



FY25-FY28
ROADMAP
for VT

Vision in Action
GROWING TOGETHER

Experience from other states shows that a complete, mature immigration legal services sector includes:

- Coordinated no-, low-, and full-cost direct services across immigration subfields.
- Pro bono support system to mobilize, mentor, and grow attorney volunteers.
- Law school clinic pipeline tackling complex cases and projects on referral.
- Federal and appellate litigation holding government accountable.
- Embedded crim-imm advisors within public defense systems.
- Statewide civil society coalition uniting immigration providers and allies.
- Office of New Americans-equivalent driving public-private coordination (Act 29).
- Centralized resource hub (vaapvt.org) modeled on vtlawhelp.org.
- Unified intake and referral system with statewide reporting.

Principles
GUIDING THE WORK

Principles for sustainable, community-rooted growth:

- Support, don't supplant: Build on trusted community infrastructure.
- Evidence-based action: Implement data-driven practices and recommendations.
- Proven models: Adapt successful frameworks from other states.
- Vermont-sized solutions: Scale access to match community need and values.
- Equitable access: Ensure support in every community and subpopulation.

Partners
DOING THE WORK

VT's collegial immigration advocates collaborate on case work, engage in regular communities of practice, and coordinate systems advocacy:

- Vermont Asylum Assistance Project (VAAP): Removal defense, pro bono, technical assistance, intake, capacity building.
- Center for Justice Reform Clinic (CJRC): Law school clinic, removal defense, crim-imm advisements.
- Association of Africans Living in Vermont (AALV): CBO w/legal team focused on affirmative benefits apps.
- U.S. Committee on Refugee and Immigrants (USCRI): CBO w/legal team focused on affirmative benefits apps.
- Vermont Afghan Alliance (VAA): CBO w/legal team focused on affirmative benefits apps.
- WISE Upper Valley: Upper Valley gender-based violence CBO w/legal team focused on immigrant survivor relief.
- American Civil Liberties (ACLU) VT: Judicial impact litigation, technical assistance, education, advocacy.
- Defender General's Office (DGO) & Federal Defenders VT: Padilla advising, post-conviction relief in crim cases.
- Vermont Legal Aid (VLA) & Legal Services VT (LSV): Civil legal aid on non-immigration but adjacent legal needs.

Sector need	Key service providing partners	VAAP's role
Free and fee legal services	All providers	Tech. assist.; Convening; Needs analysis; Gap-filling
Pro bono volunteer support	VAAP leads coordinations; All providers mentor	Design & lead
Law school clinic	CJRC	Co-counsel; Co-training; Periodic student staffing
Litigation partner	ACLU-VT litigates; All partners refer	Co-counsel; Co-training; Referrals; Strategy
Crim-imm specialist	CJRC, DGO, Fed Defenders	Advocates to embed immi capacity in defender orgs
Coalition-based advocacy	All providers	Convening the coalition under VT Act 29 (2025)
Web-based self-help hub	VAAP in consult with all providers	Build and maintain accessible, accurate content
Sector-wide intake system	All providers	Design & lead

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Roadmap

GROWING TOGETHER

Our plan advances VT's legal services sector by:

- **Supporting** rather than supplanting existing and community-trusted infrastructure, organizations, and institutions.
- **Implementing** recommendations from Maya Tsukazaki's \$250K, Vermont Poverty Law Fellowship 2022-24 legal needs study courtesy of VT Bar Foundation.
- **Leveraging** evidence-based infrastructure from other states proven to maximize social, political, and economic advancement.
- **Right-sizing** immigration legal access infrastructure commensurate with VT values when and where communities need it most.
- **Sustaining** ourselves by growing mindfully and helping others to grow in tandem.

