



## Mission Approval Process (MAP) Summary Page

**Name of Program:** *Immigration Legal Services (ILS)*

**Need for services:** With a population of 2,553,385 people, (Census Bureau, 2015 estimate), Dallas County is the 2nd most populated of Texas' 254 counties. According to the 2015 U.S. Census estimates, 39.5% (1,008,587) of the Dallas County population is of Hispanic or Latino origin. Of the total Dallas County population, the Census Bureau estimates that 23.4% (597,492) is foreign born.

Of this foreign-born population, Census Bureau Table S0501 also estimates that 73.4% (438,606) of the foreign-born population in Dallas County are not U.S. citizens. 42.9% or 1,095,402 individuals of the people aged 5 or older in Dallas County speak languages other than English at home. These statistics obviously only address Dallas County, but the demographics across North Texas are similar.

Immigration law is notoriously complex, often referred to as second only to tax law in its complexity. Without access to high-quality low-cost legal services, many are forced to turn to expensive attorneys in private practice, or non-attorneys engaging in the unauthorized practice of law, opening the door to fraud and incompetent representation. CCD remains the biggest accredited agency that provides comprehensive immigration legal services in Dallas and the surrounding counties.

**Description of services provided:** ILS provides legal representation in immigration matters to low income clients in the nine counties of our Diocese. Direct representation is provided at our Central Service Location through initial consultations, case openings and ongoing service. We offer appointments while accommodating walk-in as needed. Outreach & educational opportunities are offered as requested.

**Budget:**

Fiscal Year	2016-2017	2017-2018	2018-2019	2019-2020
Revenue	\$2,856,165	\$2,577,572	\$2,600,000	\$2,700,000
<b>Designated Donation</b>	\$36,307	\$37,998		
<b>Foundations</b>	\$890,769	\$591,598		
<b>Gov. Grants</b>	\$756,250	\$956,056		
<b>Service Fees</b>	\$1,172,839	\$970,513		
Expense	\$2,575,848	\$2,456,604		
<b>Direct assistance</b>	\$0	\$0	\$2,550,000	\$2,600,000
<b>Net profit/loss</b>	<b>\$280,317</b>	<b>(\$156,600)</b>	<b>\$50,000</b>	<b>\$100,000</b>

**Cost per Client:**

Fiscal Year	2016-2017	2017-2018	2018-2019	2019-2020
<b># of clients served</b>	17,197	13,775	14,000	14,500
<b>Cost per client</b>	<b>\$149</b>	<b>\$178</b>	<b>\$182</b>	<b>\$179</b>



**Name of Mission:** Immigration Legal Services (ILS)

**Submitted by:** Jari Mema

**Date Submitted:** January 18, 2018

### **Mission Approval Process (MAP)**

**Step 1:** Mission opportunity is generated from a director level position or higher and is presented to Senior Leadership Team (SLT) for discussion in the format described below.

**Step 2:** SLT provides feedback and makes a go or no-go decision. If consensus is not reached, the Chief Executive Officer (CEO) is the tie breaker and makes the go or no-go decision.

**Step 3:** If a go decision is made, opportunity is updated and presented to Mission and Program Committee (currently Planning Committee) for feedback and approval.

**Step 4:** If one-time expenses of more than \$100,000 are required or annual expenses of \$50,000 or more are required, financial proforma is presented to Finance Committee for feedback and approval.

**Step 5:** After Mission and Program Committee approval, project owner develops timeline to execute the project.

**Note:** Mission and Program Committee approved projects are presented to the Board of Directors as an update. Some opportunities will require full board approval before executing (based on project scope and risk). Mission and Program Committee would make the decision if full board approval is needed before executing on the opportunity.

### **Basic Criteria for Mission**

Before generating a proposal for a mission expansion or a new mission opportunity for approval, the following questions must be considered:

