming refugees.
Defending immigrants.
Supporting survivors.
Enriching communities.

Opening Doors to all.

STRATEGIC PLANNING TEAM

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Greg Eddy, Board Chair
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OPENING DOORS BOARD OF DIRECTORS

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