

**CITY OF NORWICH**  
**COMMUNITY DEVELOPMENT BLOCK GRANT • APPLICATION FOR FUNDING**  
**PUBLIC SERVICES**

PROGRAM YEAR 2022 (PY 48) • SEPTEMBER 1, 2022 – AUGUST 31, 2023

**DUE: THURSDAY FEBRUARY 10, 2022 AT 4 PM AT 23 UNION STREET, NORWICH, 2<sup>ND</sup> FLOOR**

Office of Community Development  
23 Union Street, 2<sup>nd</sup> floor • Tel (860) 823-3770 • Fax (860) 823-3715

E-mail addresses:

kerees@cityofnorwich.org (Community Development Director)

teurtis@cityofnorwich.org (Program Assistant)

**PART I: GENERAL INFORMATION**

AGENCY: Immigration Advocacy & Support Center

LEGAL NAME  
(if different from Agency) \_\_\_\_\_

ADDRESS: 8 Washington Street

New London, CT 06320

E-MAIL: info@iasect.org

EXECUTIVE DIRECTOR: Joseph Marino, Esq.

CONTACT NAME AND TITLE: Kathy Parker, IASC Board Treasurer

TELEPHONE: 860-629-7758

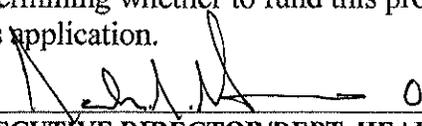
AGENCY FISCAL YEAR: January 1 December 31  
Begin End

PROGRAM OR PROJECT NAME: Changing Lives, Empowering All Residents (CLEAR) - Norwich

**CDBG REQUEST & AWARD AMOUNTS:**

	REQUEST	AWARD
UPCOMING FISCAL YEAR (This Request) (September 1, 2022 – August 31, 2023)	\$7,000 _____	\$ _____
CURRENT FISCAL YEAR (Prior Year Award) (September 1, 2021 – August 31, 2022)	\$ 0 _____	\$ 0 _____

The information contained herein and attached as exhibits hereto is, to the best of our knowledge and belief, true, correct and complete and that the City of Norwich can rely upon these statements in determining whether to fund this project. We certify that the Agency Board of Directors has approved this application.

  
\_\_\_\_\_  
EXECUTIVE DIRECTOR/DEPT. HEAD  
Joseph Marino

DATE

02/08/22

  
\_\_\_\_\_  
PRESIDENT, BOARD OF DIRECTORS  
Dianna Rodriguez

DATE

2/8/22

Immigration Advocacy & Support Center  
Norwich CDBG – PY48

A. INTRODUCTION/AGENCY INFORMATION

A1: *History* - The Immigration Advocacy & Support Center (IASC) is a not-for-profit organization whose mission is to provide **quality low-cost immigration legal services**. IASC also educates the community on immigration legal policy.

- IASC opened in December 2014. The Church of the City served as fiscal sponsor until IASC achieved independent 501(c)(3) status in late 2017.
- While based in New London, IASC serves a large and growing number of Norwich clients. In 2021, 28 of 91 NEW cases; 39 of 81 CONTINUING cases; and 43 of 148 VISITS were for **Norwich residents**.

A2: *Location / Hours* - IASC is located at 8 Washington Street in New London, and is opened to clients Monday – Thursday, 9:00am – 3:00pm. Most client appointments are scheduled from 10am – 2pm. Presentations and clinics take place at locations such as Norwich Adult Education and Otis Library. Morning, afternoon, and evening sessions accommodate all schedules.

A3: *Number Employed* - IASC's **three staff** consist of a full-time immigration lawyer, a bilingual Paralegal (Spanish / English), and a Haitian Legal Assistant, Sulfica Taylor, from Norwich.

- IASC partners with volunteers to magnify its impact. Part-time office support includes a retired MBA who provides bookkeeping and grant writing services and a retired paralegal who assists with accounting and case management. A retired communications director creates the newsletter, and student interns provide casework support and social media expertise.

A4: *Compliance* - N/A

A5: *Federal Funding* - IASC does not currently have an endowment or receive Federal Funding.

- IASC is receiving \$7,000 from the City of New London CDBG program for PY47.
- IASC has been awarded \$77,800 in ARPA funding from the City of New London.

B. STATEMENT OF NEED

B1: *Problem Statement* - Immigrants need expert assistance to maintain their ability to be legally employed and remain in this country. Immigrants are required to file complicated casework to maintain their status, reunite with family members, marry non-citizens, and become citizens. Private legal services are too expensive for low-income residents (\$5,000 - \$10,000 per Rita Provatas, private attorney). Assistance with many "routine" immigration services are needed:

- TEMPORARY PROTECTED STATUS (TPS): Rule changes related to TPS drove many Haitians into IASC's office this past year for assistance. Approved applications allow Haitians and others from countries experiencing political upheaval or natural disaster to remain in the U.S. temporarily.
- RENEWAL: Green cards need to be renewed at least every 10 years.
- REPLACEMENT: Individuals sometimes lose their green cards and they need to replace them for identification and to maintain employment.
- REMOVAL OF CONDITIONS: Individuals can get green cards when they marry. These need to be converted from "short term" to "long term" status after two years. This is an onerous activity that can include detailed documentation to reaffirm the validity of the marriage.

- **SPONSORING FAMILY MEMBERS:** A resident may want to reunite with family members by sponsoring them to come to the US: a wife, child, parent or sibling living outside the US.
- **CITIZENSHIP:** Once the individual has lived for long enough in the country with a green card, they are eligible to apply for citizenship. USCIS is now looking back to the person's green card application and interview, and any other documentation. It is critical that employees have legal guidance, or they can inadvertently end up in deportation hearings.
- **CITIZENSHIP FOR CHILDREN:** When an employee obtains citizenship, their children under age 18 are automatically citizens as well. BUT they need to file for citizenship papers.

B2: *Service Overlap* - IASC is the **ONLY local non-profit** providing specialized immigration legal services to Norwich residents.

B3: *Addressing Need* – IASC using a sliding fee scale so that costs for higher income individuals are comparable to a private attorney. This means that **almost all of IASC's clients are low or very-low income, with a very few being moderate income.** For immigrants, assistance with immigration legal documents is as much a basic need as housing and food. Immigrants need documentation for jobs, to access benefits, to remain in the country, and to reunite with family members. IASC offers low-income residents affordable access to expert immigration legal guidance. IASC's process begins with individuals scheduling a visit with our attorney either at the office or at an offsite clinic. If the situation warrants moving forward, the attorney and client may open a case. Our attorney then represents clients at USCIS interviews in Hartford. Cases almost always take longer than one year and consume days to weeks to pull together; submissions to USCIS can be inches thick.

B4: *Waiting List* - There is no waiting list. About 35% of IASC's workload is for Norwich clients, 40% from New London City clients, and the remainder from surrounding towns. In 2021, IASC managed 28 new cases and 39 continuing cases for Norwich residents. Each case involves 20+ pages of forms and documents which must be carefully managed. IASC estimates that for each person assisted, another 3 family members benefit.

