

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

PROGRAM YEAR 2023 (PY 49) • SEPTEMBER 1, 2023 – AUGUST 31, 2024

DUE: Friday February 10th, 2023 AT 4 PM AT 23 UNION STREET, NORWICH, 2ND FLOOR

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

E-mail addresses:

sphelps@cityofnorwich.org (Sydney Phelps, Community Development Director)

tcurtis@cityofnorwich.org (Tianne Curtis, 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@iascct.org

EXECUTIVE DIRECTOR: Joseph Marino, Esq.

CONTACT NAME AND TITLE: Kathy Parker, IASC Board Treasurer

TELEPHONE: 860-235-9227

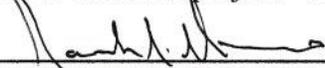
AGENCY FISCAL YEAR: January 1 December 31
Begin End

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

CDBG REQUEST & AWARD AMOUNTS:

	REQUEST	AWARD
UPCOMING FISCAL YEAR (This Request) (September 1, 2023 – August 31, 2024)	\$ 8,000 _____	\$ 8,000 _____
CURRENT FISCAL YEAR (Prior Year Award) (September 1, 2022 – August 31, 2023)	\$ 7,000 _____	\$ 7,000 _____

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 Joseph Marino
Printed Name
02/09/23
DATE

Carolyn Patierno
PRESIDENT, BOARD OF DIRECTORS

Carolyn Patierno
Printed Name
Feb. 9, 2023
DATE

Immigration Advocacy & Support Center
Norwich CDBG – PY49

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.
- IASC is governed by a Board of Directors and led by Executive Director, Joseph Marino, Esq.

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. While based in New London, IASC holds **twice monthly office hours** at UCFS in Norwich and offers **educational presentations** at Norwich Adult Education and Otis Library. Morning, afternoon, and evening sessions accommodate all schedules.

A3: *Number Employed* - IASC's **four staff** consist of a full-time immigration lawyer, and three part-time paralegals: a Senior Paralegal from Colombia (Spanish / English), a Paralegal from Haiti (Haitian-Creole, English / Spanish & French) and a Paralegal from Nicaragua (Spanish / English).

- IASC partners with volunteers to magnify its impact. Office support includes a retired MBA who provides bookkeeping and grant writing services and a retired paralegal who assists with accounting and donor management. A retired communications director creates the newsletter.

A4: *Compliance* - N/A

A5: *Federal Funding* - IASC does not receive federal funding greater than \$500,000

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 “family-related” immigration services are needed:

- **TEMPORARY PROTECTED STATUS (TPS)**: Rule changes related to TPS continue to drive Haitians into IASC's office this past year. Approved applications allow Haitians and others from countries experiencing political upheaval or natural disaster to remain in the U.S..
- **RENEWAL**: Green cards are required for employment and need to be renewed 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.
- U and T-VISAS and VAWA – **Victims of crime** are provided the opportunity to gain legal status through U- and T-visas. Individuals who have suffered **domestic violence** can establish legal status separate from their abusers through the Violence Against Women Act (VAWA).

B2: *Service Overlap* - IASC is the **ONLY local non-profit** providing specialized immigration legal services in Southeastern Connecticut.

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 learning immigration legal requirements and of IASC’s services through **online postings, referrals, or presentations**. They schedule a **visit** with the attorney either at the New London office or Norwich site. If the situation warrants moving forward, the attorney and client will 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, **35%** from New London City clients, and the remainder from surrounding towns. 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* – In 2022, IASC began offering immigration legal consultations from an office in UCFS twice monthly. **Norwich Adult Education** and **Madonna Place** are interested in having IASC offer services from their sites as well and discussions are underway. IASC

already presents programs on citizenship requirements and the immigration process at **Otis Library and Norwich Adult Education**.

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* - Many organizations refer residents including Representative Courtney’s office (Ayanti Grant), Madonna Place, Safe Futures, DCF, and UCFS.

C1e: *Status* - CLEAR- Norwich is an existing program which has been historically underfunded. However, for 2022-23 IASC received a Comcast NBCUniversal Project Innovation grant for \$40,000 that provides the support for **expanded on-site services in Norwich**. In addition, generous support from the City of Norwich CDBG program will help ensure continued support.

