

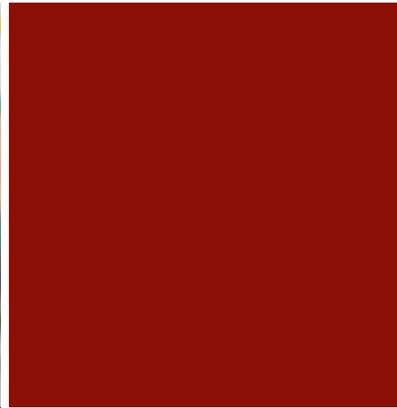


**Immigration Institute
of the Bay Area**

Serving immigrants and refugees since 1918

STRATEGIC PLAN

2026-2028



Message From IIBA Executive Director and Board President

Dear friends,

In these turbulent times, it is inspiring to work with a team that keeps looking forward. This strategic plan is the result of input from many of you. We received input from a diverse and wide range of stakeholders, including the Immigration Institute of the Bay Area (IIBA) Board, staff, partners, and clients.

This plan is our roadmap for the next three years and ensures that IIBA's resources and efforts are aligned with the evolving needs of the communities we serve. IIBA's legal services are needed now, perhaps more than ever before. With your support, we will continue to do this critical work.

In the face of adversity, IIBA continues to strive for justice and for the rule of law. IIBA's 108-year history and the significant expertise of our legal team enable us to consider and implement legal strategies that were previously unnecessary to ensure an individual can access their legal rights.

This plan focuses on five strategic priorities: IIBA's direct services, community outreach, sector support, policy and systems change, and agency health. Within each priority, you will read our objectives and our plan of action. We will monitor and review our progress biannually, measuring impact and outcomes.

IIBA's strategic plan is both aspirational and practical. It is a living document. As conditions change - whether in our funding environment, policy landscape, or community needs - we will adapt while staying true to our mission and values.

Thank you for partnering with us in this work and in this call for justice. We invite you to read the plan, ask questions, and continue working with us to bring it to life. ¡Sí se puede!

