



IM4HI's Journey in FAITH: A Decade of Growth, A Decade of IMPACT



I. INTRODUCTION

// IM4HI is a place where faith and social justice come together. It gathers people for whom those two things are central in their lives. Together we build a community of people with whom to practice our faiths, for justice."

–Reverend Deborah Lee,
Executive Director, IM4HI

Summary and Purpose

This is the story of a unique faith-rooted organization that has used the tools of capacity building to deepen its impact and increase its long-term sustainability. IM4HI is approaching a decade of faith-rooted organizing for social justice. It has been accompanied and supported in its work by the Evelyn and Walter Haas, Jr. Fund's Flexible Leadership Award program to develop its leadership and impact. IM4HI is taking this opportunity to reflect on its growth, to share its story, and celebrate its journey.

IM4HI engaged independent consultants Shiree Teng and Nadine Wilmot to listen, gather, and present their story. This reflection is informed by conversations with IM4HI staff, Board members, capacity building consultants, and FLA staff. President and CEO of the Evelyn and Walter Haas, Jr. Fund, Cathy Cha, also contributed her perspectives. From these conversations, woven together, emerges an oral history of IM4HI's capacity building journey.

The Evelyn and Walter Haas, Jr. Fund's Flexible Leadership Award

Now managed and staffed by The LeadersTrust, The Evelyn and Walter Haas, Jr. Fund's Flexible Leadership Award (FLA) program builds increased resilience, coordination, and impact that ripples out from individual leaders, through their organizations, and into movement ecosystems. Through the FLA, grantee partners are provided with financial awards for leadership development, access to learning programming with peers, and capacity coaches who work shoulder to shoulder with leaders to identify needs and co-create a plan to support organizational leadership and impact. The "FLA" plans can include, but are not limited to: strategy work, racial equity work, board development, support for senior leadership teams, individual coaching, fundraising /development, and communications.

FLA defines leadership capacity both broadly and deeply, flexibility that is important to be relevant and reflective of the wide range of work, structures, and challenges movement building organizations face today. In recent years, FLA has accompanied its grantee partners as they navigate intense societal transformation brought about by shifting political administrations, large scale organizing for Black lives and freedom, a pandemic, and climate change. FLA recognizes that it has never been more important to create the space and structures to support leaders to be strategic and sustainable, now and in the years to come.

FLA has a long history as one of the Evelyn and Walter Haas, Jr. Fund's flagship initiatives. In late 2016, the Haas Jr. Fund FLA program expanded, extending FLA programs to additional foundation partners, and in 2021, it evolved further to become [The LeadersTrust](#).

Interfaith Movement for Human Integrity

Interfaith Movement for Human Integrity (IM4HI) fights for justice at the racialized intersection of mass incarceration and immigrant rights and detention. It is faith-rooted, working across and within religious communities, to activate and move people of faith to examine and engage with the criminal justice and immigrant detention system. IM4HI offers trainings, education, and opportunities to take action for people of faith, and it works to accompany people who are detained, to support and connect their families, and help those who are formerly incarcerated to thrive upon release.

Formed in 2014 from seeds planted back in the 1990s, IM4HI is a movement building organization. It has built deep, longstanding relationships among clergy, congregations, and organizations, and its leadership reflects the most impacted. While it works within the state of California, it also holds a transnational perspective in its work, and the outcomes of IM4HI campaigns ripple out nationally.

Over the past decade, IM4HI has served as a touchstone within the immigrant rights and anti-incarceration movements, a moral compass and north star, helping to sustain these movements through changing policy and political administrations.



IM4HI'S Work

Over the past decade since its inception, IM4HI has moved mountains, even while growing and strengthening its internal systems and structures.

- California policy and legislation
- Closures of prisons, halting new jails, and termination of ICE contracts
- Winning freedom and deportation defense campaigns
- Direct support and accompaniment for the newly released and asylum seekers
- Amplifying the voice of directly impacted leaders
- Building community by expanding faith networks and partnerships

IM4HI's work shines a light on injustice embedded in incarceration and immigration detention with each campaign and action undertaken: each detention facility closed; ICE contract terminated; each individual and family supported. Just as important, IM4HI's work builds faith, awareness, connection, leadership and momentum across prison walls and faith institutions along the way.

