

**REPORT FROM**

**OFFICE OF THE CITY ADMINISTRATIVE OFFICER**

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Date: September 25, 2019

CAO File No. 0220-05532-0000

Council File No. 17-0046

Council District:

To: The Mayor  
The Council

From: Richard H. Llewellyn, Jr., City Administrative Officer

Reference: Los Angeles Justice Fund – First Through Fifth Quarterly Reports; City Waiver Memo; Highlights from Year One Evaluation Report; Additional Information Provided Through September 11, 2019

Subject: **LOS ANGELES JUSTICE FUND STATUS REPORT: NOVEMBER 27, 2017 – MARCH 31, 2019 AND YEAR ONE EVALUATION**

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**RECOMMENDATION**

That the Mayor and Council receive and file this report as it is for informational purposes only.

**SUMMARY**

In the fall of 2017 a public-private partnership was formed between the City and County of Los Angeles and local philanthropies, the Weingart Foundation and the California Community Foundation (CCF), establishing a \$7.9 million legal defense fund entitled the Los Angeles Justice Fund (LAJF) to strengthen and expand access to legal representation to Los Angeles immigrants facing deportation who are otherwise unable to afford or access legal services. Pursuant to a motion (C.F. 17-0046), the City approved a commitment of \$2 million towards this fund. The Vera Institute of Justice (Vera Institute) conducted a Year One evaluation of the LAJF. This status report covers the first through fifth quarters of LAJF activities (November 27, 2017 through March 31, 2019), as well as the Vera Institute Year One Evaluation Report assessment of the overall LAJF performance, which it found to be successful with ongoing challenges. Additional details on the LAJF caseload, statistics and outcomes, successes and challenges to program implementation, as well as recommendations for refining the LAJF Program, are included in this report.

The City's \$2 million commitment has been allocated as follows: direct legal representation (\$1,718,400), administrative support (\$186,600), and an unallocated reserve (\$95,000). According to CCF, the City's funds have been fully allocated. Total expenditures to date is \$1.19 million in support of 188 cases, of which 169 are pending and 19 are closed (14 completed cases, five closed cases due to attorney withdrawal). Of the 14 completed cases, six cases were successful outcomes resulting in relief granted, three resulted in orders of removal and five cases

have outcomes with incomplete information.

## **BACKGROUND**

The City's \$2 million contribution, in partnership with the County of Los Angeles (\$3 million) and several area philanthropic organizations (\$2.9 million), was pooled together to establish a \$7.9 million legal fund at the CCF. CCF continues to fundraise to reach the \$10 million goal. CCF also serves as the LAJF fiscal and program administrator. The LAJF monies from all funding sources were allocated as follows: direct legal representation (\$5.5 million), capacity building activities and expansion of pro bono legal services (\$1.32 million), administrative support (\$650,000) and an unallocated reserve (\$425,000) to address any ongoing or open LAJF cases at grant term end. Expenditures to date total \$4.25 million to support 375 cases.

The CCF conducted a formal procurement process to identify and select organizations to implement the following LAJF program strategies: 1) finance direct legal representation services by nonprofit Legal Services Providers; 2) support capacity building trainings to increase the number of removal defense providers; and 3) provide technical assistance and funding to expand pro bono legal services. In November 2017, the CCF allocated funds totaling \$7.4 million to 18 grantees: 11 legal services providers, four capacity building agencies and three technical support organizations to implement LAJF activities. Technical support organizations include the Vera Institute to manage data collection and program evaluation, Catholic Legal Immigration Network, Inc. (CLINIC) for legal technical assistance and mentorship services, and the Nonprofit Finance Fund (NFF) for financial management training and assistance. The CCF also convened as-needed and bi-monthly meetings with grantee providers to focus on LAJF program enhancements including the identification of best practices, development of strategies to remove barriers to effective service delivery and pursuing methods for effective legal representation.

### **City-funded Cases**

#### *City's Eligibility Criteria*

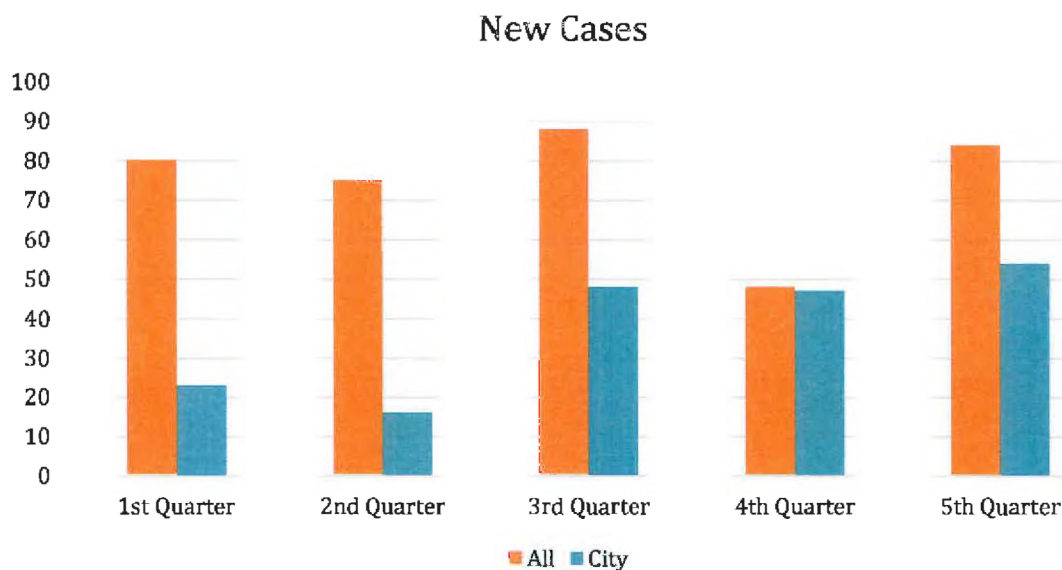
The City established the following minimum eligibility criteria to qualify for LAJF legal representation: 1) City resident, including children detained or housed in Los Angeles and separated from their families by the U.S. Government; 2) Individual income does not exceed 200% of the Federal Poverty Level; and 3) excludes individuals convicted of a violent felony unless a waiver is granted. Additionally, priority should be given to individuals with community ties to the City of Los Angeles; heads of household with one or more dependent family members; unaccompanied children and young adults who arrived as children; veterans; individuals with protection-based claims; victims of crime, domestic violence and human trafficking; and children separated from their families by the U.S. Government and detained/housed in Los Angeles.

The CCF is required to use the City's share of the LAJF to fund direct legal representation by service providers to engage in the following allowable activities: initial interview/screening, case assessment and development, court preparation, representation at immigration court proceedings, assistance in filing applications for immigration relief, post-release legal services, pro-bono coordination and recruitment, and low-bono representation and referrals. A total of \$1,193,389 or

59 percent of the City's funds was expended on LAJF activities through the end of the Fifth Quarter. Although funds were approved in mid-2017, the procurement process for selecting legal services providers concluded in late November and resulted in delays to both the ramp up activities (staffing, training, data collection and reporting) and full implementation until January 2018.

#### *Funded Cases Information*

Of the 375 clients accepted for representation by the LAJF, there are 188 City-funded cases (First Quarter – 23, Second Quarter – 16, Third Quarter – 48, Fourth Quarter – 47, Fifth Quarter - 54) as shown below.



Nine of the City-funded cases required City waivers in order to receive LAJF services (per LAJF City Waiver Memo dated January 18, 2019). A waiver from the City's criminal history exclusion criteria (any individual convicted of a violent felony and/or conviction for human trafficking, child abuse, domestic violence or pimping), allows for the use of City funds and provision of LAJF services to an otherwise excluded person if the legal services provider determines (and documents) that the individual may have justifiable extenuating circumstances and a potentially meritorious claim for immigration relief or defense from removal. All nine cases involved vulnerabilities--fear-based protections, crime victimization and intimate partner violence; six cases were in removal proceedings and three cases involved attorney filings on behalf of the client for either a U-visa application, I-589 application for asylum or withholding. Four out of the nine clients have entered or resided in the United States lawfully.

The following chart displays the initial custody status and removal risk that triggered LAJF program eligibility:

<b>City-funded LAJF Cases</b>						
Initial Case Type and Custody (188 Cases)						
Case Custody	240 Proceedings	Affirmative	Children's Cases	Withholding Only	Other Case Type	Total
Detained	38	5	0	1		<b>44</b>
Non-Detained	83	13	39	1	8	<b>144</b>
Total	<b>121</b>	<b>18</b>	<b>39</b>	<b>2</b>	<b>8</b>	<b>188</b>

The demographic breakdown for the 188 City-funded cases is as follows: 58 percent male, 38 percent female and four percent other; 136 adults and 52 children of which 37 are unaccompanied children. The majority of clients (181 out of 188) have come from the following five countries: El Salvador (60), Guatemala (56), Mexico (35), Honduras (25) and Cambodia (5). It should be noted that the average number of years spent in the United States is 15.

### Direct Representation Outcomes

To date, the CCF has released five quarterly reports on LAJF operations, detailing funding expenditures derived from monthly data collection and reporting submitted by legal services providers. These reports also include information on program service delivery such as the number of individuals seeking legal representation and type of services sought, client demographics and backgrounds, number of individuals provided services and type of service provided, outcome of all services provided and a breakdown of cases by priority. As of the end of March 2019, total expenditures are \$4.25 million, of which \$3.11 million was used for direct representation activities on 375 cases.

<b>LAJF Caseload (City, County and Philanthropy Combined)</b>			
<u>Quarter</u>	<u>New Cases*</u>	<u>Expenditures</u>	<u>Average Cost/Case</u>
Q1 (January – March 2018)	80	\$ 528,567	
Q2 (April – June 2018)	75	508,910	
Q3 (July – September 2018)	88	685,322	
Q4 (October – December 2018)	48	721,573	
Q5 (January – March 2019)	84	673,239	
<b>TOTAL:</b>	<b>375</b>	<b>\$3,117,611</b>	<b>\$ 8,313</b>
*Quarterly case number totals were adjusted to include additional cases accepted and added to the database subsequent to the publication of final quarterly report numbers. These data entry delays may be due to pending determination of funding qualification.			

The Vera Institute calculated an average estimated cost per case at \$8,313 by dividing the total amount spent to date on direct representation activities (\$3,117,611) by the total number of cases (375). This amount falls mid-range for the average cost of removal defense representation between \$6,500 (California average per case funding model) and \$10,000 (private market costs). It should be noted that the majority of cases (330 of 375) remain open or pending due to ongoing proceedings or other unresolved matters related to the case; therefore, costs will continue to accrue until completed or closed.

