



Meeting the Moment of Today—and of 2029

2027-2029 Strategic Plan

Three Decades of Welcome in Sacramento

Opening Doors began in 1993 as an outreach ministry of a local church, supporting refugees from the former Soviet Union as they made their new home in Sacramento. That small group of volunteers planted the seeds for today's Opening Doors—an organization with deep roots in the “work of welcome,” walking alongside thousands of refugees, immigrants, and survivors of human trafficking as they rebuild their lives in the greater Sacramento region.

Since the end of the Vietnam War in 1975, Sacramento has become a major destination for refugee resettlement, welcoming Vietnamese refugees and later Hmong and Mien refugees from Southeast Asia. By the early 1990s, refugees from the former Soviet Union began to emigrate to the U.S., including many who made their way to Sacramento from Russia, Ukraine, and Belarus. The Balkan wars soon brought persecuted Bosnians to our region. Opening Doors was there to welcome them.

The terrorist attacks of September 11, 2001, brought another wave of refugees. American forces deployed to Afghanistan and Iraq relied heavily on local people as interpreters and technical staff, offering them and their families protection in recognition of the risks they took in support of American-led war efforts. As a result, thousands of Iraqi and Afghan families have made the Sacramento region their home.

Beyond welcoming refugees, Opening Doors has also stood alongside asylum seekers, Deferred Action for Childhood Arrivals (DACA) recipients, survivors of labor and sex trafficking, and undocumented workers harvesting our crops and washing our dishes.

Our work of welcome is the foundation for what people come to Sacramento looking for: stability, protection, and opportunity. This work has stabilized thousands of our region's families and produced tens of thousands of second-generation strivers, entrepreneurs, professionals, tradespeople, and small business owners enjoying the dignity of work.

Our immigrant and refugee neighbors have culturally enriched all aspects of our lives in this, the capital city of our imperfect but still working multicultural democracy called California. Opening Doors stands ready to continue this work for our community and our common future.

Sincerely,



Patrick Ettinger, Board Chair

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.

Building Toward a Future of Belonging

Every morning when I walk into our office, I step through our lobby and pause to think about the incredible journeys our clients took to arrive in that room. They may have been a translator for the U.S. in Afghanistan, a teenager fleeing gang violence in El Salvador, or a mom from the Ukraine trying to keep her kids safe from Russian attacks. No matter the path that brought them here, they left behind everything familiar for the hope of a brighter future.

Over the past decade, our organization and the communities we serve have weathered extraordinary storms: The restrictive federal policies of the first Trump administration, the global disruption of COVID-19, and the crises in both Afghanistan and Ukraine. Each of these storms has pushed us to adapt and expand how we meet our communities' needs. Through it all, we drew strength from the extraordinary courage of our clients who demonstrate remarkable resilience in the face of incredible hardship.

Today, we face a new crisis: A landscape where immigrant and refugee communities face historic pressures while critical resources and safety-net systems shrink. As we navigate this landscape, we have engaged in a deep strategic process to map our course for the next two years. Because our work and funding are uniquely sensitive to geopolitical and domestic policy shifts, we ground this plan in three distinct 2029 scenarios—ranging from hostile to welcoming policy environments.

Our plan calls on us to deepen our focus on providing stability, protection, and opportunity to our immigrant and refugee neighbors, while preparing for the future. Whatever reality takes shape in 2029, we remain committed to both meeting the moment today—and to ensuring we are prepared to meet the moment of tomorrow.

One truth remains absolute: Families will continue to seek safety, dignity, and belonging and we will continue to walk alongside them. Guided by our values and energized by the strength and resilience of the immigrants and refugees we serve, Opening Doors will ensure the Sacramento region remains a place we can all proudly call home.

Sincerely,



Jessie Mabry, CEO

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.

