



**Immigration Institute
of the Bay Area**

Serving immigrants and refugees since 1918



STRATEGIC PLAN
2024-2025



MISSION

The Immigration Institute of the Bay Area (IIBA) helps immigrants, refugees, and their families join and contribute to the community. IIBA provides high-quality, affordable immigration legal services, education, and civic engagement opportunities.

VISION

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



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Dear friends,

This year, IIBA celebrates 106 years of service to immigrant communities. Our longevity is testimony to our ability to listen, adapt, and respond to the changing needs of the individuals and families we serve. IIBA's 2024-2025 Strategic Plan is reflective of that approach. We listened, we learned, and we planned for our collective future. Clients, funders, volunteers, community partners, and IIBA's staff and Board contributed to the vision reflected in this two-year plan.

As the challenges facing immigrants grow and evolve, we are doing the same. We are continuing our commitment to centering Justice, Equity, Diversity, and Inclusion in our work. We have developed an internal work plan with actionable, measurable, and time-bound targets to ensure that we monitor our progress and hold ourselves accountable.

Given IIBA's long history, our strong record of accomplishment, and our unique abilities, IIBA will advocate for a region, a state, and a nation where immigrants are not them but us. Please join us in making that vision a reality.

Ellen Dumesnil
Executive Director

Satyen Popat
Board President

STRATEGIC PLANNING CONTEXT

THE CHALLENGES AHEAD

We are a nation of immigrants. Yet immigrants in our country face an uncertain future in a nation undergoing political disruption where there is little or no room for meaningful dialogue.

- As workers in many industries, immigrants are desperately needed, yet frequently exploited in their pay and working conditions.
- As families, immigrants are integral to the communities they live in, yet are too often ignored and marginalized by those in power.
- As future citizens, immigrants proudly prepare to pledge their allegiance to their new country, even as some native-born citizens seek to minimize their contributions.

In this election year, the threats of sweeping raids, vast holding facilities that would act as detention camps, mass deportations, and the repeal of citizenship and other immigration rights are very real. Immigrant workers and families need trusted allies who can help them navigate convoluted immigration laws and a new home brimming with both opportunity and contempt. **We the People should mean all of us.**

WHY IIBA

For 106 years, IIBA has been that trusted ally to immigrant workers, families, and future citizens.

- We are the largest nonprofit provider of immigration legal services in Northern California.
- We have 64 staff in 7 offices that serve approximately 10,000 immigrants per year.
- We lead and oversee consortiums of legal service providers on behalf of the State and receive our own funding from California resulting in services to 3,000 immigrants per year.

STRATEGIC PRIORITIES



GOAL 1: EXPAND ACCESS TO LEGAL SERVICES

Accessible, high-quality legal advice and representation is key to ensuring justice and opportunity for immigrants. **We plan to grow our legal services, recruit more volunteers, and increase our translation and interpretation capacity to reach new client populations.**

GOAL 2: CENTER JUSTICE, EQUITY, DIVERSITY, & INCLUSION

IIBA is committed to embedding Justice, Equity, Diversity, and Inclusion (JEDI) principles across our organization. **We aim to diversify our leadership and Board, make progress on goals set by the JEDI Committee, and invest in the professional development and well-being of our IIBA staff.**

GOAL 3: BUILD COLLECTIVE POWER

By harnessing the collective power of our clients and community, we can amplify immigrant voices and advocate for policies rooted in justice and compassion. **We will help 500+ Legal Permanent Residents naturalize, expand our Advisory Committee of former clients and community leaders, and launch initiatives to organize and advocate for immigrant rights.**

GOAL 4: SECURE LONG-TERM SUSTAINABILITY

Ensuring our long-term financial stability will position IIBA to stand with and for immigrants for the next 106 years. **Our goal is to diversify our revenue streams, nurture new and existing partnerships with donors, funders, and other stakeholders, and increase IIBA's visibility.**