Some of the notable outcomes and statistics of LAJF activities:

- 11 legal services providers funded for direct representation screened 1,314 individuals;
- Accepted 375 cases for representation: 188 City-funded and 171 County-funded, nine are funded by philanthropy and seven are pending further determination;
- Breakdown of case type and custody of cases represented: 245 in removal proceedings; 75 children's cases; 40 affirmative cases; and 4 pursuing withholding only from removal, 11 relief following final orders of removal or other forms of relief outside of removal proceedings;
- 330 of the 375 cases are open or pending; 45 cases closed: 34 closed – case completed and 11 closed – attorney withdrawal;
- Of the 34 completed cases, 14 resulted in orders of removal; two resulted in voluntary departure; 14 were granted relief; one case was terminated and three were closed for unknown reasons. This constitutes a 44 percent success rate;
- 92 percent (345) of LAJF clients have at least one vulnerability (and often more than one), with fear-based protections--victimization (crime, domestic violence or trafficking), mental health or medical needs—topping the list of vulnerabilities identified;
- Demographic breakdown: 59% male, 37% female, 4% other; 290 adults, 85 children of which 21 are unaccompanied children;
- Clients' top five countries of origin: El Salvador (26%), Mexico (25%), Guatemala (24%), Honduras (13%) and Cambodia (2%); other clients have originated from 24 other countries such as the Philippines, Nicaragua, Vietnam, China, Bangladesh and Peru;
- LAJF clients have resided in the United States an average of 14 years and have a combined total of 85 children under the age of 18 years old, the majority of which are American citizens (95%).

### **Capacity Building Outcomes**

The LAJF philanthropic resources were utilized to invest in capacity building, technical assistance and field coordination efforts with the goals of strengthening removal defense capacity and legal services infrastructure in Los Angeles County as well as enhancing coordination among service providers to achieve efficiencies. Six nonprofit organizations were selected to provide a wide variety of services including training and mentorship, technical assistance, seeding a pro bono removal defense pipeline and providing medical and psychological forensic evaluations.

Many of the LAJF capacity building accomplishments include the following:

- Numerous in-person or on-site trainings, online webinars and internet-based trainings;
- Provided in-house workshops on various capacity building topics or issues affecting immigrants including immigration law resources, removal proceedings, client assessments, effects of trauma on immigrants;
- Completed 19 psychological evaluations, three medical evaluations and forensic reports and an additional 14 psychological evaluations in progress;
- Creating an Onboarding Removal Defense Toolkit of resources, trainings and samples to familiarize new or experienced attorneys with the initial stages of removal cases;
- Established removal defense curriculums at Loyola and Southwestern Law Schools;
- Developed a Pro Bono Network and Training Institute to connect law students and volunteers to the LAJF and partner organizations' training and volunteer opportunities;
- Established the Removal Defense Corps (RDC) Outcomes, a collaboration between Southwestern Immigration Law Clinic and Loyola Immigrant Justice Clinic to build a removal defense pipeline and placement program by partnering cohorts of law student clerks and experienced pro bono attorneys with LAJF legal service providers for extensive mentorship, training and resources as well as implementing the RDC Docket Screening Project to monitor the master docket calendar to identify potential clients for LAJF representation;
- RDC also created the Pro Bono Project to recruit volunteer attorneys (novice to expert level) to take on LAJF cases resulting in the enrollment of 65 pro bono attorneys and a total of 7 cases placed under pro bono representation (excluded from total cases represented to date);
- Recently established a referral system between the LAJF Detained Collaborative and Los Angeles County agencies to serve clients at highest risk of immediate removal in the Los Angeles area (Adelanto Detention Center Facility) and received as of April 2019 more than 15 referrals from the Public Defender and Assistant Public Defender offices.

### **Challenges and Barriers to Legal Service Delivery**

All LAJF service providers are fully staffed and operating at capacity. There have been significant investments made to develop the LAJF infrastructure: adding 42 new staff members (27 removal defense attorneys and 15 non-attorney staff) for a caseload of 375 clients; developing reporting systems and processes; and convening regular meetings, trainings and mentorships to facilitate coordination, collaboration and skill sets among providers and capacity building organizations. Nonetheless, there are still major challenges and barriers to providing legal services to immigrants facing removal proceedings or deportation. Some of these challenges include the difficulty in recruitment of attorneys with defense immigration expertise, distance and time constraints in

screening detained individuals at Adelanto, lack of detainee documentation to determine City or County eligibility requirements and the increasing demand for time and resources to address the mercurial changes to immigration policies.

### **Year One Evaluation – Insights and Recommendations**

The CCF contracted with the Vera Institute to conduct a one year evaluation of the LAJF with a particular emphasis on the implementation of the program's first year of activities: program design, capacity building, hiring and staffing, program launch and service utilization. The assessment of the LAJF performance (November 27, 2017 – December 31, 2018) was deemed an overall success in establishing a collaborative deportation defense network across Los Angeles that demonstrated a commitment by civic leaders to protect some of its most vulnerable community members. First year accomplishments include improved removal defense resources and technical assistance, increased collaboration among LAJF service providers and 18 additional stakeholder organizations and enhanced access to due process through the addition of 42 staff member across 11 legal service providers to address a caseload of 291.

The Vera Institute outlined several recommendations for refining the LAJF Program as follows:

- Relax and consolidate the eligibility requirements to allow a greater number of immigrants access to LAJF services;
- Adopt a more universal representation model that promotes fairness, race equity and due process for all clients that meet income and residency requirements without regard to the potential merits of a case;
- Reduce reporting requirements, particularly tracking of hourly billing data in favor of utilizing a negotiated caseload for each legal service provider coupled with strong case management oversight;
- Utilize rigorous program oversight that results in consolidated reporting and grantee oversight as a single function with well-defined program goals and objectives; and
- Commitment to consolidated, multi-year funding to provide consistent support for the LAJF Program to allow for long-term planning, staff retention and caseload distribution.

Additionally, CCF commissioned a separate companion report by the Nonprofit Finance Fund (NFF) to examine the financial structure of LAJF direct representation organizations and the costs associated with removal defense. NFF identified some LAJF components that prevented an accurate analysis of costs including costs that were either underreported or underfunded, and compliance with program deliverables or eligibility requirements that interfered with service delivery to clients.

These issues, additional data and case studies are further detailed in the attached LAJF Fifth Quarterly Report, LAJF City Waiver Memo, Year One Evaluation and Financial Report.

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Attachments: LAJF City Waiver Memo, Los Angeles Justice Fund Year 2, Quarter 1 (Fifth Quarter) Quarterly Report, Los Angeles Justice Fund Year One Evaluation and Los Angeles Justice Fund Financial Report

**Los Angeles Justice Fund  
Year 2, Quarter 1  
Quarterly Report**

**REPORT OF LOS ANGELES JUSTICE FUND ACTIVITIES**  
November 27, 2017, through March 31, 2019

**COMPILED BY THE  
CALIFORNIA COMMUNITY FOUNDATION**

**FOR THE  
CITY OF LOS ANGELES  
COUNTY OF LOS ANGELES  
WEINGART FOUNDATION**

**July 30, 2019**



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The California Community Foundation is pleased to submit its first quarterly report of the second year (Y2Q1) of the program summarizing cumulative activities and progress made by the Los Angeles Justice Fund (LAJF) from the start of the program on November 27, 2017 through the end of this reporting period March 31, 2019. This report has been prepared for the partners of the LAJF, a public-private partnership between the County of Los Angeles (L.A. County), the City of Los Angeles (City of L.A.), the Weingart Foundation and the California Community Foundation (CCF) to bolster and expand access to legal representation for Los Angeles County immigrants facing the threat of deportation. As the fiscal and program administrator of the LAJF, the CCF provides quarterly reports throughout the project.

## **I. PROGRAM BACKGROUND AND GOALS**

The LAJF was created in response to major national policy shifts that have resulted in increased immigration enforcement and a growing demand for legal representation services in L.A. County. The goal of the LAJF is to provide legal representation services for the most vulnerable immigrants detained by immigration officials, are subject to removal proceedings, and/or have a final order of removal. The program seeks to achieve this by supporting the following strategies:

1. direct legal representation via nonprofit legal services providers;
2. capacity building to increase the number of removal defense providers; and
3. expansion of pro bono legal services.

## **II. PROGRAM STRUCTURE & GRANTS**

As the fiscal sponsor and program administrator for the LAJF, CCF administers funding for 17 nonprofit organizations funded under the LAJF. In this role, CCF collects grantee reports and convenes grantees to support best practices. In addition, CCF is also partnering with the Vera Institute of Justice (Vera) to manage data collection for direct representation cases. Vera submits quarterly reports to CCF with data summarizing immigration legal cases represented by the LAJF (*Attachment A*).

As a public-private partnership, funds are used according to their restrictions. Direct representation cases are funded with public dollars and capacity building, technical support and non-direct legal services are supported with philanthropic dollars. The following is an outline of LAJF grant recipients:

- 11 nonprofit legal service providers for direct representation (see full table below);
- 4 nonprofits for capacity building services to strengthen the removal defense field (included in table below);
- the Nonprofit Finance Fund for one-on-one financial management consulting services to a cohort of grantees;
- Program for Torture Victims for medical and psychological forensic reports in collaboration with the direct legal service providers.

City and County are each paying CCF a one percent fee for administrative and indirect costs (details included in table below). The table below shows a breakdown list of grantees and expenses with their respective category strategy and total amount granted.

**Table: LAJF Grantees by Program Strategy and Grant Amount**

Organization	Category	Grant
1. Asian Americans Advancing Justice – Los Angeles (AAAJ-LA)	Legal Representation	\$ 575,000.00
2. Bet Tzedek Legal Services	Legal Representation (Children)	\$ 325,000.00
3. Central American Resource Center (CARECEN)	Legal Representation	\$ 575,000.00
4. Coalition for Humane Immigrant Rights (CHIRLA)	Legal Representation	\$ 575,000.00
5. Catholic Legal Immigration Network, Inc. (CLINIC)	Capacity Building (Technical Assistance, Training and Mentorship)	\$ 200,000.00
6. Esperanza Immigrant Rights Project, Catholic Charities of Los Angeles (Esperanza)	Legal Representation	\$ 575,000.00
7. Immigrant Defenders Law Center (ImmDef)	Legal Representation	\$ 775,000.00
8. Kids in Need of Defense (KIND)	Legal Representation (Children)	\$ 200,000.00
9. Los Angeles LGBT Center	Legal Representation	\$ 325,000.00
10. Legal Aid Foundation of Los Angeles (LAFLA)	Legal Representation	\$ 575,000.00
11. Loyola Immigrant Justice Clinic (LIJC), Loyola Law School	Capacity Building (Training, Removal Defense Pipeline)	\$ 260,000.00
12. Nonprofit Finance Fund (NFF)	Technical Assistance	\$ 200,000.00
13. OneJustice	Capacity Building (Pro Bono Removal Defense)	\$ 225,000.00
14. Program for Torture Victims (PTV)	Capacity Building and Technical Assistance for legal representation cases (Medical and Psychological Forensic Evaluations)	\$ 300,000.00
15. Public Counsel Law Center	Legal Representation	\$ 700,000.00
16. Southwestern Law School, Immigration Clinic (SWLC)	Capacity Building (Training and Removal Defense Pipeline)	\$ 260,000.00
17. USC Gould School of Law, Immigration Clinic	Legal Representation (Appellate Only)	\$ 180,000.00
<b>SUB TOTAL</b>		<b>\$ 6,825,000.00</b>
1. California Community Foundation (CCF)	Program and Grants Administrator	\$ 50,000.00
2. Vera Institute of Justice, Center on Immigration and Justice (Vera)	Data Collection and Program Evaluation	\$ 600,000.00
<b>TOTAL</b>		<b>\$ 7,475,000.00</b>

### III. PROGRAM OUTCOMES TO DATE

This section provides a high-level summary of key outcomes for direct legal representation cases and capacity building efforts. For a detailed summary of LAJF direct representation cases please refer to Vera's Y2Q1 LAJF Quarterly Report (*Attachment A*)

#### A. Direct Representation

The LAJF is supporting 11 nonprofit legal services providers for direct representation services representing \$5,505,000 of LAJF funds. The table below provides an overview of funding breakdown by funding source. The financial section of this report includes additional details on financial breakdown of LAJF funding.