// I thought it was pretty audacious for them to say, 'We're going to make sure Contra Costa no longer has a detention facility and really sever police and ICE cooperation.' And they stuck to it in an amazing way, and they achieved that audacious goal....They did it with media, and all of a

sudden there were stories about what was happening inside, and they built alliances and brought other groups...and they had that moral authority that...shamed the leadership of those institutions. They brought it all to bear and they won! It was very, very powerful.”

–Cathy Cha, President and CEO, Evelyn and Walter Haas, Jr. Fund

// IM4HI was the first organization I became aware of who established an “Inside Fellow.” It is illustrative of IM4HI’s deep commitment to making space and a way for leadership from affected communities.”

–Holly Delany Cole, Program Director, The LeadersTrust

// You can do immigration work, especially as a faith person, and it can be just about loving your neighbor, with compassion, in a way that never explicitly addresses race. We have a racial justice analysis that is front and center when we are loving our neighbor... with criminal justice work, people already make the connections around race and incarceration systems. It also helped us link the two issues: ‘Look, this is the same historic pattern, but here they are killing you in this way, and in the other they are killing you in this way.’ It is a way to think about the work as not distinct, and to help the communities see this as a pattern, and to increase solidarity by naming the pattern and the common root causes.”

–Reverend Deborah Lee, Executive Director, IM4HI



II. OUR EVOLUTION—HOW DID WE GET HERE?

The Unique Strengths and Challenges of Faith-Rooted Organizing for Social Justice—A Higher Power

IM4HI's work of faith-rooted organizing is part of a magnificent and powerful continuum that heralds back to the civil rights work of Dr. Martin Luther King Jr. Community organizing strategies—vigils, pilgrimages,¹ clergy networks, and congregations—are rooted in faith and spiritual practice. Standing up for the humanity and dignity of other human beings, for justice, and for human rights has a grounding in theology.

Faith is the willingness to accompany others, and to be accompanied, over time, through valleys and mountains, to go on a sustained journey with undetermined outcomes. Openness to inquiry, to discourse among members, to connecting as community with a willingness to shift, to flexibly change, and to adopt new strategies—these are some of the ways that spirit shows up. IM4HI moves like water, around and through, turning boulders into sand.

//The Interfaith Movement for Human Integrity is more than a name or a slogan. It is a footprint toward the work this organization dares to do. And the leadership and commitment...of the leadership, the board members, the funders, the communities that are directly affected, the individuals and the churches, the mosques, the masjids, the synagogues, the temples, the shrines — they are all part of the integrity of a religious reality in which we are accountable to one another. IM4HI brings everyone together and says, 'We are doing God's work for all of God's people.' That's the Interfaith Movement for Human Integrity."

—Reverend Dr. Art Cribbs, former Executive Director, IM4HI

//Oh, we do believe that there is some higher power on our side in this work. It's an intangible, and it influences how we pick our campaigns. Some people might say, 'That is going to be a losing campaign, you know, that's a really tough one.' And I'll say, 'Yeah, but if you're coming from our faith values, we cannot be leaving anyone out, that's why we're doing the work of immigrant justice, of people who have former convictions....' Because, if any place, the faith communities should be speaking up about what we believe, that people can change, and that people shouldn't be thrown away forever."

—Reverend Deborah Lee, Executive Director, IM4HI

//It's that faith that gives them strength. You know, they're the ones that after we get kicked in the teeth (if you're in the immigrant rights movement, you get kicked in the teeth a lot)...after we get knocked down, they're the ones that give everybody a hand trying to get back up the next day."

—Cathy Cha, President and CEO, Evelyn and Walter Haas, Jr. Fund

1. IM4HI organizes pilgrimages to visit detention and incarceration sites. These spiritual journeys have many layered meanings, including bearing collective witness, committing to end injustice, and moving toward healing.