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. Visits often increase after a presentation and also after immigration legal changes, such as expansion of Temporary Protected Status (TPS). Visits take place at UCFS or IASC’s New London office while presentations occur at Otis Library and Norwich Adult Education. Most office visits take place Monday – Thursday between 10am and 2pm. **A total of 565 unduplicated clients are expected to be served in PY49.** (Because all cases start with visits, cases are not counted as unduplicated clients).

Norwich CDBG	Location	Number / Frequency	Beneficiaries Including Family Members	Unduplicated Clients
NEW Norwich Cases	UCFS & New London Office	40 cases	160	0
CONTINUING Cases	New London Office	50 cases	200	0
Client Visits	UCFS & New London Office	60 visits	240	240
Presentations*	Otis / Norwich Adult Ed	3 presentations	150	150
Outreach *	Various Service Areas	10	175	175
Media Posts (10 / 100 each)	Online – difficult to estimate so not calculated			
* only attendees included, not family members			925	565

C3: 89% of requested funds will all be used towards program-related salaries and benefits, while 11% will be used towards program operating expenses such as the eImmigration platform, postage, and copying. No additional hires will be made, however the funding will assist with retaining 4 employees at their current work levels.

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.

Income	
Contributions	\$21,500
Grants from Government Agencies	\$8,000
Foundation Grants	\$48,000
Service Fees (Program Fees)	\$20,400
<i>In-Kind Donations</i>	\$33,800
TOTAL INCOME	\$131,700

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

E3: *Reductions* – IASC is able to offer low-cost immigration legal services because of the support of municipalities as well as individuals and foundations.

F1: *Similar Services* - No other agencies provide similar services in Southeastern Connecticut.

F2: *CDBG History* – IASC was very grateful to receive \$7,000 support from Norwich for PY48. Additional applications are in process for 2023. Planned funding includes:

- Private anonymous funding from the Community Foundation of SECT for a Haitian-Creole speaking Paralegal (\$17,500 – *promised*)
- Comcast NBCUniversal Foundation (\$35,000 total for 2023)
- Chelsea Groton Foundation (\$5,000) *planned*
- Dominion Foundation (\$3,000) *planned*
- Charter Oak (\$3,000) *planned*
- Dime Bank (\$2,000) *planned*

G. *Section 3* - The Contractor Affidavit attached. IASC is not a Section 3 business concern.

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 2022 Income Limits Summary									
FY 2022 Income Limit Area	FY 2022 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 (\$)	\$ 39,450	\$ 45,050	\$ 50,700	\$ 56,300	\$ 60,850	\$ 65,350	\$ 69,850	\$ 74,350
	Extremely Low Income Limits (\$)*	\$ 23,700	\$ 27,050	\$ 30,450	\$ 33,800	\$ 36,550	\$ 39,250	\$ 41,950	\$ 46,630
Median Family Income \$102,700	Low (80%) Income Limits (\$)	\$ 62,600	\$ 71,550	\$ 80,500	\$ 89,400	\$ 96,600	\$ 103,750	\$ 110,900	\$ 118,050

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	4.0%	Full Time	No
Senior Paralegal	\$30 - \$35K	4.0%	0.6 FTE	No
Paralegal	\$25 - \$30K	4.0%	0.6 FTE	No
Paralegal	\$20K - \$25K	4.0%	0.6 FTE	No

