

REPORT and STRATEGIC PLAN

“New Mexico Immigrant Justice Network”

A Collaborative Project to Increase Civil Legal Services to New Mexico’s Immigrant Community

By

NEW MEXICO CENTER ON LAW AND POVERTY

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Introduction

New Mexico's low-income immigrant families regularly encounter the full range of legal problems any low-income person might, but their immigration status renders them far less likely to be able to obtain the legal assistance they need to protect their human and civil rights and preserve their quality of life. Successfully navigating these complex issues often requires the assistance of qualified legal advocates, yet there are very few such resources available to the immigrant community. While New Mexico has an array of organizations dedicated to serving the community's diverse needs, many factors inhibit access to critical legal resources. The New Mexico Center on Law and Poverty (the Center) joined with those organizations to establish the 'New Mexico Immigrant Justice Network' project to collaboratively formulate a comprehensive and sustainable response to the shortage of legal services for immigrants in New Mexico.

The primary goal of the 'New Mexico Immigrant Justice Network' (NMIJN or the Network) initiative is formation of a collaborative of civil legal services providers and immigrant advocates to identify the most pressing legal needs of New Mexico's immigrant families and to develop a strategic plan for meeting those needs. Throughout the past six months, the Center served as convener and lead entity for the development of the collaborative's strategic plan and strategy for the financial sustainability of the NMIJN.

Primary activities and deliverables for the project include:

- Identification of project collaborators to participate in strategic planning.
- Coordinate collaborative research and analysis efforts as needed to meet the project goals.
- Convene three planning meetings to:
 - Identify legal needs, existing services and barriers for immigrants in New Mexico.
 - Brainstorm solutions to minimize or eliminate gaps in services.
 - Evaluate proposed solutions for expanding access to legal services statewide.
 - Determine means for solutions to be financially and administratively sustainable.
 - Distribute draft plans and solicit feedback from legal service providers, advocates and stakeholders beyond those participating in the three convenings.
 - Devise and disseminate the final strategic plan.
 - Identify concrete steps for implementation of the strategic plan.

This report presents the findings derived from the three convenings and sets out that group's proposed strategic plan for a new collaborative entity – the NMIJN - which will increase access to civil legal services for New Mexico's immigrant community. The NMIJN will meet this challenge through coordinating existing legal and social services resources, building new legal advocacy capacity and cooperatively engaging the immigrant community in service to its own needs.

Purpose

The NMIJN is to be a non-profit collaboration of civil legal service providers and immigrant advocates working to ensure access to high quality legal representation for immigrants in New Mexico, regardless of their immigration status, financial means or geographic location.

The Network's founding vision is the recognition that New Mexico's immigrant community has tremendous unmet need for all types of civil legal services, and that a mechanism to overcome the significant barriers to accessing those services is critically important. Not only do members of this community have the same legal issues concerning public benefits,

healthcare, housing, consumer and family matters as do other impoverished people, but issues related to their immigration status pose additional difficulties. Their family's integrity may be threatened when one or more of its members face deportation. Fear of negative consequences related to their status often lead immigrants to hesitate to ask for help of any kind. In addition, New Mexico is a large and largely rural, sparsely populated and deeply impoverished state with very limited legal aid resources. Most of New Mexico's civil legal aid programs are already over-burdened and under resourced and those receiving federal legal services corporation funds are prohibited from serving many immigrants. Meanwhile, the state legal service funds that might permit serving them are a limited and decreasing resource due to the economic downturn and the political climate. Furthermore, the few organizations that currently focus on providing legal services to immigrants operate on extremely tight budgets and are seriously understaffed.

This deficit in legal services for immigrants in New Mexico is further exacerbated by aggressive immigration enforcement by federal agencies and the cooperation of local and state agencies with federal agencies in immigration enforcement. Violence in Mexico has also increased the flow of migration north, while harsh anti-immigrant policies in other states has led to both greater fear and increased migration to New Mexico.

For all these reasons, the members of the NM Immigrant Justice Network are committed to increasing the availability of legal services to underserved immigrant communities by strategically leveraging the existing resources of member organizations, increasing the institutional capacity of member organizations to provide legal services, and increasing inter-agency collaboration and resource development around the following issues:

ACCESS TO JUSTICE – Ensure that immigrants have equal access to our justice system. This includes representation for immigrants facing deportation or removal, the right to seek protection from law enforcement and the courts without fear of deportation or other negative consequences, and the ability to obtain affordable, high quality legal services;

FAMILY UNITY - Prevent family separation by increasing resources and access to legal and social services to individuals facing deportation or removal and by helping immigrants obtain legal status and citizenship when possible;

COMMUNITY EMPOWERMENT – Ensure that immigrants know their legal rights and mobilize community strength to ensure members are treated justly by the immigration system, law enforcement and other public institutions, employers, landlords, and healthcare and financial institutions.

In order to minimize the negative impact that legal problems present for low-income immigrant families, and to enhance these families' long-term stability and security, Network member organizations will:

- **COORDINATE LEGAL SERVICES** - to ensure that member organizations efficiently provide and expand services in a cooperative manner;
- **CONTRIBUTE RESOURCES** - such as office space or staff time, so that the Network can facilitate the coordinated provision of legal services throughout the state;
- **PARTICIPATE IN NETWORK GOVERNANCE** - to assist the Network in formulating and implementing achievable objectives and in developing resources and materials for use state-wide;
- **BUILD INSTITUTIONAL CAPACITY** – to increase legal services to underserved communities, the Network and its member organizations will cooperatively leverage existing resources and seek and utilize new ones.