Fund	Amount Allocated for Direct Representation
City of Los Angeles	\$1,718,400
County of Los Angeles	\$2,405,000
Philanthropy	\$1,381,600
<b>Total</b>	<b>\$5,505,000</b>

- As of March 31<sup>st</sup>, 2019, 11 LAJF legal services providers had accepted a total of 375 clients for direct representation and screened 1,314 individuals (includes legal consultation and referrals).
- Of the 375 cases, about half are funded by the City of L.A. and about half by the L.A. County.
- The vast majority of clients, 92% (or 345 people) experienced at least one, but usually multiple, vulnerabilities such as asylum seeker, crime victims among others noted in Vera's report.
- 58% of clients have lived in the United States for more than a decade (the average time in the United States is 14 years).
- LAJF clients are generally young, with the vast majority being under the age of 40.
- 88 percent of cases remain pending (330), 34 cases have been closed and 11 cases have been closed due to attorney withdrawal.
- Portion of completed cases with successful outcomes allowing clients to remain in United States: 44% (portion of unrepresented completed cases nationwide with successful outcomes: less than 5%).

## B. Capacity Building

In addition to direct representation services, the LAJF is supporting capacity building efforts that support the legal infrastructure, build efficiencies for the field, support field coordination and general efforts to augment the current removal defense capacity and legal services infrastructure in L.A. County. As such, funding under this category supports a series of nonprofit organization providing a range of services from technical assistance, training, pro-bono support and coordination, psychological-medical evaluations among other critical areas of support.

The table below provides an overview of funding breakdown by funding source. The financial section of this report includes additional details on financial breakdown of LAJF funding.

Fund	Amount Allocated for Capacity Building
Philanthropy	\$1,320,000
<b>Total</b>	<b>\$1,320,000</b>

- To date, LAJF grantees have hired a total of 41 staff members (29 attorneys and 12 non-attorney staff) working under the LAJF. Grantees have also reported having 52 additional staff funded by

external resources outside the LAJF (including 27 attorneys and 25 non-attorney staff) supporting LAJF legal cases.

- **Immigrant Defenders Law Center (ImmDef)**, has made **fully operational a shared workspace near Adelanto**, just 3 miles from the Adelanto Detention Facility, that allows for LAJF attorneys to make effective use of time between hearings for meetings. The office is equipped with internet, printers, office supplies, snacks, water, meeting space and bathroom facilities. The satellite office has been an incredibly helpful resource to LAJF grantees allowing attorneys to have working space during detention center visits with clients and helping to build relationships with other attorneys.
- **Catholic Legal Immigration Network, Inc. (CLINIC)**, has created a **“Removal Defense Toolkit”** for LAJF grantees, which includes resources, trainings, samples, and other materials to help new attorneys orient themselves with the initial stages of removal cases. Also meant to help more experienced attorneys with references, samples, etc.
- **Program for Torture Victims (PTV)**, is partnering with LAJF grantees to **provide medical and psychological forensic reports as well as expert witness testimony** in L.A. Immigration Court or Board of Immigration Appeals (BIA). Below is a summary of accomplishments to date.
  - 19 psychological evaluations completed to date
  - 14 psychological evaluations in progress
  - 3 medical evaluations and forensic reports completed to date
  - Conducted “Effects of Trauma on Immigrants” Workshop for LAJF Attorneys:
  - 4 trainings completed to date, including a Vicarious Trauma workshop
  - 10 reports have been provided to LAJF detainees facing deportation.
  - Hosted a forum for LAJF attorneys and other asylum attorneys to discuss assessment procedures and managing challenging cases.
- **Removal Defense Corps (RDC) Outcomes: A collaborative project between Southwestern Immigration Law Clinic (SWLC) & Loyola Immigrant Justice Clinic (LIJC):**
  - **RDC Docket Screening Project:** The project consisted of a group of over **40 law student volunteers** from Loyola and USC law schools who are observing the master calendar docket at 300 North Los Angeles Street to identify potential clients for LAJF representation. **218 individuals** were identified in need of representation (this number includes non-eligible individuals to be represented under the LAJF).
  - **Pro Bono Coordination:** Created a Pro Bono Project to recruit volunteer attorneys to take on LAJF cases. This group of pro bono attorneys would consist of 3 different tracks: (1) novice-level attorneys, (2) expert-level attorneys, and (3) expert-level immigration attorneys to mentor the novice-level group. **65 pro bono attorneys** have enrolled to date. In addition, **7 cases** have been placed under pro bono representation (these cases are not included in the total number of cases represented to date).
  - **Building a Removal Defense Pipeline:**
    - **Both LIJC and SWLC have created new courses focused on removal defense lawyering** where students learn topics such as trauma-informed lawyering, the practices of appearances in immigration court, and drafting declarations. To date, **9 students** were placed in externships with **7 of the LAJF legal service providers** during the lapse of the course.

- **RDC Resource Bank:** The RDC Resource Bank, available at <https://rdc.ils.edu>, is an online platform that hosts materials for use by LAJF partner organizations and staff attorneys, pro bono attorneys, and legal volunteers. It contains links to trainings, samples materials and practice guides. The site now has over **150 registered users**.
- **Immigration Judge Spreadsheet:** The Immigration Judge Spreadsheet or judicial database allows for attorneys to submit their experiences with local immigration judges into a searchable spreadsheet. Attorneys can input the following information: court location, type and date of hearing, judge name, trial attorney (TA) name, form of relief, and comments on judicial preferences or experiences with a particular TA. This information is helpful as attorneys prepare for hearings and implement optimal legal strategy.
- **LAJF grantee, OneJustice, outcomes:**
  - **California Pro Bono Matters: in collaboration with Esperanza Immigrant Rights Project, Catholic Charities of Los Angeles (Esperanza).** Platform expanding pro bono legal services to immigrants facing deportation in Los Angeles. The platform displays immigration pro bono opportunities in Los Angeles on an interactive website and enables attorneys to search and share available pro bono cases that suit their interests with just a few clicks.
  - **In-person training workshops for LAJF grantees beginning August 2018 – to date** Created a training module of cultural competency trainings to ensure effective and empowering legal representation of immigrant communities who have experienced immense trauma.
  - **OneJustice’s Immigration Pro Bono Network:** Website, Twitter, and monthly newsletter aimed to connect students and volunteers to LAJF and other partner organizations’ training and volunteer opportunities, as well as provide policy updates and calls-to-action including Immigration Pro Bono Engagement & Appreciation Events.
  - **Pro Bono Training Institute: Online platform with free training modules for pro bonos.**

Please see *Attachment B* for a full list of trainings offered to date by LAJF grantees, this document is titled “*LAJF: Capacity Building Trainings for Grantees, Q1Y2.*”

#### IV. CHALLENGES TO REPRESENTATION

As stated in previous reports, as a result of the tumultuous policy landscape, legal services providers have reported ongoing challenges that have resulted in delays in representation that are negatively impacting cases and ability for grantees to maximize resources. Grantees and Vera report the following challenges:

- Increased issues with access to counsel at local detention facilities for non-attorney staff such as translators, case managers, and mental health evaluators.
- Increased hurdles to screen detained individuals through the Legal Orientation Program (LOP), this has required a higher investment in resources for grantees and limited their availability to provide representation to qualified individuals given the advanced stage of their cases once able to reach them.
- Increased wait-time for attorney access to visit individuals at the local detention facilities.
- Increased need for case management and coordination, given the complexity of cases, to connect clients with critical resources.

- Difficulty in obtaining physical documentation from detainees for proof of eligibility based on residency and/or criminal eligibility requirements.
- Difficulty in finding qualified attorneys with removal defense expertise, for a number of grantees, during the implementation of the project.

#### V. GRANTEE CONVENINGS

CCF convenes LAJF grantees bi-monthly to identify best practices, systemic barriers hindering effectiveness of services, and to identify methods for improving quality and efficiency of legal representation. The following is a table of convening dates and topics covered:

Meeting Date	Topics Covered
December 4, 2017	Meeting introduction to LAJF, overview of program, timeline and reporting.
January 22, 2018	CCF provided a deeper review of LAJF reporting guidelines, LAJF requirements and training by Vera on LAJF database for submission of monthly data.
April 18, 2018	Meeting included grantee updates, federal immigration policy updates, review of grantee training needs and capacity building resource needs.
May 9, 2018	CCF met with capacity building grantees (CLINIC, SWLC, LIJC, OneJustice, PTV, ImmDef) supporting LAJF legal service providers to coordinate capacity building legal resources, technical support and training for grantees.
June 14, 2018	LAJF grantee meeting to review capacity building tools, trends and best practices.
July 20, 2018	Meeting with L.A. County Office of Immigrant Affairs, County Counsel and LAJF grantees to discuss L.A. County Family Separation amendments to LAJF.
August 15, 2018	CCF presented updated LAJF reporting guidelines per City of L.A. and L.A. County's family separation amendments, a presentation and training by L.A. County Public Defender Office, LAJF Capacity Building updates and a presentation by the NFF regarding a new financial management and technical support capacity building program for grantees.
October 17, 2018	CCF presented LAJF program highlights and progress. The meeting included an update from the L.A. County Office of Immigrant Affairs regarding the exploration of a County-cross referral system with LAJF grantees/providers and capacity building/training updates from grantees.
December 18, 2018	Meeting with L.A. County Office of Immigrant Affairs and LAJF grantees to discuss L.A. County agency immigration legal services experiences and needs and begin exploring opportunities for collaboration and coordination of a referral system between Public Defenders, Alternate Public Defenders Office and LAJF direct legal services providers.
December 19, 2018	LAJF grantee meeting. Key agenda topics included: LAJF Q3 Report Highlights, LAJF technical assistance needs, field trends and best practices. NFF presentation and discussion to deepen understanding of actual costs of LAJF legal services and general grantee updates/collaboration.
January 25, 2019	Meeting between LAJF grantees and L.A. County Public Defenders Office, Alternate Public Defenders Office and L.A. County Office of Immigrant Affairs to explore opportunities for collaboration and coordination of referrals.
March 14, 2019	LAJF grantee meeting. The meeting included a presentation from the NFF's financial assessment of immigration legal services.