Outcomes

A MATURED LEGAL SERVICES SECTOR

2

People Power



diversified pro bono practices
ADEQUATELY RESOURCED AND SUPPORTED

statewide paralegal/navigator corps
LEVERAGING VT LAW OFFICE STUDY PROGRAM

accountable practice community
STATEWIDE, REGIONALLY, NATIONALLY

5

Education and Outreach

county-wide KYR tours
PARTNERED WITH LIBRARIES, CBOS

rotating legal and lay curricula
FOCUSED ON LAW, BEST PRACTICES

Immigration Legal Services

1

universal counsel framework
STATE-SUPPORTED AND STATE-EMBEDDED

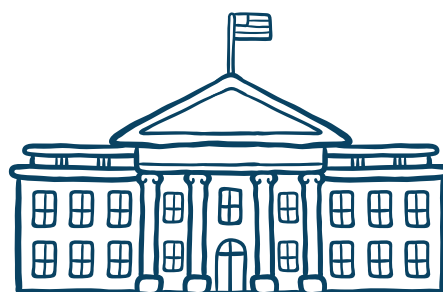
centralized 24/7 intake hub
ONE THAT'S ACCESSIBLE, EFFECTIVE, NEUTRAL

coordinated referral management
REDUCING DUPLICATION AND DELAYS



3

Policy Change



legislative agenda alignment
ENSURING EQUITABLE REPRESENTATION

data-driven advocacy
COORDINATED REPORTING ON KEY METRICS

embedded state-based expertise
THRU AN "ONA" OR EQUIVALENT

4

Media Momentum



coordinated, safe storytelling
REP'ING THE PLURALITY ACCURATELY

seasonal action alerts
AMPLIFYING A MORE UNIFIED VOICE

proactive, top-down info
ACCOUNTABLE TO THE GRASSROOTS

6

Revenue and Resilience



centralize a public/private legal fund
FOR ACCOUNTABLE, EQUITABLE SERVICES

immi. legal state appropriations
WITH DETAINED SERVICES DELIVERED BY
OR WITH THE PUBLIC DEFENDER SYSTEM

FY25 VAAP
IMPACT
report

1

Immigration Legal Services



50 full-scope cases opened
MANY CASES PROTECTED WHOLE FAMILY UNITS

300+ total asylum seekers served
AT CLINICS AND WALK-IN EVENTS

hundreds of applications filed
DOZENS OF WORK PERMITS, BENEFITS ISSUED

5 detained VTers returned home
AND DOZENS MORE SCREENED AND ADVISED

13 proceedings terminated
35 IMMIGRANT JUVENILE CASES OPENED

2

People Power



30+ lawyers volunteered 3000+ hours to serve 65+ families
OVER 11 ASYLUM LEGAL HELP CLINICS

from solo-ED to 4 lawyers & support
WITH 2 MORE COMING LATE 2025

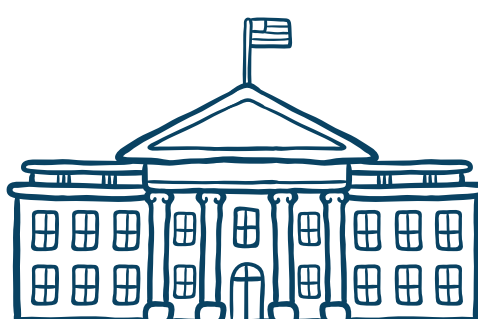
40+ service learners mobilized
DONATING 5000+ HOURS OF ASSISTANCE

4 volunteer attorneys embedded
3000+ HOURS TO 30+ FULL-REP CLIENTS

dozens of volunteer interpreters
\$20K+ SAVED IN LANGUAGE ACCESS COSTS

3

Policy Change



5 pro-immigrant bills passed in VT
ACTS 28, 29, 31, 66, 69

testified in 10+ hearings
AND PRESENTED 3X PANELS IN STATE HOUSE

Fed. Transition Task Force appointee
PLUS VT LEGAL HUB ADVISORY BOARD, VT
JUDICIARY ACCESS TO JUSTICE COALITION

right-sizing state gov infrastructure
SHIFTING BURDENS OFF VAAP ATTORNEYS

4



Media Momentum

2 podcasts, multiple KYR videos
IN ENGLISH, SPANISH, FRENCH, CREOLE

4 op-eds, 2 local tv shows
ON ICE, RULE OF LAW, ID ACCESS,
IMMIGRANTS' SPEECH, AND MORE