New Mexico Immigrant Justice Network

Strategic Intentions

In order to realize the purpose of the NMIJN, the members determined that they would need to collaborate in a comprehensive manner. NMIJN members identified eight strategic guideposts:

- A. Statewide Structure:** Establish a structure and organizational framework to coordinate the efforts of legal and social service providers who work with the New Mexico immigrant community.
- B. Human Resources:** Establish mechanisms to expand qualified human resources (attorneys, service providers and volunteers) to support immigrant services needs in New Mexico.
- C. Service Delivery:** Expand the means and methods for delivering legal and other services to immigrants and their families.
- D. Financial Sustainability:** Engage in resource development efforts to expand service delivery and sustain organizational operations.
- E. Resources and Tools:** Develop resources and tools to support a coordinated expansion of legal and social services supports for immigrants in New Mexico.
- F. Communications:** Establish comprehensive outreach and communication efforts in support of Network goals and objectives.
- G. Training:** Provide training to service providers and members of the immigrant community to ensure improved access to services and promote civic engagement and quality of life for the community.
- H. Policy/Advocacy:** Engage in comprehensive policy advocacy and systemic reform efforts that support the community's goals and Network objectives.

Strategic Intentions

Creating Accessible Legal and Social Supports for Immigrants in New Mexico

A. Statewide Structure: Establish a structure and organizational framework to coordinate the efforts of legal and social service providers who work with the New Mexico immigrant community.

Goals:

1. Establish a collaborative Network to facilitate cooperative and coordinated efforts among legal providers and between them and social service providers across the state, especially in geographic areas where more immigrants reside and services are most needed.
2. Ensure the long-term sustainability of the Network’s legal and social services supports to affected populations.
3. Establish members’ clearly defined roles and responsibilities to ensure their participation and the representation of key stakeholders and partners to support the Network’s strategy, goals, and actions.

Structural Overview:

The graphic below depicts the three main components of the New Mexico Immigrant Justice Network. Boxes on the left indicate focus areas and the bullets on the right indicate which component is responsible for these focus areas.



ACTIONS
1. Develop a case statement for the network that includes mission and vision statements.
2. Identify options for a structure (fiscally sponsored project, coalition, or stand-alone non-profit entity): <ul style="list-style-type: none"> • Proceed <u>initially</u> as fiscally sponsored project of an existing statewide legal services entity until sufficiently established to operate independently. • Research various collaborative models and identify the pros and cons of their structures.
3. Delineate the leadership formation (governing body, steering committee) and working committees. <ul style="list-style-type: none"> • Develop a coordination process for the leadership formation.
4. Establish network bylaws, policies and procedures.
5. Identify criteria for membership, member roles and responsibilities.
6. Create a memorandum of understanding for member organizations to ensure participant commitment. <ul style="list-style-type: none"> • Enter into agreements as to goals, processes to meet goals, seeking funding, communication, relationship to Network coordinator and agreement as to structure.
7. Identify organizations that should participate in the Network; recruit and integrate members.
8. Conduct additional asset mapping or research to support decision-making and coordination of efforts: <ul style="list-style-type: none"> • Identify potential agencies/partners that should join the Network. • Document service needs, and gaps (service directories, etc). • Document current services, service delivery, and geographic scope/breadth. • Partner with community health clinics, domestic violence shelters, social service centers and other local entities.

9. Conduct operations in support of the mission and vision:

- Convene quarterly meetings of the New Mexico Immigrant Justice Network.
- Convene monthly meetings of the leadership team/steering committee (and working committees if needed).
- Conduct research, assessment and planning to adapt to changing political/social environment.
- Establish a partnership with an existing agency to provide legal services for immigrants statewide by telephone.^A An attorney placed with such agency will process incoming requests for assistance and offer brief legal advice and referrals as appropriate. The attorney will also provide technical assistance to Network members and may offer it to providers outside of the Network.
- Establish civic engagement opportunities for immigrants as a way to support their integration into pathways towards citizenship.

^A Leaders from the Network have engaged in preliminary discussions with *Law Access New Mexico* about serving as the primary agency for this service.

10. Establish three regional coverage areas in New Mexico – Northern, Central and Southern - for the purpose of coordinating local and regional providers and service delivery.

11. Establish periodic review processes to ensure organizational structure and viability:

- Review organizational, administrative and fiscal models; initiate application for non-profit status as needed.
- Ensure ongoing resource development efforts support ongoing tasks/activities.
- Continue to enhance or modify organizational sustainability plan, as needed.
- Conduct self-evaluation.
- Build on, strengthen initial priorities.
- Assess network activities in the context of changing political and social landscape.

B. Human Resources: Establish mechanisms to expand qualified human resources (attorneys, service providers and volunteers) to support immigrant services needs in New Mexico.

Goals:

1. Develop appropriate human resources to support network operations and coordinate network activities.
2. Increase the number of attorneys, accredited representatives and qualified providers to meet the demand for services.
3. Create greater collaboration among all potential legal service providers to ensure adequate human resources to support immigrant legal needs.

