



IIBA



Strategic Plan

FY 18 | 20

Dear Friends,

The Immigration Institute of the Bay Area (IIBA) recently celebrated 100 years of service to refugees and immigrants. Over those years, we have evolved to meet changes in immigration policies, attitudes toward immigrants, and the circumstances of people coming to this country.

This evolution continues with IIBA's strategic plan for Fiscal Years 2018 through 2020, which builds on our primary work, providing high-quality, low-cost immigration legal services. We recognize that, collectively, our core values are being challenged; immigrants and immigrant rights are being threatened. Given this reality, this plan prioritizes expanding services, including advocating for and representing those immigrants who may be facing deportation.

IIBA has stood the test of time by remaining true to our mission, while adapting to new realities and community needs. Now we are redoubling our efforts to provide essential legal services, reuniting and protecting families, helping individuals gain citizenship, and assisting victims of domestic violence and violent crimes. Working alongside our partner agencies, we are dedicated to defending and supporting some of the most vulnerable among us.

Ellen Dumesnil

Ellen Dumesnil
Executive Director

Jennifer Beckett

Jennifer Beckett
Board President





Vision

We envision diverse communities where immigrants are valued, contributing members with full access to justice and economic opportunity.

Mission

IIBA provides high-quality immigration legal services, education, and civic engagement opportunities to immigrants, refugees, and their families as they join and contribute to the community.

Introduction

IIBA has experienced more significant growth and change in the last ten years than during the previous ninety. This rapid expansion has included merging the International Institute of San Francisco with the International Institute of the East Bay to form IIBA, tripling our budget (to \$3.5 million), and growing from three offices in 2011 to eight in 2017. IIBA now serves the Bay Area from Sonoma and Napa to Fremont, Oakland, San Francisco, Brentwood, and Redwood City. IIBA's skilled and dedicated staff have managed this evolution and growth while adapting to changing immigration policies and an increased demand for services.

Over the next three years, IIBA aims to **expand** our capacity to deliver affordable, high-quality immigration legal services, to **excel** in developing best practices and services, to **engage** with other partners and volunteers in our communities to advance our mission, and to **sustain** our work through a diversified resource base. We will do all of this while responding to an environment that is far more challenging for immigrants to navigate.



Expand

Grow our capacity to deliver affordable, high-quality immigration legal services, addressing unmet and emerging needs in the regions we serve.

IIBA developed this strategic plan for Fiscal Years 2018 through 2020 alongside dramatic changes in immigration policy. These include the end of Deferred Action for Childhood Arrivals (DACA); political challenges to asylum and family reunification procedures; the end of long-standing protections for several groups of immigrants including Sudanese, Haitians, El Salvadorans, and Nicaraguans; and an increasing number of ICE raids resulting in heightened fear and uncertainty for immigrants living in the Bay Area. Now more than ever, IIBA is compelled to extend our reach and increase our capacity to provide a full spectrum of immigration legal services.

Strategic Objectives

- Continue growing capacity to serve clients, while expanding services to address unmet and emerging needs.
- Create civic engagement opportunities for current and former clients.
- Prepare staff to represent individuals in removal proceedings, including bond hearings and representation for non-detained and detained individuals.
- Deepen IIBA's impact in our current service areas.
- Ensure all areas of expansion are driven by strategic decision-making, informed by data analysis, and embedded with plans for long-term sustainability.

Measuring Success

- IIBA's legal team members are trained and mentored by a newly-hired Director of Legal Services who has significant immigration legal experience, including removal and asylum.
- IIBA attorneys and accredited representatives receive increased administrative support, resulting in expanded service capacity.
- Geographic reach has grown in counties where IIBA is currently located.
- IIBA has developed the internal capacity to identify, collect, and analyze key metrics to inform our future direction.



Continue to promote a culture of excellence and continuous improvement in all our practices and services.

IIBA has maintained an uncompromising commitment to quality throughout nearly a decade of continuous growth. Now, with eight offices, IIBA will build on its strengths by right-sizing the organizational structure and by standardizing service delivery models, best legal practices, and operating procedures. IIBA will continue to offer our staff professional development opportunities and meaningful engagement in a positive work environment.

Strategic Objectives

- Assess and strengthen service delivery models, outreach strategies, and operating procedures, standardizing best practices.
- Review and revise organizational structure to ensure the highest level of impact across all facets of the organization and to support continued growth.
- Hire additional staff to optimize IIBA's impact in all areas, including administrative operations, legal services, outreach, development, and volunteer engagement.
- Explore use of technology to streamline client communications and to maximize the security of clients' data.
- Provide professional growth opportunities for every position across the organization.
- Ensure human resources policies reflect industry-wide best practices.

Measuring Success

- IIBA leadership has identified, implemented, and standardized systems that enhance efficiency, quality of service, and client experience, in all locations.
- IIBA's organizational structure supports current operations and enables us to prepare for future initiatives.
- IIBA has adopted technologies to manage client communications and to provide high-level security for client data.
- Staff receive the tools, resources, training, and support they need to excel.
- IIBA engages in objective, data-driven practices for performance reviews. The Employee Handbook is reviewed bi-annually and reflects up-to-date and competitive policies and procedures.