30+ earned media hits
FROM VT DIGGER TO VT PUBLIC TO
NBC BOSTON TO WAPO AND BEYOND

~\$75-125K earned media value
THOUSANDS ENGAGED AT GRASSROOTS

5

Education and Outreach



400+ at 2024 Symposium
PROTECTING SELF-HELP APPLICANTS

10+ partners at weekly rounds
HUNDREDS TRAINED IN PERSON, ONLINE

62K site views, 25K unique visitors
AVAIL. IN ENG, SPAN, CREOLE, PORT, PASTHO

12+ CLEs, Panels Given
MOTIVATING VOLUNTEER ATTORNEYS IN VT, NY, MA, AND QC

25K newsletters sent
54% OPENS (UP 35%)

Dozens KYRs, tabling
13 OF 14 VT COUNTIES SERVED

6

Revenue and Resilience

\$500K+ revenue growth (doubled)
DESPITE \$300K+ FEDERAL FUNDS ENDING

11 distinguished board members
WORKING IN 3 COMMITTEES WITH
ADVISORY PARTNERS

nat'l, regional legal committee appointments
FUELING VT W. TECH ASSISTANCE, BOOSTING
OUTSIDE VISIBILITY

VT's 1st IJC law fellows host
2 LAST YEAR, 2 MORE THIS YEAR

FY26 VAAP IMPACT plan

Vision

WHAT AND WHERE WE
ENVISION OUR FUTURE

Values

BELIEFS AND BEHAVIORS

Mission

WHY WE EXIST AND WHAT WE DO

VAAP is a **legal services and technical assistance organization** that exists to raise Vermont noncitizens' awareness of and access to critical immigration legal help and support.

We achieve our mission through **statewide direct service delivery**, pro bono coordination, peer support, community education, and administrative and legislative advocacy.

Serving as a **bridge between service providers and regulators** across the state and region, VAAP educates the public on immigration issues and advocates for policies and practices that advance immigrants' rights.

We envision a future Vermont where **all residents can access** meaningful immigration legal assistance whenever and wherever it is needed, regardless of identity, experience, or status.

We believe:

- Immigration **legal status is a means to the ends** of noncitizens' social inclusion, political participation, economic access, and community safety, rather than an end unto itself.
- **Just results for individuals facing legal harm are possible** through authentic, vulnerable, and caring connections, and that the work of making systems more just starts with working on ourselves.
- **Impacted individuals**, families, and communities are experts in their own experiences and needs.
- A more equitable, inclusive, and just Vermont is **possible for everyone regardless** of legal status.
- **Quality, free legal services are one of many** important tools Vermont must make available statewide to help immigrants pursue their individual and collective goals and make the best decisions for their lives.

We act according to our beliefs when we:

- **Embed legal advocacy within** broader movements for equity and belonging, ensuring our services are rooted in a vision of collective liberation, not only legal status attainment.
- **Foster a culture of self-reflection**, emotional integrity, and mutual care within our organization and across our partnerships, recognizing that personal transformation and accountability are essential to systemic change.
- **Co-create strategies**, policies, and programming with community members most impacted by immigration systems, trusting and deferring to their lived expertise.
- **Center accessibility, equity, and cultural responsiveness** in our work, affirming that Vermont's future must include and uplift all communities, including all immigrant subpopulations statewide.
- **Expand Vermont's access** to harm-reducing, trauma-informed, and community-connected immigration legal support that respects clients' agency and strengthens collective resilience.

FY26 VAAP
IMPACT
plan

Objectives

WHAT WE'LL DO THIS YEAR

In service of our **mission** and **vision**, this year we aim to achieve the following goals:

1. **Expand and diversify** defensive legal services—by case type and county—in ways that equitably meet the evolving needs of VT noncitizens.
2. **Maintain and strengthen** our organizational ecosystem—staff, volunteers, and partners—to ensure sustained delivery capacity.
3. **Develop and drive** adoption of our new intake workflow so VT knows how to request help and the sector knows how to meaningfully respond.

