

Building Agency Support for an Immigration Legal Program

CLINIC: Center for Citizenship and Immigrant
Communities

January 13, 2010

2:00 – 3:30 pm EST

*PowerPoint slides are available at:



*****Please call and enter the access
code for audio*****

CLINIC Presenters

- Jeff Chenoweth, Capacity Building Section Director
- Rose Alma Senatore, Executive Director, Catholic Charities Archdiocese of Hartford, CT

CLINIC's Capacity Building Goals

- Expand the number of charitable legal immigration programs
- Increase services
- Improve services

CLINIC's Capacity Building Activities

- Board of Immigration Appeals (BIA) agency recognition & staff accreditation
- Immigration Program Management training
- Management webinars
- Consultations with Field Support Coordinators
- On-site visits/assessments

Capacity Building Activities, cont'd.

- Project management
- Flow through funding
- Link members & subscribers to CLINIC services
- Prepare programs for significant immigration changes

Webinar's Goal

- To recruit more leaders and financial donors in order to grow and sustain charitable legal immigration services for the challenges of today and a new environment tomorrow

Why Agency Support is Important: Leadership Makes a Difference

- Connects immigration program to the overall mission
- Keeps board of directors informed and supportive
- Provides strategic planning

Why Agency Support is Important, cont'd.

- Approves necessary changes to expand and improve services
- Coordinates internal and external collaboration (resources)
- Encourages staff and improves morale
- Evaluates quality and quantity of services

Why Agency Support is Important, cont'd.

- Educates the community
- Cultivates funders and key stakeholders
- Protects program from external threats

Questions to Consider

- How can I educate the agency's executive director and board about the legal needs of immigrants and the value of our program's services?
- What information does the agency's leadership need to be more committed to legal immigration services?
- How can the program's list of services be justified if ever questioned due to threat of budget cuts?
- How can the immigration program receive agency help in resource development?

Questions, cont'd.

- How can our legal services be better profiled in agency publications and local news outlets?
- Is the agency planning effectively for the potential of legalization happening?
- Can the program afford to add a staff attorney for the first time?
- How should client fees be calculated given the program's budget?
- Is a program sub-office in a neighboring community necessary to serve more clients effectively? If yes, how can it be supported?

Interview with Rose Alma Senatore

- Executive Director, Catholic Charities Archdiocese of Hartford
- Over 500 employees, dozen of service types
- BIA recognition January 2008
- 3 staff providing legal immigration services
- BIA recognition for 2 staff November 2009

Capacity Questions for Rose Alma

- What factors compelled Catholic Charities Archdiocese of Hartford to start a legal immigration program?
- What issues concerned you most in making the decision to start a program?
- Who and what gave you the confidence that it could be done successfully?

Capacity Questions for Rose Alma, cont'd

- How methodical were your agency's plans?
- The immigration program has expanded its staff since starting just two years ago? What allowed you to expand the program so early?
- Looking back, what things do you wish you had done differently?

Capacity Questions for Rose Alma, cont'd

- How does leadership in your organization's structure display itself regarding immigration services?
- What are your immigration program's plans for the future?

Thank you Rose Alma Senatore for sharing!

Building Agency Support with a Business Plan

- Creating a new program
- Expanding an existing program
 - staff
 - sub office
 - new services
 - legalization planning

How Can a Business Plan be Used to Engage Leadership Support?

- Provides structure to complex scenarios
- Requires clear answers to consequential questions
- Produces a document that can be reviewed, endorsed and implemented
- Serves as a benchmark for evaluation
- Guides planning for changes
- Shows funders and board that a program has a plan for requested funds

Polling Question

- What is your immigration program's greatest need for agency support?

Business Plan Outline

(See CLINIC's Managing an Immigration Program, Chapter 1)

- I. Executive Summary of Plan (Background)
- II. Community Analysis (Market Analysis)
- III. Tools and Timing (Market Strategy)
 - A. Services
 - B. Operations
 - C. Support
 - D. Timeline
- V. Service Delivery
- VI. Finances

Executive Summary of Plan (Background)

Mission Fit:

- Immigration legal services match the mission of our organization because...

Rationale:

- We are the best organization in the area to provide these services because...

Community Analysis (Market Analysis)

Service Description:

- Brief description of basic service and client base

Client Profile/Needs Assessment:

- Characteristics of clients and their needs
(See Resource Page at end of PowerPoint)

Problems/Obstacles/Opportunities:

- Main issues, positive spin

Other Providers/Notarios:

- Are others providing these services? Is there collaboration? How are clients protected against notarios?

Tools and Timing

- Services
- Operations
- Support
- Timeline

Current and Future Services

- List of services program provides
- Outcomes of current service provision
- Clear plan for service provision expansion
- Clearly outlined fee schedule, based on research
- Knowledge of staff's qualifications, knowledge, interests, expertise
- Awareness of professional development needs

Operations

- Personnel information: names, qualifications, areas of expertise
- Rationale for need for additional staff
- Plan for legal supervision of staff
- Plan for quality control
- Plan for use of volunteers

Support

- List of resources for immigration law questions
- Plan and procedures for partnerships with immigration attorneys
- A list of community organizations, services they offer, and contact information
- Proof of or plans to collaborate with other organizations

Timeline

- Written record of steps taken to implement program and services
- Staff work plans with objectives and timelines
- Written record of future steps, responsible parties, and timing
- Clear objectives and rationale for each step

Financial Sustainability

- Fundraising goals and procedures
- Draft LOIs, proposals, statistics, outcomes
- Analysis of case mix and trends
- Fee revenue projections based on case mix
- Procedures for tracking revenue & expenses

Cost of Services

- Pie chart of expenses
- Analysis of auxiliary costs (office supplies, communication, etc.)
- Cost of professional development
- Analysis of cost of expanding

Polling Question

- Regarding a business plan for our immigration services, our agency has . . .

Take-Away Points

- Information is a friend
- Create and update the business plan
- Seek help from outside sources
- Get ideas from others
- Advocate for the program

How to Get Started

- Set a goal
- Identify outcomes
- Create a timeline
- Target appropriate people
- Seek a funder

Help for Building Agency Support

- CLINIC's Immigration Program Management Training and Schedule
(<http://www.cliniclegal.org/Trainings/2009TrngChart-12-11-08.pdf>)
- CLINIC's Management Issues Webinars
- CLINIC's *Immigration Program Management Manual*
(<http://www.cliniclegal.org/Legalization/managementmanual.html>)
- Contact Field Support Coordinator with program-specific questions and requests

Other CLINIC Resources

- CLINIC's Survey of Member Agency data
- CLINIC's *Starting an Immigration Program*
- CLINIC's *Preparing for Legalization* (updated edition expected by February 2010)

Further Resources

- CARA report on the undocumented by diocese: <http://cara.georgetown.edu/pubs/TCR.html>
- Grant Makers Concerned for Immigrants and Refugees (GCIR) reports: www.gcir.org
- Pew Hispanic Center: <http://pewhispanic.org/publications/>
- Migration Policy Institute: www.migrationpolicy.org
- Faith-based and Community Initiatives Tool Kit: <http://www.census.gov/field/www/faith/>
- American Community Survey: <http://www.census.gov/acs/www/index.html>

Other Information

- Certificates will be emailed
- Webinar is available at both www.cliniclegal.org and www.immigrationadvocates.org
- After January 20, 2009, the PowerPoint will be available at: www.cliniclegal.org.

Conclusion

- Thank you for attending
- Register for future program management webinars from CLINIC