## C. PROGRAM DESCRIPTION

C1a: *Alignment with Plan* - Changing Lives, Empowering All Residents (CLEAR) – Norwich is a continuing program that supports all aspects of the Consolidated Plan (ref, July 2015).

- The need for immigration legal assistance is not specifically addressed by the plan, but the problems highlighted are common to immigrants. The plan identifies racial and ethnic groups such as Black / African Americans, Hispanics, and Asians as being particularly at risk (p. 40, 42, 44) and in impoverished areas (p. 101) – it is likely, though not clarified, that many of these individuals are likely immigrants.
- The support provided by IASC's services allows residents to continue to earn income and work legally, and the low-cost / sliding-scale fees allow residents to save money for food and housing. In addition, as individuals achieve citizenship, they become eligible for health and housing benefits, supplemental income like social security, and financial aid for college.
- Thus, immigration legal assistance provided by IASC:
  1. Supports residents' access to **Affordable Housing**
  2. Allows residents to access medical, food, and education benefits that are key to a **Suitable Living Environment**
  3. Provides access to jobs and improved employment opportunities, particularly for jobs where citizenship is a requirement (ie, Electric Boat).thus **Expanding Opportunities**

C1b: *Service Collaborations* - IASC works closely with Otis Library and Norwich Adult Education. In-person activities have been limited by Covid, but Attorney Marino has conducted seminars via Zoom for Adult Education students. Many organizations refer residents including Representative Courtney's office (Ayanti Grant), Madonna Place, Safe Futures, DCF, and UCFS.

C1c: *Links* - CLEAR-Norwich is a transformative program that augments the success of many other programs targeted at safe housing, health benefits, and jobs. Legal status is a necessity for employment, and citizenship brings with it many housing and health benefits. Many of the poorest and most needy residents of Norwich are immigrants. The Chamber of Commerce of Eastern Connecticut has identified immigrants as economic drivers of the local economy. Norwich's Global City program recognizes the importance of immigrants in Norwich.

C1d: *Partnerships* - CLEAR-Norwich relies on existing partnerships with Otis Library and Norwich Adult Education, and other social service agencies such as Safe Futures and Madonna Place.

C1e: *Status* - CLEAR- Norwich is an existing program. Funding has been provided primarily by donations, service fees, and in-kind services. Foundation funding in 2021 was provided by Dime Bank (xxx) and the Dominion Foundation (xxx). CDBG funding would play an important role in ensuring the future of the program. IASC also runs CLEAR-New London which the City of New London CDBG has funded for the past 5-years (PY46 for \$7,000).

C2a-e: *Service Expectations* - For each person directly served by CLEAR-Norwich, IASC calculates that an additional 3 family members benefit. Service is spread across the year. Presentations often take place during the school year (fall / spring) when Adult Education classes are in session. Often, office visits increase after a presentation. Visits take place either at the office in New London or in host sites such as Otis Library and Norwich Adult Education. Most office visits take place Monday – Thursday between 10am and 2pm. **A total of 970 are expected to be served in PY48.** IASC is hoping to partner with a Norwich non-profit to offer at least one day per week of legal services in Norwich so that residents don't need to travel to New London.

Norwich CDBG	Location	Number / Frequency	Expected Clients	Beneficiaries Including Family Members
<b>Legal</b>				
NEW Norwich Cases	<i>New London Office</i>	50 cases	50	200
CONTINUING Cases	<i>New London Office</i>	60 cases	60	240
Client 1:1 Guidance (offsite)	<i>Otis / Norwich Adult Ed</i>	2 clinics	20	80
Client 1:1 Guidance (office)	<i>New London Office</i>	75 / year	75	300
Presentations / Outreach *	<i>Otis / Norwich Adult Ed</i>	3 presentations	150	150
* only attendees included, not family members			355	<b>970</b>

C3: The \$7,000 in requested funds will all be used towards direct program-related salaries, postage, and printing expenses. None of the CDBG funds will be used towards administrative expenses.

C4: In Part VI, Appendices

E1: *Funding Sources* - Program funds will come from sliding-scale service fees, donations, and grants. Foundation grants are all in process. Service Fees and Contributions will be collected during the year.

<b>Income</b>	
Contributions	\$35,900
Grants from Government Agencies	\$7,000
Foundation Grants	\$40,000
Service Fees (Program Fees)	\$14,000
<i>In-Kind Donations</i>	\$41,300
<b>TOTAL INCOME</b>	<b>\$138,200</b>

E2: *Impact of Funding Shortfall* – A small overall funding shortfall would cause IASC to raise service fees; a large shortfall would cause IASC to reduce staff hours.

E3: *Reductions* – IASC is able to offer low-cost immigration legal service because of the support of municipalities as well as individuals and foundations. IASC has served Norwich residents without funding from the City of Norwich with the exception of PY46. A persistent lack of support may require IASC to limit services for Norwich residents although this would not be our goal.

F1: *Similar Services* - No other agencies provide similar services in Southeastern Connecticut. In other areas of the state, the Connecticut Institute for Refugees and Immigrants (CIRI) provides low-cost immigration services. IASC refers deportation and asylum cases to CIRI, which has offices in Hartford and Bridgeport.

F2: *CDBG History* – IASC was very grateful to receive \$3,000 support from Norwich for PY46. IASC didn't learn of the RFP for PY47 and subsequently missed the filing deadline. IASC has also requested ARPA funds from Norwich but has not been notified of any potential award. In 2021, IASC received funding in support of CLEAR-Norwich from the Chelsea Groton Foundation (\$3,000), the Dominion Foundation (\$3,000), and Dime Bank (\$1,000). Charter Oak also donated funding (\$2,500).

G. *Section 3* - The Contractor Affidavit attached. IASC is not a Section 3 business concern. An additional employee is expected to be hired but as a result of City of New London ARPA funding.

**ADDRESSING THE NATIONAL OBJECTIVE**

The program addresses both objectives below.

- X Address the needs of low- and/or moderate-income residents (see income chart below)? AND/OR
- X Serve seniors; severely disabled adults; homeless; battered spouses; abused/neglected children and youth; illiterate adults; migrant farm workers, persons living with HIV/AIDS and persons who use food banks or meals programs.

FY 2021 Income Limits Summary									
FY 2021 Income Limit Area	FY 2021 Income Limit Category	Persons in Family							
		1	2	3	4	5	6	7	8
Norwich-New London, CT HUD Metro FMR Area	Very Low (50%) Income Limits (\$)	\$ 36,050	\$ 41,200	\$ 46,350	\$ 51,450	\$ 55,600	\$ 59,700	\$ 63,800	\$ 67,950
	Extremely Low Income Limits (\$)*	\$ 21,600	\$ 24,700	\$ 27,800	\$ 30,850	\$ 33,350	\$ 35,800	\$ 40,120	\$ 44,660
Median Family Income \$88,600	Low (80%) Income Limits (\$)	\$ 55,950	\$ 63,950	\$ 71,950	\$ 79,900	\$ 86,300	\$ 92,700	\$ 99,100	\$ 105,500

**STAFFING RESOURCES:** Identify every person involved in the implementation and administration of the program. Use the chart below and additional sheets if necessary. Please refer to page 15 regarding Section 3 to determine if you are or will be a Section 3 concern. If you are/will meet Section 3 criteria, it will be mandatory for you to complete the attached Section 3 documentation.