Indicators

HOW WE'LL
MEASURE SUCCESS

We will know we have succeeded in achieving these ends when we:

1. **Provide** a higher range, volume, and complexity of defensive legal services in more counties in FY26 compared with FY25.
2. **Retain** at least most of our current paid and volunteer staff and sustain partner engagement in technical assistance throughout FY26.
3. **Increase** calls for immigration legal help through the new intake workflow while decreasing calls via alternative channels.

Actions

HOW WE'LL GET IT DONE

In order to expand and diversify services for objective 1, we will:

- **Mobilize and professionalize** our growing team by redistributing operational responsibilities, standardizing practices, refining volunteer roles, and launching a Pro Bono Mentor Panel.
- **Establish and activate** a Pro Bono Champions Council by engaging one Champion at each target firm, formalizing commitments, piloting offerings, and evaluating outcomes.
- **Augment** rural legal service access by developing a statewide community based organization delivery model for mobile/rotating legal workers—mapping requirements and piloting routes.

In order to maintain and strengthen ourselves for objective 2, we will:

- **Strengthen** our operations and governance by empowering our inaugural Director of Operations and Intake Strategist to professionalize personnel policies, workflows, and practices and by routinizing Board committee support across governance, fundraising & outreach, and finance.
- **Ensure** financial resilience and policy influence by implementing a sustainability plan that cultivates donors at all levels and embeds an annual foundation strategy into our CRM and by championing key legislative priorities, strategic committee work, and technical assistance trainings.
- **Incentivize and celebrate** pro- and low-bono partners by developing a recognition program to drive continued engagement and capacity growth, as well as a resource toolkit for firms and volunteers who commit pro- or low-bono hours or language support.

In order to develop and drive coordination for objective 3, we will:

