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## Executive Summary

Casa Cornelia Legal Services, Inc. (CCLC) will have a total of two AmeriCorps members, one lawyer and one paralegal, who will provide legal services to Unaccompanied Children, build pro bono capacity to support that population, and increase the effectiveness and efficiency of immigration courts in the location in which members will serve. By the end of the first program year, the AmeriCorps members will be responsible for providing legal services in Immigration Proceedings to the projected population of Unaccompanied Children in each immigration court in San Diego County.

In addition, AmeriCorps members will leverage an additional number of volunteers who will support the provision of legal services to Unaccompanied Children in Immigration Proceedings.

This program will focus on the CNCS partnership with DOJ to enhance legal services for Unaccompanied Children in Immigration Proceedings.

## Rationale and Approach/Program Design

a. Problem/Need: Casa Cornelia Law Center (CCLC) is proposing to serve the San Diego County Immigration Court, which, like many Immigration Courts throughout the country, is experiencing overwhelming numbers of unaccompanied children seeking legal relief. This year, the government has predicted that 90,000 unaccompanied children will enter the United States--a 240% increase over last year. For CCLC, the number of children requesting legal services in San Diego County--home of the world's busiest port of entry and the largest land border crossing in the nation--is increasing daily and expected to far exceed last year's totals.

This year, historic numbers of unaccompanied children have reached the American border, exhausted, traumatized, and alone. The government recently declared the unprecedented surge in migration of children to the U.S. a humanitarian crisis. Children ages two to seventeen, largely from Central America, are fleeing extreme violence, severe deprivation, and/or abuse. Their journeys north are treacherous at best; many of them are abused during their trip to safety. Children are arrested by Border Patrol, detained in short-term facilities and immediately placed into immigration court proceedings. These children do not speak English, do not understand the U.S. legal system, and have no right to government-appointed counsel. Yet they are held to the same legal burden of proof as adults. These children are at-risk and extremely vulnerable.

While the numbers of detained children rise, so do the numbers of non-detained children. Once children are released from the short-term detention facilities and placed with a guardian or sponsor in San Diego, they remain in immigration proceedings and may still be eligible for legal relief. Children

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detained elsewhere in the U.S. may also be released to a guardian or sponsor in San Diego County and eligible for legal relief. AmeriCorps members will work to address the legal needs of these non-detained unaccompanied children under the age of 16.

The influx of children to reach the American border significantly impacts the local Immigration Court. The San Diego Immigration Court projects that the docket for non-detained unaccompanied children will be 30 children beginning in 2015. Prior to this surge of children, a non-detained children's docket did not exist. Historically, non-detained children were included on the adult docket as needed. Each of the seven Adult Immigration Docket judges in San Diego County hears 20 cases per week. The San Diego Immigration Court must be able to expeditiously and effectively process unaccompanied children for benefits. Their success relies largely on the ability of the community to provide pro bono legal representation to unaccompanied children. Without these pro bono services, Court processes slow down and delay justice on behalf of unaccompanied children.

When children stand before the Court unrepresented, judges are forced to make determinations about a child's welfare single-handedly. Oftentimes, judges will issue three to four continuances to allow the child to find legal counsel in support of their case. Furthermore, if the correct interpreter is not available in Court, a Judge may extend continuances on behalf of that child, further prolonging the court process. Ongoing delays in the judicial process such as these effect the Court's ability to efficiently adjudicate cases. Delays in the judicial process effect the child who is without counsel as well as all the other children who hope to request legal relief before the Court.

Extent/Severity of the Need in San Diego County: The current need for our services is outpacing our ability to add staff and provide essential legal services. In 2011, CCLC provided services to 232 unaccompanied children, both detained and non-detained. In 2012, the number grew to 317; and in 2013, our services to unaccompanied children reached an all-time high of 478. Legal services increased by 51% in a one year period. Currently in 2014, CCLC predicts that it will provide legal services to as many as 720 children. To date, Casa Cornelia accepted 30 non-detained unaccompanied children's cases, yet many more exist in our community and hundreds more will arrive throughout 2014 and 2015. As we continue to receive referrals from the Courts, local immigration attorneys, and other nonprofit organizations, CCLC remains committed to serving each one in need of legal support. CCLC has been representing unaccompanied children in our community since 2001 and will continue to do so throughout the current crisis.

Additional Support Services for Children: Few supportive social services for non-detained unaccompanied children exist in the community. CCLC makes referrals to Catholic Charities for

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housing and food on behalf of children. La Maestra Community Health Clinics support the health needs of the indigent community and CCLC refers unaccompanied children to them.

### b. AmeriCorps - Highly Effective Means to Solve Com Problems

Theory of Change and Logic Model: Since 2001, CCLC has been the only organization providing legal services to detained unaccompanied children in San Diego County. CCLC also supports eligible non-detained children with the same legal relief as detained children. As the first responders to these vulnerable children, CCLC identifies children who are victims of human rights violations so that they may receive protection and legal relief. CCLC's intervention, the Children's Program, is designed to ensure that the most vulnerable among us--non-detained unaccompanied children--receive the protections afforded them under U.S. law by providing quality legal representation throughout the immigration proceeding. CCLC provides needed immigration legal services to children detained in San Diego and elsewhere in the U.S. who are released in San Diego and still in removal proceedings. In addition to these newly-released children, CCLC represents non-detained children living in the community that are not in removal proceedings but could be eligible for legal relief.