ACTIONS
<p>1. Recruit/hire a director or coordinator for the Network’s operations:</p> <ul style="list-style-type: none"> • Identify roles/responsibilities, job description, and staff oversight processes. • Allocate financial resources, hire network coordinator.
<p>2. Hire an attorney to be placed with an existing agency for the purpose of handling telephone inquiries from immigrants and providing information, brief advice and referrals, along with technical assistance on immigration issues to other organizations.</p>
<p>3. Train and utilize volunteers from local communities where services are most needed, including retirees, students/interns, community workers, <i>promotoras</i>, etc:</p> <ul style="list-style-type: none"> • Establish or expand <i>promotora</i> or other community worker programs in rural communities to integrate legal advocacy with social service and health programs. • Increase coordination of volunteers (legal, paralegal, and social service providers) to expand services. • Recruit and train students from middle and high schools to help others. • Develop capacity to recruit and supervise legal and non-attorney fellows (AmeriCorps, Jesuit Volunteer Corps, Avodah Jewish Service Corps, etc).
<p>4. Expand access to legal services in rural communities:</p> <ul style="list-style-type: none"> • Solicit urban legal services providers to commit a percentage of resources to serving rural communities. • Expand opportunities/abilities to utilize social service provider as case workers for legal service support. • Create a system/process for UNM Law School and other clinical law students to serve rural communities. • Support efforts for UNM Law School to expand professional/educational activities (legal clinics) to rural areas. • Develop incentives to attract current attorneys to work in rural areas.
<p>5. Create a pipeline for additional human services to support immigrant legal services:</p> <ul style="list-style-type: none"> • Create as many informational brochures as possible so that people have the information they need to move to the field of immigrant legal services. • Expand training and certification of accredited immigration representatives. Establish agreements with immigration attorneys to provide ongoing supervision for new accredited representatives. • Seek individuals to supervise paralegals and fellows in future expansion efforts. • Establish a connection to engage quality community translators and interpreters for coordinated service delivery. • Engage the private bar to be part of these issues; develop a network of <i>pro-</i> and <i>low-bono</i> attorneys and increase cultural competency so they are willing and able to work with immigrants. • Engage in comprehensive recruiting among law students. Expand debt reduction/loan payment options in exchange for working on immigrant legal service in underserved areas. • Seek participation of law school clinics in neighboring states.
<p>6. Hire at least one attorney to provide services and coordinate efforts in each of the three "regional" service areas of the state.</p>

C. Service Delivery: Expand the means and methods for delivering legal and other services to immigrants and their families.

Goals:

1. Expand delivery of immigrant legal services for various issues and types of cases.
2. Establish multiple service centers in NM to coordinate and provide access to services, especially in southern NM. Take services to areas where they are needed - to communities, not "offices".
3. Expand free or low-cost legal services to those who need them.

ACTIONS

Direct Services to Immigrants and Their Families (target population):

1. Create structured legal service supports for immigrant families:
 - Initial efforts (1-3 years) will focus on supporting cases related to status; additional services to be added needs are identified and resources permit.
2. Create well-trained, coordinated legal referral services delivered in multiple languages.
3. Ensure that community advocates and *promotoras* accompany clients to referred entities as needed and appropriate to ensure referral success.
4. Expand rural consultations through developing and utilizing the latest technological tools.
5. Organize community forums and information fairs to disseminate educational material and awareness of available services.
6. Form a support group for families impacted by deportations; solicit/provide funds to assist these families with basic needs (food, counseling, and other expenses).
7. Deliver services to greater community (especially in rural areas) via mobile service efforts.
 - Create tools/materials for delivery of services.
8. Expand student legal clinics to serve New Mexico's immigrant communities, especially in rural areas and along the border.
9. Assess the viability of opening satellite offices throughout the state.
 - Place attorneys at regional sites for provision of legal services to immigrants (*see A.10 and B.6 above*).

Direct Funding Supports for Immigrants and Their Families:

10. Create a revolving fund or micro-bank loan process to enable clients to borrow funds to pay for legal services.
11. Consider soliciting and dispersing funds for direct needs, especially around issues of housing, legal needs, death/survival supports, etc.
12. Solicit additional funding and in-kind support from foreign governments, consular offices.

D. Financial Sustainability: Engage in resource development efforts to expand service delivery and sustain organizational operations.

Goal: Ensure resources adequate to sustain network operations, activities, and implementation of strategic plans.

ACTIONS

1. Create a resource development plan that supports initial efforts and promotes long-term sustainability:
 - Consider resource development/funding through post-graduate legal fellowships (e.g., AmeriCorps, Equal Justice Works, etc.) and non-attorney fellowships (e.g., Jesuit Volunteer Corps, Avodah, etc.); connect with University of New Mexico and other law school fellowship programs for summer placements.
2. Engage in resource development, grants activities:
 - Develop and disseminate joint 5 year strategic/operational plans to diverse funding sources.
 - Develop additional funding sources outside New Mexico.
 - Utilize current grants/resources of member organizations (shared resource commitment).
 - Solicit grants/resources to develop/hire *promotoras* and establish collaborative's non-profit status.
3. Acquire, distribute, and manage funds and resources; allocate resources to network operations and implementation of strategic activities.
4. Develop a practice of fee-generating cases (e.g., federal wage and hour claims).
5. Utilize revolving fund to assist clients in paying for and maintaining the availability of legal resources.

E. Resources and Tools: Develop resources and tools to support a coordinated expansion of legal and social services supports for immigrants in New Mexico.

Goal: Develop the means and methods to facilitate network operations, ensure access to legal services, and enhance positive outcomes for immigrants.