// IM4HI offers a path to wholeness with their unique approach to organizing. They are not just talking about the United States and California. They are acknowledging what is happening around the globe. They are offering an invitation for people to step into their wholeness, which inevitably means looking at the systems that get in the way of freedom and justice for our communities. It also means that IM4HI offers a vision of what wholeness can look like and creates opportunities for people to experience that wholeness in the present.

—Mari Ryono, FLA Capacity Coach for IM4HI

Formation

IM4HI grew out of a congregation-based movement for social justice that began in California in the 1990s. IM4HI was preceded by two organizations before it became IM4HI: the Interfaith Coalition for Immigrant Rights and Clergy and Laity United for Economic Justice, California (CLUE-CA), which was focused on labor rights, supporting unions, worker centers, and low-wage workers.

Reinvention and Renewal

In 2014, under the leadership of Reverend Dr. Art Cribbs, CLUE-CA came to a crossroads, precipitated in part by the challenges of fundraising for what was a federated structure of multiple independent entities, each with its own needs. Reverend Cribbs was faced with a decision: end the organization in its current form or transform. He made the decision to move forward, giving birth to IM4HI and a renewed commitment to fighting racial injustice embedded in systems of incarceration and detainment.

// So when we put together IM4HI, who are we talking about? We're talking about people who are incarcerated without representation - mass incarceration. Particularly in California, we're talking about people of color coming from the South into California. And they're not immigrants in the absolute historical sense of that—these are the indigenous people of these lands who have been made outsiders in their own homeland... We're stepping into that and saying, 'We're talking about human beings'- Human Integrity - and we were doing it from a religious perspective. We're grounded not on the ideals of a society or a political structure, but on the divine Word that gives governance to our being and our purpose."

—Reverend Dr. Art Cribbs, former Executive Director, IM4HI

Starting in 2015, under this new organizational umbrella, and with capacity building support from FLA, Reverend Cribbs worked with his staff, including then Deputy Director Reverend Deborah Lee, to stabilize and strengthen IM4HI, to sharpen its focus, and to reach for increased sustainability.

// In 2014, we came very close to shutting down... It could have killed the organization, but instead we were able to emerge as another organization in the ecosystem, clear on our niche and our contribution. There was a multiplying factor. I think faith values had something to do with that."

—Reverend Deborah Lee, Executive Director, IM4HI

Leadership Transition and Restructuring

Reverend Cribbs transitioned leadership of IM4HI to Reverend Deborah Lee in 2017. Under Reverend Lee's leadership, IM4HI worked with FLA to grow and cultivate its Board and staff, and to move into financial stability. As the organization grew, IM4HI developed another tier of leadership in its existing regional structure. Starting in 2022, each of IM4HI's regions - Northern California, Inland Empire, and Los Angeles - were led by a Regional Director. This distributed and elevated leadership within IM4HI to better support a unified focus on immigrant rights and incarceration work, expressed in the three regions. Additionally, the organization learns from and builds on the organizing strategies and faith networks cultivated in each region.

// We have to go where people are...and recognize that faith is deeply resonant with a huge swath of the population, and that it's incredibly weaponized by another swath of the population. As funders that want to support building power in different communities, it's really got to be people from within that church, within that temple, within that mosque, who say, 'Look, justice for all—we gotta live that, it's not going to come from the outside.' We want to lift up those elements of every faith that believe in equality and justice."

—Cathy Cha, President and CEO, Evelyn and Walter Haas, Jr. Fund

III. BEHIND THE SCENES: ORGANIZATIONAL DEVELOPMENT AND LEADERSHIP CAPACITY BUILDING

// Back in 2015, we were already working with FLA. At that point, it was like getting your bike overhauled—we sort of had to overhaul the organization. We reshaped the mission. We named the organization...but we were unclear, our programs were all over the map. We had to get a new board and we had to get a new way of working...and that took a process of years."