CCLC will reach non-detained children through the Courts and through CCLC's ongoing collaboration with other community organizations, schools, and faith centers. Community organizations such as North County Lifeline, Center for Community Solutions, La Maestra Health Clinics, or CSA San Diego currently promote CCLC's legal programs to their clients and will continue to do so to identify non-detained children. CCLC will conduct a "Know Your Rights" presentation at elementary schools where large numbers of immigrant children attend school. Children take the information home to their families and call CCLC if they have questions or a need for legal services. CCLC will also conduct outreach within the faith community. On Sundays, before or after church services, CCLC will hold community presentations where individuals are informed of CCLC's free legal services. Finally, the local law schools participate in a program titled the Community Law Project (CLP). The CLP is a school-based service that offers free legal information and referrals to students and parents at designated school sites. Law students conduct informal legal screenings and will make referrals to CCLC as needed.

Once unaccompanied children are identified, CCLC will conduct an initial intake. During the intake, biographical information is recorded, the client's financial eligibility is determined, and CCLC conducts a conflicts check against our current client lists. Children are eligible based on jurisdiction and financial status. All clients served by CCLC are indigent and unable to access legal services if not for CCLC. If the requirements are met at the intake, the children will receive a full Immigration

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Consultation by an AmeriCorps attorney or other pro bono attorney identified and trained by CCLC. A full Immigration Consultation includes a Legal Screening and Advice & Counsel. During this meeting, the attorney will determine whether or not the child is eligible for legal relief.

Staff attorneys will seek the full protection available to the children under the law. CCLC will ensure representation for all children throughout their legal hearing, including application for T Visa for those who are trafficked as prostitutes or indentured laborers, Asylum for children who have suffered persecution or torture on account of their particular vulnerable status, Special Immigrant Juvenile Status (SIJS) for abused, abandoned or neglected children, or Voluntary Departure under Safeguards for those with no legal right to remain in the United States. If a child is only eligible for Voluntary Departure under Safeguards, CCLC will strive to protect their status under precautions that ensure that if the child is repatriated, it will be done without a removal order on the child's record, and under circumstances that guarantee the child is returned to a safe environment.

In order to serve all of the children, CCLC will recruit and train volunteer attorneys from the private bar, who take on cases under the supervision and mentorship of the Children's Program Director. The addition of pro bono attorneys directly impacts the efficiency of the Courts. The appointment of counsel ensures due process and expedites judicial process. Further, CCLC will identify interpreters and translators as needed. The CCLC program staff is bilingual in English and Spanish and provides interpreters to all children who do not speak these languages.

AmeriCorps Members will play a critical role in the Children's Program intervention. CCLC is requesting one AmeriCorps Attorney and one Paralegal (Legal Assistant). The AmeriCorps Attorney will conduct the intervention described above: initial intake, Immigration Consultation, and Legal Representation. The AmeriCorps member will take responsibility for building relationships within the community and conducting outreach to identify potentially eligible unaccompanied children. As the AmeriCorps attorney gains experience, he/she will mentor pro bono attorneys that also represent CCLC clients.

The AmeriCorps Legal Assistant will take responsibility for conducting Know Your Rights Presentations within the community. The AmeriCorps Legal Assistant will also file completed petitions and collaborate with the victim to gather original documents, declarations, and certificates. The Legal Assistant will support the coordination of interpreters and translators in service to the children. Together, both AmeriCorps members will collaborate to provide essential legal services to non-detained unaccompanied children.

In 2015, CCLC will conduct two outreach activities per month for 12 months. As CCLC identifies

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potential victims, the AmeriCorps attorney will conduct approximately 150 legal intakes identifying up to 70 children who could be eligible for relief. CCLC also commits to representing the entire non-detained docket in San Diego's Immigration Court (approximately 30 children) who have received a notice to appear and are under the age of 16. CCLC will conduct 24 Know Your Rights Presentations throughout 2015. CCLC will conduct 70 Full Immigration Consultation meetings that include a Legal Screening and Advice & Counsel. CCLC will provide Legal Representation in Immigration Proceedings to up to 70 unaccompanied children as well as represent the entire non-detained docket if it is more than 70 children. Children identified as victims of crime will be referred to the appropriate authorities. Data for this project will be tracked separately using our internal case management system, Abacus. Abacus is a data system designed specifically for law firms and it enables staff attorneys to track cases over time. CCLC's Legal Case Manager supervises data entry, ensures data quality, and runs reports from the Abacus Data System. Data for specific grants can be identified using tools that exist within the software.