With an abundance of gratitude,



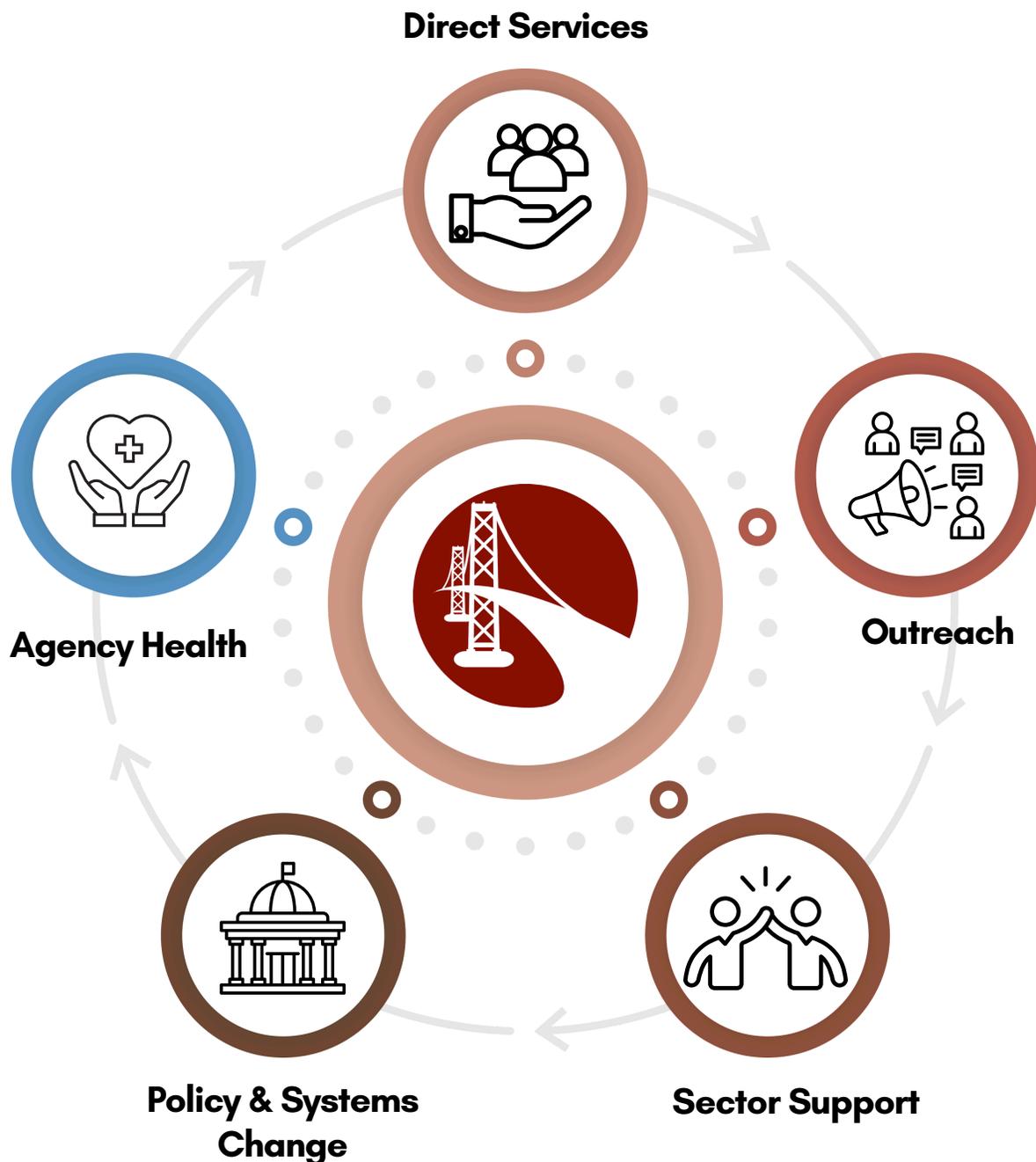
Ellen Dumesnil
Ellen Dumesnil
IIBA Executive Director



Stacey Wexler
Stacey Wexler
Board President

Strategic Plan Goals

The IIBA 2026-2028 strategic plan is grounded in the understanding that legal services, community education, and advocacy are deeply interconnected. Our goals are designed to work in tandem—strengthening one another to expand access to justice for immigrants across the Bay Area. Together, this plan builds on IIBA’s collective expertise to better serve individuals and families while advancing systemic change.





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.



Who we are

Founded more than 100 years ago, the Immigration Institute of the Bay Area (IIBA) has welcomed and supported immigrants throughout our country's ever-changing immigration policies. IIBA was founded in 1918 in response to the refugee crisis following World War I. Over the past century, IIBA has grown and evolved in response to the changing needs of the individuals and families we serve, establishing ourselves as a trusted advocate for immigrants across the Bay Area.

Our Impact

Today, IIBA is the largest nonprofit provider of immigration legal services in Northern California, with seven offices in six Bay Area counties. IIBA's 70+ staff members and hundreds of volunteers work to advance the rights and opportunities of immigrants in our community reaching more than 10,000 immigrants annually.



IIBA provided **11,672** legal consultations for **10,963** immigrants.



In 2024, IIBA processed **923** DACA renewals, **739** citizenship applications, **248** family-based petition and more.



Led or participated in 15 collaboratives to coordinate legal services and share expertise.

Hosted **50** pro bono clinics, engaging **862** volunteers, generating **\$324,533** of in-kind donations, and serving **930** clients.



Supported **2,346** young immigrants to apply for or renew their DACA status.