PART III: BUDGET INFORMATION

A. AGENCY FINANCIAL DATA

SUPPORT & REVENUE	Current	Anticipated
	FY 22 / 23*	FY 23 / 24
Program Fees	\$45,220	\$44,500
Other Grants including foundations	\$53,500	\$88,000
Donations	\$44,102	\$26,650
CDBG (Including NL ARPA)	\$38,578	\$38,200
General Fund		
State & Federal Grants	\$0	\$0
Other Revenue - <i>Interest</i>	\$56	
<i>In-Kind Salaries, Rent & Utilities</i>	\$112,600	\$102,600
<i>Private Comm. Found. Funding</i>	\$45,000	\$35,000
TOTAL REVENUE	\$339,056	\$334,950
EXPENSES	Current	Anticipated
	FY 22 / 23*	FY 23 / 24
Salaries	\$132,418	\$150,000
Employee Benefits		\$5,000
Payroll Expenses	\$10,470	\$16,600
Professional Fees & Svce (includes new website)	\$24,747	\$27,500
Operations / Phones / Postage	\$7,994	\$8,750
Insurance (other)	\$3,675	\$4,500
Equipment Rental, Maintenance	\$0	\$250
Printing & Publication	\$2,519	\$2,750
Travel / Conferences / Conventions	\$1,456	\$3,000
Legal Fees		
Vehicle-Lease / Repair		
Other Expense (specify)		
<i>In-Kind Salaries, Rent & Utilities</i>	\$112,600	\$102,600
<i>USCIS Fees for Clients (FAIR Fund)</i>	\$2,197	\$5,000
<i>Contribution In Lieu of Rent</i>	\$9,000	\$9,000
TOTAL EXPENSES	\$307,077	\$334,950
BALANCE (total revenue less expenses)	\$31,979	\$0

***Preliminary 2022 results; 2024 budget anticipated same as 2023 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		\$20,400	0.0%
Other Grants/foundations (non-government)		\$48,000	0.0%
Donations		\$21,500	0.0%
CDBG	\$8,000		100.0%
General Fund			
State Government			
Federal Government			
Other Revenue			
<i>In-Kind Salaries, Rent & Utilities</i>		\$33,800	0.0%
TOTAL REVENUE	\$8,000	\$131,700	6.1%
EXPENSES	CDBG-Funded Portion	Non-CDBG Funded Portion	% of CDBG Funds used for Program
Salaries	\$6,000	\$59,000	9.2%
Employee Benefits	\$460	\$4,540	9.2%
Payroll Taxes	\$690	\$6,810	9.2%
Professional Services (incl. accounts and attorneys)	\$550	\$8,450	6.1%
General Operations & Supplies (incl. Overhead and Printing)	\$240	\$3,910	5.8%
Travel / Conferences	\$60	\$940	6.0%
Equipment Rental, Maintenance			
Vehicle Expense			
Other Expenses (specify)			
<i>In-Kind Salaries, Rent & Utilities</i>		\$33,800	0.0%
<i>USCIS Fees for Clients (FAIR Fund)</i>		\$2,500	0.0%
<i>Contribution in Lieu of Rent</i>		\$3,750	0.0%
TOTAL EXPENSES	\$8,000	\$131,700	6.1%
BALANCE (total revenue less expenses)	\$0	\$0	

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 paralegals, verified through IASC’s online case management system, eImmigration, 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

- Yes, IASC has liability insurance coverage, please see attached certificate
- Yes, IASC pays all payroll taxes and worker’s compensation as required by Federal and State Law – Payroll is processed by Doherty, Beals & Banks
- IASC has fidelity bond coverage for principal staff for \$50,000 with Western Surety Company
- Provide a copy of a current insurance certificate, not a policy [ATTACHED]

EXHIBIT 3 Non-profit Determination

EXHIBIT 4 List of Board of Directors

EXHIBIT 5 Organizational Chart

EXHIBIT 6 Resumes of Chief Program Administrator and Chief Fiscal Officer

EXHIBIT 7 Conflict of Interest Disclosure
Included below.

PART V: CONFLICT OF INTEREST QUESTIONNAIRE**COMMUNITY DEVELOPMENT BLOCK GRANT
CITY OF NORWICH, CONNECTICUT****APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE
2023-2024 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

3. 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 Kathy Parker
(Kathy Parker)

Title IASC Board Treasurer Date 2/9/23

IMMIGRATION ADVOCACY & SUPPORT CENTER
FINANCIAL STATEMENTS
DECEMBER 31, 2021 AND 2020

D DOHERTY
B BEALS &
B BANKS, P.C.
CERTIFIED PUBLIC
ACCOUNTANTS

IMMIGRATION ADVOCACY & SUPPORT CENTER

FINANCIAL STATEMENTS

DECEMBER 31, 2021 AND 2020

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INDEPENDENT ACCOUNTANT'S REVIEW REPORT

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

Report on the Financial Statements

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, 2021, 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.