—Reverend Deborah Lee, Executive Director, IM4HI

What does it mean to, in the words of Reverend Lee, "overhaul" an organization? How does a nonprofit that had been comprised of multiple entities, each with different underpinnings, reinvent and rebuild itself in its own image? How does it clarify, articulate, and then coalesce around its own values and strategies? And, how do you support leaders, from faith backgrounds, to bridge the different ecosystems and strategies of faith and organizing, and help them to innovate, vision, and grow a movement rooted in faith while sustaining a fiscally healthy organization?

// It was a brand-new experience for me.... I had worked for the church, which is a nonprofit organization technically, but it's really a corporation with tremendous resources. Moving from that to a community-based organization was really quite a stretch for me. I've never had to ask for money. You know, growing up in the church you take up offerings, but not the kind of significant fundraising that running a nonprofit organization requires. So there was a learning curve there. I was stepping out of my comfort zone into something very new...fundraising being a significant part of that newness."

—Reverend Art Crips, former Executive Director, IM4HI

Here, there is an important role for leadership capacity building work like that provided through FLA. This work unfolded over several years and began with securing basic organizational survival needs such as finances, fundraising, and board governance. This was followed by multiple iterations of strategy work that supported IM4HI to look within and outwards, to envision and clearly name its values, and to develop a racial justice framework that guides programs and strategies for impact.

- **Governance**—Work with the Board, which included almost all new members after the split from CLUE, cultivated a basic understanding of governance—the role of a board and its members. It also supported the Board to embrace the important work of fundraising as a collective, rather than operating with a fundraising model that rested on the shoulders of one individual.

// Inca (our consultant) helped the Board learn what a board was, and what kind of board we could be. We got packets of information, we had conversations...established roles and structures, terms, areas of engagement. I think this has to be an ongoing piece of any board, or else they become stagnant."

—Rabbi Lynn Gottlieb, Board member, IM4HI

- **Fund Development and Finances**—Fundraising consultant Marjorie Fine coached IM4HI's staff leadership around fundraising, finance, and sustainability.

// Coaching was instrumental because I had never been an ED before, I had never been in charge of the finances before. I would not have taken that role if I didn't know it was going to be very well supported. I had come out of the program side (typical of many nonprofit organizations). So, for thinking about personnel, organizational culture, how to plan together, evaluate together...those organizational practices, having a thought partner was really valuable.

I had a fundraising coach, which was helpful, in thinking about debts, and how we were going to build out our fundraising...mapping out different foundations that we could approach, and helping me think about a way to do it that was my own authentic way."

—Reverend Deborah Lee, Executive Director, IM4HI

- **Strategic Focus**—At the same time, independent consultant and FLA Capacity Coach Inca Mohamed supported IM4HI's leadership to examine its range of programs, aligning its resources with its intended impact, ultimately pruning its program work for greater focus.

// I encountered a very small organization that didn't know how to say no. This is not anything unusual among very committed people...and here you have a Reverend—can you get more committed than that?"

—Inca Mohamed, FLA consultant

// With Inca, our first meeting was, 'Okay! I want to hear what you all do!' She gave us a bunch of papers, and we wrote about the issues we were working on in each region. We taped all the half-page papers on one whole side of the wall! And she was like 'Wow!'

And then the next question was, 'Now, what are you going to let go of?' So that was a big statement that led us to sit down, look at the wall and choose what we needed to let go. We got up, removed papers from the wall, and sat down to look at the wall again while asking ourselves what are we about? So it was with Inca that I think we unified our work. And then eventually, looking at the big picture, the question was, what is our niche going to be?"

—Hilda Cruz, Regional Director, Inland Empire and former Board member, IM4HI

// Inca kept us focused. I think that was the most important thing. Because for me, the idea of not doing mission creep and spreading ourselves thin was always an issue... she was incredibly strong at keeping us in focus and in line with like, 'Well, is that really a conversation? Is that really the direction that we need to be taking right now?' And just bringing us back to the task at hand, whittling out things that were superfluous to the conversation at hand. You know, politely parking lot-ing things for us."