## VI. FINANCIAL REPORTING UPDATES

To date, LAJF partners have contributed a total of \$7,900,000 to the fund. This includes \$3 million from the L.A. County, \$2 million from the City of LA, \$1,125,000 from Weingart Foundation and \$1,775,000 million from the CCF. Efforts are underway to raise an additional \$2,100,000 to bring the fund to \$10M and provide access to legal representation to the greatest number of immigrants facing the threat of deportation. Below is a high-level overview of funding breakdown (please see *Attachment C* for a detailed overview of financial breakdown per LAJF grantee and strategy):

**Table: LAJF Funding Allocation**

Of total amount raised, a total of **\$7,475,000** has been allocated. This includes \$7,425,000 via direct grants and \$50,000<sup>1</sup> that includes CCF administration fees.

Funding Source	Direct Representation Allocation	Capacity Building Allocation	Vera (LAJF Data Collection & Evaluation)	CCF Admin Fee*	TOTAL
City of Los Angeles	\$1,718,400	\$0	\$166,600	\$20,000	\$1,905,000
County of Los Angeles	\$2,405,000	\$0	\$250,000	\$30,000	\$2,685,000
Philanthropy	\$1,381,600	\$1,320,000	\$183,400	\$0	\$2,865,000
<b>TOTAL</b>	<b>\$5,505,000</b>	<b>\$1,320,000</b>	<b>\$600,000</b>	<b>\$50,000</b>	<b>\$7,475,000</b>

**Table: LAJF Fund Balance**

The LAJF currently has a fund balance of \$425,000. CCF will work with LAJF partners to assess ongoing need in order to re-grant resources by end of current grant term to support ongoing-open LAJF cases.

Funder	Total Grant	Remaining Balance
City of Los Angeles	\$2,000,000	\$95,000
County of Los Angeles	\$3,000,000	\$315,000
Philanthropy	\$2,900,000	\$15,000
<b>Total</b>	<b>\$7,900,000</b>	<b>\$425,000</b>

**Table: LAJF Grants and Expenses to Date (per grantee):**

Below is an overview of total grants awarded by category and expenses to date. As of March 31<sup>st</sup>, per the financial data collected, direct representation grantees have spent **57% of funds**. Capacity building grantees have spent close to **58% of total funds** awarded. Combined, direct representation and capacity building grantees have spent a total of **57% of total grants awarded**.

Organization	Grant	Expenses to Date
<b>Direct Representation (\$5,505,000.00)</b>		
1. Asian Americans Advancing Justice – Los Angeles (AAAJ-LA)	\$ 575,000.00	\$ 369,206.00
2. Bet Tzedek Legal Services	\$ 325,000.00	\$ 234,122.00
3. Central American Resource Center (CARECEN)	\$ 575,000.00	\$ 136,557.00

<sup>1</sup> The administrative fee is not representative of the actual cost of administering the project. The fee is based on an agreement between CCF and City of Los Angeles and County of Los Angeles to allocate 1% of their respective contributed funds to cover a portion of the administrative costs.

4. Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA)	\$ 575,000.00	\$ 400,699.00
5. Esperanza Immigrant Rights Project, Catholic Charities of Los Angeles (Esperanza)	\$ 575,000.00	\$ 415,725.00
6. Immigrant Defenders Law Center (ImmDef)	\$ 775,000.00	\$ 452,101.00
7. Kids in Need of Defense (KIND)	\$ 200,000.00	\$ 121,041.00
8. Los Angeles LGBT Center	\$ 325,000.00	\$ 171,147.00
9. Legal Aid Foundation of Los Angeles (LAFLA)	\$ 575,000.00	\$ 234,245.58
10. Program for Torture Victims (PTV) <sup>2</sup>	\$ 125,000.00	\$ 80,096.00
11. Public Counsel Law Center	\$ 700,000.00	\$ 403,052.00
12. USC Gould School of Law, Immigration Clinic	\$ 180,000.00	\$ 91,620.00
<b>SUBTOTAL</b>	<b>\$ 5,505,000.00</b>	<b>\$ 3,117,611.58</b>
<b>Capacity Building (\$1,320,000.00)</b>		
1. Catholic Legal Immigration Network, Inc. (CLINIC)	\$ 200,000.00	\$ 113,366.75
2. Loyola Immigrant Justice Clinic (LIJC), Loyola Law School	\$ 260,000.00	\$ 157,155.00
3. Nonprofit Finance Fund (NFF)	\$ 200,000.00	\$ 114,285.71
4. OneJustice	\$ 225,000.00	\$ 171,423.00
5. Program for Torture Victims (PTV)	\$ 175,000.00	\$ 88,112.00
6. Southwestern Law School, Immigration Law Clinic (SWLC)	\$ 260,000.00	\$ 114,513.00
<b>SUBTOTAL</b>	<b>\$ 1,320,000.00</b>	<b>\$ 758,855.47</b>
<b>Administration, Research and Evaluation</b>		
1. California Community Foundation (CCF)	\$ 50,000.00	\$ 31,250.00
2. Vera Institute of Justice, Center on Immigration and Justice (Vera)	\$ 600,000.00	\$ 375,000.00
<b>TOTAL</b>	<b>\$ 7,475,000.00</b>	<b>\$ 4,282,717.05</b>

## VII. CONCLUSION

CCF is pleased with the LAJF's progress and milestones reached to date. Year one for the program was a start-up year and, as the program continues into year two, the data clearly demonstrates a robust program that has simultaneously increased: legal capacity of organizations; strengthened the provider network and introduced service delivery innovations.

Findings from this quarter also suggest that the program is serving as a safety net for immigrant families with long standing ties to the region. As the program matures, we see opportunities to continue to strengthen and increase the program's efficiency and efficacy. We look forward to continue working with LAJF funding partners and grantee partners to support the successful implementation of the LAJF.

<sup>2</sup> LAJF grant to Program for Torture Victims includes funding from City of L.A. and philanthropic dollars. This chart includes breakdown of dollars spent per category (direct representation and capacity building).

## VIII. Attachment A

May 13, 2019

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# LA Justice Fund: Quarterly Report

Report of Legal Service Provider Activities through March 2019

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*Compiled by the Vera Institute of Justice for the California Community Foundation*

This report summarizes immigration legal cases represented by the Los Angeles Justice Fund (LAJF) during the first five quarters of the program's launch and ramp up (four quarters from Year 1 plus Year 2, quarter 1), from November 27, 2017 through March 31, 2019.

### Notes about the Scope of Data in this Report

- There is a lag between the end of data collection for a given quarter and the reporting such that the actual number of cases as of today will almost always be greater than the number reported in each quarterly report.
- The California Community Foundation (CCF) initially contracted the Vera Institute of Justice (Vera) to report on and eventually conduct research on the impact of representation for detained adult cases. As the scope of LAJF expanded substantially beyond detained adult cases, Vera agreed to collect and report quarterly on all adult representation cases through the customized database Vera designed for this program. This includes cases represented by Asian Americans Advancing Justice, L.A. (AAAJ-LA), Central American Resource Center (CARECEN), Coalition for Humane Immigrant Rights (CHIRLA), Esperanza Immigrant Rights Project (Esperanza), Immigrant Defenders Law Center (ImmDef), Los Angeles LGBT Center, Public Counsel, and the University of Southern California, School of Law Immigration Clinic (USC) (appellate only cases). CCF, Vera, and grantees negotiated that Vera would also report for CCF on both affirmative cases (represented by the Legal Aid Foundation of Los Angeles, or LAFLA) and children's cases (represented by Kids in Need of Defense, or KIND, and Bet Tzedek), but would do so outside of the database and thus, in a less complete form than for other cases. Some of the data in this report includes LAFLA, KIND, and Bet Tzedek cases, and some does not. Finally, Vera is not reporting for CCF on other work funded through LAJF beyond representation for the legal case. For example, technical assistance activities are beyond the scope of this report.
- Narrative data that may supplement the statistics contained here was collected and reviewed by CCF.

## Overview of LAJF Cases through March 31, 2019

**Total Cases Accepted: 375 (about half funded by City and about half by County)**

### Case Activity

- Organizations providing direct representation: 11
- Total clients in removal proceedings: 245<sup>1</sup>
- Total adults initially detained: 126
  - Total initially detained but later released on bond: 30
- Total affirmative cases (not in removal proceedings): 40
- Total children's cases: 75
- Total immigration case decisions / completions: 34
  - Portion of completed cases with successful outcomes allowing clients to remain in United States: 44%
  - Portion of unrepresented completed cases nationwide with successful outcomes: less than 5%
- Total cases with appeals: 24

### Client Demographics

- Average time in the United States: 14 years
  - Portion of clients in the United States for more than a decade: 58%
- Total number of countries that clients originated from: 29
  - Top five countries of origin: El Salvador, Mexico, Guatemala, Honduras, and Cambodia
- Portion of clients with an identified vulnerability: 92%

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<sup>1</sup> Most people categorized as being in removal proceedings are adults, but 43 cases in removal proceedings are children under the age of 18. These 43 children, however, are not categorized as "children's cases" because "children's cases" refers to the case type designated by attorneys in the database, not to the actual ages of clients. See Figure 6 in this report for clients' ages.

## LAJF Cases: Overview

By the end of the first quarter of Year 2 (Y2Q1), ending on March 31, 2019, LAJF had accepted a total of 375 clients for representation. Figure 1 displays the initial custody status and the removal risk that triggered program eligibility.

Figure 1: Initial Case Type and Custody (375 Total Cases)

Case Custody	240 Proceedings	Affirmative	Children's Cases	Withholding Only	Other Case Type	Total
Detained	111	13		2		126
Non-Detained	134	27	75	2	11	249
Total	245	40	75	4	11	375

Among all cases, 65 percent are in 240 removal proceedings, 11 percent are affirmative cases, and 20 percent are categorized as children's cases. Children's cases include those classified in the database as unaccompanied children's (UC) cases, UC mentorship, and childhood arrival cases.<sup>2</sup> The remaining 4 percent encompasses withholding-only and other case types (includes one credible fear review/reasonable fear review (CFR/RFR) case and 10 cases classified as "other" in Vera's database by legal service providers). Next, Figure 2 summarizes case status and outcomes.

Figure 2: Case Status and Outcomes

88%	Portion of LAJF cases that remain pending (330 cases)	34	Number of cases completed (of 45 closed)
		11	Number of cases closed due to attorney withdrawal (of 45 closed)

Among the 34 completed cases, outcomes include 14 grants of relief, 14 orders of removal, two voluntary departures, one case termination, and three cases are missing outcome information. This means that 15 of 34 cases (14 grants of relief plus the case termination), or 44 percent, had successful outcomes, allowing

<sup>2</sup> Not all children, under the age of 18, are classified as UC, UC mentorship, or childhood arrivals cases. Eight children are in affirmative cases and 43 are in 240 removal proceedings. See Figure 6 in this report for clients' ages. Additionally, among the 75 children's cases, some are likely in 240 removal proceedings, meaning there are likely more than 65 percent of all cases in 240 removal proceedings. For example, some people classified as childhood arrivals in the database might also be in 240 removal proceedings, but since their attorney designated them as a children's case, they appear in that column.

clients to remain in the United States. This is compared to less than 5 percent of unrepresented cases with successful outcomes nationwide.