IIBA's 2024-2025 STRATEGIC PLAN

GOAL ONE: EXPAND ACCESS TO LEGAL SERVICES

CONTEXT	Access to high-quality legal advice and representation is key to ensuring justice and opportunity for immigrants. Immigrants in low-income and underserved communities often face barriers to affordable immigration legal services. IIBA is committed to expanding our capacity to address the growing demand for our services throughout the Bay Area, while ensuring that our services take into consideration the individual needs of our clients.
OBJECTIVES	<ul style="list-style-type: none">• Ensure that IIBA's service delivery model is client centric, high quality, efficient, and cost effective• Scale our services to underserved communities• Increase our language capacity to reach the broader community by leveraging technology and the support of our dynamic volunteer network
KEY RESULTS	We plan to grow our legal services, recruit more volunteers, and increase our translation and interpretation capacity to reach new client populations.

GOAL TWO: CENTER JUSTICE, EQUITY, DIVERSITY, AND INCLUSION

CONTEXT	Now, more than ever, we must reaffirm our commitment to the ongoing and critical work of dismantling systemic inequities. IIBA will embed Justice, Equity, Diversity, and Inclusion (JEDI) principles across our organization and work, and continue to invest in our greatest resource: the IIBA team.
OBJECTIVES	<ul style="list-style-type: none">• Assess service delivery model for opportunities to strengthen the organization's culture of inclusion and to better serve the individual needs of our diverse client population• Diversify our leadership and Board• Ensure staff-led JEDI Committee holds IIBA accountable for progress towards agency-wide JEDI goals• Update decision-making processes to increase transparency and incorporate wider staff input• Expand leadership and professional development opportunities for all staff
KEY RESULTS	We aim to diversify our leadership and Board, make progress on goals set by the JEDI Committee, and invest in the professional development and well-being of our IIBA staff.



GOAL THREE: BUILD COLLECTIVE POWER

CONTEXT	Together, we can contribute to building an equitable immigration system that centers and protects immigrant rights. As a 106-year-old community organization, IIBA will harness the collective power of our clients and community to amplify immigrant voices and advocate for policies rooted in justice and compassion.
OBJECTIVES	<ul style="list-style-type: none"> • Organize targeted campaigns to promote citizenship and foster civic engagement • Expand IIBA's Advisory Committee composed of former clients and community leaders to inform our organization's future direction • Leverage strategic partnerships and coalitions to enhance our advocacy strategy and maximize our reach and impact
KEY RESULTS	We will help 500+ Legal Permanent Residents naturalize, expand our Advisory Committee of former clients and community leaders, and launch initiatives to organize and advocate for immigrant rights.

GOAL FOUR: SECURE LONG-TERM SUSTAINABILITY

CONTEXT	Investing in immigrants is an investment in our collective future. Immigrants play a vital role in the economic and cultural fabric of the United States, yet committed funding for life-changing immigration legal services ebbs and flows. IIBA will work to ensure the long-term sustainability of our work as we put equity at the center of our strategy.
OBJECTIVES	<ul style="list-style-type: none"> • Strengthen and diversify our revenue streams • Deepen relationships with existing donors, funders, and other stakeholders • Develop relationships with new potential donors, funders, and stakeholders • Increase IIBA's visibility through convenings, events, and marketing campaigns
KEY RESULTS	Our goal is to diversify our revenue streams, nurture new and existing partnerships with donors, funders, and other stakeholders, and increase IIBA's visibility.

WHAT OUR CLIENTS SAY ABOUT IIBA

"I can finally say that I can see a better future for myself and my family. Thank you to IIBA!"

"I am now a citizen of the USA thanks to IIBA! I believe it changed my life for the best.

"I was very grateful to IIBA for helping me apply for my citizenship. This is a dream come true to me."

"I got to see my family that I haven't seen in a very long time. I also have more job opportunities."

"I was granted permanent residence last year and got my dream job."

"I feel more secure in this country now that I have my residency. I will always be thankful for all the help and resources I got!"

"IIBA was able to help me navigate an otherwise stressful situation."

"Greatly improved my life. I am grateful for all the support throughout the years."



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