Planning for Disparate Scenarios

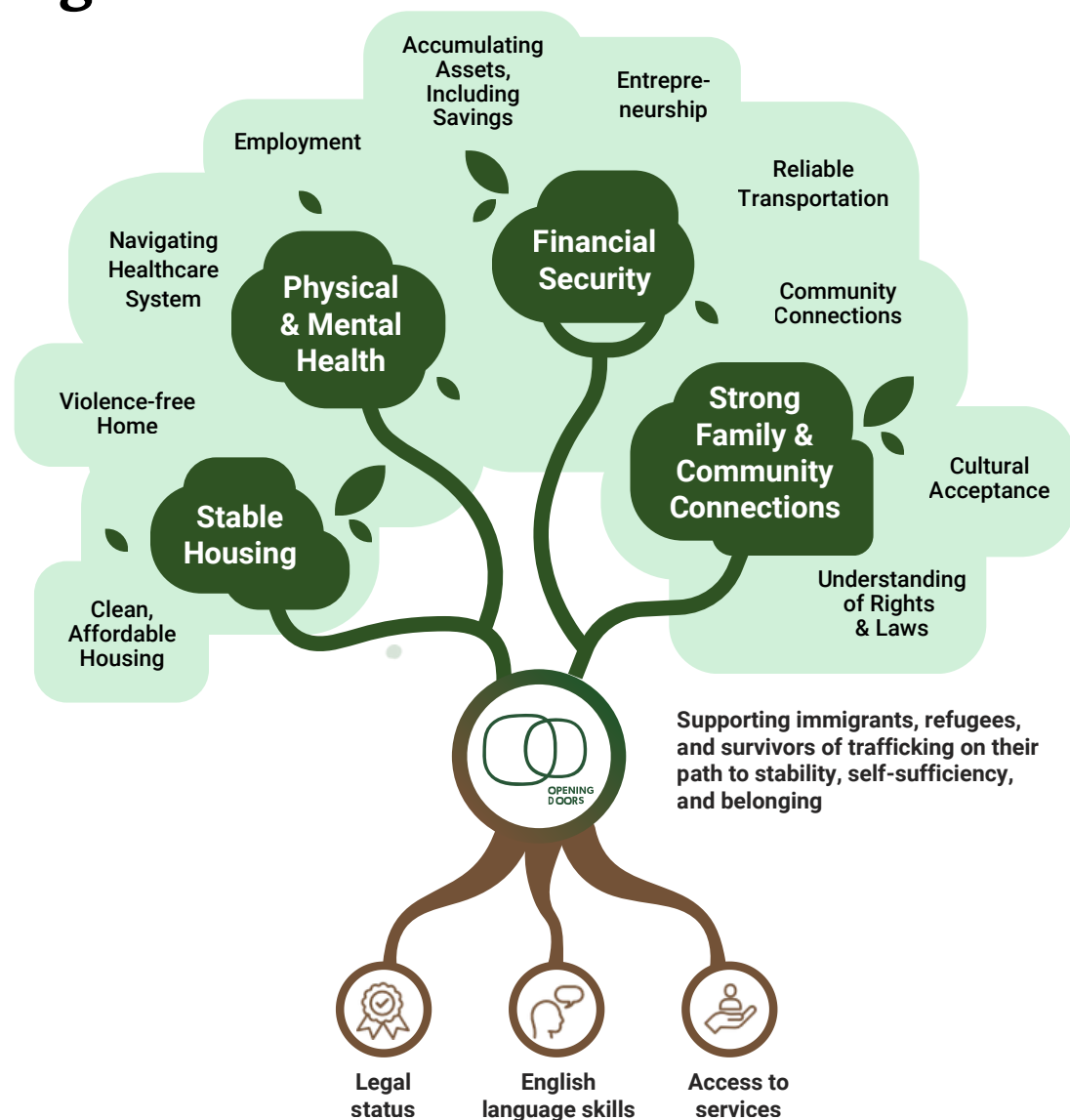
Our work and our funding landscape are uniquely sensitive to geopolitical and domestic policy shifts. Changing presidential administrations and global crises have brought with them both huge spikes in community members needing support, as well as significant changes—both up and down—in our annual budgets. This current moment has caused community needs to increase while our revenue has shrunk dramatically. And while we do not yet know what federal policy environment will emerge in 2029, we are committed to remaining steadfast in walking alongside the Sacramento region's immigrant and refugee communities as they build lives of dignity and belonging.