**Figure 3: Funding Sources**

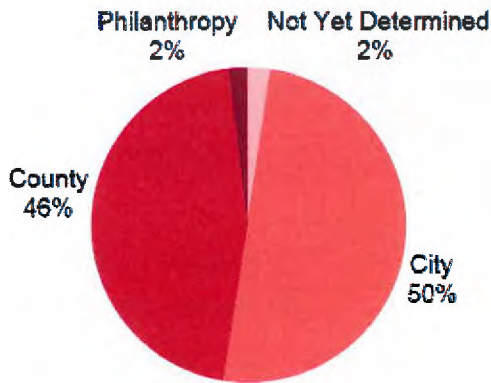


Figure 3 shows the distribution of funding sources across accepted cases, including City, County, and philanthropic funding. Half of LAJF cases (188 cases) are funded by the City of Los Angeles, and nearly half (171 cases, or 46 percent) are funded by Los Angeles County. Nine cases (2 percent) are funded by philanthropy, while funding is not yet determined for nine additional cases (2 percent).

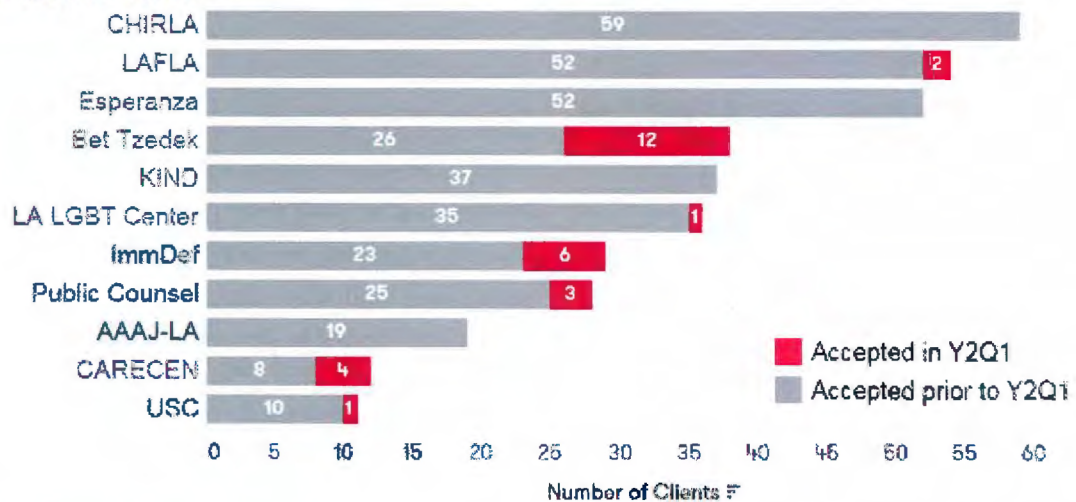
**Nine City-funded cases required waivers.**

Figure 4 displays the number of cases each legal service provider accepted for representation, where new cases accepted in Y2Q1 appear in red. The Figure shows that many legal service providers accepted few new cases in Y2Q1, with some not taking on any new cases. Across all legal service providers, a total of 29 new cases were accepted in Y2Q1, compared to 80, 75, 88, and 48 cases accepted in Year 1 Quarters 1 – 4, respectively. The reason legal service providers are taking on fewer cases in Year 2 is likely due to many organizations reaching or being at capacity and/or being cautious about taking on more cases than they can sustain on the chance that no additional funding is allocated beyond year two.<sup>3</sup>

<sup>3</sup> After the close of Year 1, CCF renegotiated with CHIRLA the cases CHIRLA could include under Year 1 funding. In doing so, CHIRLA then retroactively added cases that began during Year 1 into their Year 1 case numbers, even though those cases were never included on any Year 1 quarterly reports. This means that the count of cases accepted during Year 1 as reflected in this report (displayed in the gray bars) is significantly higher than the count of cases reported in previous quarterly reports.

Figure 4: Number of Cases by Legal Service Provider

#### Legal Service Provider



#### Client Demographics

This section provides information on LAJF client demographics, including how long clients have lived in the United States, their ages, genders, countries of origin, primary languages, and the types of vulnerabilities identified among clients. Figure 5, below, displays the distribution of LAJF clients, aged 18 and over, by how long they have lived in the United States.

Figure 5: Time in the United States

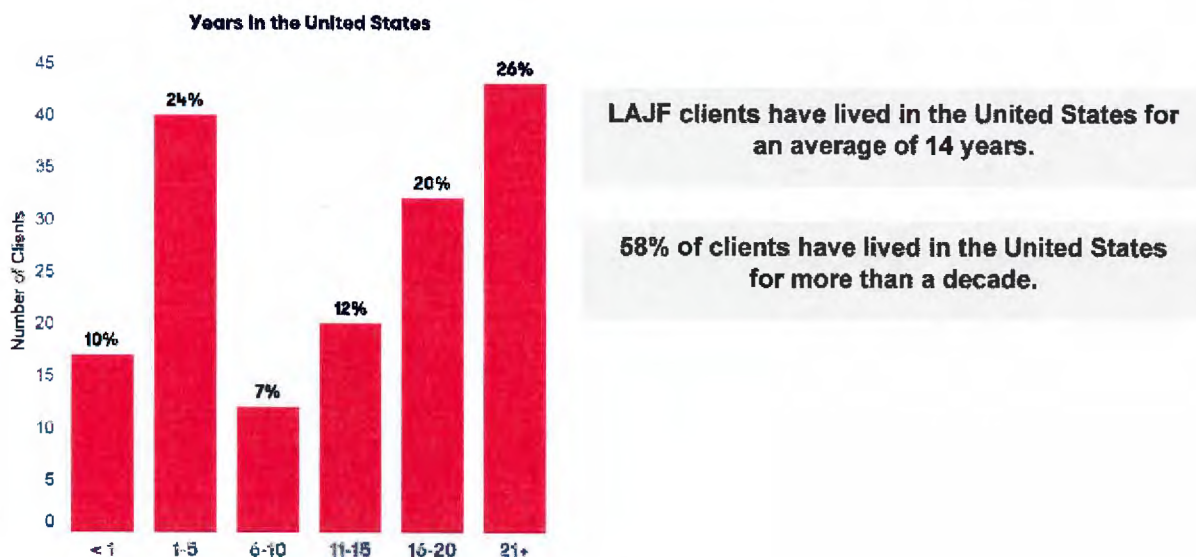


Figure 6 displays the distribution of clients by their ages, and depicts the gender composition within each age group. LAJF clients are 59 percent male, 37 percent female, and 4 percent express a gender identity other than male or female. The Figure shows that LAJF clients are generally young, with the vast majority being under the age of 40; 25 percent of clients (85 people) were under the age of 18 when their cases were initiated by LAJF grantees. Among clients who are 60 or older, all are male. Finally, the group most likely to express a gender identity beyond the male/female binary are 22 to 29 year-olds, among whom 17 percent identify as neither male nor female.

**Figure 6: Age and Gender**

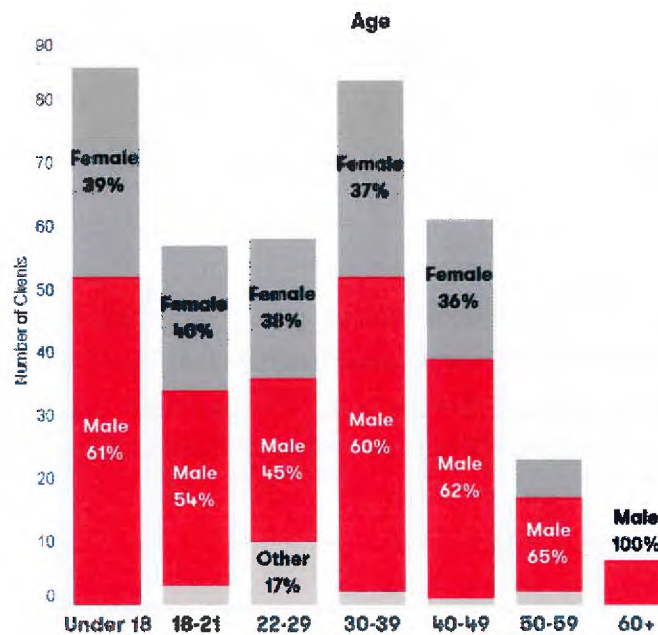


Figure 7 summarizes the primary languages spoken by LAJF clients, highlighting the three most common language. Figure 8, is a heat map showing clients' countries of origin. The darker shades indicate the regions with the highest numbers of LAJF clients.

**Figure 7: Language**

Of the 11 primary languages spoken by LAJF clients, the most common are: Spanish (73%), English (13%), and Guatemalan Indigenous Languages (4%).

Figure 8: Country of Origin



**LAJF clients  
come from 29  
different  
countries.**

Top Five Countries:

1. El Salvador (26%)
2. Mexico (25%)
3. Guatemala (24%)
4. Honduras (13%)
5. Cambodia (2%)

Figure 9 lists the types of vulnerabilities identified among LAJF clients, and the number of people who experienced each type. LAJF prioritizes representing vulnerable individuals, like asylum seekers and crime victims. Figure 9 shows that the vast majority of clients, 92 percent (345 people), experienced at least one, but usually multiple, vulnerabilities (854 total vulnerabilities among 345 people).

Figure 9: Identified Client Vulnerabilities

Vulnerabilities Identified	Count
Asylum seeker / fear-based protections	276
Victimization – crime, domestic / intimate partner violence, child abuse / neglect, or trafficking	196
Disability / significant medical needs, mental health needs	131
Current / former UC	90
Childhood arrival (not UC)	41
Homeless	31
Has dependent(s) with disability / significant medical needs	19
Other	70
<b>Total vulnerabilities identified</b>	<b>854</b>
<b>Total cases with a vulnerability identified</b>	<b>345</b>

## Case Activities

This section details the activities attorneys have engaged in on behalf of their clients. First, Figure 10 shows the bond and custody status for LAJF clients who were initially detained.<sup>4</sup> Figure 10 shows that, among the 118 clients included, 29 percent have been released from detention (34 clients; most released clients were granted EOIR bond).

Figure 10: Bond and Custody for Initially Detained Adult Cases

Bond Status	Custody Status	Count
Granted EOIR bond	Released	27
	Not released	4
Set by ICE, not lowered by EOIR	Released	3
	Not released	0
No ICE bond, not lowered by EOIR <sup>5</sup>	Released	1
	Not released	80
Parole granted	Released	3
<b>Total initially detained clients</b>		<b>118</b>

Next, Figures 11 and 12 summarize the types and number (in parentheses) of applications and motions, respectively, filed by attorneys on behalf of their clients. The Figures focus on the five most commonly filed applications and motions. Overall, 238 motions and applications have been filed on behalf of 178 clients (47 percent of all clients). Figure 13 displays information on case appeals.<sup>6</sup>

Figure 11: Applications Filed

Applications
1. Asylum / withholding / CAT (90)
2. State court petition / request for SIJs findings (23)
3. U Visa (17)
4. LPR cancelation (15)
5. I-765, employment authorization (9)
<b>Total applications filed: 179</b>

<sup>4</sup> Although 126 clients were initially detained, Figure 10 does not include eight cases for clients who were initially detained and whose cases closed due to attorney withdrawal.