Position/Title	Salary Range	CDBG Portion of Salary	Full-Time or Part Time?	Hired As a Result of Funding (Y/N)
Executive Director	\$60 - \$70K	4.5%	Full Time	No
Paralegal	\$30 - \$35K	4.5%	0.6 FTE	No
Legal Assistant	\$25K - \$30K	4.5%	0.6 FTE	No

**PART III: BUDGET INFORMATION**

**A. AGENCY FINANCIAL DATA**

SUPPORT & REVENUE	Current	Anticipated
	FY 21*	FY 22 / 23
Program Fees	\$44,190	\$28,000
Other Grants including foundations	\$42,000	\$80,000
Donations	\$44,989	\$31,000
CDBG	\$9,000	\$14,000
General Fund		
State & Federal Grants	\$0	\$0
Other Revenue		
<i>In-Kind Salaries, Rent &amp; Utilities</i>	\$91,200	\$112,600
<i>Private Comm. Found. Funding</i>		\$45,000
<b>TOTAL REVENUE</b>	<b>\$231,379</b>	<b>\$310,600</b>
EXPENSES	Current	Anticipated
	FY 21*	FY 22 / 23
Salaries	\$84,747	\$122,500
Employee Benefits		\$3,300
Payroll Taxes	\$7,418	\$13,600
Professional Fees & Service	\$15,787	\$18,200
Operations / Phones / Postage	\$7,248	\$8,400
Insurance (other)	\$3,909	\$5,000
Equipment Rental, Maintenance	\$0	\$200
Printing & Publication	\$379	\$2,000
Travel / Conferences / Conventions	\$1,189	\$3,600
Legal Fees		
Vehicle-Lease / Repair		
Other Expense (specify)		
<i>In-Kind Salaries, Rent &amp; Utilities</i>	\$91,200	\$112,600
<i>USCIS Fees for Clients (FAIR Fund)</i>	\$9,506	\$11,000
<i>Contribution In Lieu of Rent</i>	\$9,000	\$9,000
<b>TOTAL EXPENSES</b>	<b>\$230,313</b>	<b>\$310,600</b>
<b>BALANCE (total revenue less expenses)</b>	<b>\$1,067</b>	<b>\$0</b>

**\*Preliminary 2021 results; 2023 budget anticipated same as 2022 at present**

**B. PROGRAM SPECIFIC FINANCIAL DATA**

**FOR CLEAR - NORWICH**

SUPPORT & REVENUE	CDBG-Funded Portion	Non-CDBG Funded Portion	% of CDBG Funds used for Program
Program Fees		\$14,000	0.0%
Other Grants/foundations (non-government)		\$40,000	0.0%
Donations		\$35,900	0.0%
CDBG	\$7,000		100.0%
General Fund			
State Government			
Federal Government			
Other Revenue			
<i>In-Kind Salaries, Rent &amp; Utilities</i>		\$41,300	0.0%
<b>TOTAL REVENUE</b>	<b>\$7,000</b>	<b>\$131,200</b>	<b>5.1%</b>
EXPENSES	CDBG-Funded Portion	Non-CDBG Funded Portion	% of CDBG Funds used for Program
Salaries	\$5,625	\$55,625	10.0%
Employee Benefits		\$1,650	0.0%
Payroll Taxes	\$680	\$6,120	10.0%
Professional Services (incl. accounts and attorneys)		\$10,000	0.0%
General Operations & Supplies (incl. Overhead and Printing)	\$470	\$4,230	10.0%
Travel / Conferences	\$225	\$2,275	9.0%
Equipment Rental, Maintenance			
Vehicle Expense			
Other Expenses (specify)			
<i>In-Kind Salaries, Rent &amp; Utilities</i>		\$41,300	0.0%
<i>USCIS Fees for Clients (FAIR Fund)</i>		\$5,500	0.0%
<i>Contribution in Lieu of Rent</i>		\$4,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$7,000</b>	<b>\$131,200</b>	<b>5.1%</b>
<b>BALANCE (total revenue less expenses)</b>	<b>\$0</b>	<b>\$0</b>	

**PART IV: SUPPLEMENTAL INFORMATION:** All agencies (except City of Norwich Agencies) must submit all of the following documentation with their application whether or not you have previously received CDBG funds through the City of Norwich.

EXHIBIT 1 Financial Statement and Audit

The accounting firm Doherty, Beals, and Banks advises on all accounting matters. IASC utilizes Accrual accounting and a 1/1 – 12/31 fiscal reporting calendar.

- Revenue: Service fees are collected by the IASC's paralegal, verified through a receipt book, and logged and deposited to the bank by IASC's Treasurer. Donations are collected primarily through the Network for Good system, an online processing system. Other checks are logged and deposited by the Treasurer.
- Expenses: The Treasurer pays bills via check, references all invoices, and records payments in the accounting system.
- Oversight: The Treasurer reconciles the books each month and provides the report along with a copy of the Bank Statement to the Board. The Board reviews for accuracy.
- IASC's last completed Review is attached.

EXHIBIT 2 Insurance/Bond/Worker's Compensation

- Please see attached.

EXHIBIT 3 Non-profit Determination

EXHIBIT 4 List of Board of Directors

A list of the current board of directors or other governing body of the agency must be submitted. The list must include the name, telephone number, address, occupation or affiliation of each member; and must identify the principal officers of the governing body.

EXHIBIT 5 Organizational Chart

An organizational chart must be provided which describes the agency's administrative framework and staff positions, which indicates where the proposed project will fit into the organizational structure and which identifies any staff positions of shared responsibility.

EXHIBIT 6 Resumes of Chief Program Administrator and Chief Fiscal Officer

EXHIBIT 7 Conflict of Interest Disclosure

Form attached.

**IMMIGRATION ADVOCACY & SUPPORT  
CENTER**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2020 AND 2019**

**IMMIGRATION ADVOCACY & SUPPORT CENTER**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2020 AND 2019**

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To the Board of Directors of  
Immigration Advocacy & Support Center  
8 Washington Street  
New London, CT 06320



## ACCOUNTANT'S INDEPENDENT REVIEW REPORT

We have reviewed the accompanying financial statements of Immigration Advocacy & Support Center (a nonprofit organization), which comprise the statement of financial position as of December 31, 2020, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

### Accountant's Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

### Accountant's Conclusion

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

### Summarized Comparative Information

We previously reviewed Immigration Advocacy & Support Center's 2019 financial statements and, in our conclusion, dated April 21, 2020, stated that based on our review, we were not aware of any material modifications that should be made to the 2019 financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America. We are not aware of any material modifications that should be made to the summarized comparative information presented herein as of and for the year ended December 31, 2019, for it to be consistent with the reviewed financial statements from which it has been derived.