—Affad Shaikh, Board member, IM4HI

• **Racial Justice Framework**—IM4HI worked with independent consultant Saúl Sarabia to develop a framework, informed by critical race theory, that explicitly centers racial justice to guide both external organizing work and internal organizational work.

// Saúl is just a brilliant organizer and strategist. He helped me, and helped us, to understand the importance of racial equity and how to practice and advocate for racial equity. Also, he was very helpful in terms of outlining our social theory...really looking at how systemic racism is so embedded in our culture...not allowing us to compromise our values...that we should really advocate from the standpoint of our values."

—Reverend Dr. Larry Foy, Regional Director, Los Angeles, IM4HI

// With Saúl, it was about finding that niche and looking at the world through this racial justice lens and the issues of detention and incarceration. As organizers, we worked against systemic racism, but we couldn't name it clearly; I know I couldn't. So with his help, we turned to writing about it, and now it is reflected in our mission and our vision. And we can tell the stories using social biographies that tell of the systemic racism in our society."

—Hilda Cruz, Regional Director, Inland Empire and former Board member, IM4HI



IV. FLYING FORWARD WHILE LOOKING BACK: REFLECTIONS AND LESSONS

//As soon as we changed the name and restructured, we fell into debt to sustain ourselves because we were starting over. That was a big transition...when I started in 2018, I worked with Marjorie Fine, and she helped me. We did role plays on how to talk to the person who we owed the debt to, to get them to restructure our debt over a period of three years, instead of all at once.... And then we were able to pay it off in 2019. Now we have our first reserve ever.”
—Reverend Deborah Lee, Executive Director, IM4HI

Prioritizing Sustainability

IM4HI is now in a solid place financially. Its budget has grown from \$500,000 in 2015 to \$1 million in 2022, and more than 30% comes from individual donor support. It also has a healthy reserve.

//One of the things that I am absolutely proud of, at least for my tenure on the Board so far, has been the financial situation. For me, the organization does amazing stuff, but financially, if we were going to go under, then it didn't really matter what stuff we were doing and how great that we were working on impacted community issues, because we wouldn't exist. I think being able to get us financially grounded and have that horizon to work towards has been something that I'm incredibly proud of.”
—Affad Shaikh, Board member, IM4HI

// With Marjorie, we did an incredible amount of individual donor fundraising...sharing not just our stories, but the impact our work was having on real people and inviting them to contribute. First contribute as you wish, and then later on inviting people to contribute on a more sustainable basis, on a monthly basis. So I have seen that shift...where we have gotten more support from individuals.”

–Hilda Cruz, Regional Director, Inland Empire and former Board member, IM4HI

Sustainability is an organizational priority and part of IM4HI’s faith-rooted commitment to walk its talk, to center human integrity within as well as in its outward facing work. Reaching a place of financial sustainability allows IM4HI space to examine and refine strategy for impact, but also room to put attention toward building and developing its staff. The organization has grown to ten staff, including a senior team, with directors for each of its three regions. Board and staff leadership have worked hard to gradually raise salaries across the organization.

// We’ve been pushing for salary increases all the time because they [staff] were so underpaid. And, and even as [Reverend Deborah Lee] has started to build a really wonderful staff, people came to it because it was a passion project. I think the Board is pushing to elevate the salaries equitably, and we’ve taken some good jumps just to bring it to the market, as it is. I feel the organization’s done amazingly in that regard because we can pay people, we can give people benefits now. And the debts are paid off. It’s a stable, thriving, growing organization now.”

–Martha Matsuoka, Board member, IM4HI

// The turnaround here for IM4HI on the matter of sustainability cannot be overstated. Every FLA plan included a focus on strengthening some dimension of the staff and board’s fundraising planning, strategy, skills and culture. And in tandem with the sharper strategic focus, the board-staff team led by Rev. Deborah dramatically improved the organization’s financial picture to the point of health. This is hard, hard work for nonprofits -- particularly those of IM4HI’s size and mission. The leadership’s focus, persistence, and network-cultivation, over time, made all the difference!”