ACTIONS

1. Identify the primary languages the network should consider/include in all outreach, communications, tools, and resources.
2. Partner with an established organization to utilize existing infrastructure (hotline, database, website) that can be used by immigrants and their non-attorney advocates to obtain information, access brief legal services and secure referrals to a range of services, including pro- and low-bono attorneys.
3. Create a website that has information for a) the general public, b) the immigrant community, and c) for other organizations/potential partners in delivery of services:
 - Ensure that the website facilitates the development of an online community that supports collaborative efforts among social and legal service providers, potential clients, and key stakeholders.
4. Establish a database of providers of services to undocumented individuals. Learn from and emulate existing models, such as MyCommunityNM website (www.mycommunitynm.org):
 - Compile, update and include a viable list of *pro-* and *low-bono* attorneys.
 - Include information on existing/developing services that include formal, informal, and ancillary services available to immigrants.
 - Create maps of service locations, service centers, etc.
5. Create a Listserve and/or Google group to assist Network members with the coordination efforts.
6. Establish an information and referral hotline:
 - Ensure bilingual/multi-lingual capabilities.
 - Refer callers to appropriate service providers, including legal supports.
 - Create options so that attorneys and providers can ask questions as well.
7. Create practice manuals that cover key issues (e.g., immigration consequences of crimes).
8. Create fact sheets, brochures and web-based publications. These should include “how to” guides, “Know Your Rights” and other resource materials, and referral lists that are easy to access and use, and cover critical topics such as accessing public benefits, healthcare, housing and service providers.

F. Communications: Establish comprehensive outreach and communication efforts in support of Network goals and objectives.

Goals:

1. Develop multi-language resources.
2. Increase awareness of services for immigrants and understanding of immigrant stories.
3. Facilitate better access to services through comprehensive outreach and engagement with immigrant communities.
4. Create relationships with the immigrant community, not just messages to and about them.

ACTIONS

- | |
|--|
| ACTIONS |
| 1. Create a communications and outreach plan. |
| 2. Identify multi-lingual media opportunities: <ul style="list-style-type: none"> • Determine which languages other than English and Spanish we should we focus on. • Identify multi-language media available to help carry the message (e.g., radio, television, internet). • Utilize technology to link to existing resources, such as the www.mycommunitynm.org website. |
| 3. Identify and develop volunteer marketing partners for communications design work. |
| 4. Publicize network presence, goals, and activities to general public (online, print, broadcast, and social media): <ul style="list-style-type: none"> • Network member organizations become familiar with each other’s areas of expertise and share that information broadly. • Continue mapping immigrant service providers, services, and service gaps. • Educate the general public about immigrants’ stories and struggles. |
| 5. Disseminate information: <ul style="list-style-type: none"> • Identify and distribute information to be shared. • Connect information to churches, libraries, labor halls, community centers. Identify and utilize central gathering locations to best reach immigrant populations. • Connect information to family counseling providers. • Establish outreach efforts to law schools and law professors to help direct attention to the needs of immigrants. • Educate the broader community about immigrants’ need for services, the availability of those services, and the threats to individuals and families related to their status. • Create newsletters: One for the network membership, and one for the general population. These should include information that others can connect to and follow up on. • Engage the community to create comic book or <i>novella</i>-style informational materials on immigration rights and issues. • Newsletters could sell advertising to local businesses to finance publishing and circulation costs. |

G. Training: Provide training to service providers and members of the immigrant community to ensure improved access to services and promote civic engagement and quality of life for the community.

Goal: Develop the skills and capacity of new and existing providers to meet constituent needs.

ACTIONS

For General Public and Target Population:

1. Conduct “Know Your Rights” trainings for immigrants, families and schools. Engage *promotoras* and other community workers and members for this effort.
2. Establish statewide training efforts that inform others of available resources.
3. Expand education efforts for general public on human and civil rights issues, especially in rural communities.

For Providers/Stakeholders/Partners:

4. Include local law enforcement in outreach training, especially regarding ICE holds and the VAWA process.
5. Provide training to lay persons and advocates that help them direct cases to the legal resource.
6. Educate ourselves and others about availability and utilization of translators and interpreters in all languages.
7. Offer training on immigration issues and rights for NGO and Government services staff.
8. Establish training protocols and schedules - including training *promotoras* and other community workers, service providers, and the community-at-large.

For Attorneys and Legal Professionals

9. Disseminate information on existing and future trainings.
10. Establish MCLE immigration law trainings for lawyers in exchange for *pro bono* work or enrollment fees.
11. Ensure adequate supervision of attorneys and accredited representatives.
12. Place accredited representative trainees with experienced attorneys for training before placement with non-profit entities.

H. Policy/Advocacy: Engage in comprehensive policy advocacy and systemic reform efforts that support the community's goals and Network objectives.

Goal: Ensure systemic and sustainable change by working for public policy that supports fair and just treatment of immigrants.

ACTIONS

1. Ensure development/implementation of social/legislative advocacy efforts:
 - Conduct advocacy planning to,
 - Define our policy goals and identify the resources needed to get them done.
 - Identify critical gaps in the supports and services government entities provide and demand accountability.
 - Create a media strategy for the policy and advocacy work.
2. Create an “advocacy alert system”:
 - Disseminate updates on public policy, legislative and administrative action issues.
 - Utilize technological tools (website/hotline/list serves) for the advocacy alert process.
3. Engage others in the advocacy efforts:
 - Identify the various groups to be included in this effort.
 - Unite immigrant community members and immigrant-serving groups to form a more powerful and cohesive front in addressing systemic change.
 - Work with law professors and students in the systemic reform efforts.
 - Persuade faith-based communities to support immigration reform and immigrant rights in public and educate their members on these issues.
 - Hire a legal services delegation advocate that focuses on laws, policy issues.
4. Focus advocacy on critical issues and policies:
 - Advocate for and changes to current immigration policies that negatively affect the community.
 - Inform policy makers about immigrants’ need for services, the availability of those services, and the threats to individuals and families related to their status.
 - Push for recognition of due process rights in immigration proceedings and easing the harsh aspects of the recent immigration law.
 - Push to necessary make legal documents readily available in various languages.
 - Engage legislative allies to support funding for the Collaborative’s work.
5. Establish policies that support increasing immigration legal services attorneys in New Mexico:
 - Advocate for a New Mexico immigration law academy.
 - Push policy that facilitates debt reduction or loan payment assistance for law students that work in the field.