Evidence Base: Legal representation not only benefits the children, but also the U. S. Justice System as a whole. Programs dedicated to helping these children allow for: more efficient legal proceedings, shorter detention periods, and just verdicts. The U.S. Department of Justice's Executive Office for Immigration Review concurs that "many persons who cannot afford counsel, particularly detainees, cannot secure the rights and relief available to them under US and international law" Simply put, indigent immigrants without counsel have a significantly lower chance of securing relief. And according to evidence released by the Migration Policy Institute (MPI), a representation project designed to provide pro-bono legal representation to unrepresented children is proven to be an effective, lower-cost alternative to a public defender system (Kerwin, 2005). MPI analyzed the difference that representation has on both detained and non-detained immigrants in New York City. The project resulted in relief from removal in 93% of cases (Kerwin, 2005). The study concluded that not only efficiency resulted from proper representation, but also due process (Kerwin, 2005).

Because the unaccompanied children come from varying ethnic backgrounds, cultural competence and trauma sensitivity play critical roles in assuring their justice. The U.S. Department of Health and Human Services (DHHS) defines cultural competence as "a set of values, behaviors, attitudes, and practices within a system that enables people to work effectively across cultures" and says the term "refers to the ability to honor and respect the beliefs, language, interpersonal styles, and behaviors of individuals and families receiving services, as well as staff who are providing such services. "The success of the MPI's program hinged on its implementation of culturally competent legal services"

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(Kerwin, 2005). For example, individuals were screened based on their past experiences and paired with attorneys with similar cultural identities; individuals were also paired with attorneys who would not invoke post-traumatic stress reactions to immigrants with more harrowing tales.

The Children's Program at CCLC mirrors that of the MPI's successful project. As children in San Diego County are identified as potentially eligible for legal relief, they will be paired with a CCLC staff or volunteer attorney. CCLC will train all pro bono attorneys on immigration laws available to unaccompanied children. CCLC will educate pro bono attorneys on the push and pull factors that force children to embark upon the dangerous journey to the United States. Only culturally sensitive attorneys may accept a case with CCLC. Whenever possible, CCLC will place bilingual attorneys with children. All children who would like an interpreter have access to one throughout the duration of their case.

c. Member Training Anticipated topics and timeline: CCLC will implement a series of training events for AmeriCorps members within the first month of their service year. These trainings include (1) Member Orientation - history of national service, introduction to AmeriCorps, member contract; (2) payroll/benefits, member expectations, key staff and other introductions; (3) Initial Member Training - community overview, design of program, program-specific training related to member service activities, team building, cultural competency, diversity training; (4) Site Specific Orientation - overview of placement site, introduction of key contacts, policies and procedures for placement site; (5) AmeriCorps rules and requirements; and (6) Legal remedies available to non-detained unaccompanied children and Immigration Court procedures, client interviewing and trial preparation. All trainings will be held at CCLC's office in the Conference Room. The Executive Director, Director of Development, Associate Director, Pro Bono Attorney Director and Children's Program Director will prepare and conduct all trainings for AmeriCorps members.

**AmeriCorps Rules and Regulations Training:** The AmeriCorps rules training will focus specifically on the requirements of the AmeriCorps program as well as member benefits. This training will be held semi-annually. AmeriCorps members will be required to attend the training during their first quarter of service. CCLC staff members that supervise AmeriCorps members will also be required to attend the Rules and Regulations Training. Further, CCLC will ask all AmeriCorps members to sign an agreement indicating that they will not participate in prohibited AmeriCorps activities. The activities prohibited by AmeriCorps are also prohibited by CCLC and CCLC's staff members.

**Legal remedies for non-detained unaccompanied children training:** The Legal Remedies training includes procedural and substantive law practice for Special Immigrant Juvenile Status (SIJS),

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asylum, U and T Visa, and Voluntary Departure under Safeguards. Trainings on legal remedies will be available to both new AmeriCorps members as well as potential pro bono attorneys interested in providing services to unaccompanied children.

**Preparation for Providing Legal Services:** CCLC ensures that AmeriCorps Members are prepared to provide legal services by training them on legal remedies for unaccompanied children as described above, participating in Legal Team Meeting, observing CCLC attorneys, and receiving mentoring by CCLC attorneys. At the weekly Legal Team Meeting, all CCLC staff attorneys convene to problem-solve challenging immigration cases in each of our four program areas: asylum, unaccompanied children, human trafficking and victims of crime. There, seasoned immigration staff attorneys discuss challenging cases and provide guidance and support to one another as they pursue legal remedies that best serve each client. During the AmeriCorps member's first month at CCLC, they will observe immigration attorneys conduct legal screenings, present Know Your Rights workshops, and attend Immigration Court. Observing these functions will support the AmeriCorps members in learning how to represent unaccompanied children. The AmeriCorps member will debrief with the mentoring CCLC attorney. Through this debriefing process, the AmeriCorps member and attorney supervisor can discuss fact patterns and understand the reason for the decided course of action.

**Supplemental Trainings:** Throughout the AmeriCorps year, members will be invited to other ongoing trainings including member service activities such as volunteer recruitment and support training or the ethic of service/civic responsibility. At the end of the service year, CCLC will provide a Life After AmeriCorps Training to help members transition from the AmeriCorps experience. The training includes resume writing, interview skills, nonprofit and public sector job resources, graduate school programs, using the education award, etc.