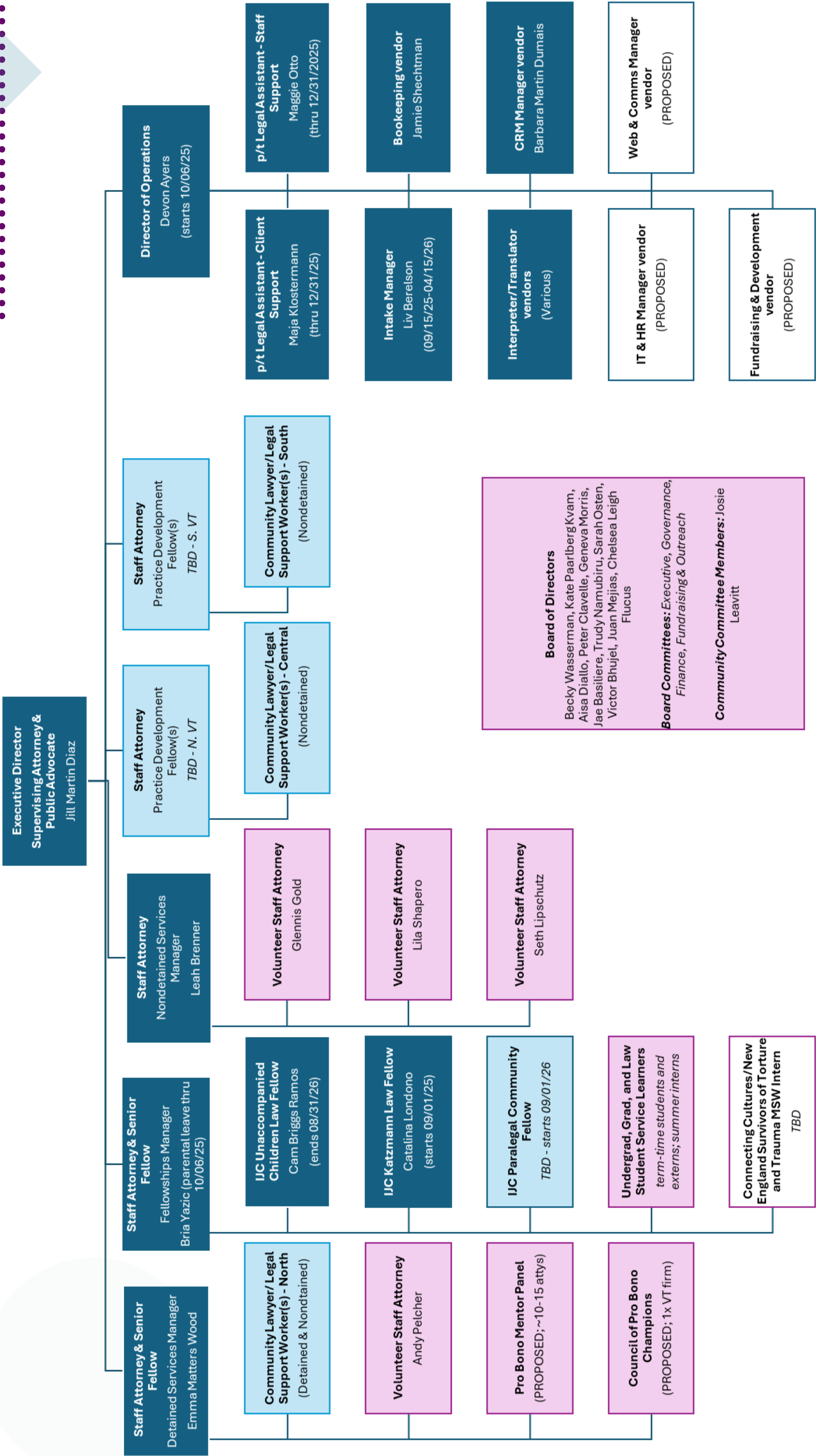
- **Forge and deepen** strategic partnerships and sector-wide impact by formalizing MOUs with key service partners and standardizing technical assistance protocols, pooled funding agreements, and coordinated service distribution.
- **Pilot** a state-partnered immigration legal intake model by co-designing, testing, and staffing our universal intake line and evaluating pilot results to refine roles, workflows, and transition plans for FY27.
- **Drive** VAAP's future-of-services vision by leveraging the Intake Strategist role to capture intake data and stakeholder feedback, as well as the Act 29 ONA Study Committee to craft and advocate for a statewide blueprint for immigration legal services.

FY26 VAAP
IMPACT
plan

Our org chart will operationalize our FY26 plan:

- We're preserving attorney time for more complex cases, sharpening data and program delivery, expanding mentorship and capacity, strengthening revenue and compliance, and reaching across counties and subpopulations.
- Each new advocate on staff multiplies impact, adding 15–30 full cases, 15–25 pro bono cases, 25–30 consults, and 4–6 trainings.

Personnel
HOW WE'LL STAFF THE WORK



FY26 VAAP
IMPACT
plan

Budget

BOARD APPROVED FOR
07/01/25 TO 06/30/26

Financials

HOW WE'LL RESOURCE THE WORK

Our approved budget will resource our FY26 plan by:

- **Rightsizing** operations to meet increasingly complex legal needs.
- **Buffering** against any additional cuts in government funding.
- **Expanding and retaining** staff and volunteers and enticing low-bono partners with enhanced language access and litigation cost supports, potentially including pro bono stipends.
- **Sharing** costs with national partners like Immigrant Justice Corps and local ones including legal and/or community organizations.
- **Improving** data security while increasing rural service delivery.
- **Sustaining** capacity to carry multi-year cases to good outcomes.