Conclusion

The New Mexico Immigrant Justice Network takes as its premise that the whole is greater than the sum of its parts. NMIJN will pull together the strengths of the legal and social services organizations that serve the state's immigrant community in a collaborative effort that will increase their effectiveness through coordination and concerted resource development. NMIJN will engage the community it serves to fully participate to benefit itself and its members. Learning from the efforts of similar organizations in New Mexico and elsewhere, NMIJN will take innovative approaches to its structure and governance, to its means and methods of delivering critically needed services and to developing the ability to sustain itself over a long period of time. NMIJN will take a deliberate approach to its own structural development by focusing on the issues identified as most critical first, then gradually building its capacity to more fully meet the array of its constituents' needs.

Participants in this planning project have expressed tremendous enthusiasm for the project and many have already pledged their commitment of time and resources. Members have agreed to provide office space and other physical resources (such as copiers, printers and computers), human resources (time devoted to collaboration, Network governance, sharing technical assistance and direct service to clients), and to cooperatively seek funding opportunities to support and sustain the Network. All agreed that hiring a skilled and experienced Coordinator to realize all of these strategic intentions, and to locate that person (at least at the outset) at an established statewide provider will be key to NMIJN's success.

We look forward to developing the resources that will set this plan into motion and begin a new chapter in equal access to justice for New Mexico's immigrant community. The participants in this planning process extend their deep appreciation to the W.K. Kellogg Foundation and the New Mexico Community Foundation for having the vision and commitment that made this process possible.

The Planning Team

The information contained herein represents the information compiled during several planning efforts on the part of the following contributors:

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Appendices

Appendix 1: Strategic Plan Timeline

Appendix 2: Data Maps

1. Location of Immigrant Serving Attorneys and Professionals.
2. Availability of *Pro Bono* Legal Services for Immigrants.
3. Providers Focus on Civil Rights/Enforcement Cases.
4. Providers Supporting Deportation Defense Cases.
5. Providers Supporting Immigrants with Status Change Needs.
6. Organizations that Provide Citizenship Representation.
7. Legal Providers Serving Immigrant Children and Youth Needs.

Key Colors ■ : Research ■ : Planning ■ : Implement ■ : Fundraising : Milestone

Activity Area and Tasks	2012				2013				2014				2015				2016			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A. Create a Statewide Structure																				
Develop case statement, mission & vision			<input checked="" type="checkbox"/>																	
Create Organizational Structure				<input checked="" type="checkbox"/>																
Operate under fiscal sponsorship of existing statewide legal agency			<input checked="" type="checkbox"/>																	
Research local/national collaborative models																				
Delineate the leadership formation and committees				<input checked="" type="checkbox"/>																
Develop a coordination process				<input checked="" type="checkbox"/>																
Establish bylaws, policies and procedures			<input checked="" type="checkbox"/>																	
Identify criteria for membership			<input checked="" type="checkbox"/>																	
Create MOU for member organizations																				
Enter into agreements				<input checked="" type="checkbox"/>																
Identify and recruit members												<input checked="" type="checkbox"/>								
Conduct asset mapping and research																				
Identify potential partners																				
Document service needs, and gaps								<input checked="" type="checkbox"/>												
Document current services (scope/breadth)				<input checked="" type="checkbox"/>																
Partner with others																				
Conduct operations																				
Quarterly network meetings																				
Monthly leadership meetings																				
Research and assessment (policy, social issues)								<input checked="" type="checkbox"/>												
Partner w/existing legal service provider for telephonic services				<input checked="" type="checkbox"/>																
Establish civic engagement efforts as pathways to citizenship																				
Establish service regions in North, Central, Southern NM																				
Semi-annual/annual reviews																				
Review organizational models																				
Coordinate resource development efforts																				
Enhance organizational sustainability plan																				
Assess what is/is not working.					<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Build on, strengthen priorities					<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Assess network activities								<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
B. Human Resources																				
Recruit/hire network director																				
Identify staff responsibilities, job description, oversight processes																				
Allocate financial resources, hire network coordinator				<input checked="" type="checkbox"/>																
Place attorney w/existing legal service provider (telephonic services)				<input checked="" type="checkbox"/>																
Train, use volunteers for service expansion																				
Expand <i>Promotora</i> supports in rural communities												<input checked="" type="checkbox"/>								
Ensure coordination of volunteers												<input checked="" type="checkbox"/>								
Recruit youth volunteers																<input checked="" type="checkbox"/>				
Recruit/supervise non-lawyer fellows and Americorps members																<input checked="" type="checkbox"/>				
Solicit urban legal services providers for rural services																				
Connect to social service providers for legal service supports																				
Create a process for law students to assist																				
Engage UNM expansion of professional development																				
Incentivize rural work by current attorneys																				
Create pipeline for new immigration attorneys																				
Create brochures/informational documents								<input checked="" type="checkbox"/>												
Expand training/certification of accredited reps												<input checked="" type="checkbox"/>								
Recruit attorneys to supervise paralegals								<input checked="" type="checkbox"/>												
Create system/process to work with translators																				
Increase network of pro- and low-bono attorneys																				
Recruit law students via debt reduction/loan payment																				
Get a 2nd law school involved (other than UNM)																				
Hire attorneys for services in 3 statewide regions												<input checked="" type="checkbox"/>								
C. Service Delivery																				
Direct Services to Immigrants:																				
Create structured legal service supports																				
Provide legal services for "status" cases via attorney placed at LANM																				
Ensure coordination via referral services in multiple languages																				
Ensure advocates support immigrants throughout process																				
Use technology to expand rural consultations																				
Organize community forums to disseminate information and services																				
Establish support group for families impacted by deportations																				
Provide mobile legal services in rural areas																				
Create tools/materials to support service delivery																				
Expand legal clinics and trainings																				
Consider opening satellite offices throughout the state																				
Direct Funding Supports for Immigrants:																				
Establish revolving door fund or micro loans																				
Allocate funds to immigrants																				
Solicit supports from foreign governments, consular offices																				

