



CATHOLIC LEGAL
IMMIGRATION
NETWORK, INC.

Harnessing the Power of Partnerships: Preparing for CIR

April 22, 2013

Slides will be emailed to you and on the website shortly.

Today's Presenters

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Coordinator, CLINIC

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CLINIC

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Program Director, CC Charlotte



Agenda

- Importance of partnerships
- Creating good partnerships
- National perspective
- Local perspective
- Legal perspective
- Funding



Hypo 1

Funders approached the legal service providers of Alameda and Contra Costa counties to collaborate on naturalization services. One of the main goals of the collaborative is to offer workshops to the community. Each organization has committed to send 2 people to each workshop. The lead organization for each workshop sets the fee and organizes the outreach. Volunteers are contacted through the collaborative Google Doc. As a result of the collaboration, each organization is able to continue with their core service work while serving the needs of the community brought on by newly available immigration benefits.



Hypo 2

Immigration Legal Services is a program with 4 full time employees. Since IRCA, they have avoided partnering with any other group because it didn't go very well in the past. CIR has now passed, and they are inundated with new clients seeking services. They are unable to continue offering their typical legal services as they are trying to meet the need of the new requests. As former clients call with complaints about delays in their casework, the community, their funders and their leadership are questioning the program's effectiveness and wondering why they didn't plan for this in advance and partner with other groups in the area.



Creating a strong partnership

1. Finding partners
2. Characteristics of a good partner
3. Red flags of a potential partner
4. Managing a partnership
5. Innovative tools in a partnership



Finding partners

- Local networks and organizations
- Target community
 - Consulates, religious organizations, social and legal service providers, business associations, ethnic organizations, libraries and labor unions
- Local USCIS office
- Media and Networking Tools
 - Social media
 - International foreign language and local ethnic media
 - Public Service Announcements (PSAs), guest columns, and interviews
- Quality immigration attorneys and law firms
- Board member affiliations



Characteristics of a good partner

- Long term partner potential
- Shared interest
- Has expertise in a different area
- Offers a service you don't
- Is reliable and organized
- Is willing to coordinate the partnership
- Attracts different populations
- Already has a volunteer pool



Red flags of a potential partner

- Bad reputation
- Past negative experience
- Funders are wary
- Doesn't want to coordinate partnership
- Hard to get a hold of
- Engaged in the unauthorized practice of law
- Overpromises



Managing a partnership

- Organized
- Clear division of labor
- Clear understanding of responsibilities
- Signed statement of expectations
- Regular meetings
- Coordination of agency-specific dates
- Volunteer management
- Staff training and quality control