	FY25 Actual	FY26 Approved	FY25-26 Variance
Public Support	\$373,709.45	\$43,819.00	(329,890.45)
Government Grants	\$373,709.45	\$43,819.00	(329,890.45)
Foundations	\$122,875.00	\$522,500.00	\$399,625.00
Committed	\$122,875.00	\$345,500.00	\$222,625.00
Likely		\$177,000.00	\$177,000.00
Contributions	\$63,366.37	\$490,000.00	\$426,633.63
Individuals	\$64,616.37	\$490,000.00	\$426,633.63
TOTAL INCOME	\$561,200.82	\$1,056,319.00	\$496,368.18
Subtotal Personnel Services	\$316,766.23	\$838,756.67	\$521,990.44
Payroll Expenses	\$289,404.67	\$671,066.67	\$381,662.00
Taxes and Benefits	\$27,361.56 (9.45%)	\$16,7690 (24.99%)	\$140,328.44
Subtotal Other Than Personnel Services	\$66,377.56	\$204,575.00	\$138,197.44
Rent	\$7,839.19	\$19,800.00	\$11,960.81
Utilities	\$1,527.02	\$1,560.00	\$32.98
Contracted services (e.g. IT)	\$26,723.93	\$106,000.00	\$79,276.07
Travel (e.g. rural services)	\$3,303.44	\$10,000.00	\$6,696.56
Licensing and bar memberships	\$4,366.21	\$17,715.00	\$13,348.79
Supplies	\$5,287.84	\$20,000.00	\$14,712.16
Hardware and software	\$10,877.57	\$11,000.00	\$122.43
Insurance	\$6,115.50	\$17,500.00	\$11,384.50
Other	\$336.86	\$1,000.00	\$663.14
TOTAL EXPENSES	\$383,143.79	\$1,043,331.67	
Surplus/deficit	\$178,057.03	\$12,987.33	

FY25-FY28
ROADMAP
for VT

Join Us
IN THE WAY THAT WORKS
BEST FOR YOU

Support VAAP

AND A MORE RESILIENT FUTURE VT

Join us in seizing this historic opportunity to fix a broken legal system & build something better for all.

Stabilizing and integrating immigrant working families in VT through no-cost immigration legal services pays dividends by:

- **lowering cost of living** by protecting our dwindling population;
- **strengthening** our social fabric and resilience;
- **driving** economic resilience by filling critical workforce gaps;
- **expanding** civic and political participation and overall rule of law;
- **ensuring** a more inclusive and sustainable future for all.

VT Judiciary's Access to Justice Coalition reports **\$11 savings** for every \$1 invested in legal aid. Investing in VAAP is investing in VT.

Join us in rewriting Vermont's future. We're in this together.

Share our message, volunteer your time, or donate directly at www.vaapvt.org/donate

We offer **20+ years of collective immigration legal experience** and **affiliate with national litigation and advocacy leaders** like American Immigration Lawyers Association, National Immigration Litigation Alliance, National Lawyers Guild National Immigration Project, Vermont and American Bar Associations, Immigrant Justice Corps, Connecting Cultures/New England Survivors of Torture and Trauma. **Staff and board are here to address questions or discuss gifts at info@vaapvt.org.**

You can make a difference in the way that works best for you:

- **One-Time Gifts.** Make a single donation of any amount to help us meet urgent needs and continue our mission.
- **Monthly Giving.** Join our community of sustaining supporters with an automatic monthly gift. Even small recurring contributions add up to lasting change.
- **Multi-Year Pledges.** Commit to a larger gift over two to five years. Your pledge provides stability and helps us plan for the future.
- **Program Underwriting.** Direct your gift to a specific program or initiative that inspires you, and see your impact in action.
- **Named Giving Opportunities.** Honor a loved one or create a lasting legacy by funding a program, scholarship, or initiative in their name—or yours.
- **Legacy Giving.** Include VAAP in your will or estate plan to ensure your values continue to transform Vermont for generations to come.
- **Gifts of Stock or Investments.** Donate appreciated stocks, bonds, or other assets for a tax-efficient way to maximize your impact.
- **Gifts of Hardware, Supplies, or Other In-Kind Donations.** Donate functional office equipment, litigation supplies, or other gently used or new items needed for operations.

Vermont Asylum Assistance Project, Inc. is a registered 501(c)(3) with EIN 92-3916308.
No contribution is too small to make an impact. Every dollar counts with justice on the line.