2021 Strategic Plan

Dobie Associates, Inc.

October 1, 2021
| Champion  
(Stand and Advocacy for our client audiences) | Deliver  
(Strengthen affiliate networks with other opportunities) | Culture  
(Empowered - Learning Organizational – Growth) | Funding  
(Develop Diversified Funding sources) | Trailblaze  
(New, incubate and expand services) |
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<td>Champion immigration issues on behalf of vulnerable populations.</td>
<td>Deliver distinguished programs through affiliates and a variety of innovative service models.</td>
<td>Develop a culture of learning, connectivity and purpose to facilitate strategic, sustainable growth.</td>
<td>Diversify and expand sources of funding to maximize organizational impact.</td>
<td>Trailblaze new programs and initiatives to shape and adapt to the changing immigration landscape.</td>
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**GOALS**

**Champion** immigration issues on behalf of vulnerable populations.

Deliver distinguished programs through affiliates and a variety of innovative service models.

Develop a **Culture of Growth** through learning and empowerment.*

Diversify and expand sources of **funding** to maximize organizational impact.

**Trailblaze** new programs and initiatives to shape and adapt to the changing immigration landscape.

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**VALUES**

**Welcome**
“When I was a stranger, you welcomed me.” Rooted in faith, LIRS believes that we are called to welcome those fleeing persecution and seeking refuge in the United States.

**Prophetic Witness**
Not all are prophets, but all are called to be prophetic witnesses. At LIRS, this means we are committed to speaking out boldly and standing up for the just treatment of those we serve.

**Integrity**
Driven by a desire to serve vulnerable refugees and migrants, we refuse to compromise our moral, economic, and political integrity as we carry out our mission to that end.

**Innovation**
Committed to bold action and continuous learning, LIRS invites others to join our mission, eager to embrace fresh perspectives and explore new ways to engage in this work of welcome.

**Interdependence**
LIRS depends on a diverse network of community partners, faith-based groups, and private entities to magnify our reach and impact – and they rely on our expertise and leadership.
Innovating at the Speed of Client Need

LIRS Innovation Strategy

Hands-on Client Experience
Long-term Client Services & Evaluation
Funder Diversity & Unrestricted Funding
Immigration Client Driven Services
LIRS Learning & Research Leadership
Proactive Branding & Advocacy actions
Growing, Empowered, Diverse Culture

LIRS 2021-2025