Innovative tools

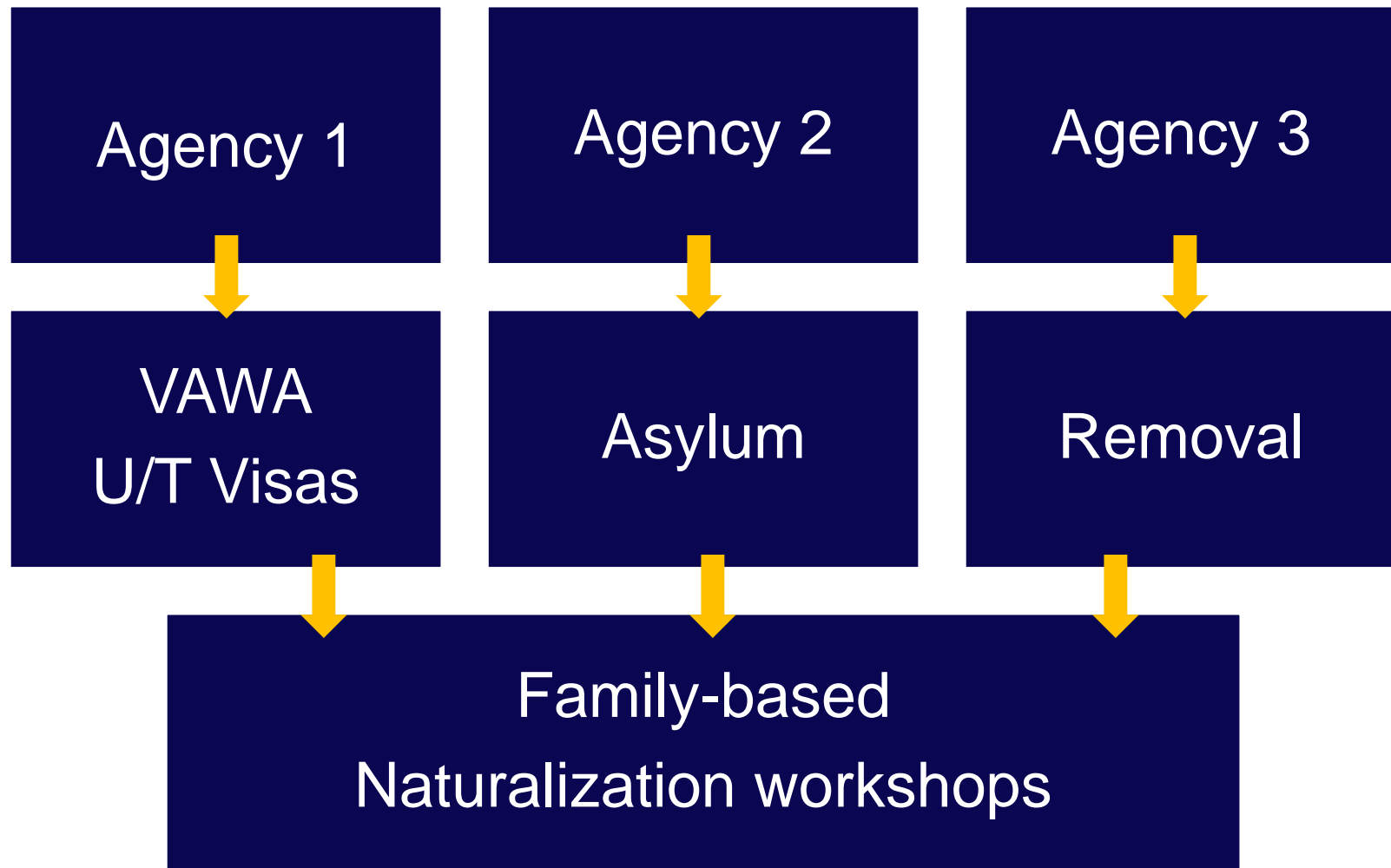
- Hotlines
- Google Doc
- Online screening tool (CitizenshipWorks)
- Shared calendar
- The Cloud
- Mobile workshop unit



Partnership Inventory

Partner Organizations	Contributions	Languages	Training	Contact Information
Public Library	Space, copier		12 librarians need training	
Catholic Charities	Staff, laptops, materials	Spanish, Creole	1 trainer	
Islamic Community Center	Volunteers	Arabic	22 volunteers need training	
Local AILA chapter	Trainers, Quality control	Spanish	1 trainer, 15 <i>pro bono</i> attorneys	
Café Versailles	Breakfast	N/A	N/A	
High School	Lunch – free for staff and volunteers (fundraiser for applicants)	N/A	N/A	

Work Flow Chart





Partnerships: National Perspective

**Rommel Calderwood
Project Coordinator
CLINIC**



NAC Background

New Americans Campaign <http://newamericanscampaign.org/>

- Focuses on helping to naturalize LPRs in eight major cities: Charlotte, Dallas, Detroit, Houston, Los Angeles, Miami, New York and San Jose
- Partnership of over 80 organizations across the country
- Supported by a group of national foundations
- Local partners receive multi-year funding, free technical assistance, access to various training opportunities, e-learning courses, webinars on diverse topics and issues and on-site trainings