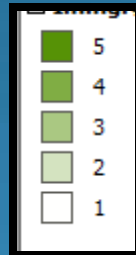
	Q1	Q2	Q3	Q4	Q5
D. Resource Development/Sustainability					
Create a resource development plan	■ ■ ☑				
Use "fellowships" to leverage/support resource development	■ ■ ■	■ ■	■ ■	■ ■	■ ■
Engage in resource development, grants activities	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
Disseminate strategic/operational plans to funding sources	■	■	■	■	■
Seek additional funding sources outside New Mexico	■	■	■	■	■
Share grants/resources of member organizations	■	■	■	■	■
Solicit resources to develop Promotoras	■	■	■	■	■
Acquire, distribute, and manage funds and resources	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
Develop a practice of fee-generating cases	■ ■ ■ ■	■ ■ ☑			
Utilize revolving fund for clients to pay for and maintain legal services	■ ■ ■ ■	■ ■ ☑			
E. Resources and Tools					
Identify the primary languages for services/communication	■ ☑				
Utilize existing legal provider's infrastructure (telephonic services)	■ ■ ☑	■	■	■	■
Create website	■ ■ ☑	■	■	■	■
Establish a database of services/service providers	■ ■ ■ ■	■ ■ ☑			
Create a Listserve for coordination efforts	■ ■ ☑	■	■	■	■
Establish information and referral hotline	■ ■ ☑	■	■	■	■
Create practice manuals	■ ■ ■ ☑	■	■	■	■
Create fact sheets, brochures, guides, publications	■ ■ ■ ☑	■	■	■	■
F. Communications					
Create an outreach plan	■ ■ ■ ☑				
Identify multi-lingual media opportunities	■ ■ ☑				
Recruit volunteers to support communications efforts	■	■	■	■	■
Initiate public relations activities	■	■	■	■	■
Conduct internal asset mapping (network members)	■ ■ ☑				
Map services, service providers, and gaps	■ ■ ☑	■ ■ ☑	■ ■ ☑	■ ■ ☑	■ ■ ☑
Share immigrant stories/experiences with public	■ ■ ☑	■ ■ ☑	■ ■ ☑	■ ■ ☑	■ ■ ☑
Create outreach materials about services for immigrants	■ ■ ■ ☑	■ ■ ■ ☑	■ ■ ■ ☑	■ ■ ■ ☑	■ ■ ■ ☑
Disseminate information	■	■	■	■	■
Connect information to immigrants at central gathering sites	■	■	■	■	■
Connect information to family counseling providers	■	■	■	■	■
Establish outreach efforts to law schools/professors	■	■	■	■	■
Educate general community on immigrant-related issues	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑
Distribute newsletters to network members, general population	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑
Distribute novella-style booklets on immigration rights	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑
Publish articles on network priorities	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑
G. Training					
For General Public and Target Population:					
Conduct "Know Your Rights" trainings for immigrants	■ ■ ☑	■ ■	■ ■	■ ■	■ ■
Establish statewide trainings on availability of resources	■ ■ ☑	■ ■	■ ■	■ ■	■ ■
Expand education efforts for general public	■ ■ ☑	■ ■	■ ■	■ ■	■ ■
For Providers/Stakeholders/Partners:					
Conduct outreach trainings for local law enforcement	■	■ ■	■ ■	■ ■	■ ■
Provide training for advocates to refer cases to legal experts	■	■ ■	■ ■	■ ■	■ ■
Educate network on available translators and related processes	■	■ ■	■ ■	■ ■	■ ■
Establish training on issues for NGO and Government staffers	■	■ ■	■ ■	■ ■	■ ■
Train Promotoras on legal service supports to immigrants	■	■ ■	■ ■	■ ■	■ ■
For Attorneys and Legal Professionals					
Disseminate information on existing and future trainings	■ ■	■ ■	■ ■	■ ■	■ ■
Conduct immigration law trainings for lawyers	■ ■	■ ■	■ ■	■ ■	■ ■
Ensure supervision of AR's and young lawyers	■ ■	■ ■	■ ■	■ ■	■ ■
Place potential AR's w/private attorneys for training	■ ■	■ ■	■ ■	■ ■	■ ■
H. Policy/Advocacy					
Conduct advocacy planning					
Define advocacy priorities and resources	■	■	■	■	■
Identify gaps in government supports/services	■ ■	■ ■	■ ■	■ ■	■ ■
Create a media strategy for advocacy efforts	■ ■ ■	■ ■ ■	■ ■ ■	■ ■ ■	■ ■ ■
Create an "advocacy alert system":					
Disseminate immigration reform updates	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑
Leverage technological tools for advocacy alerts	■ ■	■ ☑	■ ☑	■ ☑	■ ☑
Engage others in the advocacy efforts					
Identify potential partners	■ ■	■ ■	■ ■	■ ■	■ ■
Engage law professors and law students	■	■	■	■	■
Unite partners in a cohesive effort to address systemic reform	■	■	■	■	■
Engage faith-based community and general public	■	■	■	■	■
Regularly examine advocacy practices, adjust as needed	■	■ ☑	■ ☑	■ ☑	■ ☑
Hire a legal services advocate to focus on laws, policy issues	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑
Focus advocacy on critical issues and policies					
Advocate for, and change current immigration policies	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑
Inform political and legislative leadership on needs	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑
Focus on restoration of due process, rescind 1996 immigration laws	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑
Advocate to make legal documents available in different languages	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑
Approach legislature for funding to support network/services	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑
Forward policy that supports expansion of legal service attorneys					
Advocate for localized immigration law academy	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑
Advocate for incentives for law students	■ ☑	■ ☑	■ ☑	■ ☑	■ ☑