*Doherty, Beals & Banks*  
Doherty, Beals & Banks, P.C.  
New London, CT 06320

February 22, 2021

Stacey L. Gualtieri, CPA  
Audrey A. Leone, CPA

**IMMIGRATION ADVOCACY & SUPPORT CENTER**  
**STATEMENT OF FINANCIAL POSITION**  
**AS OF DECEMBER 31, 2020**  
**WITH COMPARATIVE TOTALS FOR 2019**

**ASSETS**

	<b>2020</b>	<b>2019</b>
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 54,087	\$ 40,752
Accounts receivable	4,590	4,375
<b>TOTAL CURRENT ASSETS</b>	<b>58,677</b>	<b>45,127</b>
<b>TOTAL ASSETS</b>	<b>\$ 58,677</b>	<b>\$ 45,127</b>

**LIABILITIES AND NET ASSETS**

<b>CURRENT LIABILITIES</b>		
Payroll wages payable	\$ 1,152	\$ 617
Payroll liabilities	2,276	1,282
<b>TOTAL CURRENT LIABILITIES</b>	<b>3,428</b>	<b>1,899</b>
<b>NET ASSETS</b>		
Without donor restrictions	35,535	43,228
With donor restrictions	19,714	-
<b>TOTAL NET ASSETS</b>	<b>55,249</b>	<b>43,228</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 58,677</b>	<b>\$ 45,127</b>

*See accountant's independent review report and notes to financial statements.*

**IMMIGRATION ADVOCACY & SUPPORT CENTER**  
**STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED DECEMBER 31, 2020**  
**WITH COMPARATIVE TOTALS FOR 2019**

	Without Donor Restrictions	With Donor Restrictions	2020	2019
<b>PUBLIC SUPPORT AND REVENUE</b>				
Contributions	\$ 39,035	\$ -	\$ 39,035	\$ 27,401
Grants	40,635	28,165	68,800	41,330
Service fees	26,292	-	26,292	21,358
Other income	-	-	-	350
In-Kind revenue	91,200	-	91,200	12,600
Net assets released from restrictions	8,451	(8,451)	-	-
<b>TOTAL PUBLIC SUPPORT AND REVENUE</b>	<b>205,613</b>	<b>19,714</b>	<b>225,327</b>	<b>103,039</b>
<b>FUNCTIONAL EXPENSES</b>				
Programs	184,012	-	184,012	95,653
Management and general	29,294	-	29,294	12,503
<b>TOTAL FUNCTIONAL EXPENSES</b>	<b>213,306</b>	<b>-</b>	<b>213,306</b>	<b>108,156</b>
<b>CHANGE IN NET ASSETS</b>	<b>(7,693)</b>	<b>19,714</b>	<b>12,021</b>	<b>(5,117)</b>
<b>NET ASSETS - BEGINNING</b>	<b>43,228</b>	<b>-</b>	<b>43,228</b>	<b>48,345</b>
<b>NET ASSETS - ENDING</b>	<b>\$ 35,535</b>	<b>\$ 19,714</b>	<b>\$ 55,249</b>	<b>\$ 43,228</b>

See accountant's independent review report and notes to financial statements.

**IMMIGRATION ADVOCACY & SUPPORT CENTER**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**FOR THE YEAR ENDED DECEMBER 31, 2020**  
**WITH COMPARATIVE TOTALS FOR 2019**

FUNCTIONAL EXPENSES	CLEAR Norwich	CLEAR New London	Management and General	2020	2019
Salaries & wages	\$ 30,412	\$ 44,100	\$ -	\$ 74,512	63,044
Payroll expense	2,624	4,188	-	6,812	5,490
<b>TOTAL SALARY EXPENSES</b>	<b>33,036</b>	<b>48,288</b>	<b>-</b>	<b>81,324</b>	<b>68,534</b>
Accounting fees	844	1,266	3,100	5,210	5,323
Advertising	-	-	7,305	7,305	276
Bank fees	-	-	2,259	2,259	283
Dues & subscriptions	181	272	-	453	822
Insurance	1,108	1,662	1,086	3,856	3,682
Filing fees	-	-	307	307	185
Office expense	-	-	191	191	297
Postage	277	532	-	809	579
Printing & copying	168	25	-	193	158
Repairs & Maintenance	-	-	-	-	3,347
Supplies	289	434	-	722	22
Telephone	1,038	1,558	-	2,596	2,908
Travel	280	419	-	699	3,140
In-Kind expenses	32,832	51,072	7,296	91,200	12,600
Charitable donations	-	-	7,750	7,750	6,000
USCIS Fees for Clients	3,373	5,059	-	8,432	-
<b>TOTAL FUNCTIONAL EXPENSES</b>	<b>\$ 73,426</b>	<b>\$ 110,586</b>	<b>\$ 29,294</b>	<b>\$ 213,306</b>	<b>\$ 108,156</b>

\*\*\* This year's percentages were the same as last year, per conversation with Kathy Parker on 01/29/2021, percentages for repairs and maintenance and in-kind expenses were determined based on square footage. Most of the expenses are program related and are split 40%/60% respectively between Norwich and New London. Exceptions include accounting fees and insurance where the admin costs were \$3,100 for the Review and \$2,110 for D&O Insurance. All remaining accounting and insurance fees were split 40%/60% respectively between the Norwich and New London Programs. Additional exceptions include advertising, bank fees, filing fees, office expense and charitable donations which were all admin.

See accountant's independent review report and notes to financial statements.

**IMMIGRATION ADVOCACY & SUPPORT CENTER**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED DECEMBER 31, 2020**  
**WITH COMPARATIVE TOTAL FOR 2019**

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<u>2020</u>	<u>2019</u>
Change in net assets	\$ 12,021	\$ (5,117)
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
(Increases) decreases in:		
Accounts receivable	(215)	(1,805)
Increase (decrease) in:		
Accounts payable	-	(550)
Payroll wages payable	535	617
Payroll Liabilities	994	(847)
	<u>13,335</u>	<u>(7,702)</u>
<b>NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES</b>	<u>13,335</u>	<u>(7,702)</u>
<b>NET CHANGE IN CASH</b>	13,335	(7,702)
<b>CASH AND CASH EQUIVALENTS - BEGINNING</b>	<u>40,752</u>	<u>48,454</u>
<b>CASH AND CASH EQUIVALENTS - ENDING</b>	<u>\$ 54,087</u>	<u>\$ 40,752</u>

*See accountant's independent review report and notes to financial statements.*

**IMMIGRATION ADVOCACY & SUPPORT CENTER**  
**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2020**

---

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Purpose**

Immigration Advocacy & Support Center (IASC) is a 501(c)(3) nonprofit organization whose mission is to provide quality low-cost immigration legal services in Southeast Connecticut. IASC also educates the community and local service providers on immigration law and policy.