Charlotte, NC	Dallas, TX	Detroit, MI	Houston, TX	LA, CA	Miami, FL	New York, NY	San Jose, CA
Catholic Social Services	Catholic Charities of Dallas	Catholic Services of Macomb & Lapeer	NALEO EF	APALC and NALEO EF	Catholic Legal Services	NALEO EF	CET
Latin American Coalition, Southeast Asian Coalition	Nat'l Council of Jewish Women, IRC, Proyecto Inmigrante	American Citizens for Justice, MIRC, IIMD	Catholic Charities, Neighborhood Centers Inc., Boat People SOS, Chinese Community Center, Organization of Chinese Americans, BAA, GPDN	Catholic Charities, Cambodian Assn. of America, LA Voice of PICO, FASGI, KRC, SAN, IRC, Centro CHA, CHIRLA, CARECEN	Read 2 Succeed, IRC, Hispanic Unity, FLIC, FIU	CUNY Citizenship Now!, IRC, Asian Americans For Equality, Catholic Migration Office of Brooklyn, Make the Road NY, NMCIR	International Institute of the Bay Area, Asian Law Alliance, IRC, SIREN, CET, Catholic Charities of Santa Clara
FAIN CWS Holy Cross Hisp. Min. Elon U. Law HILC WFU Law UNC- G Int'l House CA Ref. Asst. Charlotte Law Pisgah Lgl Svc Centro Comunitario	YMCA, Somali Bantu, Tahira, Assn Pro Svcios Sociales, Casa de Misericordia, Azteca, Catholic Social Svcs, LUPE Catholic Charities Archdioceses of SA, Brownsville Iglesia del Hogar Centro de Asst. de Inmig., LULAC SA, RAICES, The Ruth Project, SW Voter Reg. Project, LWV Dallas, Good Shepherd Cath. Church, Brady Ctr.	AmeriCorps Fellow, Cath. Svcs of Oakland, Justice for our Neighbors, Thomas Cooley Law School, AGAPE, Hispanic Outreach, St. Gletus/Our Lady Viet. Church, Ukrainian Village Sr. Ctr., St. Francis/St. Maximilian, Hazelcrest, St. Clement of Rome, Chaldean Fdn., USCIS Unauth. Wkg Grp. Etc.	Office of Immigration Communities, Mi Familia Vota, YMCA, LWV Houston	CWS, MRS, LIRS, IRIS, LA Chamber of Commerce, LA Libraries California Community Foundation	FIU School of Law, Miami-Dade County Public Schools	NYIC PorColombia NYC Mayor's Office of Imm. Affairs Emerald Isle CWS Dominican Sunday	Sacred Heart, Immigrant Relations & Integration Services/ Office of Human Relation (Santa Clara County), Silicon Vally Community Foundation, Mission Asset Fund

KEY:	Site	Site Leader	NAC funded Local Partners	Non-NAC Funded Local Partners
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Achievements

- A self-directed e-learning course on “Volunteers Helping Immigrants Become U.S. Citizens: the Naturalization Group Application Workshop”
<http://cliniclegal.org/self-directed>
- Multimedia and multilingual campaigns called “Cambia tu Vida” (Change Your Life, or “It Changes Your Life”) that aim to encourage lawful permanent residents in Los Angeles and Miami to become U.S. citizens
<http://cambiatuvida.us/>
- Planned and hosted its first hands-on mega workshop training in November 2012 in Los Angeles
- The Los Angeles Collaborative successfully partnered with the city’s public libraries and have trained over 90 library staff about the citizenship process and how to provide information to interested aspiring citizens.
- The Charlotte Collaborative planned and hosted a mega workshop in December 2012 in partnership with the University of North Carolina at Charlotte. The partners served over 100 immigrants from Southeast Asia, East Africa, Latin America and Eastern Europe.



Si piensas que obtener la ciudadanía
es una excelente idea,
TIENES MUCHA RAZÓN.



LA CIUDADANÍA. CAMBIA TU VIDA.

Con mucho sacrificio ya lograste cumplir muchas metas en este país. Quizá la más importante es obtener la ciudadanía americana. Lo bueno es que llevas todas las de ganar. Si ya calificas, Clinic una entidad católica sin fines de lucro y Caridades Católicas de Los Angeles ofrecen asistencia legal y la ayuda necesaria para que des el primer paso hacia una vida más plena.

1 (855) 6 CAMBIA
cambiatuvida.us.



Toma uno de los pasos
más importantes de
tu vida.