### d. Member Supervision

**Plan for Member Supervision:** The AmeriCorps members will receive weekly supervision meetings with the Children's Program Director. During Supervision Meetings, the Program Director and AmeriCorps member will discuss open cases, program successes, program challenges, and suggestions for program growth. Additionally, the AmeriCorps Members will receive support and guidance from the entire CCLC staff, and in particular, the CCLC Executive Team. CCLC practices an open door policy. All organization executives are available to all staff throughout the day. AmeriCorps members are encouraged to seek support and guidance from the Executive Team and any CCLC staff member as the need arises. Support and guidance also take place at the weekly Legal Team meeting. Finally, all work submitted by the AmeriCorps member will be reviewed by the Managing Attorney prior to

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submission. This ensures that CCLC's work product is of the highest quality and that unaccompanied children have the best opportunity for legal relief in the U.S.

**AmeriCorps Supervisors Ensure that AmeriCorps Members Follow Rules:** AmeriCorps Supervisors will receive training on the rules and regulations that govern the AmeriCorps Program per the training schedule. Through this training, supervisors will learn the CNS expectations of AmeriCorps members as well as the policies that govern their employment at a nonprofit site. Supervisors will be in close contact with AmeriCorps members, having daily contact with one another, and will confirm that members are abiding by AmeriCorps policies and procedures. Supervisors will also provide outstanding leadership and supervision to members. The Supervisor will mentor the AmeriCorps members as they gain experience in Immigration Law. Later, the Supervisor will have less oversight of the AmeriCorps Members. Instead of mentoring throughout a case, the Supervisor will review final briefs intended for submission to the Court. CCLC is committed to supporting the AmeriCorps members as they gain experience in Immigration Law and provide a needed service to unaccompanied children. If for any reason an AmeriCorps member feels dissatisfied with a policy or procedure, they can follow instructions for filing a grievance as outlined in the CCLC Grievance Policy.

**Recognizing and Acknowledging AmeriCorps Members:** CCLC's Children's Program will recognize AmeriCorps members by placing the AmeriCorps logo prominently in their office areas. AmeriCorps members will include "AmeriCorps" in their email signature line and business cards. When introducing themselves in the community, they will identify themselves as AmeriCorps members working on behalf of CCLC and unaccompanied children. CCLC will also take the opportunity to share the arrival of AmeriCorps members through our monthly e-newsletter, our website, and Facebook posts. CCLC is grateful for the contributions of AmeriCorps members and will enthusiastically promote the AmeriCorps program to all its partners.

### e. Commitment to AmeriCorps Identification

**How will the participants know that they are AmeriCorps Members:** CCLC became a host site for AmeriCorps VISTA members in 1999. It was then that CCLC learned of the AmeriCorps commitment to service and impact. CCLC is proud to be an AmeriCorps member site and remains in contact with its AmeriCorps members from those early days of the organization's history. New justice AmeriCorps Members will receive orientation at CCLC and will learn of this invaluable partnership with AmeriCorps. Participants will become familiar with AmeriCorps by reading the job description for either the attorney or paralegal AmeriCorps positions. During the interview, potential members will learn more about AmeriCorps and the opportunity for impact in this role. Once hired, the attorney

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and paralegal will receive an AmeriCorps orientation. Through interviewing, orientation and ongoing training, the AmeriCorps member will be firmly rooted in the AmeriCorps and CCLC missions of service.

How will the community in which they service know they are AC members: CCLC's community consists of the unaccompanied children, the Courts, the judges, and the nonprofit organizations that provide other social services to children. In those spheres, CCLC's AmeriCorps members will introduce themselves as "AmeriCorps members partnering with CCLC to provide legal services to unaccompanied children." Additionally, CCLC will inform all program partners that new AmeriCorps members will join the CCLC team in service to unaccompanied children.

How will the applicant's program ensure that its participants wear the AmeriCorps logo daily: CCLC will provide all AmeriCorps members with an AmeriCorps lapel pin for daily use. CCLC is a professional pro bono law firm and expects that all staff members including AmeriCorps members, dress in professional attire. CCLC expects that the lapel pin will be worn on the collar of coat jackets or dress shirts. Extra lapel pins will be kept in the CCLC office if needed.

How will the applicant ensure that participants are prepared to speak about their AmeriCorps experience to the members of the community: CCLC trains all staff and all AmeriCorps members on the organization's history, all current programs, and specifically, the Children's Program. When opportunities arise for public presentations or speaking engagements, CCLC will extend AmeriCorps members the opportunity to speak on the organization's behalf. Initial opportunities to share their experience will occur under the mentorship of the Managing Attorney.

### Organizational Capability

#### a. Organizational Background and Staffing

CCLC provides a bridge to justice for people who come to the U.S. from around the world seeking safe refuge. As a 501(c)(3) public interest law firm, the mission of CCLC is to provide quality pro bono legal services to immigrant victims of human and civil rights violations, and to educate others regarding the impact of immigration law and policy on the community and the public good. CCLC was founded in 1993 to address these urgent needs. CCLC has a primary commitment to the indigent within the immigrant community in Southern California. CCLC's goal is to identify indigent men, women and children who are eligible for legal relief and provide full legal representation, ensuring that their rights are protected. All services are offered free of charge.