<sup>5</sup> Cases can be released due to closure in immigration court, despite lack of bond options

<sup>6</sup> The count of clients with appeals has dropped since the last quarter due to legal service providers having deleted details related to any and all “unspecified appeals” reported prior.

Figure 12: Motions Filed

Motions
1. Motion to terminate (28)
2. Motion to change venue (13)
3. Motion for bond hearing (3)
4. Motion to reopen (3)
5. Emergency motion for custody redetermination (2)
<b>Total motions filed: 59</b>

Figure 13: Case Appeals

Clients and Appeals	New Cases in Y2Q1	Total Cases
Total clients	29	375
Cases with appeals	1	24
Clients with bond appeal	0	1
Clients with BIA case appeals	1	13
Clients with circuit court appeals	0	10
Clients with unspecified appeals	0	0

## Hourly Activity for County-Funded Cases

Los Angeles County requires grantees to log the hours attorneys spent on certain activities for County-funded cases. The four required codes, with an optional fifth code (other case activity), include:

- 1 – Initial case assessment, development, administration, fact gathering
- 2 – Court preparation<sup>7</sup>
- 3 – Court attendance
- 4 – Case evaluation, client advice, advocacy
- 5 – Other case activity

Figure 14 shows the number of hours (in black font) and percent of time (in red font), by case type, attorneys spend on each activity code for County-funded cases. The Figure shows that, among all case types, most hours are spent on case evaluation, client advice, and advocacy (code 4), followed by court

<sup>7</sup> For affirmative cases, code numbers 2 and 3 reflect USCIS state court preparation and USCIS interviews, respectively.

preparation (code 2), and initial case activities (code 1). It is notable that, among all cases, attorneys spend 10 percent of time on activity code number 5, because the County does not fund activities falling under this optional code. Moreover, grantees have noted that, although these codes cover many case activities, they do not cover the full scope of effort it takes to represent a client (not even with the inclusion of activity code 5, which does not cover activities that are not explicitly related to a specific case, like attending legal workshops and trainings, among other necessary activities). Thus, Figure 14 underreports the amount of time it truly takes to represent a client.

**Figure 14: Hours per Activity Code, Case Type**

	Activity Codes					All Codes
	1	2	3	4	5	
240 proceedings	2058	2642	516	2996	908	9120
Percent of time	23%	29%	6%	33%	10%	100%
Affirmative cases	4	71	14	252	61	401
Percent of time	1%	18%	3%	63%	15%	100%
Children's cases (UC, UC mentorship, childhood arrival)	78	74	22	64	-	238
Percent of time	33%	31%	9%	27%	-	100%
Withholding-only and other cases	53.8	257.8	19.3	69.0	11.5	411.3
Percent of time	13%	63%	5%	17%	3%	100%
All case types, total hours	2193	3045	570	3382	981	10170
Percent of time	22%	30%	6%	33%	10%	100%

## Descriptive Statistics for City-Funded Cases

After the first reporting period (at the end of the first quarter in Year 1), the City expressed an interest in viewing a detailed breakdown of City-funded cases. While some of the details the City would like are beyond the scope of the data collection agreed upon by stakeholders, and others cannot be reported for confidentiality reasons, as more cases are taken on, Vera will be able to provide more comprehensive breakdowns by providers and case types. First, information about cases with waivers is summarized, followed by a summary of information pertaining to all cases. Finally, Figure 15 displays additional descriptive information in a collage.

### City-Funded Cases with Waivers

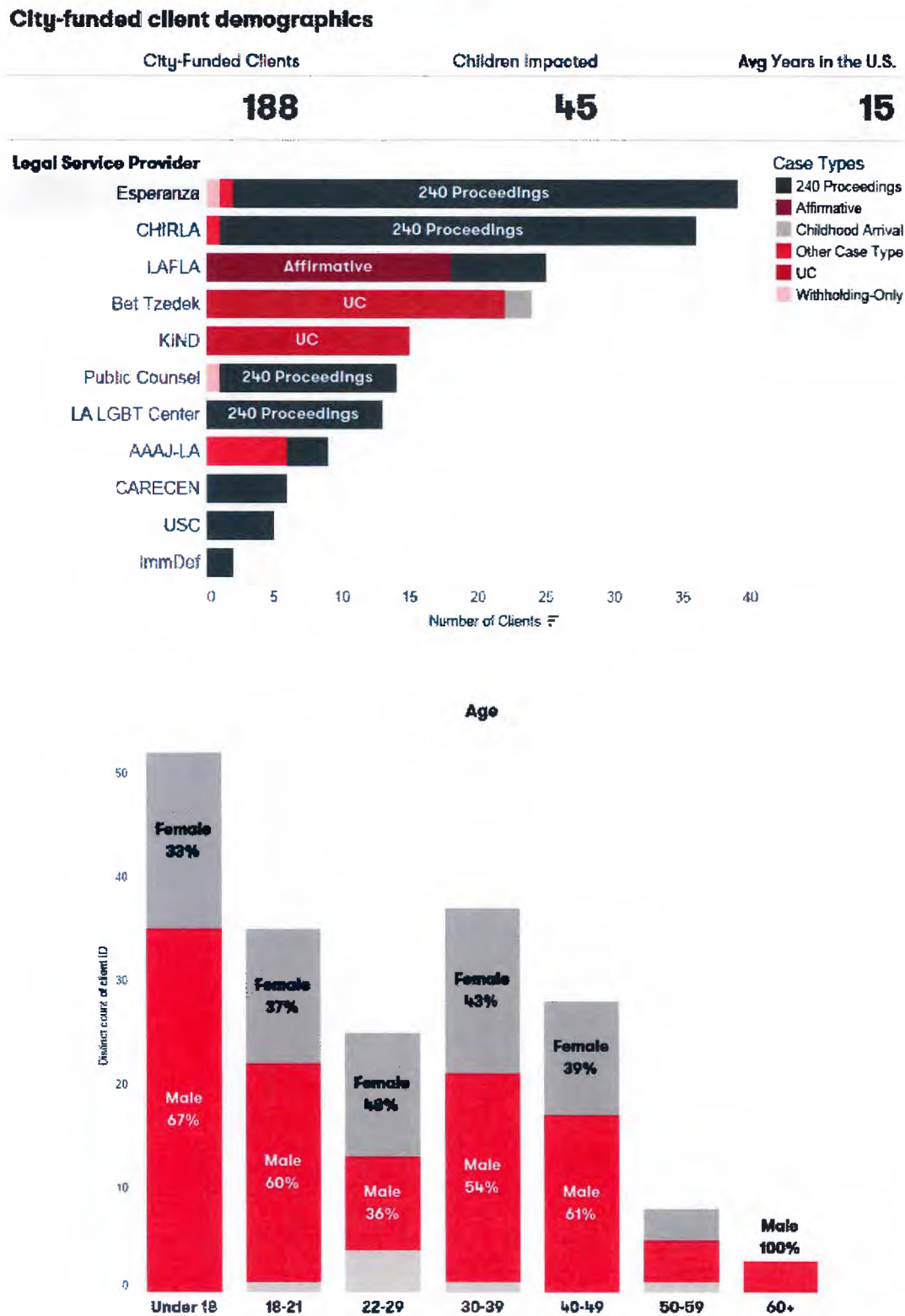
Among the 188 City-funded cases, nine clients required waivers. Details about the nine clients are summarized below.

- Legal status at intake:
  - Total who entered the United States with authorization: 4
  - Total who entered without authorization: 3
  - Unknown: 2
- Case type:
  - Total in 240 removal proceedings: 6
  - Total classified as “other” case types: 3
- Average number of years spent living in the United States: 28
  - Number of clients who have lived in the United States for more than 30 years: 5
- Attorneys have identified 17 distinct vulnerabilities among these nine clients. The most common vulnerabilities are (with the number of clients identified next to each vulnerability in parentheses):
  - Asylum seeker / fear-based protections (7)
  - Victimization – crime, domestic / intimate partner violence, child abuse / neglect, or trafficking (5)
  - Disability / significant medical needs, mental health needs (2)

#### All City-Funded Cases

- Nearly all clients (181/188) come from five countries (the number of clients from each country appear in parentheses):
  - El Salvador (60)
  - Guatemala (56)
  - Mexico (35)
  - Honduras (25)
  - Cambodia (5).
- Nearly one-third (61 clients out of 188) already have relief applications filed on their behalf.
  - Portion of those with relief applications who were released: 43%
  - Portion of those with relief applications who were released due to an outcome in immigration court: 26%

Figure 15: City-Funded Cases, Descriptive Statistics



## IX. Attachment B

### LAJF: List of Capacity Building Trainings for Grantees

#### In-Person and Onsite Trainings:

Date	Activity Description	Leading Organization(s)	Notes
8/21/2018	<i>Immigration Consequences of Criminal Convictions and Cancellation of Removal</i>	CLINIC & ImmDef	
10/6/2018	<i>I'm New Here: The Nuts &amp; Bolts of Removal Defense for attorneys newly embarking on their removal defense practice</i>	RDC	Novice Track; four-hour MCLE training; 30 attendees
10/10/2018	<i>Never Say Die: A look at options for post-conviction relief for clients whose crimes limit the immigration remedies available to them</i>	RDC & ImmDef	Expert Track; 40 attendees.
10/19/2018	<i>Credible Fear Interview Preparation, Refugee Intakes, and Working with Asylum Seekers at the Border</i>	RDC	Student training series; 19 attendees.
10/24/2018	<i>Advanced Trial Skills in Removal Proceedings</i>	CLINIC & RDC	Expert Track; 24 attendees.
11/28/2018	<i>Pereira is Dead. Long Live Pereira! Understanding the current case law around Pereira, its limitations, and how you can still use it to mount an aggressive removal defense</i>	RDC	Hot Topics training series; MCLE training; 30 attendees.
12/18/2018	<i>Policy Updates and Trends in LA Immigration Courts</i>	CLINIC	During the LAJF Convening.
1/31/2019	<i>Heart of Matter: Nuts and Bolts of Asylum and Cancellation of Removal</i>	RDC	Novice Track; MCLE training; 20 attendees.
2/5/2019	<i>Defending Former Defendants: Consequences of Criminal Matters on Immigration Cases</i>	RDC	Expert Track; MCLE training; 40 attendees.
3/2/ 2019	<i>Help Me Help You: Interviewing &amp; Declaration</i>	RDC	Novice Track; MCLE training; 10 attendees.
3/16/ 2019	<i>Basic Skills for Working with Clients in Removal Proceedings</i>	CLINIC & RDC	
3/26/2019	<i>Supervision &amp; Mentorship Best Practices in Immigration Legal Services</i>	OneJustice & RDC	Hot Topics training series; 20 attendees.