**OBTÉN LA
CIUDADANÍA.**

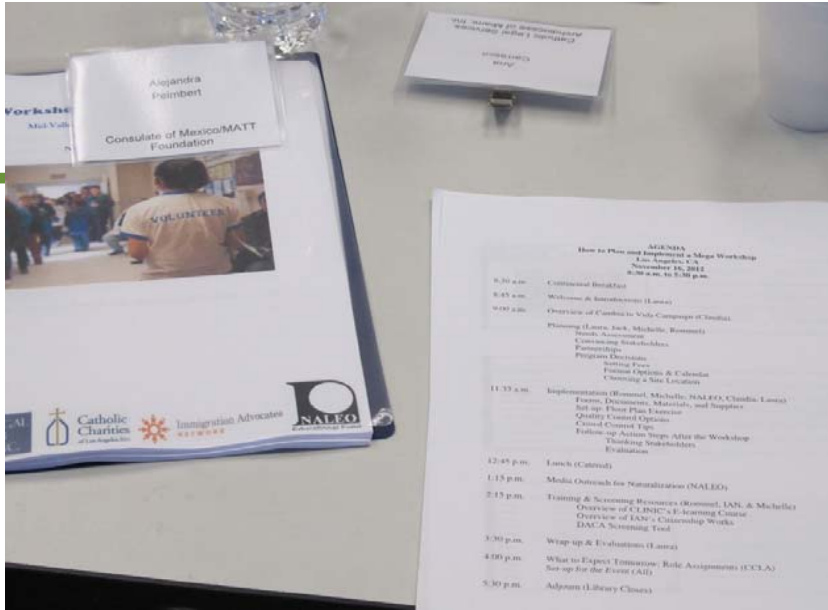


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Successful Practices

- **Ensure a broad-based and inclusive partnership** by identifying and recruiting partners who represent diverse perspectives and experiences, including ethnic and faith-based organizations, local colleges and universities, public service resources such as libraries and local USCIS offices and small businesses.
- **Secure a commitment to collaboration** by holding collaborative meetings and events with joint agendas, outreach flyers and websites that include all partners' logos. Collaboration is a continual process and takes significant time, energy and patience.
- **Identify and use effective methods of communication** which may include regular meetings, teleconferences, Google Docs, social forums and email.
- **Find new ways to innovate** by identifying best practices and existing resources to put new ideas forward.
- **Establish a governance structure** by creating a business plan or MOU that define roles, responsibilities, expectations and deliverables .



Challenges

- Failure to communicate clearly and regularly
- Developing and maintaining a level of trust
- Lack of understanding of individual partners' roles and responsibilities
- Financial and time constraints
- Inspiring and convincing partners and key stakeholders
- Evaluating performance and success
- Key buy-in is missing from partners and stakeholders
- Implementing new and innovative processes





Partnerships: Local Perspective

**Andrea Slusser
Diocesan Immigration
Program Director
CC Charlotte**



Background

- New Americans Campaign (NAC)
- Started in 2011 (summer)
- CLINIC affiliates in 8 cities
- Charlotte site has three partners, CSS, Latin American Coalition and Southeast Asian Coalition
- Unfunded partners include universities, law schools, other non-profits



Getting Started

- Identify potential partners: community organizations, advocacy groups, churches, ESL classes
- Who works with immigrants in your communities
- Identify community leaders
- Social media – Facebook
- Networking event – to identify partners



Strength in numbers

- Look for innovative partnerships: schools, churches, community groups, cultural or other special interest groups
- Designate an administrator or point person, depending on the nature of the collaboration
- Be on the same page – ground rules, guidelines



Collaboration Strategies

- Divide tasks: volunteer recruitment, communications, event logistics, record-keeping (volunteer information, contacts, etc.)
- Flexibility – leave room for change and improvements
- Debrief after events, what worked and what could be improved



Collaborations

- Ask for help, delegate tasks
- Look for interns, externs, long-term “super volunteers”
- Keep “cookbooks”, records of “how to”: staff an event, recruit volunteers, train volunteers
- Train volunteers and staff, frequent updates



Technology is your friend

- Google docs and other innovative ways to share lists and spreadsheets and registration information (attendees and volunteers at events)
- Teleconferencing services and web-based meetings (GoToMeeting, Skype, etc.)
- Mobile hotspots
- Smart-phone applications and internet access