–Holly Delany Cole, Program Director, The LeadersTrust

IM4HI is developing the leadership of the most impacted - people of faith, formerly incarcerated or detained, or formerly involved in immigration enforcement – who are part of its staff. And during the COVID-19 pandemic, it has become especially important to put in place systems to sustain staff and organizational culture, such as a quiet Friday policy (i.e. no meetings are scheduled, giving staff time to reflect and de-stress).

// We are prioritizing building leadership up from within, recognizing that we are actually a leadership organization. How do we sustain our staff? Especially during COVID. We have instituted a quiet Friday policy, so people are paid to take care of themselves and reflect. We close the office and take retreat at certain times of the year to rest as an organization.”

–Sharon Hwang Colligan, Director of Finances, Operations and Technology, IM4HI

Lessons Learned

Looking back on the past ten years of work that IM4HI and FLA did together, here are learnings about partnering in the work of capacity building to share with others on a similar journey.

- **Readiness**—Be ready and able to receive and make use of the work. For IM4HI, that meant having the capacity, curiosity, and will to commit to making use of the FLA resources.
- **Make Time**—For example, IM4HI dedicated monthly meetings to working with their fundraising consultant, developed annual implementation plans for their strategy work, and set aside in-person days to create their racial justice framework.
- **Long-term Approach**—Don't try and do everything at once. Like moving in a spiral, it is important to circle and cycle back around to build layers of organizational strength, strategy, and resilience.
- **Presence**—IM4HI's spiritual practice may have led to a greater level of presence and ability to slow down, connect, reflect and digest, change directions, and make moves.
- **Values Alignment**—IM4HI built authentic relationships with movement consultants who embrace liberatory practices in their work and have a transformational approach. They connected with those who were aligned and worked together over several years for good results.
- **Consultants in Conversation**—With IM4HI's consent, the core FLA consultants working with IM4HI met with each other 2-3 times a year to track the work they were undertaking with IM4HI collaboratively. They surfaced and discussed challenges, needs, and potential opportunities. In the words of FLA Capacity Coach Mari Ryono, it was "nourishing and lovely" for the consultants, and a departure from the siloed way consulting teams often work.
- **Collaborative Leadership**—IM4HI's respect for all humanity is practiced in a peaceful collaboration between and among its leaders with different styles. This was evident in its early leadership structures and is still present in its new configuration of three Regional Directors under Reverend Lee's leadership. Unity in leadership has been important for the capacity developing work to go well.



// We've been in slow and steady growth... we're not a huge organization. We've gotten more refined, and now gotten beyond the basics of Maslow's triangle [Hierarchy of Needs]. But we had to do the basics first. In our last round of FLA, we were able to do a little bit more sophisticated and sharper work around our partnerships, our power analysis, and our strategy. We got very focused about what we are really trying to do, what we would say yes to, what we would say no to, who are the key partners that are going to help us and that we want to be aligned with over the long-term."
—Reverend Deborah Lee, Executive Director, IM4HI

// What I am proudest of is connecting IM4HI with powerful movement consultants who supported IM4HI's liberation practice."
—Mari Ryono, FLA Capacity Coach for IM4HI

Basic Needs Hierarchy





IM4HI's staff and Board have shared what it values in the ways that FLA, embodied by the capacity coach and staff, works.

- **Complementarity**—FLA helped IM4HI to think about its strengths and where more was needed. They recognized the vision, heart, and passion that IM4HI had in abundance and brought their expertise in organizational structure.
- **Partnership**—FLA operated in real partnership with IM4HI, in a spirit of respect and equality, both parties bringing something valuable to the table and always communicating.
- **Faith and Support**—It was important to IM4HI that FLA valued IM4HI's work, seeing something worthwhile and important, that they genuinely cared.
- **Beyond Crisis**—FLA was calm, not anxious, and stayed committed through thick and thin, even in the face of crisis. Undeterred, they helped IM4HI face different situations and problem solve through them.
- **Affirmation**—They showed that they (and the Evelyn and Walter Haas, Jr. Fund) value faith-rooted organizing as an important part of the immigrant rights movement and were willing to invest in IM4HI's longevity.

