



IIBA



International Institute of the Bay Area

STRATEGIC PLAN: FY2013-2015



As the International Institute of the Bay Area nears its 100th year, we are pleased to share our strategic priorities with our stakeholders, supporters, and partners. The strategic plan builds on the core of our work — providing high-quality immigration legal services throughout our region.

This is an exciting and, in some ways, unprecedented time. President Obama's announcement in June 2012 that eligible youth who qualified for Deferred Action for Childhood Arrivals (DACA) would be free from the threat of deportation and could apply for work permits was a welcome initiative. Potentially hundreds of thousands of youth who have known no home but the United States were given a sense of hope for their future. The announcement also means that the International Institute of the Bay Area is seeing record numbers of individuals seeking immigration legal services. Our strategic plan is intended to set our future course recognizing that changes in the environment such as DACA will occur.

The development of IIBA's strategic plan has been a highly collaborative process, involving our staff, board members, and external stakeholders. We thank those who have contributed generously of their insights and time to the development of our three-year plan.

Ellen Dumesnil
Executive Director

Sacha Steenhoek
Chair, Board of Directors

GOAL 1

The International Institute of the Bay Area will deepen and advance its regional impact.

Over our nearly 100-year history, the International Institute of the Bay Area has witnessed dramatic shifts in the needs of immigrants and refugees — each of these points in time, requiring a thoughtful refocus of IIBA's programs and services. The present environment — with its rapidly changing immigration policies — is no exception. The federal DACA Initiative (Deferred Action on Childhood Arrivals) is a case in point, presenting an opportunity for IIBA to expand its services while also supporting the work of other immigration legal services providers by serving as a lead convener.

In our 2013-2015 strategic plan, IIBA has set forth a framework to deepen and advance our impact across the San Francisco Bay Area. We will look first and foremost at our existing services—evaluating the effectiveness of our programs and identifying opportunities to deepen our impact within the communities we currently serve. We will then look for opportunities to extend our services to other communities with a high unmet need for immigration-related legal services. Collaboration and partnership will remain a hallmark of IIBA's approach to service delivery—in the communities we serve now and in the future.

STRATEGIC OBJECTIVES

1. Assess the need for specific immigration-related legal and supportive services.
2. Identify opportunities to improve service impact across our existing service sites.
3. Take a leadership role in the implementation of services related to Deferred Action on Childhood Arrivals (DACA).
4. Explore opportunities to expand services to new geographies.
5. Evaluate the progress of new service sites, identifying key success factors and addressing challenges.
6. Strengthen outcome evaluation across the organization.

Measuring Our Success:

- # successful legal outcomes
- Level of client satisfaction and impact
- # strategic partnerships



GOAL 2

The International Institute of the Bay Area will increase its operational effectiveness and efficiency, leveraging its strong foundation and history.

At IIBA, it is our intent to become a best-in-class organization — providing the highest quality experience for clients, staff, volunteers and board members, while utilizing our resources as efficiently as possible. As IIBA approaches its centennial celebration, the time is now to collectively renew our energy, unify our processes, and take our operations to the next level of effectiveness. To accomplish this, IIBA will standardize administrative, volunteer, and legal processes — incorporating best practices culled from each of our offices. We will continue to look for ways to leverage technology in the support of enhanced client service outcomes and administrative efficiency. In addition, IIBA will strive to offer staff timely professional guidance and development opportunities to further their careers. The commitment to our people will also extend to the Board of Directors and volunteers — two constituencies vital to our organization’s long-term capacity and sustainability.

STRATEGIC OBJECTIVES

1. Ensure consistent, efficient, high-quality processes across all our service sites.
2. Leverage technology in support of greater operating efficiency and client impact.
3. Increase professional development opportunities for staff.
4. Improve staff performance evaluation process, with clear linkages to the agency’s goals and strategic plan.
5. Expand the board of directors and its capacity to support IIBA’s strategic priorities.
6. Centralize volunteer management across the agency.

Measuring Our Success:

- Level of employee satisfaction
- # of professional development/leadership opportunities
- # of actively engaged board members
- # of volunteers



GOAL 3

The International Institute of the Bay Area will establish a strong financial foundation to support its vital programs and services.

In today's increasingly competitive nonprofit funding environment, ensuring long-term financial sustainability must become a primary focus of board and staff leadership. The path to sustainability should comprise a diverse array of revenue sources including individual donors, grants and contracts, corporate support, and client fees.

At IIBA we will build upon our existing foundation of grant and contract revenue and fee-for-service income, while establishing a new base of financial support from individuals, law firms, and businesses who share a commitment to our mission. In order to reach these new audiences, IIBA will sharpen its marketing communications, offer multiple avenues of engagement with our good work, and implement the internal systems required to strengthen our fund development capacity. Further, we will begin to explore opportunities to publicly celebrate and honor the organization's rapidly approaching 100-year anniversary.

STRATEGIC OBJECTIVES

1. Strengthen internal capacity for fund development operations.
2. Increase support from individual donors.
3. Pursue opportunities for mutual support between IIBA and local attorneys/law firms.
4. Increase revenue generated from fees for service.
5. Strengthen IIBA's marketing communications and media relations.
6. Increase funding from foundation and government grants.

Measuring Our Success:

- Total unrestricted dollars
- # of donors
- # of engaged law firms/attorneys
- Total grant and contract dollars
- Total fee income



Mission Statement

The International Institute of the Bay Area welcomes, educates, and serves immigrants, refugees and their families as they join and contribute to the community.



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