Appendix 2. Data Maps

Location of Immigrant Serving Attorneys & Professionals

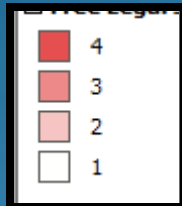
organizations



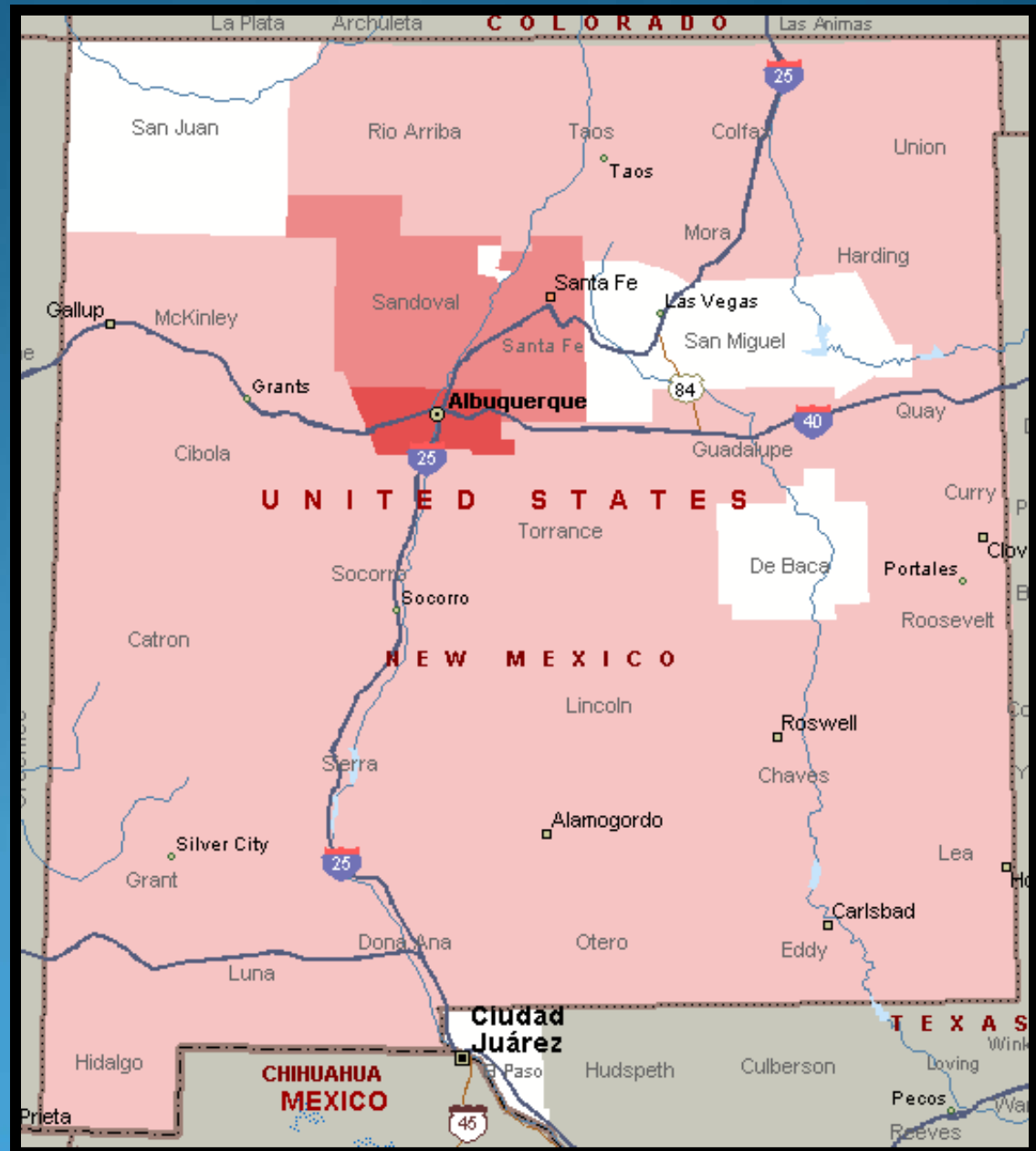
- **ACLU of New Mexico**
- **Catholic Charities, Central NM**
- **Catholic Charities, Las Cruces**
- **Diocesan Migrant & Refugee Svc's**
- **Las Americas Immigrant Advocacy Center**
- **Law Access New Mexico**
- **NM Center on Law and Poverty**
- **NM Immigrant Law Center**
- **NM Legal Aid**