#### Webinars and Internet-Based Trainings:

Date	Activity Description	Leading Organization(s)	Notes
9/13/2018	<i>Representing Asylum-Seekers in Light of Matter of A-B-</i>	CLINIC	Webinar
9/17 – 11/1, 2018	<i>Comprehensive Overview of Immigration Law</i>	CLINIC	E-learning Course
8/29 – 9/26, 2018	<i>Understanding and Preparing Waivers</i>	CLINIC	E-learning Course
10/17 – 11/7, 2018	<i>Representing Refugees and Asylees in Challenging Times</i>	CLINIC	Webinar Series

## IX. Attachment B (Cont.)

10/19/2018	<i>What You Need to Know About Dora v. Sessions, Ms. L v. ICE, and M.M.M. v. Sessions Preliminary Settlement Agreement</i>	CLINIC	Webinar
	<i>Understanding DHS' Proposed Changes to Public Charge Definition, Naturalization</i>	CLINIC	Recorded Webinar
1/15 – 2/25, 2019	<i>Comprehensive Overview of Immigration Law</i>	CLINIC	E-learning Course
1/16/2019	<i>Representing Clients in Removal Proceedings in a Time of Rapid Change</i>	CLINIC	Webinar Series
1/28 – 2/25, 2019	<i>USCIS Notice to Appear Guidance</i>	CLINIC	Webinar Series
3/4 – 3/25, 2019	<i>Selected Issues in Inadmissibility</i>	CLINIC	Webinar Series
3/22/2019	<i>Current Issues Impacting TPS and DED Clients</i>	CLINIC	Webinar
	<i>A Pedagogy of Cultural Responsiveness</i>	OneJustice	Online Training Module
	<i>Trauma-Informed Advocacy in Action</i>	OneJustice	Online Training Module

# X. Attachment C

LAJF Grant Allocations and Expenditures To Date  
November 27, 2017- March 31, 2019

ORGANIZATION	Total Grant Allocation				Total Expenses to Date				Percentage Spent to Date
	City	County	Philanthropy	Total	City	County	Philanthropy	Total	
	\$2,000,000.00	\$3,000,000.00	\$2,900,000.00	\$7,900,000.00	\$ 1,193,388.95	\$ 1,121,381.58	\$ 1,561,696.52	\$ 4,251,467.05	
<b>Direct Representation</b>									
Asian Americans Advancing Justice - Los Angeles (AAAJA)	\$ 200,000.00	\$ 250,000.00	\$ 95,000.00	\$ 545,000.00	\$ 154,571.00	\$ 177,072.00	\$ 37,563.00	\$ 369,206.00	64%
Ret Izdek Legal Services	\$ 138,000.00	\$ 145,000.00	\$ 42,000.00	\$ 325,000.00	\$ 99,569.00	\$ 103,942.00	\$ 30,611.00	\$ 234,122.00	72%
Central American Resource Center (CARECEN)	\$ 100,000.00	\$ 275,000.00	\$ 200,000.00	\$ 575,000.00	\$ 51,500.00	\$ 35,543.00	\$ 49,514.00	\$ 136,557.00	24%
Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA)	\$ 165,000.00	\$ 260,000.00	\$ 150,000.00	\$ 575,000.00	\$ 150,089.00	\$ 100,800.00	\$ 150,000.00	\$ 400,689.00	70%
Esperanza Immigrant Rights Project, Catholic Charities of Los Angeles (Esperanza)	\$ 200,000.00	\$ 250,000.00	\$ 125,000.00	\$ 575,000.00	\$ 199,827.00	\$ 180,262.00	\$ 35,636.00	\$ 415,725.00	72%
Immigrant Defenders Law Center	\$ 150,000.00	\$ 350,000.00	\$ 275,000.00	\$ 775,000.00	\$ 110,568.00	\$ 77,468.00	\$ 264,066.00	\$ 452,101.00	58%
Kids in Need of Defense (KIND)	\$ 75,000.00	\$ 75,000.00	\$ 50,000.00	\$ 200,000.00	\$ 46,266.00	\$ 47,135.00	\$ 27,640.00	\$ 121,041.00	61%
Los Angeles LGBT Center	\$ 130,000.00	\$ 130,000.00	\$ 85,000.00	\$ 345,000.00	\$ 78,835.00	\$ 78,835.00	\$ 13,477.00	\$ 171,147.00	53%
Legal Aid Foundation of Los Angeles (LAFILA)	\$ 200,000.00	\$ 250,000.00	\$ 125,000.00	\$ 575,000.00	\$ 81,985.95	\$ 100,725.58	\$ 51,534.05	\$ 234,245.58	41%
Program for Torture Victims (PTV)	\$ 125,000.00	\$ -	\$ -	\$ 125,000.00	\$ 88,096.00	\$ -	\$ -	\$ 88,096.00	70%
Public Counsel Law Center	\$ 145,400.00	\$ 300,000.00	\$ 254,600.00	\$ 700,000.00	\$ 88,262.00	\$ 173,989.00	\$ 142,801.00	\$ 405,052.00	58%
USC Gould School of Law, Immigration Clinic	\$ 90,000.00	\$ 90,000.00	\$ -	\$ 180,000.00	\$ 45,810.00	\$ -	\$ -	\$ 45,810.00	25%
<b>Subtotal</b>	<b>\$1,718,400.00</b>	<b>\$2,405,000.00</b>	<b>\$1,381,600.00</b>	<b>\$5,505,000.00</b>	<b>\$ 1,193,388.95</b>	<b>\$ 1,121,381.58</b>	<b>\$ 802,841.05</b>	<b>\$ 3,117,611.58</b>	<b>56.6%</b>
<b>Capacity Building</b>									
Catholic Legal Immigration Network, Inc. (CLINIC)	\$ -	\$ -	\$ 200,000.00	\$ 200,000.00	\$ -	\$ -	\$ 113,366.75	\$ 113,366.75	57%
Loyola Immigrant Justice Clinic (LIJC), Loyola Law School	\$ -	\$ -	\$ 260,000.00	\$ 260,000.00	\$ -	\$ -	\$ 157,155.00	\$ 157,155.00	60%
Nonprofit Finance Fund	\$ -	\$ -	\$ 200,000.00	\$ 200,000.00	\$ -	\$ -	\$ 114,285.72	\$ 114,285.72	57%
OneJustice	\$ -	\$ -	\$ 225,000.00	\$ 225,000.00	\$ -	\$ -	\$ 171,423.00	\$ 171,423.00	76%
Program for Torture Victims (PTV)	\$ -	\$ -	\$ 175,000.00	\$ 175,000.00	\$ -	\$ -	\$ 88,112.00	\$ 88,112.00	50%
Southwestern Law School, Immigration Law Clinic (SWILC)	\$ -	\$ -	\$ 260,000.00	\$ 260,000.00	\$ -	\$ -	\$ 114,513.00	\$ 114,513.00	44%
<b>Subtotal</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,320,000.00</b>	<b>\$1,320,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$ 758,866.47</b>	<b>\$ 758,866.47</b>	<b>57.5%</b>
<b>Data Collection &amp; Program Evaluation</b>									
Vera Institute of Justice, Center on Immigration and Justice (Vera)	\$ 166,600.00	\$ 250,000.00	\$ 183,400.00	\$ 500,000.00	\$ -	\$ -	\$ -	\$ 375,000.00	63%
<b>Program Administration</b>									
California Community Foundation (CCF)	\$ 20,000.00	\$ 30,000.00	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ 31,250.00	63%
<b>TOTAL</b>	<b>\$ 1,905,000.00</b>	<b>\$ 2,685,000.00</b>	<b>\$ 2,885,000.00</b>	<b>\$ 7,475,000.00</b>	<b>\$ 1,193,388.95</b>	<b>\$ 1,121,381.58</b>	<b>\$ 1,561,696.52</b>	<b>\$ 4,282,717.05</b>	<b>57.3%</b>
<b>REMAINING BALANCE</b>	<b>\$ 95,000.00</b>	<b>\$ 315,000.00</b>	<b>\$ 15,000.00</b>	<b>\$ 425,000.00</b>					

## Notes:

- City of LA / LA County funds are only used for direct legal representation activities.
- Funding for Program for Torture Victims (PTV) includes a combination of direct representation activities and capacity building resources.
- CLINIC and NFF submit yearly expense reports.
- Funding allocated for the Vera is for data collection and program evaluation.
- Funding allocated for the CCF is for the administration of the program.

## Changes to expenses previously reported on LAJF Q4 Report:

- There is a lag time in data collection for a given quarter and the reporting such that the actual financials will be updated from previous quarters.
- AAAJ-LA, updated their reported expenses for County funds from \$14,005 (reported in Q4) to \$30,879 (reported in Q5) to include expenses not previously reported.
- Esperanza, expenses from County for Y1, Q4 were updated from \$29,803 to \$40,237 to include expenses not previously reported.
- LA LGBT Center, expenses from Philanthropy for Y1, Q4 were updated from \$7,739 to \$1,287. The updated amount excludes a service fee that was reimbursed.

# X. Attachment C (Cont.)

## Los Angeles Justice Fund Quarterly Expenditure Report (November 27, 2017 - December 31, 2018)

ORGANIZATION	Y1, Q1	Y1, Q2	Y1, Q3	Y1, Q4	Year 1 Total Expenses
	Expenses	Expenses	Expenses	Expenses	
Legal Service Providers					
Asian Americans Advancing Justice - Los Angeles (AAAJ-LA)	\$ 133,722.00	\$ 60,939.00	\$ 64,085.00	\$ 49,457.00	\$ 308,203.00
Bet Tzedek Legal Services	\$ 49,396.00	\$ 42,778.00	\$ 48,142.00	\$ 50,531.00	\$ 190,847.00
Central American Resource Center (CARECEN)	\$ 2,611.00	\$ 4,191.00	\$ 43,128.00	\$ 36,633.00	\$ 86,563.00
Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA)	\$ 23,185.00	\$ 43,005.00	\$ 92,488.00	\$ 125,114.00	\$ 283,792.00
Esperanza Immigrant Rights Project, Catholic	\$ 57,990.00	\$ 91,356.00	\$ 58,363.00	\$ 114,504.00	\$ 322,213.00
Immigrant Defenders Law Center	\$ 86,056.00	\$ 77,251.00	\$ 135,206.00	\$ 71,893.00	\$ 370,406.00
Kids in Need of Defense (KIND)	\$ 25,010.00	\$ 24,399.00	\$ 24,454.00	\$ 24,308.00	\$ 98,171.00
Los Angeles LGBT Center	\$ 31,935.00	\$ 34,407.00	\$ 32,742.00	\$ 33,347.00	\$ 132,431.00
Legal Aid Foundation of Los Angeles (LAFLA)	\$ 9,215.95	\$ 42,579.42	\$ 57,759.50	\$ 81,906.96	\$ 191,461.83
Program for Torture Victims (PTV)	\$ 19,138.00	\$ 16,349.00	\$ 16,238.00	\$ 18,947.00	\$ 70,672.00
Public Counsel Law Center	\$ 72,316.00	\$ 68,330.00	\$ 89,594.00	\$ 89,336.00	\$ 319,576.00
USC Gould School of Law, Immigration Clinic	\$ 17,992.00	\$ 3,326.00	\$ 23,122.00	\$ 25,596.00	\$ 70,036.00
Subtotal	\$ 528,566.95	\$ 508,910.42	\$ 685,321.50	\$ 721,572.96	\$ 2,444,371.83
Capacity Building Organizations					
Catholic Legal Immigration Network, Inc. (CLINIC)	Not Required to Report Quarterly				\$ 84,489.00
Loyola Immigrant Justice Clinic (LIJC), Loyola Law School	\$ 13,025.00	\$ 36,297.00	\$ 37,792.00	\$ 32,900.00	\$ 120,014.00
Nonprofit Finance Fund	Not Required to Report Quarterly				\$ 85,714.29
OneJustice	\$ 34,039.00	\$ 44,392.00	\$ 38,819.00	\$ 28,557.00	\$ 145,807.00
Program for Torture Victims (PTV)	\$ 19,139.00	\$ 16,353.00	\$ 16,242.00	\$ 18,951.00	\$ 70,685.00
Southwestern Law School, Immigration Law Clinic (ISWLC)	\$ -	\$ 28,141.00	\$ 24,597.00	\$ 31,955.00	\$ 84,693.00
Subtotal	\$ 66,203.00	\$ 125,183.00	\$ 117,450.00	\$ 112,363.00	\$ 776,195.00
Data Collection and Evaluation & Administration					
Vera Institute of Justice, Center on Immigration and Justice (Vera)	Not Required to Report Quarterly				\$ 300,000.00
Program Administration					
California Community Foundation (CCF)	Not Required to Report				\$ 25,000.00
TOTAL	\$ 594,769.95	\$ 634,093.42	\$ 802,771.50	\$ 833,935.96	\$ 3,545,566.83

- Notes:
- City of LA / LA County funds are only used for direct legal representation activities.
  - Funding for Program for Torture Victims (PTV) includes a combination of direct representation activities and capacity building resources.
  - CLINIC and NFF submit yearly expense reports.
  - Funding allocated for the Vera is for data collection and program evaluation.
  - Funding allocated for the CCF is for the administration of the program.