Basic Criteria for Current Mission Expansion or a New Mission	Response (Yes/No)	Brief Justification Notes on How (if answer is yes)?	Instructions
Does it advance CC's mission, vision, and values?	Yes	ILS promotes the successful integration of immigrants into our community, offering high-quality legal representation & advocating for fair & just treatment of the "stranger", consistent with CC's mission of serving, empowering and advocating for those in need & calling the community to action.	If no, stop here
Does this opportunity advance our current 5 strategic goals per our current annual plan?	Yes	ILS has long been a local and national thought leader on legal service deliver, immigration law & issues confronting immigrant communities. ILS consistently delivers high-quality services in a manner that is both programmatically and financially efficient & effective, for the agency & our clients. ILS prides itself in consistently having a "seat at the table" and working collaboratively with partners, whether they are schools, parishes, other social service agencies, legal service partners, the private bar, local and national government. ILS makes services accessible in all of the counties in the diocese, often doing so through extensive outreach. In FY17, we project that we will see 12% more clients than FY16.	If no, stop here
Are there any <b>potential</b> conflicts with Catholic values	No	N/A	If yes, contact CEO to discuss before proceeding.

and/or Catholic Social Teaching?			
Would it allow CC to be a <b>thought leader, one stop service</b> , or add a <b>new location</b> ?	Yes	ILS aspires to maintain its status as a thought leader, while consistently adding new programming & services to address client needs more holistically. ILS has historically been a “go to” program to add new locations & will continue to do so.	If no, stop here
Does it solve a social problem or need?	Yes	High-quality, cost-effective legal representation in immigration matters is a chronically underserved gap.	If no, stop here
Is there a substantial need in the community for this service (consider other providers doing the same)?	Yes	ILS is the largest legal services program for immigration matters in North Texas. We work collaboratively, not necessarily competitively, with other legal service providers in the area.	If no, stop here
Will there be funding available to support the new mission or expansion?	Yes	ILS services are fee based, as well as supported by a diversified portfolio of grants.	If no, stop here
Does the service/expansion impact either the populations we currently serve or new ones we would like to serve?	Yes	Current population.	If no, stop here
Does it align with either the current services we provide, or with our agency's vision for growth and expansion?	Yes	Current services, along with vision for growth & expansion.	If no, stop here
If other providers do the same, should CC provide this service?	Yes	ILS service compliments the services offered by other immigration programs in the area & fills gaps in service left by other providers.	If no, stop here

Will services be offered within the Diocese of Dallas (any of the 9 Counties)?	Yes	ILS provides services in Dallas County, but our clients come from all 9 counties in the Diocese. We also offer outreach & special events (like Naturalization Workshops) in other counties.	If no, obtain approval from CPO (Chief Program Officer) and CEO.
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**Note:** If above criteria are checked, move forward to developing the mission opportunity assessment following the below format.

### **Mission Opportunity Assessment (MOA)**

#### **1. Summary of the Mission Opportunity**

ILS provides high quality legal representation in immigration matters to low income North Texans. We also seek to provide outreach to the immigrant community and other service providers, along with educational opportunities on immigration matters to the general community. Direct representation is provided at our Central Service Center through initial consultations, case openings and ongoing service including follow up on cases as notifications are received from the immigration office. We offer appointment while accommodating walk-in as needed and as capacity allows. Outreach & educational opportunities are offered as requested. Success is measured by established goals that are tracked in our data-base (LawLogix) with the end goal being for each case ending in successful outcome.

ILS has long been a local and national thought leader on legal service delivery, immigration law & issues confronting immigrant communities. ILS consistently delivers high-quality services in a manner that is both programmatically and financially efficient & effective, for the agency & our clients. ILS prides itself in consistently having a “seat at the table” and working collaboratively with partners, whether they are schools, parishes, other social service agencies, legal service partners, the private bar, local and national government. ILS makes services accessible in all of the counties in the diocese, often doing so through extensive outreach and workshops. CCD’s ILS remains the largest accredited agency in Dallas that offers comprehensive legal services to low income immigrants. The below table reflects our program impact in last FY, current FY (projected), and the projection for next two years:

**Impact:**

<b>Measure</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
New Clients Served	17,197	13,775	14,000	14,500
New Cases Opened	2,761	2,775	2,800	2,850
Cases Closed with Positive Outcomes	94%	95%	96%	97%
Individuals reached through Outreach	30,241	22,000	23,000	24,000
<b># of clients served</b>	<b>17,197</b>	<b>13,775</b>	<b>14,000</b>	<b>14,500</b>