Carmen Chavez, CCLC Executive Director, will be responsible for overall organization management. CCLC's Associate Director, Elizabeth Camarena, will directly supervise a Managing Attorney (TBD)

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who provides leadership and legal expertise to the Children's Program. The Managing Attorney will provide day to day leadership, guidance and supervision to the AmeriCorps Attorney and AmeriCorps Paralegal, in addition to directly handling legal cases for identified victims. Please refer to attached Organizational Chart. The Managing Attorney, Associate Director and Executive Director are seasoned Immigration Attorneys. Combined, they possess 40 years of immigration law experience. Past AmeriCorps and Federal Grant Experience: In 1999, CCLC received an AmeriCorps grant. Four AmeriCorps members provided legal services on behalf of unaccompanied children, victims of domestic violence and asylum cases. CCLC held this grant for six consecutive years. Since that time, CCLC became a sub-contractor on two federal grants, and remains as subcontractors on those contracts today. In September of 2013, CCLC received its first federal grant award from the Department of Justice and the Office of Victims of Crime on behalf of its Human Trafficking Program. CCLC received its first site visit from the Office on Victims of Crime in July 2014. The site visit confirmed that CCLC is correctly allocating funds, tracking performance, and executing the objectives of the contract.

CCLC conducts reporting, data tracking, and invoicing using federal Department of Justice and Corporation for National and Community Service standards. CCLC consistently meets deliverables for both government and foundation contracts and reflects these outcomes using effective data management systems. For the past twenty years, CCLC demonstrated its financial and administrative capacity by sustaining and growing its programs/services over time. CCLC shows consistent growth year to year and maintains its financial stability making the organization capable of providing services for years to come even in times of broad economic downturns or diminished economic support from large foundations or government entities.

Prior Experience Practicing in Immigration Proceedings: CCLC has a long-standing reputation in the community for providing quality pro bono legal services to victims of persecution, torture, abuse, abandonment and crime. Having this focus on quality and meeting the needs of the most vulnerable has enabled CCLC to become experts in the area of immigration law that affords protection to victims of human and civil rights violations. As a leader in the field, CCLC brings key stakeholders together to work cooperatively to address the plight of this population, unaccompanied children, and to find creative solutions to the issues that impede the application of law and policy.

CCLC's Commitment to Serving Unaccompanied Children: The impetus for securing life-saving funding for unaccompanied children goes back much further than our decision to apply for CNS funding; it goes back thirteen years to 2001, when Judges presiding in San Diego's Immigration Court

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reached out to the legal service nonprofit community asking that children under eighteen be represented in Court by a pro bono attorney. In their eyes, justice could not be served when children stood before the Court alone, frightened, intimidated, and unable to present their case. CCLC answered their call and has provided pro bono representation to all detained unaccompanied children in San Diego ever since. In 2010, CCLC began representing non-detained children, recognizing that these children were at-risk just like their detained brothers and sisters.

**Launching and Scaling New Initiatives:** Since its inception, CCLC has repeatedly spearheaded initiatives, investigations, research and working groups to understand the issues facing victims of human rights violations. Information gleaned from these collaborative groups informs our strategic plan and supports our mission to provide quality legal services. CCLC proactively develops relationships with agencies that provide complementary supportive services to our target population. Agencies, both governmental and non-governmental, recognize CCLC's success in providing quality legal services to the indigent.

The Pro Bono Program contributes significantly to our ability to scale programs. The goal of the Pro Bono Program is to increase the capacity of our legal programs by recruiting private attorneys to represent our clients creating a sustainable and scalable model to meet the growing legal needs of the immigrant community. Since its inception, it has become an integral component in all aspects of our programs. The Pro Bono Program benefits from the skills of volunteer attorneys, paralegals, legal assistants, law clerks, interpreters, translators, and undergraduate students--all of whom provide direct service to those individuals who would otherwise have no access to desperately needed legal representation. CCLC's Pro Bono Program recruits, trains, and mentors a diverse cadre of individuals who donate their time in pursuit of justice for others. It is this model that CCLC will use to scale its operations in the second and third year to address the potential increased demands for services.

**Capacity to Implement a Contingency Plan:** CCLC will use the Pro Bono Program to recruit additional attorneys, paralegals, or administrative volunteers in support of the Children's Program should there be a 20% increase in the number of unaccompanied children in Immigration Court. Alternatively, should there be a 20% decrease in the number of unaccompanied children in Immigration Court, CCLC will scale back its use of pro bono attorneys in the Children's Program.

### b. Compliance and Accountability

**Compliance with AmeriCorps rules and regulations:** As stewards of public funding, CCLC must ensure that its programs and staffing structure are in compliance with the AmeriCorps governing rules and regulations. To that end, CCLC has created a system for monitoring compliance with AmeriCorps

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rules and regulations. The monitoring system includes three components: (1) Document Review and (2) Program Quality and Performance Reviews; (3) Financial Review.