Engage



Deepen and expand relationships with community organizations, law firms, businesses, public institutions, and individual volunteers to advance our mission.

Throughout its 100 years of service, IIBA has amassed a powerful volunteer force, forming strategic partnerships and joining key collaborative efforts with non-profit partners, pro bono law firms, corporations, and municipalities. IIBA will continue to build these alliances to aid immigrants in need of information, advocacy, and legal services.

Strategic Objectives

- Develop and implement new outreach strategies to raise IIBA's visibility and engage greater volunteer support for the agency's services.
- Form and strengthen strategic partnerships with elected officials, employers, municipalities, and other organizations to advocate for the protection of immigrants.
- Expand board capacity through recruitment strategies that increase representation of communities served and through onboarding and orientation practices that emphasize engagement with the work of IIBA.

Measuring Success

- A full time Pro Bono Coordinator position is established to help build IIBA's service capacity.
- The number of volunteers—including pro bono law firms, clients, and former clients—and the average hours served have increased in all geographic regions.
- A recruitment plan has been developed, led by the board, with attention to diversification, cultivation, orientation, and onboarding of new board members.
- IIBA actively engages in county-wide efforts, such as the Rapid Response Networks.
- IIBA provides training for employers regarding immigrant rights and employee rights, and increases the number of people reached, and ultimately protected, through Know Your Rights (KYR) presentations.



Continue building a diversified resource base, ensuring IIBA’s long-term sustainability in service to our community.

Sudden changes and threats to immigration policy have triggered an urgent and escalating demand for IIBA’s legal services, KYR presentations, community education forums, and citizenship services. To sustain these essential programs long into the future, IIBA fosters a culture of philanthropy, where all stakeholders support fundraising initiatives and encourage participation in community events.

Strategic Objectives

- Sustain and further diversify funding, while fine-tuning our successful financial management practices.
- Continue implementing strategies to increase unrestricted financial support.
- Develop and launch a comprehensive communications and branding campaign to increase visibility, name recognition, and financial support.
- Prepare board and staff to understand and fulfill their roles as agency ambassadors supporting fundraising efforts, as appropriate for their positions.

Measuring Success

- Revenue to IIBA from all sectors is maintained or increased, including grants and donations from individuals and businesses.
- Metrics show an increase in media attention, name recognition, and donor involvement resulting from the marketing campaign.
- Board members exhibit increased ability to work with the Executive Director as fundraisers for IIBA.
- Staff are trained and comfortable in their roles as fundraising ambassadors.

IIBA through the Years

1918 -
1930

Immigration Act of 1924 restricts immigration through national origins quota

The International Institute opens its doors at 1812 Washington Street in San Francisco, serving 12,000 individuals that first year. The monthly rent was \$50.

1930 -
1940

Immigrants scapegoated during the Great Depression

Using updates from the Immigration Service that provide names and addresses of recent immigrants, Institute staff visit families new to San Francisco.

1940 -
1950

The U.S. enters the Second World War

The Institute rallies against the U.S. government's discriminatory policies, protesting the internment of Japanese Americans and restrictions on other ethnic minorities.

1950 -
1960

Filipino Veterans of the Battle of Bataan denied benefits

Despite the fact that many Philippine Scouts suffered as Prisoners of War, they are denied U.S. veteran benefits. The Institute advocates on their behalf and provides them with aid.

1960 -
1970

Hart-Celler Immigration Act of 1965 supports family reunion over discriminatory national origin quotas

In 1969, the Institute establishes the Chinese Newcomers Service Center in response to increasing immigration from China. The center continues to thrive to this day.

1970 -
1980

U.S.-backed government in Vietnam falls to North Vietnamese

With over 1,000 refugees arriving in San Francisco each month, the Institute convenes an Advisory Committee in 1976 to serve Vietnamese, Cambodian, and Laotian refugees.

1980 -
1990

Immigration Reform and Control Act of 1986 grants amnesty to some immigrants who entered the U.S. before 1982

Institute staff help 3,000 eligible immigrants apply for amnesty. The Institute develops an ESL and Civics training program that continues today.

1990-
2000

The 104th Congress passes prohibitive immigration and welfare laws

Institute staff soldier on, developing a city-wide project that would assist 10,000 legal residents in completing the citizenship process.

2000 -
2010

September 11th terrorist attacks shock the U.S.

In the aftermath, heightened restrictions are leveled against refugees and immigrants. To increase impact, the International Institutes of San Francisco and the East Bay merge to form IIBA in 2007.

2010 -
2018

Deferred Action for Childhood Arrivals (DACA) announced by President Obama

IIBA leads the Bay Area DACA Collaborative, helping 9,000 youth access the benefits of DACA. Meanwhile, IIBA expands its geographic reach, opening four new offices.