We are required to be independent of Immigration Advocacy & Support Center and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review.

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 2020 financial statements and in our conclusion dated February 22, 2021, stated that based on our review, we were not aware of any material modifications that should be made to the 2020 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, 2020, for it to be consistent with the reviewed financial statements from which it has been derived.

Doherty, Beals & Banks, P.C.

Doherty, Beals & Banks, P.C.
New London, Connecticut

September 14, 2022

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IMMIGRATION ADVOCACY & SUPPORT CENTER
STATEMENT OF FINANCIAL POSITION
AS OF DECEMBER 31, 2021
WITH COMPARATIVE TOTALS FOR 2020

ASSETS

	2021	2020
CURRENT ASSETS		
Cash and cash equivalents	\$ 44,936	\$ 54,087
Accounts receivable	14,092	4,590
TOTAL CURRENT ASSETS	59,028	58,677
TOTAL ASSETS	\$ 59,028	\$ 58,677

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Payroll wages payable	\$ 1,634	\$ 1,152
Payroll liabilities	2,868	2,276
TOTAL CURRENT LIABILITIES	4,502	3,428
NET ASSETS		
Without donor restrictions	44,318	35,535
With donor restrictions	10,208	19,714
TOTAL NET ASSETS	54,526	55,249
TOTAL LIABILITIES AND NET ASSETS	\$ 59,028	\$ 58,677

See notes to financial statements.

IMMIGRATION ADVOCACY & SUPPORT CENTER
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2021
WITH COMPARATIVE TOTALS FOR 2020

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>2021</u>	<u>2020</u>
PUBLIC SUPPORT AND REVENUE				
Contributions	\$ 44,988	\$ -	\$ 44,988	\$ 39,035
Grants	51,000		51,000	68,800
Service fees	44,505	-	44,505	26,292
Other income	1	-	1	-
In-Kind revenue	91,200	-	91,200	91,200
Net assets released from restrictions	9,506	(9,506)	-	-
TOTAL PUBLIC SUPPORT AND REVENUE	241,200	(9,506)	231,694	225,327
FUNCTIONAL EXPENSES				
Programs	202,361	-	202,361	184,012
Management and general	30,056	-	30,056	29,294
TOTAL FUNCTIONAL EXPENSES	232,417	-	232,417	213,306
CHANGE IN NET ASSETS	8,783	(9,506)	(723)	12,021
NET ASSETS - BEGINNING	<u>\$ 35,535</u>	<u>\$ 19,714</u>	<u>\$ 55,249</u>	<u>43,228</u>
NET ASSETS - ENDING	<u>\$ 44,318</u>	<u>\$ 10,208</u>	<u>\$ 54,526</u>	<u>\$ 55,249</u>

See notes to financial statements.

IMMIGRATION ADVOCACY & SUPPORT CENTER
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2021
WITH COMPARATIVE TOTALS FOR 2020

FUNCTIONAL EXPENSES	CLEAR New London	CLEAR Norwich	Management and General	2021	2020
Salaries & wages	\$ 43,432	\$ 43,431	\$ -	\$ 86,863	74,512
Payroll expense	3,703	3,703	-	7,406	6,812
TOTAL SALARY EXPENSES	47,135	47,134	-	94,269	81,324
Accounting fees	2,641	2,642	700	5,983	5,210
Advertising	1,228	1,229	-	2,457	7,305
Bank fees	1,333	1,333	1,738	4,404	2,259
Contract Services	2,700	2,700	-	5,400	-
Insurance	1,954	1,955	-	3,909	3,856
Filing fees	171	171	-	342	307
Office expense	-	-	74	74	191
Postage	289	290	-	579	809
Printing & copying	128	127	124	379	193
Supplies	564	564	-	1,128	722
Telephone	1,334	1,334	-	2,668	2,596
Travel	560	559	-	1,119	699
In-Kind expenses	29,000	36,250	25,950	91,200	91,200
Charitable donations	3,765	3,765	1,470	9,000	7,750
USCIS Fees for Clients	3,802	5,704	-	9,506	8,432
TOTAL FUNCTIONAL EXPENSES	\$ 96,604	\$ 105,757	\$ 30,056	\$ 232,417	\$ 213,306

*** FE was provided by the client

See notes to financial statements.