Semi-annually, the CCLC Assistant Director of Development will conduct a Document Review and will note whether or not the following documents are signed and filed within the Member's Personnel Folder: AmeriCorps Application, Determination of Eligibility, Background Checks, Enrollment Forms, Retention Statistics (end of term/exit, change of status/term, terms of release), Hours Worked and Timesheets, Training Received, Benefits (child care, health care, etc.), Member Service Agreements, Position Descriptions, and Performance Evaluations.

Quarterly, the CCLC Assistant Director of Development will review Program Quality and Performance. Using the Performance Indicators outlined in this Grant Application, CCLC will measure whether or not it is on pace to meet the goals outlined in this proposal. Data is captured in our internal database, Abacus, and reports are provided by the CCLC Legal Case Manager.

Annually, the CCLC Assistant Director of Development will conduct a Financial Review. The Assistant Director of Development will look for documentation reflecting receipts for grant expenditures, internal controls systems, accounting systems, payroll system, and compliance with the A-133 and the A-122 circulars. A report of findings will be prepared and CCLC will make necessary corrections if required.

Prevention and Detection of compliance issues: CCLC intends to be 100% compliant with the rules and regulations associated with an AmeriCorps grant. In order to prevent non-compliance, CCLC will conduct detailed trainings with all AmeriCorps members and AmeriCorps supervisors regarding AmeriCorps rules and regulations. Trainings will be repeated at the six month mark in the contract year to support compliance with all rules and regulations. CCLC Document Reviews and Program Quality and Performance Reviews serve as a method to detect non-compliance and resolve issues upon detection.

Accountability: If instances of noncompliance are identified, CCLC will correct the issue immediately. One-on-one technical assistance will be provided to the AmeriCorps Member or Supervisor if a noncompliance issue is identified. If a program Quality and Performance Review detects other noncompliance issues, the Associate Director will be alerted and will create a plan to adjust programmatic functions in order to ensure AmeriCorps compliance. Additional Document Reviews and Program Quality and Performance Reviews will be added to ensure compliance with AmeriCorps regulations. If an instance of noncompliance cannot be resolved, plans will be made to review individual staff performance and if necessary, CCLC will terminate contracts with involved

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noncompliant individuals or parties. CCLC will take every measure to ensure that our AmeriCorps Program reflects the highest quality of work and the most compliant program design on behalf of unaccompanied children who need the support of the Justice AmeriCorps Program.

### c. Past Performance for Former AmeriCorps Grantees

From 1999 to 2005, CCLC conducted an AmeriCorps VISTA program to evolve the legal functions of the law center. During those years, AmeriCorps VISTA members initiated CCLC's first volunteer interpreter orientation and training event and continued to add such events to the organization's calendar. AmeriCorps members spearheaded volunteer outreach for all legal services. In essence, the AmeriCorps VISTA program was the advent to the current Pro Bono Program at CCLC. During those years, AmeriCorps members provided regular updates and reports to the Corporation for National Community Service and maintained high commitment levels from each AmeriCorps VISTA member that worked with CCLC. CCLC met all performance metrics during those five years. Clients benefitted greatly from the AmeriCorps VISTA members that gave generously of their talent and skills.

### Cost Effectiveness and Budget Adequacy

Raising Additional Resources: CCLC demonstrates a successful track record of sustainability, guided by our Board Strategic Planning Committee, and encompassing four main activities. 1) Foundation and corporate proposals: CCLC continuously develops grant proposals to local and national foundations. 2) Volunteers: CCLC's model is cost effective. Services from more than 300 volunteer attorneys, law students and interpreters help to keep our in-house costs low. 3) Unrestricted core support from the Society of the Holy Child Jesus and revenue from our annual event. 4) Individual donors: CCLC's strong donor base contributes \$125,000+ per year.

Non CNCS funds raised to date: Currently, CCLC received a financial commitment from the Raskob Foundation in the amount of \$15,000 through June 30th of 2015. A request to the same funder was submitted this month in the amount of \$30,000. The Katherine and Samuel French Fund has committed \$5,000 in financial support. Pending applications include the Dalebrook Fund for \$10,000, the Parker Foundation for \$30,000, and the International Community Foundation for \$7,500. In 2013, a private donor made a generous \$50,000 gift to the program. A request to the same private donor will be made in 2014.

Cost Effective Approach: CCLC leverages the services of more than 300 volunteers each year in service to our clients. In 2013, CCLC mentored 193 volunteer attorneys who took cases in each of our four program areas. Other volunteers conducted legal intakes and screenings to support our clients in their visa applications. To demonstrated the impact of these individuals on our program CCLC looks

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back on the first year of the Pro Bono Program. In 2010, the inception year of our Pro Bono Program, CCLC served a total of 911 clients. In 2011, the total number of clients served grew to 962 and in 2012, CCLC served 1,215 clients. Services to clients grew by 33% since 2010 in contrast to our operating budget, which made modest 4% and 5% increases over those two years respectively.