Availability of *Pro Bono* Legal Services for Immigrants

organizations

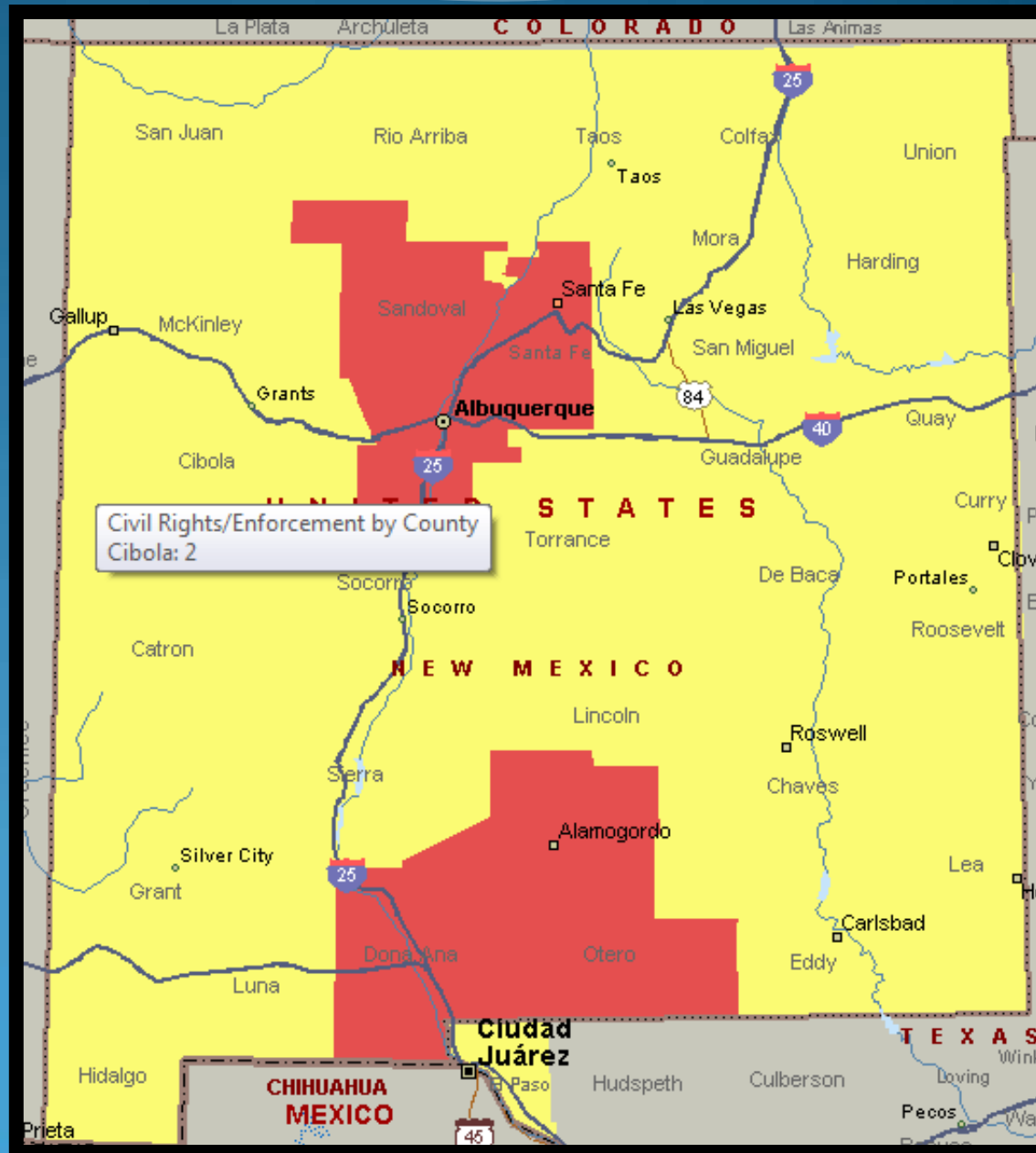
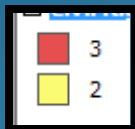


- Diocesan Migrant & Refugee Svc's
- NM Asian Family Center
- NM Center on Law and Poverty
- NM Immigrant Law Center
- NM Legal Aid



Providers Focusing on Civil Rights/Enforcement Cases

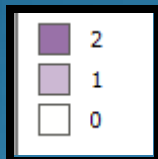
organizations



- **ACLU of New Mexico**
- **Las Americas Immigrant Advocacy Center**
- **NM Asian Family Center**
- **NM Center on Law and Poverty**
- **Paso del Norte Civil Rights Project**

Providers Supporting Deportation Defense Cases

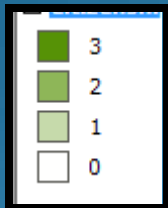
organizations



- Diocesan Migrant & Refugee Svc's
- Las Americas Immigrant Advocacy Center
- NM Immigrant Law Center

Organizations that Provide Citizenship Representation

organizations



- Catholic Charities, Gallup
- Catholic Charities, Las Cruces
- Diocesan Migrant & Refugee Svc's
- Las Americas Immigrant Advocacy Center
- NM Immigrant Law Center

