Organizational Development (OD)

**OD - Strategic Intention:** A strong and growing network of service providers and funders collectively identifies gaps in services, implements solutions, holds each other accountable for the quality of services provided, and ensures that the Collaborative provides benefits to its members.

**OD - Goal 1:** Ensure long-term success of the Collaborative through appropriate staff support.
- Executive Committee determines long-term staffing needs beyond the Executive Director and hires as deemed appropriate.

**OD – Goal 2: Oversee implementation of the Community Plan.**
- Active committee structure works collaboratively with the Executive Director to implement goals.
- Executive Director reports on progress twice a year.
- Regularly assess progress made on the Community Plan’s Action Agenda. Evaluate and change course as needed.

**OD – Goal 3: Strategize and implement an overall fund development strategy and continue to use the Collaborative’s fund allocation strategy, prioritizing projects that benefit the entire system of legal service providers and grow overall community capacity.**
- Build relationships with local and national funders interested in immigration generally, focusing particularly on areas of creative synergy.

**OD – Goal 4: Ensure that the Collaborative provides value to the Houston community and to Collaborative members/stakeholders.**
- Evaluate Executive Committee membership
- Solicit regular feedback from members and provide sufficient networking opportunities, trainings, and other services that stakeholders want.
- Evaluate the Collaborative’s long-term goals regularly and assess continued need for the organization as progress is made on the Community Plan.

**OD – Goal 5: Grow the Collaborative’s membership roster.**
- Implement the Membership Application process and evaluation.
- Continue to build relationships with new and emerging organizations throughout the Houston region.
Legal Services Capacity (LSC)

LSC - Strategic Intention: Increase the quality and quantity of high-quality, low-cost immigration legal service providers in the greater Houston region equipped to serve Houston’s low-income immigrant population.

LSC - Goal 1: Improve and enhance the quality of services provided by organizations currently offering immigration legal services, especially in terms of building supervision structures for organizations without immigration attorneys on staff.
- Facilitate collaboration between small organizations without attorneys on staff and legal service providers with attorneys and/or private immigration attorneys through MOUs, special contracts, and volunteer relationship models.
- Sponsor trainings by local experts and national organizations (e.g. CLINIC, ILRC) that Collaborative organizations can participate in for free.
- Develop a resource library of local “best practices” shared through the HILSC website as a benefit of membership.
- Implement a Mentorship program for “new” organizations looking for guidance on how to run legal services programs and/or need assistance on particular types of cases.

LSC – Goal 2: Grow the number of organizations in the greater Houston region legally authorized to offer immigration legal services, especially in geographic areas that lack these adequate access to legal services.
- Build relationships with organizations interested in becoming BIA-recognized organizations, particularly those in areas currently underserved by service providers.
- Provide information about and referrals to appropriate outside experts to organizations seeking BIA recognition.
- Sponsor appropriate trainings for organizations and individuals seeking BIA recognition and accreditation.
- Encourage high-capacity organizations with on-staff attorneys to consider satellite offices or new sites in underserved areas.
- Build partnerships between existing legal services providers and social service organizations that have strong ties to immigrant communities in areas that lack legal services.

LSC – Goal 3: Facilitate strategic partnerships between high-capacity legal services providers and organizations that have strong relationships with immigrant populations but that lack legal services capacity.
- Proactively network with social service organizations and connect them with appropriate legal service providers to which they can refer clients with immigration legal needs.

LSC – Goal 4: Grow, train and create partnerships with strong network of pro bono attorneys equipped to assist non-profits with immigration legal cases (individual representation and high-volume workshops).
- Build relationships with pro bono attorneys.
• Work with Houston Volunteer Lawyers, AILA, Lone Star Legal Aid and other groups to create systems for connecting pro bono attorneys to immigration cases and non-profit organizations.
• Offer training to attorneys interested in learning about immigration law, and on particular components of immigration cases (e.g. brief writing, cultural competency, interviewing, statements, etc).
• Consider a system where private attorneys could provide supervision or support to BIA accredited representatives working at organizations that lack staff attorneys.
• Ensure that pro bono attorneys receive recognition and credit for assisting on immigration legal cases through the Collaborative.

LSC - Goal 5: Increase the capacity of Houston-region organizations that are able to provide high-volume legal services.
• Collaborative-sponsored trainings (by local trainers or national organizations) about how to do high-volume legal assistance, including workshops, clinics and other appropriate models.
• Encourage organizations that are new to legal services to focus services on straightforward immigration cases.
• Build partnerships between existing legal services providers and social service organizations that have strong ties to immigrant communities with legal needs.