IMMIGRATION ADVOCACY & SUPPORT CENTER
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2021
WITH COMPARATIVE TOTAL FOR 2020

CASH FLOWS FROM OPERATING ACTIVITIES	<u>2021</u>	<u>2020</u>
Change in net assets	\$ (723)	\$ 12,021
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
(Increases) decreases in:		
Accounts receivable	(9,502)	(215)
Increase (decrease) in:		
Payroll wages payable	482	535
Payroll Liabilities	<u>592</u>	<u>994</u>
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	<u>(9,151)</u>	<u>13,335</u>
NET CHANGE IN CASH	(9,151)	13,335
CASH AND CASH EQUIVALENTS - BEGINNING	<u>54,087</u>	<u>40,752</u>
CASH AND CASH EQUIVALENTS - ENDING	<u><u>\$ 44,936</u></u>	<u><u>\$ 54,087</u></u>

See notes to financial statements.

9

**IMMIGRATION ADVOCACY & SUPPORT CENTER
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2021**

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.

Basis of Accounting

The Organization prepared the accompanying financial statements in conformity with accounting principles generally accepted in the United States of America ("U.S. GAAP"). The financial statements include the operations, assets and liabilities of the Organization. In the opinion of the Organization's management, the accompanying financial statements contain all adjustments, consisting of normal recurring accruals, necessary to fairly present the accompanying financial statements.

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, 2021, 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, 2021**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Prior Year Comparative Totals

The financial information shown for December 31, 2020, in the accompanying financial statements is included to provide a basis for comparison with December 31, 2021, 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, 2020, 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 May 10, 2022, 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, 2021 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, of \$750 per month. For 2021, the total charitable donations equaled \$9,000. This amount is not included in the in-kind rent above.



CERTIFICATE OF LIABILITY INSURANCE

EXHIBIT 2

DATE (MM/DD/YYYY)
2/9/2023

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).

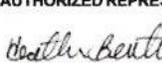
PRODUCER Sava Insurance Group 750 Broad Street Waterford CT 06385	CONTACT NAME: Heather Bentley PHONE (A/C, No, Ext): 860-437-7282 E-MAIL ADDRESS: hbentley@savainsurance.com		FAX (A/C, No):
	INSURER(S) AFFORDING COVERAGE		
INSURED IMMIGRATION ADVOCACY & SUPPORT CENTER INC. 8 WASHINGTON STREET NEW LONDON CT 06320	INSURER A: Alliance of Nonprofits for Insurance, Risk Retenti		10023
	INSURER B: Hartford Casualty Insurance Company		29424
	INSURER C:		
	INSURER D:		
	INSURER E:		

COVERAGES **CERTIFICATE NUMBER:** 1121396071 **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"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y		2022-54516	2/19/2022	2/19/2023	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
								\$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	\$
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE	\$
							AGGREGATE	\$
								\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N Y	N/A	02WECAB2QE	2/19/2022	2/19/2023	X PER STATUTE	OTH-ER
							E.L. EACH ACCIDENT	\$ 100,000
							E.L. DISEASE - EA EMPLOYEE	\$ 100,000
							E.L. DISEASE - POLICY LIMIT	\$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
City of Norwich, its officers, and employees are included as additional insureds as required by written contract for General Liability.

CERTIFICATE HOLDER City of Norwich 100 Broadway Norwich, CT 06360	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
---	---

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. 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.