Strategic Planning Context & Process

With the new U.S. administration that took office in 2025, unimaginable scenarios for immigrants have become a reality. Widespread raids, arbitrary arrests and detention, deportations without due process, family separation, frozen asylum procedures, canceled citizenship interviews, and the revocation of many categories of legal status not only disrupt lives but fracture communities. The claim that DHS is targeting the “worst of the worst” strains credulity as evidence amasses that the vast majority affected have no criminal history whatsoever.

This is a time for action. Clients seek reassurance and accurate information amid chaos and confusion. In addition to a heightened need for the full spectrum of affirmative casework, there is an urgent need for defensive representation and coordination as more clients face removal proceedings and detention. IIBA’s longevity, reputation for high quality, comprehensive legal services, deep community connections, and broad geographic reach allow us to respond to the moment. But planning services effectively is challenging in an environment marked by malice and uncertainty. Nimbleness is essential and IIBA’s 108 year history speaks to our ability to rise to the occasion again and again.

IIBA will continue to support the broader immigration service ecosystem to the fullest extent possible under the law. We will use our expertise gained through direct casework to engage local communities, educate authorities and employers, and support advocacy efforts to secure more humane immigration policies and practices. In sum, we will work harder than ever to uphold America’s promise as a land of laws, freedom, and protection for those fleeing persecution and seeking opportunity.

This Strategic Plan reflects the input of a myriad of stakeholders. IIBA has undertaken a consultative process and the plan represents the combined input of clients, staff, the board of directors, operational partners, institutional funders, and individual donors.



Strategic Priorities

Strategic Plan 2026–2028

GOAL 1

Direct Services

Expand access to legal and related services for low-income immigrants and those with the greatest barriers

| Objectives | Actions |
|---|---|
| Provide comprehensive legal services that respond to urgent and evolving needs | Capitalize on IIBA’s deep immigration legal experience to increase capacity for high-demand, high-impact legal interventions and build flexibility. e.g., increase capacity and build partnerships for defensive legal services and for detained clients. |
| | Seek funding opportunities to expand services to underserved locations both through onsite consultations at established partners’ offices and via remote services (e.g., Mendocino County). |
| | Broaden caseload diversity and interpretation capacity for additional languages. |
| | Expand models such as pro bono clinics and citizenship workshops for maximum impact. |
| Enhance supplemental support for clients | Strengthen external referral pathways for legal and related services. |
| | Connect clients with subsidies for filing fees when available. |
| | Expand volunteer program to support clients (e.g., gathering necessary documents, police reports, etc.). |
| | Provide post-naturalization services (passport and voter applications). |

Outreach

Amplify reliable legal information

GOAL 2

| Objectives | Actions |
|--|---|
| Provide immigrants and communities with reliable and timely legal information | Increase outreach/information sessions to inform immigrants of their rights and potential opportunities. Expand to new venues, e.g., churches, schools, farms, libraries, markets, etc. |
| | Develop system for rapid dissemination of urgent updates to communities. |
| | Counter misinformation via social media, agency website, YouTube, radio, and other communication channels. |



**GOAL
3**

Sector Support

Strengthen the immigrant-serving ecosystem

| Objectives | Actions |
|---|--|
| Train, mentor, and provide technical assistance to other immigrant-serving organizations | Share legal expertise and replicable models with other service providers. |
| | Offer hands-on training to build a pipeline of immigration attorneys and accredited representatives. |
| | Hold an annual immigration legal services conference, initially for IIBA staff then open to partners. |
| Expand partnerships to strengthen collective capacity | Help develop, coalesce, and expand collaborative networks (e.g., Sonoma and Napa Counties, BAHN). |
| | Engage more law firms as pro bono providers to expand capacity for legal work (e.g., habeas corpus petitions). |
| | Collaborate with smaller organizations on joint grant opportunities when feasible. |