**Method of Accounting**

The financial statements have been prepared on the accrual basis of accounting. Accordingly, revenues are recognized when earned and expenses are recognized when incurred. Capital assets are recognized as such when placed in service.

**Financial Statement Presentation**

The Organization follows the reporting requirements of GAAP, which requires that resources be classified for reporting purposes based on the existence or absence of donor-imposed restrictions. This is accomplished by classification of fund balances into two classes of net assets: without donor restrictions and with donor restrictions. Descriptions of the two net asset categories and the types of transactions affecting each category are as follows:

- Without Donor Restrictions – Net assets that are not subject to donor-imposed restrictions. Items that affect this net asset category principally consist of fees for service and related expenses associated with the core activities of the Organization.
- With Donor Restrictions – Net assets subject to donor-imposed restrictions that will be met either by actions of the Organization or the passage of time. Items that affect this net asset category are for contributions for which donor-imposed restrictions have not been met in the year of receipt. Also included in this category are net assets subject to donor-imposed restrictions to be maintained permanently by the Organization.

**Income Tax Status**

The Organization is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, and therefore, has no provision for federal or state income taxes. In addition, the Organization qualifies for the charitable contribution deduction under Section 170(b)(1)(A) and has been classified as an organization that is not a private foundation.

The Organization recognizes the tax benefit from uncertain tax positions when it is more-likely-than-not the position will be sustained upon examination by taxing authorities. As of December 31, 2020, the Organization had no uncertain tax positions that qualify for either recognition or disclosure in the financial statements. In the normal course of business, the Organization's tax filings are subject to examination by federal and state taxing authorities. The Organization's tax returns for the last three years remain open for examination.

**Use of Estimates**

The preparation of financial statements in conformity with accounting principles generally required in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities as of the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**IMMIGRATION ADVOCACY & SUPPORT CENTER**  
**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2020**

---

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Prior Year Comparative Totals**

The financial information shown for December 31, 2019 in the accompanying financial statements is included to provide a basis for comparison with December 31, 2020 and presents summarized totals only. Such total amounts do not include sufficient detail to constitute a presentation in conformity with U.S. generally accepted accounting principles. Accordingly, such amounts should be read in conjunction with the Organization's financial statements for the year ended December 31, 2019, from which the comparative total amounts were derived.

**Contributions**

Contributions are recognized when the donor makes a promise to give to the Organization that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in net assets without donor restrictions if the restrictions expire in the year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in net assets with donor restrictions depending on the nature of the restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions.

**Expense Allocation**

The costs of providing various programs and other activities have been summarized on a functional basis in the Statement of Activities and in the Statement of Functional Expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

**Subsequent Events**

Management has reviewed subsequent events through February 22, 2021, which is the date the financial statements were approved and available for issuance.

**2. IN-KIND REVENUE & EXPENSES**

The Church of the City allows IASC to use space at the church at no charge. Additionally, services were provided by individuals at no charge. Total in-kind amounts as of December 31, 2020 are as follows:

In-kind rent	\$	6,000
In-kind utilities		7,200
In-kind bookkeeping/fundraising		24,000
In-kind legal assistance		24,000
In-kind pro bono legal case management		30,000
Total	\$	<u>91,200</u>

In lieu of paying rent to the Church of the City, IASC makes monthly donations. From January through May the donation was \$500 per month. From June through December the donation was \$750 per month. For 2020, the total charitable donations equaled \$7,750. This amount is not included in the in-kind rent above.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
1/11/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Sava Insurance Group 750 Broad Street Waterford, CT 06385	<b>CONTACT NAME:</b> Heather Bentley	
	<b>PHONE (A/C, No, Ext):</b> 131	<b>FAX (A/C, No):</b>
<b>E-MAIL ADDRESS:</b> hbentley@savainsurance.com		
<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURER A:</b> Alliance of Nonprofits for Insurance, Risk Retention Group		<b>10023</b>
<b>INSURER B:</b> Hartford Casualty Insurance Company		<b>29424</b>
<b>INSURER C:</b> Western Surety Company		<b>13188</b>
<b>INSURER D:</b>		
<b>INSURER E:</b>		
<b>INSURER F:</b>		

**INSURED**

**IMMIGRATION ADVOCACY & SUPPORT CENTER INC.**  
**8 WASHINGTON STREET**  
**NEW LONDON, CT 06320**

**COVERAGES**                      **CERTIFICATE NUMBER:**                      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS		
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR			2021-54516	2/19/2021	2/19/2022	EACH OCCURRENCE	\$ 1,000,000	
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 500,000	
							MED EXP (Any one person)	\$ 20,000	
							PERSONAL & ADV INJURY	\$ 1,000,000	
							GENERAL AGGREGATE	\$ 3,000,000	
							PRODUCTS - COMP/OP AGG	\$ 3,000,000	
								\$	
	<b>AUTOMOBILE LIABILITY</b>						COMBINED SINGLE LIMIT (Ea accident)	\$	
	<input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY		<input type="checkbox"/> SCHEDULED AUTOS				BODILY INJURY (Per person)	\$	
	<input type="checkbox"/> HIRED AUTOS ONLY		<input type="checkbox"/> NON-OWNED AUTOS ONLY				BODILY INJURY (Per accident)	\$	
							PROPERTY DAMAGE (Per accident)	\$	
								\$	
	<input type="checkbox"/> <b>UMBRELLA LIAB</b>		<input type="checkbox"/> OCCUR				EACH OCCURRENCE	\$	
	<input type="checkbox"/> <b>EXCESS LIAB</b>		<input type="checkbox"/> CLAIMS-MADE				AGGREGATE	\$	
	<input type="checkbox"/> DED		<input type="checkbox"/> RETENTION \$					\$	
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	Y	N/A	02WECAB2QE	2/19/2021	2/19/2022	<input checked="" type="checkbox"/> PER STATUTE	<input type="checkbox"/> OTH-ER
								E.L. EACH ACCIDENT	\$ 100,000
								E.L. DISEASE - EA EMPLOYEE	\$ 100,000
							E.L. DISEASE - POLICY LIMIT	\$ 500,000	
C	<b>Dishonesty Bond</b>			63529404	2/19/2021	2/19/2022	Limit	50,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

<b>CERTIFICATE HOLDER</b>  Proof of insurance	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	<b>AUTHORIZED REPRESENTATIVE</b>  <i>Heather Bentley</i>

INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **SEP 18 2017**

IMMIGRATION AND ADVOCACY SUPPORT  
CENTER INC  
8 WASHINGTON ST  
NEW LONDON, CT 06320-0000

Employer Identification Number:  
82-2660138  
DLN:  
26053648004937  
Contact Person:  
CUSTOMER SERVICE ID# 31954  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
December 31  
Public Charity Status:  
170(b)(1)(A)(vi)  
Form 990/990-EZ/990-N Required:  
Yes  
Effective Date of Exemption:  
August 3, 2017  
Contribution Deductibility:  
Yes  
Addendum Applies:  
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to [www.irs.gov/charities](http://www.irs.gov/charities). Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