Letter 947

IMMIGRATION AND ADVOCACY SUPPORT

Sincerely,

Stephen A. Martin

Director, Exempt Organizations
Rulings and Agreements

Letter 947



8 Washington Street
 New London, CT 06320
 (860) 629-7758 ph
info@IASCCT.org
www.iascct.org

Board Member Since

Carolyn Patierno – Board President

(Pastor, All Souls Church)
 19 Jay Street
 New London, CT 06320
 860-443-0316

2018

Kathy Parker – Treasurer

(MBA, retired Pfizer Planning Director)
 99 Neptune Drive
 Groton, CT 06340
 860-235-9227

2017

Sue Goldstein - Secretary

(Retired Bilingual Teacher)
 42 Crosswinds Drive
 Groton, CT 06340
 860-287-2385

2022

Erin Doheny

(Philanthropy Officer, UNICEF)
 109 Nameaug Ave.
 New London, CT 06320
 334-318-0455

2022

Maureen Hicks

(BA, JD, Dominion at Pfizer)
 36 Sander St.
 New London, CT 06320
 860-377-9406

2017

William Rivera

(Retired Director Dept. Children & Families; Assoc. Pastor, COTC)
 10 Marcia Drive
 Uncasville, CT 06382
 860-447-0388

2021

Luis Rodriguez

(Academic Advisor, Mitchell College)
 Duques Center, 208
 437 Pequot Avenue
 New London, CT 06320
 860-629-6030

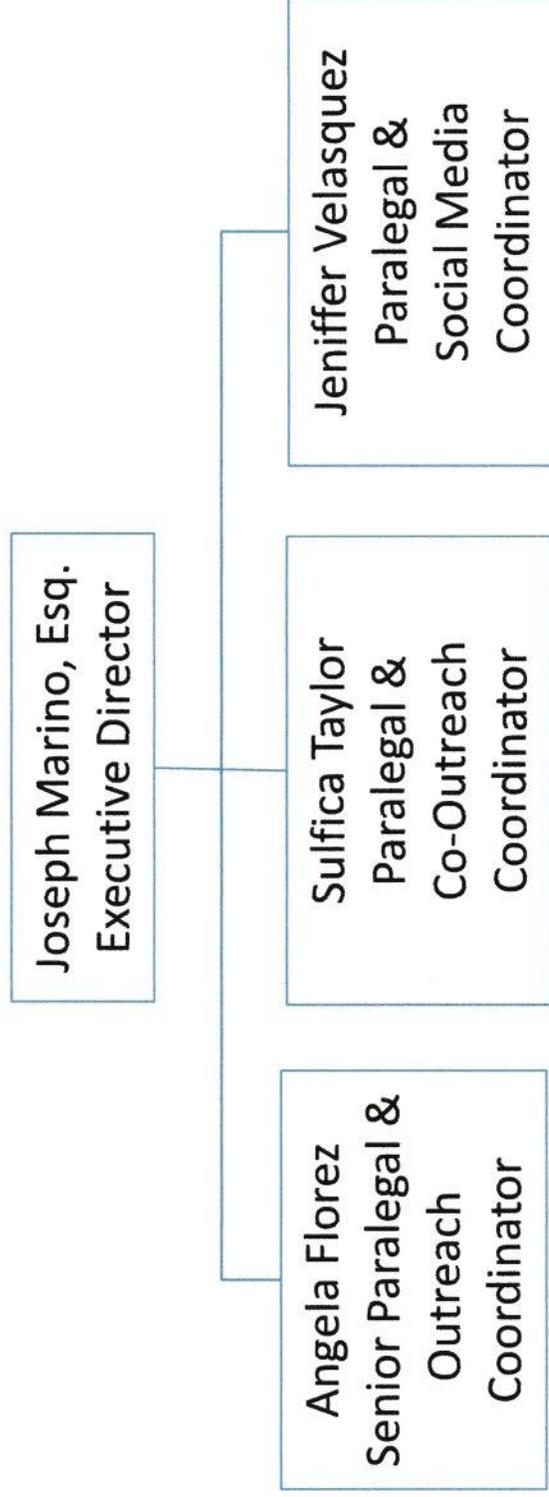
2018

Betsy Stevenson

(Retired Pfizer Communications and Healthcare Communications Consultant)
 30 Divng Street
 Stonington, CT 06378
 860-984-1424

2021

IASC Organization Chart



Attorney Marino and the Paralegal Team will carry out the CLEAR program – Attorney Marino has direct oversight of all activities.