Our strategic plan imagines three distinct scenarios for 2029: A continuation of the current hostile federal policies, a shift towards federal policies that are more welcoming to newcomers and supportive of immigrant inclusion, and a "middle of the road" scenario. Our plan evaluates the policy environment, community needs, and organizational impacts unique to each scenario and outlines our vision for how we intend to both meet our communities' needs today, while also preparing to meet the moment of 2029.

One thing is certain: Families will continue to seek safety and a better life, and Opening Doors will be here to help them achieve stability, seek protection, and pursue opportunity.

Theory of Change

Opening Doors' work is guided by our Theory of Change. We believe that for immigrants and refugees to achieve stability, self-sufficiency, and belonging, they need stable housing, financial security, strong physical and mental health, and strong family and community connections. Our Theory of Change serves as our roadmap to designing and delivering quality programming, and a guide to making decisions around core priorities in an ever-shifting landscape.



Adapting to Changing Landscapes

Regardless of the federal policy environment in 2029, we will walk alongside the Sacramento region's immigrant and refugee communities as they build towards lives of belonging. By preparing for disparate scenarios, we will ensure we remain resilient and firm in our commitment to the communities we serve.

Hostile Policy Environment

Should federal policies become even more hostile, immigrant and refugee communities will face heightened vulnerability.

Denied access to the social safety net, families will struggle to meet basic needs—a strain magnified by a weakening labor market and rising inflation.

Furthermore, as policy shifts continue to strip status and work authorization, more individuals will face deportation risks alongside immediate barriers to employment. Immigration enforcement and chaos in immigration courts will continue.

The region's immigrant and refugee communities will require basic needs support and may also benefit from opportunities to generate income through self-employment.

In this scenario, we assume that the environment may be hostile towards not just newcomers, but also the institutions that serve them.

State and local governments may experience continued reductions and restrictions around resources, and civil society may face challenging compliance and regulatory environments.

Middle of the Road Policies

In this scenario, refugee resettlement may increase at a gradual pace. Our region may experience higher than national rates of resettlement, given the characteristics of our community and broad support for Afghan allies. However, we anticipate that immigration enforcement may continue, even if slightly moderated.

Systemic backlogs at USCIS will continue to create significant delays, maintaining a sustained need for immigration legal services. However, access to asylum may remain restricted, necessitating a focus on serving existing immigrant populations while potentially welcoming Afghan refugees, and working towards long-term community integration for all populations.

We anticipate moderate organizational growth, free from the resource restrictions of a more hostile environment. However, meeting the community need may still place pressure on our internal systems, requiring we strengthen operational efficiencies without overextending our resources.

Welcoming Policy Environment

Should federal policies become welcoming to newcomers, we anticipate a renewed commitment to integration.

Overall refugee resettlement will resume slowly, alongside the complex work of rebuilding national capacity. Our region may experience higher than national rates of rebuilding, given an assumed emphasis on family reunification and the relatively broad support for Afghan allies.

Systemic backlogs at USCIS will likely persist, sustaining a high demand for immigration legal services. At the same time, expanded access to asylum may bring new populations seeking both legal and basic needs support.

In this scenario, we anticipate a period of rapid opportunity alongside significant operational demands. As federal policies re-open pathways for newcomers, an influx of demand will test our organizational capacity and stretch existing infrastructure.

While funding and public support may expand, managing swift growth could create substantial operational strain.

Goal: Support our immigrant and refugee neighbors while ensuring that we are well-positioned to serve our community's needs in 2029 and beyond.

Our work extends far beyond initial welcome; it is about walking alongside immigrants and refugees as they establish long-term stability and belonging in the Greater Sacramento region. Over the coming years, navigating this path will become increasingly difficult for the communities we serve.

Shifts in federal policy that restrict immigrants' and refugees' ability to access social safety-net programs will bring about significantly increased vulnerabilities for the communities we serve. Reduced healthcare access and food assistance support will coincide with a tightening labor market and the potential loss of work authorization as immigrants lose their legal status, driving demand for expanded basic needs support and income-generating opportunities. At the same time, demand for legal aid will continue to vastly outstrip available capacity, necessitating continuing innovation around programming and service delivery models, including limited scope legal services, where we support individuals with specific, individual tasks in their case but do not manage their case from start to finish.