IMMIGRATION AND ADVOCACY SUPPORT

Sincerely,

*Stephen A. Martin*

Director, Exempt Organizations  
Rulings and Agreements

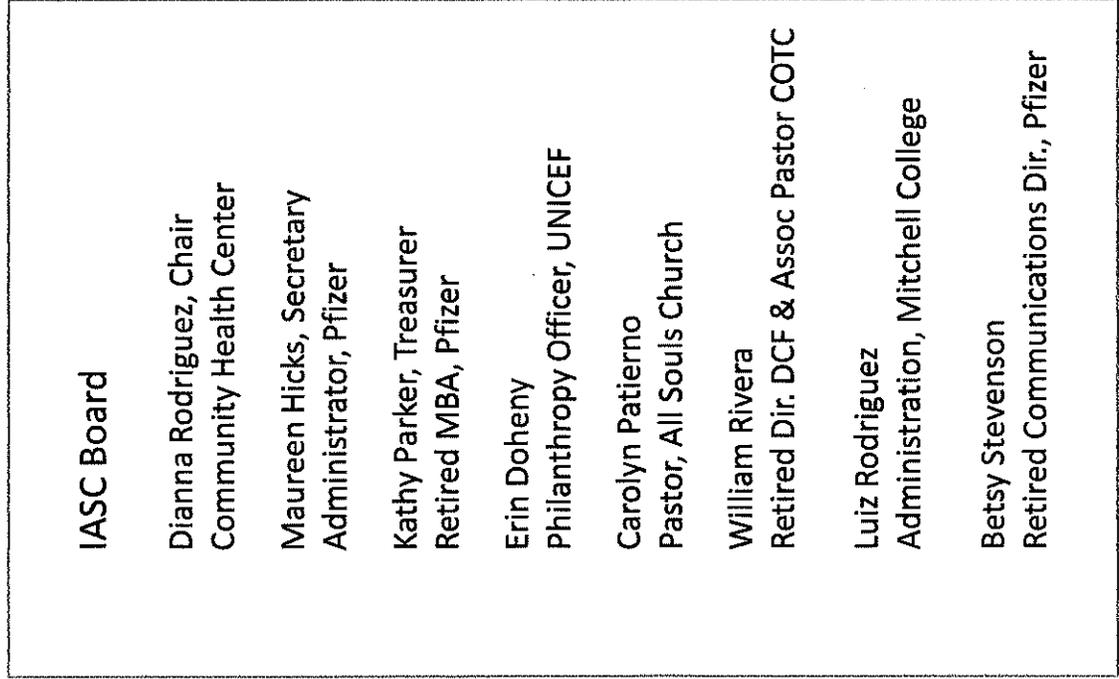


8 Washington Street  
New London, CT 06320  
(860) 629-7758 ph  
[info@IASCCT.org](mailto:info@IASCCT.org)  
[www.iascct.org](http://www.iascct.org)

### Board Member Since

<p><b>Dianna Rodriguez - President</b> (LCSW, Community Health Center) 1 Shaw's Cove New London, CT 06320 860-447-8304</p>	2019
<p><b>Kathy Parker – Treasurer</b> (MBA, retired Pfizer Planning Director) 99 Neptune Drive Groton, CT 06340 860-235-9227</p>	2017
<p><b>Maureen Hicks – Secretary</b> (BA, JD, Dominion at Pfizer) 36 Sander St. New London, CT 06320 860-377-9406</p>	2017
<p><b>Erin Doheny</b> (Philanthropy Officer, UNICEF) 109 Nameaug Ave. New London, CT 06320 334-318-0455</p>	2022
<p><b>Carolyn Patierno</b> (Pastor, All Souls Church) 19 Jay Street New London, CT 06320 860-443-0316</p>	2018
<p><b>William Rivera</b> (Retired Director Dept. Children &amp; Families; Assoc. Pastor, COTC) 10 Marcia Drive Uncasville, CT 06382 860-447-0388</p>	2021
<p><b>Luis Rodriguez</b> (Academic Advisor, Mitchell College) Duques Center, 208 437 Pequot Avenue New London, CT 06320 860-629-6030</p>	2018
<p><b>Betsy Stevenson</b> (Retired Pfizer Communications and Healthcare Communications Consultant) 30 Divng Street Stonington, CT 06378 860-984-1424</p>	2021

# IASC Organization Chart



Joseph Marino, Esq.  
Executive Director

Angela Florez-Penilla  
Paralegal

Sulfica Taylor  
Legal Assistant

**JOSEPH J. MARINO**

79 School St., Groton CT 06340 Cell: 646.753.1124

Email: [marinojoseph@gmail.com](mailto:marinojoseph@gmail.com)

**PROFESSIONAL EXPERIENCE****LEGAL**

**Executive Director/Attorney 2018-Present**  
*Immigration Advocacy & Support Center (IASC)*  
8 Washington St., New London, CT 06320

IASC is a not-for-profit organization that provides sliding-scale immigration legal services to low-income residents of Eastern Connecticut. In addition, IASC educates members of the community on immigration issues and legal practices.

**The Executive Director/Attorney:**

- Provides legal guidance and case management to a moderate caseload
- Manages office staff and volunteers in support of IASC's goals
- Conducts outreach and educational presentations to educate the community
- Contributes to the overall direction, culture, and voice of the organization
- Strengthens relationships with other civic and non-profit organizations to facilitate IASC's ability to connect with immigrant clients
- Supports fundraising and development goals
- Establishes organizational goals and plans with Board members

Casework includes filings for naturalization, legal permanent residency, employment authorizations, deferred action for childhood arrivals, violence related visa protections, travel documents, and other related filings. IASC accepts a limited number of removal/deportation cases at the discretion of the Executive Director and with input from the Board.

**Court Attorney-Referee, 2008-2009**  
*Honorable Margarita López Torres*  
Surrogate's Court, Kings County, Brooklyn, NY

The Surrogate hears cases involving the affairs of decedents including the succession of wills and administration of estates. The Surrogate also handles the appointment and oversight of conservators and guardians. In my position, I also reviewed and edited proposed opinions from the Judge's panel of court-referees; drafted and edited proposed opinions and orders of the Surrogate; conducted kinship hearings, assisted in the oversight of court appointed conservators/guardians and conducted settlement and pre-trial conferences.

**Court Attorney/Law Clerk, 2006-2008**  
*Honorable Lois Bloom, U.S. Magistrate Judge*  
United States District Court, Eastern District Of New York, Brooklyn, NY

Federal law clerks are responsible for analyzing what was is often complex litigation, researching the laws, making preliminary decisions and thereafter drafting decisions in opinion form for the judges' signatures. As a law clerk, I successfully wrote hundreds of legal opinions. In addition, I was responsible for the day-to-day functioning of the judges' chambers and oversight and editing of the work by legal interns. Law clerks are also responsible for proof-reading the judges' orders and opinions, communicating with counsel, litigants and the public regarding procedural requirements/case management. There is also extensive courtroom exposure in both civil and criminal cases.