LSC – Goal 6: Increase access to free/low-cost, high-quality legal services for vulnerable communities with very complex legal needs requiring direct representation by an attorney.
• Raise funds to hire more experienced attorneys qualified to deal with highly complex cases.
• Develop a variety of models for organizations to handle complex legal cases and/or refer clients with complex cases to appropriate organizations and private attorneys.

LSC – Goal 7: Identify and respond appropriately to emerging immigration legal issues and areas where Houston's service provider community is not meeting existing needs.
• Discuss emerging issues and strategize potential actions the Collaborative can take towards improving capacity on these issues.
• Assess ways that the Collaborative can participate in and add value to regional and national collaborative efforts that fall outside of the greater Houston area.

LSC – Goal 8: Maintain good data about capacity, unmet needs, and performance of non-profit legal services community in Houston area.
• Regularly survey organizations.
• Use membership applications (annual) as key data gathering tool.
Access to Services (AS)

**AS - Strategic Intention:** Improve and streamline immigrants’ ability to access existing immigration legal services and ancillary social services to which low-income immigrants lack adequate access.

AS – Goal 1: Improve Houstonians’ ability to find organizations and individuals who offer high-quality, low-cost immigration legal services through coordinated access system.
- Collaboratively create a community-wide intake and referral system that would be a single point of contact for immigrants seeking legal assistance.
- Maintain the HILSC website with current information about members and the services they provide.
- Conduct focus groups with members’ clients to help determine what other needs exist in this area.

AS – Goal 2: Improve legal service provider’s abilities to make high-quality referrals to peer organizations.
- Research and maintain a comprehensive database of the services offered by local providers, including the types of cases they handle and their capacity to do so.

AS – Goal 3: Reduce immigration fraud and educate community about immigration fraud and notario scams.
- Increase roster of organizations qualified to offer legal assistance (BIA recognition/accreditation).
- Work with partners to report organizations providing legal services that are not legally authorized to do so (e.g. Texas Attorney General office, law enforcement).
- Education community about immigration scams and fraud (key partner: USCIS).

AS – Goal 4: Support collaboration among legal service providers and professionals trained and willing to provide low-cost services to immigrants.
- Build list of organizations that provide excellent ancillary services (e.g. mental health, translation services, health care, housing, financial literacy, education, ESL, public benefit counseling, general case management, etc.) to immigrants currently and make this available publically.
- Fund creative pilot partnerships with these and other ancillary service provider organizations using the HILSC/HGI model (mental health) to build capacity.
Communication (C)

**C - Strategic Intention:** Be a source of timely and accurate information for members, stakeholders, and potential clients of immigration service providers.

C – Goal 1: Strengthen the ability of individual Collaborative members to communicate strategically with Houston region immigration stakeholders (including immigrants, funders, media outlets, policy-makers, etc.).
   - Sponsor training for HILSC members on communications best-practices for groups working in the immigration space, including how to tell immigration stories and getting those stories into the media.
   - Create communications tools that collaborative members can use, such as HILSC website, PSAs, etc.
   - Sponsor trainings about advocacy for organizations interested in getting involved in more advocacy-related work.
   - Let stakeholders know when a policy change is being proposed that may affect their clients (local, state or national level) that organizations may wish to provide expert testimony on.

C – Goal 2: Use the collective power of the Collaborative to educate the public, funders, and policy-makers about important issues affecting immigrants in the Houston region.
   - Create a communication protocol for the content of HILSC messaging, including process for creating and vetting group messaging.
   - Create “collective statements” for pressing issues on which the Collaborative can speak with authority, focusing on facts rather than opinions.

C – Goal 3: Be a strong and nuanced voice for legal services organizations in the greater Houston region.
   - Provide a conduit for organizations to participate in large-scale planning and collaborative efforts outside of HILSC (e.g. Welcoming America).
   - Facilitate partnerships and exchange of expertise.

C – Goal 4: Enhance the ability of Collaborative organizations to communicate with each other internally and with stakeholders externally.
   - Investigate tools beyond the existing listerv that can help organizations communicate collaboratively.
   - Provide opportunities for members to share information and promote events and knowledge through HILSC website and social media.

C – Goal 5: Build the Collaborative’s reputation in the Houston region.
   - Use the weight of the “Collaborative voice” strategically and intentionally, focusing on education and appropriate advocacy.
   - Use the Collaborative to help promote the direct services of individual member organizations when appropriate. The Collaborative should not steal the spotlight from member organizations, but should help enhance reputation of all member orgs.