Outcomes

- Expand basic needs support to the immigrant and refugee communities as sweeping policy changes create barriers to the social safety net.
- Increase opportunities for Sacramento's immigrants and refugees to generate income through self-employment.
- Continue to innovate and expand limited scope legal services.
- Maintain institutional capacity so that we are poised to expand programs and services should the 2029 landscape allow for growth.

Goal: Strengthen internal operations so that we are prepared to respond to disparate 2029 scenarios.

Preparing for an uncertain future requires an internal infrastructure that is as resilient, agile, and robust as the communities we serve. Navigating the challenging years of 2027 and 2028 while also preparing for the disparate 2029 scenarios requires that we continue to modernize our internal infrastructure and make our systems even more nimble. By proactively optimizing our operational capacity, we ensure our staff are fully supported, our resources are optimized, and our organization remains well-prepared to meet the moment of today and of 2029—whatever that moment holds.

Outcomes

- Nurture staff well-being through transparent internal communication, intentional morale-building, and meaningful opportunities for professional development.
- Maintain institutional capacity via clearly defined and documented standard operating procedures.
- Continue to be good stewards of resources while maintaining flexibility and responsiveness in our financial management.
- Maintain high standards of compliance to ensure responsiveness to a rapidly shifting environment.

Goal: Harness the desire of our external partners and supporters to live into our shared values of welcome.

Our community shares our values of welcome and feels deep frustration over the growing challenges faced by our immigrant and refugee neighbors. To direct that frustration into impact, Opening Doors will become the region's leading voice on immigrant and refugee issues while activating supporters and inviting them to join our work.

Through this effort, Opening Doors will continue to diversify our revenue as a counterbalance to the shifting political and global crises that impact our work. Direct collaboration with local elected leaders and media will yield stronger public support and more protective regional policies for newcomers. Additionally, an activated network of local partners will equip us to both meet the needs of our communities today, while also preparing to meet the anticipated challenges of 2029—ensuring our region remains a place where all our neighbors can thrive.

Outcomes

- Expand Opening Doors' reputation as a regional thought leader in immigrant and refugee issues.
- Strengthen strategic relationships with private funders, donors, media, and elected leaders.
- Actively engage board members as ambassadors, relationship builders, and fundraisers.
- Increase revenue from Individual giving by 10% annually.
- Strengthen community collaborations to ensure partnerships are aligned with community needs today and the needs of 2029.



More than a Meal

A generous donation from The Church of Jesus Christ of Latter-day Saints is helping Opening Doors strengthen food security for families we serve.

The Church donated 150 boxes of food for families throughout the Greater Sacramento region. Reliable access to nutritious food meets an immediate need while easing financial pressure across the household. When families can count on food, they have more room in limited budgets for rent, transportation, healthcare, utilities, and other necessities.

Accessing Citizenship

Juan Carlos, a Mexican immigrant with muscular dystrophy, faced additional barriers in his path to U.S. citizenship. Opening Doors worked with his family, medical providers, and immigration officials to secure disability accommodations, including waived English and civics requirements and an at-home interview.

In October 2025, Juan Carlos completed his interview and took the Oath of Allegiance at home. Becoming a citizen brought greater security and access to medical and social support resources for his ongoing care needs.



Paying it Forward

Mohammad fled Afghanistan with his wife and three children in 2010, staying in Turkey until they were resettled in the United States in 2018. Despite hardship during his first two years, he overcame economic, cultural, and language barriers to build a successful family tailoring and alterations business in Sacramento. Today, Mohammad's business employs two full-time tailors and a sales representative, selling traditional Afghan attire and providing tailoring services.

In his shop, Mohammad and his wife also offer free tailoring and alterations training for newly arrived Afghan women in Dari and Pashto. "My wife and I are fortunate to give back to our community," Mohammad says. "The women we train here can work from home and make money while caring for their kids." A friend referred Mohammad to Opening Doors' Micro-Lending Program, where he received a \$10,000 loan to expand his business to the Galt Flea Market.

Now managing both businesses, Mohammad has built the stability he once hoped for while creating opportunities for others. "I am living a prosperous life," he says. "I have a successful business, and I am actively engaged in social events of my community where I give back."



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