In 2011, volunteer services-including volunteer attorneys, law clerks, interpreters, and others-were valued at \$285,831 and in 2012; they were valued at \$341,354. This 19% growth after only one year communicates the tangible impact of Pro Bono Program on our legal programs. In 2013, volunteer services were valued at \$446,694, a 31% increase from the year prior. Overwhelmingly, the Pro Bono Program enables CCLC to increase the number of clients that can receive services in a given year while simultaneously keeping organizational costs low.

**Document the Costs and Benefits/Compare Program Models:**

The costs associated with managing a successful Children's Program have increased modestly over the past three years. In 2011, the total program cost, including services for detained and non-detained unaccompanied children, was \$259,966. In 2012, CCLC budgeted \$323,796 for Children's Program expenses and in 2013, the budget grew to \$356,880. The total percent increase in budget expenses for the Children's Program was 37%. During those same years, the total percent increase in number of children served in 2011 (232) to 2013 (478) was 106%. Program services more than doubled while budget expenses rose moderately. While these figures point to a highly cost effective program model, the true beneficiary of the cost effective approach is the Immigration Court. Throughout the years that CCLC provided services to unaccompanied children, the Court issued fewer continuances and made fewer community requests for interpreters, translations, and volunteer attorneys. Judges focused on the salient issue before them--ensuring that justice was served on behalf of unaccompanied children. CCLC's comprehensive service model guarantees that each case will receive direct legal attention beginning at the initial intake and throughout the appeal process. Where other organizations provide only Advice and Counsel or written petitions without in-court representation, CCLC commits to serving each child throughout their entire Immigration Proceeding.

### **Evaluation Summary or Plan**

N/A

### **Amendment Justification**

N/A

### **Clarification Summary**

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1. Yes, CCLC's Program will provide direct legal representation to the entire estimated docket size of non-detained unaccompanied children in Immigration Court in San Diego.
2. The Program will represent unaccompanied children regardless of eligibility for relief.
3. Yes, the Program will have all proposed Members enrolled by December 1, 2014.
4. The budget already included costs for Criminal History checks. CCLC will conduct 2 criminal history checks at \$50 per person.
5. Our Program Design will improve the efficient and effective adjudication of Immigration court proceedings involving unaccompanied children by ensuring that the most vulnerable among us--non-detained unaccompanied children--receive the protections afforded them under U.S. law by providing quality legal representation throughout the immigration proceeding. CCLC provides needed immigration legal services to all unaccompanied children detained in San Diego, as well as those released to a sponsor in San Diego after being detained locally or elsewhere in the U.S. and still in removal proceedings. The influx of children to reach the American border significantly impacts the local Immigration Court. The San Diego Immigration Court projects that the docket for non-detained unaccompanied children will be 30 children beginning in 2015. Currently, non-detained children are included on the adult docket as needed. All legal service organizations, including CCLC, are preparing for this eventuality per the directive for such dockets. A children-only docket significantly improves Immigration Court Proceedings. Children receive a list of legal representatives, including CCLC, from the Court. As children reach out to CCLC for legal support, CCLC will identify those cases that should be adjudicated by USCIS or require State Court action and as a result, can be eliminated from the children's docket. Prompt identification of such cases will alleviate the Immigration Court's total docket. The San Diego Immigration Court must be able to expeditiously and effectively process unaccompanied children for benefits. Their success relies largely on CCLC's expertise and ability to provide quality pro bono legal representation to unaccompanied children. Without our pro bono services, Court processes slow down and delay justice on behalf of unaccompanied children.
6. Please see the revised budget for sources of additional funds necessary to run this program.
7. Since CCLC submitted this application, one new resource has become available. The Vera Institute for Justice will begin funding CCLC for each unaccompanied child that is detained locally and released locally. Vera will fund \$2,700 per child. The AmeriCorps members will not be responsible for providing legal services to these children.
8. In addition to Legal Programs at Casa Cornelia, the organization runs a Pro Bono program, which contributes significantly to our ability to scale programs. The goal of the Pro Bono Program is to

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increase the capacity of our legal programs by recruiting and training private attorneys to represent our clients creating a sustainable and scalable model to meet the growing legal needs of the immigrant community. The Pro Bono Program assigns volunteer attorneys, paralegals, legal assistants, law clerks, interpreters, translators, and undergraduate students to all of our legal programs. They provide direct service to our clients who would otherwise have no access to desperately needed legal representation. It is this model that CCLC will use to scale its operations in the second and third year to address the potential increased demands for services.

9. The AmeriCorps Member referenced in Personnel Expenses is the Attorney AmeriCorps member. This additional Living Stipend expense has now been moved into the Member Costs section as opposed to Personnel Expenses.

10. Worker's Compensation is an insurance that CCLC purchases to cover all staff members including AmeriCorps Members. It was an oversight to not include it in this budget. This line item has been updated.

11. Cost for a data management system was unclear in the budget. Each license is a one-year license and CCLC will purchase two new licenses, one for each of the AmeriCorps Members. The total cost of this line item has not changed.