JOSEPH J. MARINO

79 School St., Groton CT 06340 Cell: 646.753.1124

Email: 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.

2

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 publi

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
 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 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, Outreach, Social Media Posts, Visits, Case Initiation and Filing, and Case Management and Completion.
- 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.
- OUTREACH: The Paralegal Team is expected to reach **175 individuals** at 10 Outreach activities in locations such as places of worship and food pantry distribution sites. Like presentations, the **Short-Term Outcomes** are general awareness of requirements for citizenship and knowledge of available assistance. Each Outreach session takes approximately 3 hours of time for 1-2 Paralegals depending on languages required.
- SOCIAL MEDIA POSTS: The Director and Paralegal Team are reaching immigrants through social media posts in multiple languages. The posts will dispel falsehoods and share important information about immigration law. As with Presentations and Outreach, the **Short-Term Outcomes** are general awareness of requirements for various types of immigration processes, including Temporary Protected Status. Each Post requires approximately 1 hour of the Director's time and another 4 hours of Paralegal time. It is difficult to know how many these posts will reach so they are not included in the client numbers.
- VISITS: **60** Norwich residents are expected to seek office appointments either in New London or Norwich for 1:1 counseling. Each session takes approximately 1.5 hours of the Director's time, and another 0.75 hours of the Paralegal's time. The **Interim Outcomes** are stress reduction through accurate, expert, customized immigration legal information.
- CASE INITIATION and FILING: Approximately **40** Norwich residents are anticipated to initiate cases to advance their legal status. Case initiation and preparation of filings 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 6.25 hours of the Director's time and approximately 20 hours of the Legal Assistant's time. The **Interim Outcome** is empowerment through taking active steps to resolve a situation.
- CASE MANAGEMENT & COMPLETION: Successful completion requires monitoring of Ongoing Cases and preparation for interviews. IASC expects to be monitoring 60 Ongoing Cases as most cases take more than one year to resolve due to USCIS processing times. Responses to questions, monitoring of status, and communication with clients requires several hours of Paralegal time each month for ongoing cases. Interview preparation requires approximately 3 hours of the Director's time; and interview attendance requires an entire day away from the office. With better screening criteria and intensive preparation, IASC has been improving the likely success of clients having successful filings from around 60% in 2018 to an actual success rate of over 95% in 2022. 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:

OUTCOME: Norwich Residents Achieve Citizenship / Legal Status Advancement				Finish
<i>Long Term Outcome: Legal Status Advanced to Successful Case Conclusion (NORWICH cases completed)</i>	2022-Actual	Estimated 2023	2024 Anticipated	
Total Number of Participants (direct / not including family)	28	33	33	
Total Number of Participants Achieving Outcome:	30	35	35	
Percent Who Achieved Outcome:	93%	94%	94%	
<i>Interim Outcome: NORWICH Residents Take Steps Towards Advancing Legal Status (NEW and ONGOING CASES)</i>	2022-Actual	Estimated 2023	2024 Anticipated	
Total Number of Participants (direct / not including family)	88	90	90	
Total Number of Participants Achieving Outcome:	88	90	90	
Percent Who Achieved Outcome:	100.0%	100.0%	100.0%	
<i>Short Term Outcome: Stress Reduction through Accurate, Customized Immigration Information at Norwich VISITS</i>	2022-Actual	Estimated 2023	2024 Anticipated	
Total Number of Participants (direct / not including family)	67	60	60	
Total Number of Participants Achieving Outcome:	67	60	60	
Percent Who Achieved Outcome:	100.0%	100.0%	100.0%	
<i>Output: Norwich Residents Educated on Immigration Rules / Requirements through PRESENTATIONS, OUTREACH & SOCIAL MEDIA POSTS</i>	2022-Actual	Estimated 2023	2024 Anticipated	Start
Total Number of Participants: (includes NL ARPA)	1025	650	650	
Total Participants that are Norwich Residents:	159	325	325	
Total Number of Participants Achieving Outcome:	159	325	325	
Percent Who Achieved Outcome:	100.0%	100.0%	100.00%	

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 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

2/9/23
Date

Kathy Parker
Print Name