Policy & Systems Change

Advocate for the rule of law

**GOAL
4**

| Objectives | Actions |
|---|---|
| Increase awareness of immigrants' needs, legal remedies, and contributions | Strengthen relationships with local governments and elected officials; position IIBA as a trusted source of expertise. |
| | Elevate the narrative of immigrants as essential contributors and amplify client voices. |
| | Expand training for law enforcement, social service providers, and domestic-violence responders to enhance protections and build referral pathways. |
| Challenge harmful policies and practices | Partner with allies on impact litigation utilizing IIBA's direct service experience. |
| | Advocate at local, state, and federal levels for fair and humane immigration policies and practices. |

GOAL 5

Agency Health

Ensure organizational resilience and excellence

| Objectives | Actions |
|--|---|
| Strengthen internal capacity and continue IIBA's commitment to professional growth and well-being | Improve operational data collection and analysis by the end of 2026 in order to monitor trends, track progress, and inform planning and budgeting. Define metrics for all key actions in this strategic plan. |
| | Maintain fair, market-informed compensation and benefits to attract and retain staff. |
| | Continue embedding JEDI (Justice, Equity, Diversity, and Inclusion) principles (e.g., creating opportunities for professional growth). |
| | Ensure staff access to training opportunities to stay current with policy changes and provide professional development opportunities for all staff. |
| | Ensure adequate staffing levels aligned with goals, with a structure that maximizes the time and impact of each staff member. |
| Increase awareness of IIBA's impact with stakeholders | Elevate visibility through presentations at key convenings, increased news coverage, targeted marketing, social media, and new outreach channels. |
| Secure funding to deliver on the goals of the plan and optimize sustainability | Expand and diversify private and public funding sources through agency-wide and regional strategies, including funding for collaborative initiatives. |
| | Grow and sustain unrestricted funding with a focus on increasing individual giving, longer-term donor commitments, major donors, and legacy giving. |
| | Grow corporate funding, building upon existing corporate sponsorships and pro bono partnerships with law firms. |
| | With Board approval, allocate a conservative amount of IIBA's investment funds to support high priority activities (including infrastructure support) until dedicated funds can be secured. |



WHAT OUR CLIENTS AND STAKEHOLDERS SAY ABOUT IIBA



"Working with and receiving legal services from other providers, IIBA stands out. The emphasis that IIBA has on communicating important updates to clients and supporting/guiding clients with other non-legal services stands out. It feels very professional yet welcoming."

-Ignacio "Natch" Valverde,
former client and IIBA Advisory Committee member

"We are with clients throughout their journey, making sure they are given the right information to make the right choices for themselves and their family. We succeed in helping people gain something real despite a broken system."

-Glenn Olson
IIBA Program Manager, Citizenship Education & Civic Engagement

"IIBA is a trusted leader in the immigrant-serving space - trusted by both the community and other providers."

-Nancy Wiltsek,
van Löben Sels/RembeRock Foundation

"Thank you for standing by us, and for changing our lives in a way we will never forget. We will always be grateful to you and all the team at IIBA."

-IIBA Client

"Given IIBA's history and expertise, and well-earned respect, there is an opportunity during this key moment (and into the near future) for the organization to lean into its unique ability and capacity to influence, support, and potentially help shift the larger sector and system."

-Carlin Johnson Politzer,
Sobrato Philanthropies

"IIBA is a house of attorneys that do beautiful work whether they're playing offense or defense."