12. Anticipated topics and timeline: CCLC will implement a series of mandatory training events for AmeriCorps members within the first month of their service year. These trainings include (1) Member Orientation -- history of national service, introduction to AmeriCorps, member contract conducted by Carmen Chavez; (2) payroll/benefits, member expectations, key staff and other introductions, conducted by Carmen Chavez and Christina Piranio; (3) Initial Member Training -- community overview, design of program, program-specific training related to member service activities, team building, diversity training, conducted by Carmen Chavez, Elizabeth Camarena, and Allison Bechill; (4) Site Specific Orientation -- overview of placement site, introduction of key contacts, policies and procedures for placement site, conducted by Elizabeth Camarena and Managing Attorney (TBD); (5) AmeriCorps rules and requirements, conducted by Christina Piranio and Carmen Chavez; and (6) Legal remedies available to non-detained unaccompanied children, conducted by Carmen Chavez and Elizabeth Camarena.

AmeriCorps Rules and Regulations Training: This training is mandatory and will be conducted by Carmen Chavez, Elizabeth Camarena, and Christina Piranio. This training will be held semi-annually. AmeriCorps members will be required to attend the training during their first quarter of service. CCLC staff members that supervise AmeriCorps members will also be required to attend the Rules and

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### Regulations Training.

Legal remedies for non-detained unaccompanied children training: This training is mandatory and will be conducted by Carmen Chavez, Elizabeth Camarena, Matt Cannon and the Managing Attorney (TBD) and other members of the legal team specializing in their respective areas of practice. The Legal Remedies training includes (but not limited to) procedural and substantive law practice for Special Immigrant Juvenile Status (SIJS), asylum, Violence Against Women Act (VAWA) U and T Visa, family related immigration law, deferred action for childhood arrivals (DACA) and Voluntary Departure under Safeguards. Trainings on legal remedies will be available to both new AmeriCorps members as well as potential pro bono attorneys interested in providing services to unaccompanied children.

Preparation for Providing Legal Services: This training is mandatory and will be conducted by Carmen Chavez, Elizabeth Camarena and Matt Cannon. CCLC ensures that AmeriCorps Members are prepared to provide legal services by training them on legal remedies for unaccompanied children as described above, participating in Legal Team Meeting, observing CCLC attorneys, and receiving mentoring by CCLC attorneys.

Supplemental Trainings: Throughout the AmeriCorps year, members will be invited to other optional trainings including member service activities such as volunteer recruitment and support training or the ethic of service/civic responsibility. At the end of the service year, CCLC will provide a mandatory Life After AmeriCorps Training, conducted by an outside trainer, to help members transition from the AmeriCorps experience. The training includes resume writing, interview skills, nonprofit and public sector job resources, graduate school programs, using the education award, etc.

13. How are supervisors trained? Supervisors are trained and mentored by Associate Director, Elizabeth Camarena. Elizabeth Camarena will conduct an orientation for supervisory staff and will hold supervisors accountable. Supervisors will also receive training in AmeriCorps rules and requirements conducted by ED, Carmen Chavez.

14. Provide more detail on the daily oversight of members? The members will be directly supervised by the Managing Attorney. The AmeriCorps members will receive weekly supervision meetings with the Managing Attorney. During Supervision Meetings, the Managing Attorney and AmeriCorps member will discuss open cases, program successes, program challenges, and suggestions for program growth. Additionally, the AmeriCorps Members will receive support and guidance from the entire CCLC legal staff, and in particular, the CCLC Executive Team. All organization executives are available to all staff throughout the day. AmeriCorps members are encouraged to seek support and guidance from the

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Executive Team and any CCLC staff member as the need arises. Finally, all work submitted by the AmeriCorps member will be reviewed by the Managing Attorney prior to submission. This ensures that CCLC's work product is of the highest quality and that unaccompanied children have the best opportunity for legal relief in the U.S. Until the Managing Attorney is hired, AmeriCorps members will be supervised by Associate Director, Elizabeth Camarena who currently supervises all of CCLC's attorneys. She is a seasoned Immigration Attorney and seasoned manager. She has worked in this role for 18 years. CCLC's Associate Director, Elizabeth Camarena, will directly supervise the Managing Attorney (TBD) who will provide leadership and legal expertise to the Children's Program. The Managing Attorney will provide day to day leadership, guidance and supervision to the AmeriCorps Attorney and AmeriCorps Paralegal, in addition to directly handling legal cases for identified victims.

15. Additional clarification regarding data collection and reporting. Data Collection begins with CCLC's attorneys. When CCLC accepts a new case, the attorney provides the case file to the Legal Case Manager. The Legal Case Manager opens a new case in our electronic case management system, Abacus. Once the case is opened, the attorney or paralegal is responsible for entering case updates, notes, and outcomes. If reporting statistics are required by the program, the Board of Directors, or a funder, the Legal Case Manager will run a report from Abacus. All case data can be found in Abacus.

16. Computer Expenses were eliminated from the budget. This was an error and should have been deleted prior to submission.

17. Workers Compensation costs were added to the budget and a portion of rent costs were eliminated from the budget to compensate for this.

18. Grant Start Date and Member Enrollment Period: CCLC's desired grant award start date is October 1, 2014 and our desired Member enrollment period start date is October 1, 2014 through December 1, 2014.

### Continuation Changes

N/A

### Grant Characteristics