**Court Attorney/Law Clerk, 1998-1999**

*Honorable Mary Ann Vial Lemmon, U.S. District Judge*

**United States District Court, Eastern District Of Louisiana, New Orleans, LA**

**Staff Attorney, *Pro Se* Division 1990-1995 & 1996-1998**

**United States District Court, Southern & Eastern Districts Of New York**

The *pro se* staff attorney assists unrepresented litigants with assistance in navigating the complex rules governing federal procedure so that they may have a "fair shot" at prevailing in their litigation. The position involved face-to-face and telephone interaction with litigants, many of whom have physical and/or mental disabilities. A detailed knowledge of Section 1983, Title VII, *habeas corpus* law as well as the federal rules of civil and criminal procedure is required. This position also involved reviewing every *pro se* complaint received by Court and making initial recommendations as to merit in decision form for the judges' signatures.

**Court Attorney/Law Clerk,**

*Honorable A. Simon Chrein, U.S. Magistrate Judge, 1989-1990*

**United States District Court, Eastern District Of New York, Brooklyn, NY**

### APPRAISAL MANAGEMENT

**Certified Residential Real Estate Appraiser, 2003-2018**

*Owner, Joseph J. Marino, LLC*

For over a dozen years, I was the owner and manage or a real estate appraisal business. I am a fully licensed State Certified Residential Real Estate Appraiser. I have drafted hundreds of complex residential real estate appraisals, including FHA and VA, for banks, lending institutions, attorneys and individuals. I also have related experience in property management. As the owner/manager I was responsible for all day-to-day operations, the administrative/financial duties associated with business ownership and liaison with clients, potential clients and the public.

**Apprentice & Co-Owner: Residential Real Estate Appraisal Business, 2000-2003**

*Rollins & Marino, LLC, New Orleans, LA*

### PUBLIC ADMINISTRATION AND TEACHING

**Project Manager, 1995-1996**

*The Near East Foundation, Cairo, Egypt*

Project manager for a one million dollar U.S.A.I.D. grant for a one-year pilot project designed to assist indigent residents in neighborhoods in urban Cairo. This project was the first of its kind in an urban area of Egypt. I coordinated and supervised approximately 20 project staff members, both American and foreign nationals, sub-contractors, technical consultants and advisors; liaised with donor agency, U.S.A.I.D. and senior Egyptian Officials; managed day-to-day project administration and financial oversight.

**Lecturer, Graduate Department of Management and Administration, 1995-1996**

*The American University in Cairo, Egypt.*

**EDUCATION**

**NEW YORK LAW SCHOOL, New York, N.Y.**  
*Juris Doctor, 1989 Honors: Cum Laude*

**THE AMERICAN UNIVERSITY IN CAIRO, Cairo, Egypt**  
*Master in Public Administration/Urban Development, 1985 Honors: Cum Laude*

**NEW YORK UNIVERSITY, New York, N.Y.**  
*Bachelor of Arts, History, Literature and Physics, 1983 Honors: Cum Laude*

**LICENSES/CERTIFICATIONS/ MEMBERSHIPS**

**Admitted to the Connecticut, Louisiana and New York Bar**  
**Louisiana/Connecticut State Certified Residential Real Estate Appraiser**

**LANGUAGES**

**Working knowledge of spoken Arabic**

**REFERENCES**

**Honorable Magistrate Judge Lois Bloom**  
**United States District Court Eastern District of New York, Brooklyn, NY**  
**(718) 613-2170**

**Honorable Margarita Lopez Torres, Kings County Surrogate**  
**Surrogate/Probate Court, Kings County, Brooklyn, NY**  
**(347) 404-9743**

**MEMBERSHIPS**

**American Immigration Lawyers Association (AILA)**  
**ASISTA Legal Services**

**KATHY PARKER**  
 99 Neptune Drive  
 Groton, CT 06340  
[kayoparker@gmail.com](mailto:kayoparker@gmail.com)  
 860-235-9227 (c)

## PROFILE

Detail-oriented MBA with significant experience using Quickbooks for bookkeeping and Excel for financial projections. Accustomed to working with team-members to meet deadlines.

## VOLUNTEER EXPERIENCE

2015-Present      **IMMIGRATION ADVOCACY & SUPPORT CENTER**      New London, CT  
*Board Treasurer & Volunteer Coordinator*

- Responsible for bookkeeping, financial projections, and working with the accountant for payroll and taxes
- Coordinate volunteer schedule for adults as well as Connecticut College students

2012-2018      **COMMUNITY FOUNDATION OF EASTERN CONNECTICUT**      New London, CT  
*Grants Committee Volunteer*

- Work with committee to allocate over \$500,000 in grant funds to local non-profits
  - Created spreadsheet to track allocations for over 100 funds

## WORK EXPERIENCE

After business school, I joined Pfizer and worked for the next 23 years in a variety of roles including Finance, Market Research, Commercial Strategy, and Project Management.

1988 - 2011      **PFIZER, INC.**

2009 - 2011      *Senior Director / Group Leader –Portfolio Reporting & Analysis*      New London, CT

- Oversaw company-wide reporting on the development portfolio
  - Managed group of 19 professionals
  - Developed processes to implement system enhancements
  - Ensured availability of corporate reporting within 3 days of a major integration

2006-2008      *Director –Portfolio Assessment and Management*      Groton, CT

- Provided project staffing analysis for clinical supply group of ~1200 individuals

## EDUCATION

1988-1989      **STERN SCHOOL OF BUSINESS, NEW YORK UNIVERSITY**      New York, NY  
 Master of Business Administration. Major: Financial Accounting  
*Beta Gamma Sigma*

1981-1985      **HAVERFORD COLLEGE**      Haverford, PA  
 Bachelor of Arts. Major: Biology  
*High Honors*

**PART V: CONFLICT OF INTEREST QUESTIONNAIRE: IASC**

**COMMUNITY DEVELOPMENT BLOCK GRANT  
CITY OF NORWICH, CONNECTICUT**

**APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE  
2022-2023 PROGRAM YEAR**

Federal, State, and City law prohibits employees and public officials of the City of Norwich from participating on behalf of the City in any transaction in which they have a financial interest. This questionnaire must be completed and submitted by each applicant for Community Development Block Grant (CDBG) funding. The purpose of this questionnaire is to determine if the applicant, or any of the applicant's staff, or any of the applicant's Board of Directors would be in conflict of interest.