-Terence Mulligan
CEO of Napa Valley Community Foundation

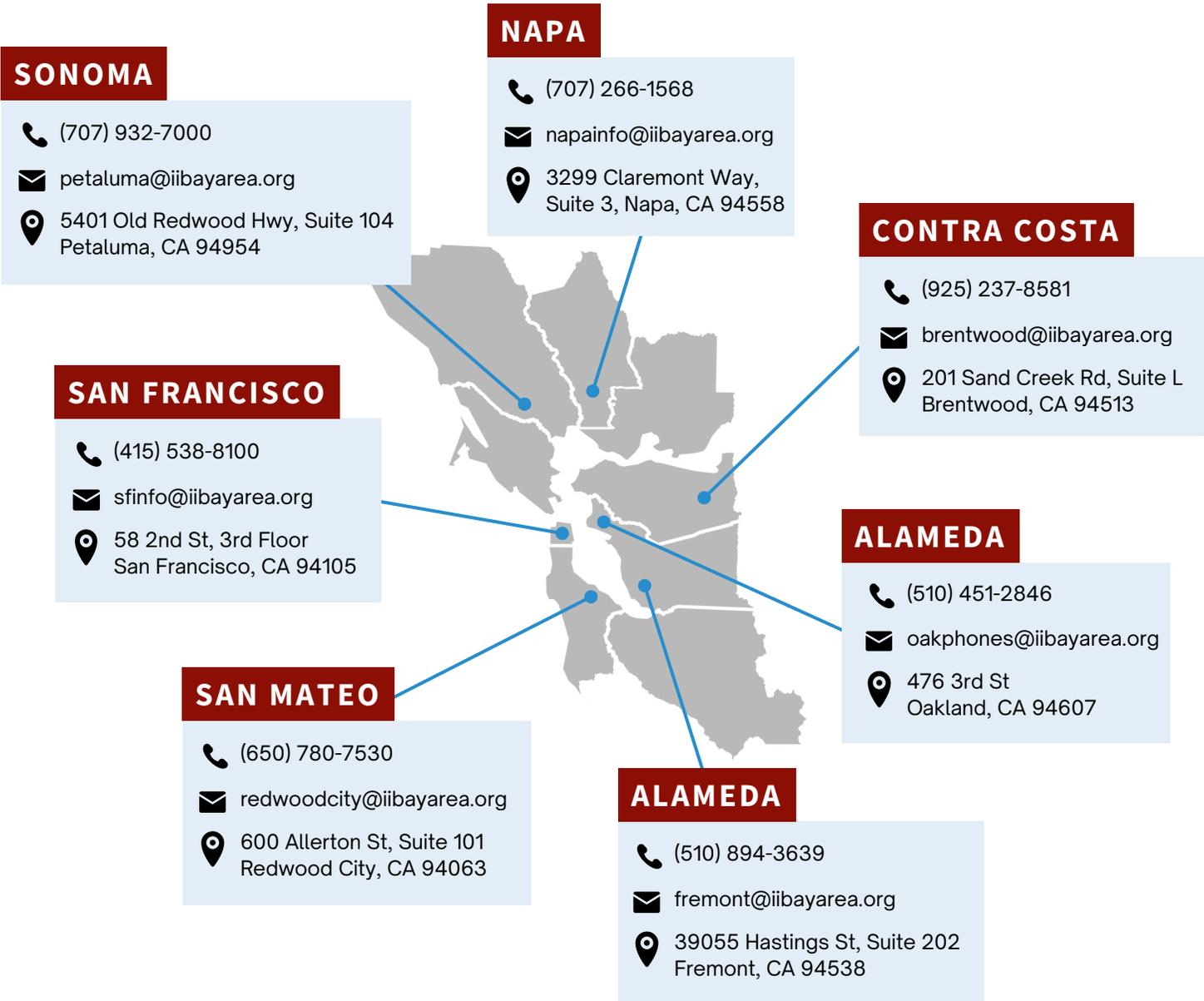
"During a time when immigrant communities face increasing harm, IIBA has expert staff who have stayed committed to defending the work and are strategic thinkers and collaborators across the Bay Area." -

Stephanie Martinez,
Peter E. Haas Jr. Family Fund

"Because of IIBA, my father now has the security and peace he has worked so hard and waited so long for. Watching him finally feel safe, stable, and recognized in this country is something our family will carry in our hearts forever. You didn't just help him receive a green card - you gave our family relief, dignity, and a future without fear."

-IIBA Client

IIBA'S SEVEN OFFICES





Immigration Institute of the Bay Area

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