**2. Describe the Need for Services**

With a population of 2,553,385 people, (Census Bureau, 2015 estimate), Dallas County is the 2nd most populated of Texas’ 254 counties. According to the 2015 U.S. Census estimates, 39.5% (1,008,587) of the Dallas County population is of Hispanic or Latino origin. Of the total Dallas County population, the Census Bureau estimates that 23.4% (597,492) is foreign born. Of this foreign born population, Census Bureau Table S0501 also estimates that 73.4% (438,606) of the foreign born population in Dallas County are not U.S. citizens. 42.9% or 1,095,402 individuals of the people aged 5 or older in Dallas County speak languages other than English at home (Census Bureau Table S0501). These statistics obviously only address Dallas County, but the demographics across North Texas are similar. Immigration law is notoriously complex, often referred to as second only to tax law in its complexity. Without access to high-quality low-cost legal services, many are forced to turn to expensive attorneys in private practice, or non-attorneys engaging in the unauthorized practice of law, opening the door to fraud and incompetent representation. Currently there are five other accredited legal service providers in the Dallas diocese, however, two of those serve very specific populations, and the third and fourth do not have attorneys on staff. We work collaboratively with all four organizations, along with others that work in the greater Metroplex. Human Rights Initiative of North Texas uses a different model and serves a more specific population. They are known for their adult asylum work, as a result we refer asylum and other removal cases we are unable to handle to them, and they, in turn refer family based and fee based cases to us. Mosaic works collaboratively with us in a similar fashion, being known for their expertise in serving trafficking victims, referring clients who do not qualify for their services to us as well. We have a formal relationship through the New Americans Campaign, a funder of our citizenship services, with Proyecto Inmigrante and the International Rescue Committee. RAICES is another organization that offers legal services in Dallas, and there are many cross-referrals between ILS and RAICES. With the exception of IRC and Proyecto Inmigrante, our partnerships are not formalized through MOUs.

**3. Describe the Pros and Cons**

CCD has over 40 years of experience offering immigration legal services, with ILS often being synonymous with immigration representation in Dallas. ILS prides itself in its long-term sustainability, as our FY17 financial and programmatic numbers indicate. Moreover, as mentioned in the summary, ILS clearly fits within the long term strategy goals put forth by the agency. Of course, the work done by ILS is incredibly detailed and involves a very technical understanding of immigration law and a strict compliance to the case management systems in place. Our staff must be highly trained, which coupled with turnover, can make staffing difficult. However, ILS continues to provide a much needed service and continues to maintain an excellent reputation in the community.

#### 4. Resources Required and Funding Plan

ILS receives approximately \$1,285,952 in grant funding, and \$329,397 government funding each year. For FY17 we collected \$1,172,602 in program service fees, surpassing our goal of \$980,000. The costs of operation for ILS in FY17 totaled \$2,575,848, with a total revenue of \$2,856,165 and a net profit of \$280,317. ILS operates with approximately 36 FTEs including a management team of 5 leaders; director, 3 managers, and 1 associate director. Below is a budget projection for current FY and the next 2 years including actuals for FY 17:

##### Budget:

<b>Fiscal Year</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
Revenue	\$2,856,165	\$2,577,572	\$2,600,000	\$2,700,000
<b>Designated Donation</b>	\$36,307	\$37,998		
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##### Cost per Client:

<b>Fiscal Year</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
<b># of clients served</b>	17,197	13,775	14,000	14,500
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#### 5. Recommendation

ILS, through its myriad of programs, is a much needed service in our community. It fits well within all of the long term goals of the agency and has proven its long-term sustainability year after year. It is recommended that ILS continue operating and carefully pursue future growth through carefully considered initiatives, recent examples of which was the West Dallas Office, the expansion of services to unaccompanied minors, and the addition of citizenship education.

**6. Proposed Next Steps and Timeline (if applicable)**

Currently this does not apply; however, as new initiatives are explored, this will become relevant.

**Forms: MAP Form needed for official approval.**



**Mission Approval Process Form**

This form is required for official approval of new mission areas and for growth/expansion of current missions. All new mission areas need, at minimum board committee approval. Any current mission expansions need CEO (Chief Executive Officer) approval. It is the responsibility of the Project Director to complete and submit this form for approval.

Project Name:	ILS
Description:	(attach opportunity assessment)
Project Champion:	Whitney Hampton
Project Director:	Whitney Hampton
Approval Sought by:	N/A

**APPROVALS**

Role	Signature	Minute Reference if Applicable	Date
Mission and Programs Committee Chair			
Finance Committee Chair			
Board Chair (if applicable)			
CEO			

**CONDITIONS**

List any conditions for the approval. Example: 50% of funding must be secured before project goes live or contract/MOU must be signed before executing project.

**Revised on 1/17/2018**