// Had it not been for FLA, plus the actual funding in this whole organizational transition, I don't know how IM4HI would have survived...To have this kind of wraparound consulting...It wasn't like there was a top-down directive, 'You must do this. Here's a work plan, we'll get you a consultant to do the plan for you, just follow the dots,'— it was much more iterative, and generative, and we were all learning together."

—Martha Matsuoka, Board member, IM4HI



Looking at the Horizon

// I think that it's important for them to be able to take ownership of and project out very specific areas of leadership that they have brought into either the migrant rights work, the asset forfeiture work, or criminal justice work—like shutting down detention centers, shutting down county jails, sanctuary work. It's important to do it not like a report out, but to engage people in a conversation around these: 'How could we go deeper in this work? And how could you go deeper in it, whether it's a congregation that you represent, or a partner in another organization?' In a way that's also intended to provoke a conversation, to provoke deeper analysis."

—Saúl Sarabia, FLA Consultant

Moving into the future, as it continues to strengthen internally and grow its impact, IM4HI can use continued investment and resources in support of the following areas:

- **Leadership Capacity of Senior Team**—Continue nurturing and supporting the senior team—as a whole and among the three regions—and direct inter- and intra-regional support toward the development of systems and infrastructure.
- **Leadership Development for the Most Impacted**—IM4HI is centering the leadership of the most impacted in its staffing, including people of faith, those formerly detained and/or incarcerated, and immigration enforcement. Keep investing in the development and growth of these leaders.
- **Fundraising and Development Function**—Build stronger development muscle within the organization, as well as a more distributed team, to attend to individual donor cultivation as well as foundation relationships. It is important to share the load across more individuals working together, and to free up the executive function for other types of leadership work.
- **Claim the Victories**—Support IM4HI in sharing their stories of impact more broadly, being a little louder, flying a little higher—perhaps exploring storytelling strategies, training, and tools in tandem with investing in leadership of the most impacted on staff.
- **Document the Faith-Rooted Journey**—Lift up and unpack explicitly faith-rooted tools and methodologies that IM4HI is employing. Document the challenges and potential here. Look at pilgrimage, vigil, congregation, clergy relationships, faith timelines, interfaith partnerships, partnerships between faith and partners. Provoke conversation and inquiry and analysis with others within the community, experiment, and continue learning.

- **Deepen IM4HI's Work across Latine, Asian American and Pacific Islander, and African American Communities**—IM4HI is one of many

organizations doing this timely and much-needed work. It is doing so with honesty and in an intentional and meaningful way, acknowledging the many struggles and barriers, both in terms of cross-racial community building and organizing directly impacted community members. This work is vitally important and deserves more support.

- **Healing and Culture**—IM4HI acts as a bridge between formerly detained and a new life and community on the outside. IM4HI centers healing in this important work with the most impacted, specifically culturally rooted healing practices. IM4HI continues to build the fabric of community, culture, and spirituality, to help formerly incarcerated and their families land and heal after release.

- **Pilgrimage**—Going forward, IM4HI is embedding pilgrimage practice in each of its three regions, as reflected in its most recent strategic plan. IM4HI's staff and board recognizes pilgrimage as a powerful organizing and leadership development tool to build awareness, momentum, and community around the immigrant rights and anti-incarceration movements.

// What I hope for IM4HI is an abundance of resources so they can take their powerful model and experience to a much larger scale and have potential for much larger impact."

—Mari Ryono, FLA Capacity Coach for IM4HI



Thank you to all those who contributed to this oral history and others who made this work possible:

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Rabbi Lynn Gottlieb *IM4HI Board member*

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Affad Shaikh *IM4HI Board member*

Hilda Cruz *IM4HI Regional Director, Inland Empire and former Board member*

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Forward Together—Stepping Into Power

Rockwood Leadership Institute