Media

- Designate a media person and at least one spokesperson
- Think through your message and speaking points
- Keep a list of media outlets and contact people
- Social media
- Have photo/media release forms signed at events and take pictures
- Story bank



Best Practices

- Recruit attorneys and BIA reps – offer free CLE in exchange for staffing workshops and/or other events
- Designate one person to keep up with the information overload (ex.: DACA)
- Screen telephone calls – train front office volunteers, use a simple screening/information sheet



More Best Practices

- Put telephone calls into a spreadsheet document for call backs and sorting
- Consider informational events when the regulations are issued – use the information that will be available on the CIS website (is that wishful thinking?)
- Include a warning about notarios and fraudulent practitioners
- Hand out a list of websites – CIS, AILA, etc.



Best Practices

- Consider workshop events for group processing, but also consider smaller, in-house clinics
- Use technology for remote assistance: an internet connection means you can reach more people
- Flyers advertising the event that also include a list of documents to bring with you



Challenges in collaborating

- Finding time to coordinate/keep in touch
- Different groups have different agendas and guidelines to follow
- Standardizing practices can be challenging (ex. G-28s)
- Sometimes collaborating is like herding cats



Group Processing Models

- CLINIC has a group processing model and toolkits for naturalization and DACA
- Other models exist: APALC and NALEO, for instance
- Use what works for your communities
- Pre-register people, let them know what to bring
- Follow up with registered applicants to make sure they know the date/time



Group Processing

- Decide ahead of time about G-28 – Limited Pro Se assistance
- Disclaimer or Notice of Limited Legal Assistance
- Referral sheets: legal service providers
- Low-hanging fruit – complex cases get referred out



Two Step Model

- Break up group processing events
- Day 1 is prescreening and information, to determine eligibility and what documentation will be needed to go forward
- Potential applicant leaves with a worksheet to fill out to capture important information
- Day 2 actually fills out forms



Other Workshop Possibilities

- Use a workshop event to give out information only, register potential future workshop attendees, etc.
- Use a workshop event for prescreen only, or to sort out “low hanging fruit” from other potential applicants
- Use a workshop event for a piece of the process, FOIAs, FBI fingerprints, etc.



Information

- Churches and other faith centers are good sources to disseminate information, get volunteers
- Informational events can help, but make sure people know that information gets updated



Rural Access

- Skype plus CitizenshipWorks equals an N-400 filed by an applicant who lives two hours away from legal assistance
- Technology that shares screens or documents plus a secure internet connection allows for long-distance assistance
- Trained volunteers can handle prescreening and registration for group events, when a two-step model is not practical



Contact Information

- abslusser@charlottediocese.org
- www.cssnc.org





Partnerships: Legal Perspective

**Lauren Sullivan
Advocacy Attorney
CLINIC**



Partnerships: Legal Perspective

- Overview of the BIA Pro Bono Project
 - Who are the partners?
 - How did we find them?
- Accomplishments of these partnerships
 - Bigger impact: help more people with fewer resources
 - Help out partners with their end goal
 - Everyone looks good, everyone is happy



Partnerships in Direct Service

- Overview of direct service partnerships
 - Who are the partners?
 - Obvious ones
 - Not so obvious
 - How did we find them?
 - Cold calls
 - Meetings



Organizational Tips

- Make sure everyone knows their role and purpose
 - Flow chart of everyone's role
- If necessary, create an MOU
- A unified voice



Lessons Learned

- Partnerships should make your life easier, not harder
 - Slow down before agreeing (assess & re-assess)
 - Go back to your goal/purpose
 - Unloading
- Share the same goal and interests
- Creation of partnerships take time so you can save time in the future



Thinking to the Future

- Thinking beyond legal services:
 - Rural
 - Medical community
 - Banking needs
 - Taxes
 - ESL
 - Community Colleges
 - Media
 - Embassies (passport)
 - Others?



Finding the Money

- Do the work on the front end
- Work with local foundations
- Consider a joint proposal
- Become the expert
- Being open to new ideas
- Creative uses for partnerships
- Know funder expectations
- Start now



Questions?



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