1. Is there any member(s) of the applicant's staff or any member(s) of the applicant's Board of Directors or governing body who is or has/have been within one year of the date of this questionnaire (a) a City employee or consultant, or (b) a City Council member, or (c) a member of the Community Development Advisory Committee (CDAC) member?  Yes  No
  
2. Will the CDBG funds requested by the applicant be used to award a subcontract to any individual(s) or business affiliate(s) who is/are currently or has/have been within one year of the date of this questionnaire a City employee, consultant, City Council person or Community Development Advisory Committee member?  Yes  No
  
3. Is there any member(s) of the applicant's staff or member(s) of the applicant's Board of Directors or other governing body who are business partners or family members of a City employee, consultant, City Council person, Community Development Advisory Committee member?  Yes  No
  
4. Have you read and understood the HUD regulation regarding conflict of interest, 24 CFR 570.611 (attached)?

Name of Applicant: Immigration Advocacy & Support Center

Signature of Applicant's Representative Nancy Parker

Title IASC Board Treasurer

Date 2/9/22

## Part VI – A: DEFINITIONS

C4: *Theory of Change* - Achieving an immigration status change is truly transformational for immigrants. Obtaining Temporary Protected Status, Citizenship, or a Green Card creates opportunity for economic advancement and improved health through better housing, access to loans, jobs, health insurance, and education. However, there are many steps along the way, and each of these steps also confers benefits in terms of knowledge and reduced anxiety for residents. Only direct participants are shown – **however, for each one person who receives assistance, an additional 3 family members are estimated to benefit.**

- Inputs: Inputs include Director and Paralegal time for Presentations, Visits (office and offsite), and Case Management.
- Presentations: The Director is expected to make 3 presentations to 50 residents each (**150** total). Each presentation takes approximately 5 hours of time, including preparation. The **Short-Term Outcomes** are general awareness of pathways to citizenship and the requirements for each stage.
- Visits: 75 individuals are expected to seek office appointments for 1:1 counseling, and another 20 are expected to take advantage of offsite counseling sessions for a total of **95**. Each session takes approximately 1.5 hours of the Director's time, and another 0.75 hours of the Legal Assistant's time. The **Interim Outcomes** are stress reduction through accurate, expert, customized immigration legal information.
- Case Initiation: Approximately **50** Norwich residents are anticipated to initiate cases to advance their legal status. Case management is time intensive and long in duration because of processing time at US Citizenship and Immigration Services (USCIS). Each case initiation is expected to take 5.5 hours of the Director's time and 6.25 hours of the Legal Assistant's time. The **Interim Outcome** is empowerment through taking active steps to resolve a situation.
- Cases Successfully Completion: Successful completion requires legal filing of complex forms and supporting documentation, and an intensive in-person interview at USCIS. With better screening criteria and intensive preparation, IASC has been improving the likely success of clients at successfully achieving a favorable status update from around 60% in 2018 to an actual success rate of over 95% in 2021. The **Long-Term Outcome** is advancement of status which provides better job opportunities, and improved access to healthcare and housing.

**PART VI – B: OUTCOME EXAMPLE**  
**PROGRAM BENEFICIARY OUTCOME STATISTICS:**

<b>OUTCOME: Norwich Residents Achieve Citizenship / Legal Status Advancement</b>				Finish
<i>Long Term Outcome: Legal Status Advanced to Successful Case Conclusion (NORWICH cases completed)</i>	<b>2021-Actual</b>	<b>Estimated 2022</b>	<b>2023 Anticipated</b>	
Total Number of Participants (direct / not including family)	18	30	30	
Total Number of Participants Achieving Outcome:	17	28	28	
Percent Who Achieved Outcome:	94%	93%	93%	
<i>Interim Outcome: NORWICH Residents Take Steps Towards Advancing Legal Status (cases initiated)</i>	<b>2021-Actual</b>	<b>Estimated 2022</b>	<b>2023 Anticipated</b>	
Total Number of Participants (direct / not including family)	28	50	50	
Total Number of Participants Achieving Outcome:	28	50	50	
Percent Who Achieved Outcome:	100.0%	100.0%	100.0%	
<i>Short Term Outcome: Stress Reduction through Accurate, Customized Immigration Information (NORWICH visits)</i>	<b>2021-Actual</b>	<b>Estimated 2022</b>	<b>2023 Anticipated</b>	
Total Number of Participants (direct / not including family)	43	95	95	
Total Number of Participants Achieving Outcome:	43	95	95	
Percent Who Achieved Outcome:	100.0%	100.0%	100.0%	
<i>Output: NORWICH Residents Educated on Immigration Rules / Requirements</i>	<b>2021-Actual</b>	<b>Estimated 2022</b>	<b>2023 Anticipated</b>	Start
Total Number of Participants:	60	150	150	
Total Participants that are Norwich Residents:	60	150	150	
Total Number of Participants Achieving Outcome:	60	150	150	
Percent Who Achieved Outcome:	100.0%	100.0%	100.00%	

**PART VI – C: BLANK OUTCOME TEMPLATE**

<b>OUTCOME: People Gain Employment</b>				Finish
	<b>2019-Actual</b>	<b>Estimated 2020</b>	<b>2021 Anticipated</b>	
<b><i>Long Term Outcome: Attain Employment</i></b>				
Total Number of Participants:	20	30	33	
Total Number of Participants Achieving Outcome:	15	25	20	
Percent Who Achieved Outcome:	75.0%	83.3%	60.6%	
<b><i>Interim Outcome: Graduate from Training</i></b>				
Total Number of Participants:	22	35	40	
Total Number of Participants Achieving Outcome:	20	30	33	
Percent Who Achieved Outcome:	90.9%	85.7%	82.5%	
<b><i>Short Term Outcome: People Enroll in Training</i></b>				
Total Number of Participants:	30	40	52	
Total Number of Participants Achieving Outcome:	22	35	40	
Percent Who Achieved Outcome:	73.3%	87.5%	76.9%	
<b><i>Output: People Screened for Program</i></b>				
Total Number of Participants:	40	50	65	
Total Participants that are Norwich Residents:	30	40	52	
Total Number of Participants Achieving Outcome:	30	40	52	
Percent Who Achieved Outcome:	100.0%	100.0%	100.00%	

Start

**PART VI – D: Section 3 Contractor Affidavit (2021 Final Rule)**

**Section 3 Business Concerns are:**

- At least 51 percent of the business is owned and controlled by low or very low-income persons; or
- At least 51 percent of the business is owned and controlled by current public housing residents or residents who currently live in Section 8-assisted housing; or
- Over 75 percent of the labor hours performed for the business over the prior three-month period are performed by Section 3 workers

This is to certify that the Immigration Advocacy & Support Center (*print Business name*)

         Is a Section 3 Business Concern (Please read, review and implement necessary items in document entitled “Section 3 Requirements”)

         Is **NOT** a Section 3 Business Concern but the contract for work will require my business or sub-contractor to hire, train, or educate a new employee. (Please read, review and implement necessary items in document entitled “Section 3 Requirements”)

  X   Is **NOT** a Section 3 Business Concern and the contract for work will **NOT** require my business or sub-contractor to hire, train or educate a new employee. (No further action is necessary unless an employee is hired during the contract period)

Kathy Parker  
Authorized Signer

2/9/22  
Date

Kathy Parker  
Print Name