### Changes to expenses previously reported on LAJF Q4 Report:

- There is a lag time in data collection for a given quarter and the reporting such that the actual financials will be updated from previous quarters.
- AAAJ-LA, updated their reported expenses for County funds from \$14,005 (reported in Q4) to \$30,879 (reported in Q5) to include expenses not previously reported.
- Esperanza, expenses from County for Y1, Q4 were updated from \$29,803 to \$40,237 to include expenses not previously reported.
- LA LGBT Center, expenses from Philanthropy for Y1, Q4 were updated from \$7,739 to \$1,287. The updated amount excludes a service fee that was reimbursed.
- Expenses included for NFF, Vera, and CCF are only projections of expected expenses, these projections are included to present a more realistic report of expenses of the fund. These organizations do not report expenses in a quarterly basis.

# X. Attachment C (Cont.)

## Los Angeles Justice Fund Quarterly Expenditure Report

ORGANIZATION	Y1, Q1 (November 27, 2017 - March 31, 2018)			
	City	County	Philanthropy	Expenses
<b>Legal Service Providers</b>				
Asian Americans Advancing Justice - Los Angeles (AAAJ-LA)	\$ 46,802.00	\$ 65,525.00	\$ 21,395.00	\$ 133,722.00
Bet Tzedek Legal Services	\$ 19,306.00	\$ 22,665.00	\$ 7,425.00	\$ 49,396.00
Central American Resource Center (CARECEN)	\$ -	\$ -	\$ 2,611.00	\$ 2,611.00
Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA)	\$ 10,432.00	\$ 3,814.00	\$ 8,939.00	\$ 23,185.00
Esperanza Immigrant Rights Project, Catholic	\$ 17,596.00	\$ 31,611.00	\$ 8,783.00	\$ 57,990.00
Immigrant Defenders Law Center	\$ 22,209.00	\$ 17,975.00	\$ 45,872.00	\$ 86,056.00
Kids in Need of Defense (KIND)	\$ 12,505.00	\$ 12,505.00	\$ -	\$ 25,010.00
Los Angeles LGBT Center	\$ 15,284.00	\$ 15,284.00	\$ 1,367.00	\$ 31,935.00
Legal Aid Foundation of Los Angeles (LAFLA)	\$ 3,225.58	\$ 3,962.86	\$ 2,027.51	\$ 9,215.95
Program for Torture Victims (PTV)	\$ 19,138.00	\$ -	\$ -	\$ 19,138.00
Public Counsel Law Center	\$ 14,025.00	\$ 28,475.00	\$ 29,816.00	\$ 72,316.00
USC Gould School of Law, Immigration Clinic	\$ 8,996.00	\$ 8,996.00	\$ -	\$ 17,992.00
Subtotal	\$ 189,518.58	\$ 210,812.86	\$ 128,235.51	\$ 528,566.95
<b>Capacity Building Organizations</b>				
Catholic Legal Immigration Network, Inc. (CLINIC)	Not Required to Report Quarterly			
Loyola Immigrant Justice Clinic (LIJC), Loyola Law School	\$ -	\$ -	\$ 13,025.00	\$ 13,025.00
Nonprofit Finance Fund	Not Required to Report Quarterly			
OneJustice	\$ -	\$ -	\$ 34,039.00	\$ 34,039.00
Program for Torture Victims (PTV)	\$ -	\$ -	\$ 19,139.00	\$ 19,139.00
Southwestern Law School, Immigration Law Clinic (SWLC)	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ 66,203.00	\$ 66,203.00
<b>Data Collection and Evaluation &amp; Administration</b>				
Vera Institute of Justice, Center on Immigration and Justice (Vera)	Not Required to Report Quarterly			
<b>Program Administration</b>				
California Community Foundation (CCF)	Not Required to Report			
TOTAL	\$ 189,518.58	\$ 210,812.86	\$ 194,438.51	\$ 594,769.95

### Notes:

- City of LA / LA County funds are only used for direct legal representation activities.
- Funding for Program for Torture Victims (PTV) includes a combination of direct representation activities and capacity building resources.
- CLINIC and NFF submit yearly expense reports.
- Funding allocated for the Vera is for data collection and program evaluation.
- Funding allocated for the CCF is for the administration of the program.

### Changes to expenses previously reported on LAJF Q4 Report:

- There is a lag time in data collection for a given quarter and the reporting such that the actual financials will be updated from previous quarters.
- AAAJ-LA, updated their reported expenses for County funds from \$14,005 (reported in Q4) to \$30,879 (reported in Q5) to include expenses not previously reported.
- Esperanza, expenses from County for Y1, Q4 were updated from \$29,803 to \$40,237 to include expenses not previously reported.
- LA LGBT Center, expenses from Philanthropy for Y1, Q4 were updated from \$7,739 to \$1,287. The updated amount excludes a service fee that was reimbursed.
- Expenses included for NFF, Vera, and CCF are only projections of expected expenses, these projections are included to present a more realistic report of expenses of the fund. These organizations do not report expenses in a quarterly basis.

## X. Attachment C (Cont.)

**Los Angeles Justice Fund  
Quarterly Expenditure Report**

ORGANIZATION	Y1, Q2 (April 1, 2018 - June 30, 2018)			
	City	County	Philanthropy	Expenses
Legal Service Providers				
Asian Americans Advancing Justice - Los Angeles (AAAJ-LA)	\$ 31,587.00	\$ 25,181.00	\$ 4,171.00	\$ 60,939.00
Bet Tzedek Legal Services	\$ 15,136.00	\$ 17,768.00	\$ 9,874.00	\$ 42,778.00
Central American Resource Center (CARECEN)	\$ -	\$ -	\$ 4,191.00	\$ 4,191.00
Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA)	\$ 11,605.00	\$ 10,867.00	\$ 20,533.00	\$ 43,005.00
Esperanza Immigrant Rights Project, Catholic Charities	\$ 24,409.00	\$ 54,744.00	\$ 12,203.00	\$ 91,356.00
Immigrant Defenders Law Center	\$ 24,391.00	\$ 7,427.00	\$ 45,433.00	\$ 77,251.00
Kids in Need of Defense (KIND)	\$ 9,150.00	\$ 9,150.00	\$ 6,099.00	\$ 24,399.00
Los Angeles LGBT Center	\$ 15,653.00	\$ 15,653.00	\$ 3,101.00	\$ 34,407.00
Legal Aid Foundation of Los Angeles (LAFLA)	\$ 14,902.80	\$ 18,309.16	\$ 9,367.46	\$ 42,579.42
Program for Torture Victims (PTV)	\$ 16,349.00	\$ -	\$ -	\$ 16,349.00
Public Counsel Law Center	\$ 14,634.00	\$ 29,710.00	\$ 23,986.00	\$ 68,330.00
USC Gould School of Law, Immigration Clinic	\$ 1,663.00	\$ 1,663.00	\$ -	\$ 3,326.00
Subtotal	\$ 179,479.80	\$ 190,472.16	\$ 138,958.46	\$ 508,910.42
Capacity Building Organizations				
Catholic Legal Immigration Network, Inc. (CLINIC)	Not Required to Report Quarterly			
Loyola Immigrant Justice Clinic (LIJC), Loyola Law School	\$ -	\$ -	\$ 36,297.00	\$ 36,297.00
Nonprofit Finance Fund	Not Required to Report Quarterly			
OneJustice	\$ -	\$ -	\$ 44,392.00	\$ 44,392.00
Program for Torture Victims (PTV)	\$ -	\$ -	\$ 16,353.00	\$ 16,353.00
Southwestern Law School, Immigration Law Clinic (SWLC)	\$ -	\$ -	\$ 28,141.00	\$ 28,141.00
Subtotal	\$ -	\$ -	\$ 125,183.00	\$ 125,183.00
Data Collection and Evaluation & Administration				
Vera Institute of Justice, Center on Immigration and Justice (Vera)	Not Required to Report Quarterly			
Program Administration				
California Community Foundation (CCF)	Not Required to Report			
TOTAL	\$ 179,479.80	\$ 190,472.16	\$ 264,141.46	\$ 634,093.42

**Notes:**

- City of LA / LA County funds are only used for direct legal representation activities.
- Funding for Program for Torture Victims (PTV) includes a combination of direct representation activities and capacity building resources.
- CLINIC and NFF submit yearly expense reports.
- Funding allocated for the Vera is for data collection and program evaluation.
- Funding allocated for the CCF is for the administration of the program.

**Changes to expenses previously reported on LAJF Q4 Report:**

- There is a lag time in data collection for a given quarter and the reporting such that the actual financials will be updated from previous quarters.
- AAAJ-LA, updated their reported expenses for County funds from \$14,005 (reported in Q4) to \$30,879 (reported in Q5) to include expenses not previously reported.
- Esperanza, expenses from County for Y1, Q4 were updated from \$29,803 to \$40,237 to include expenses not previously reported.
- LA LGBT Center, expenses from Philanthropy for Y1, Q4 were updated from \$7,739 to \$1,287. The updated amount excludes a service fee that was reimbursed.
- Expenses included for NFF, Vera, and CCF are only projections of expected expenses, these projections are included to present a more realistic report of expenses of the fund. These organizations do not report expenses in a quarterly basis.

## X. Attachment C (Cont.)

Los Angeles Justice Fund  
Quarterly Expenditure Report

ORGANIZATION	Y1, Q3 (July 1, 2018 - September 30, 2018)			
	City	County	Philanthropy	Expenses
Legal Service Providers				
Asian Americans Advancing Justice - Los Angeles (AAAJ-LA)	\$ 32,548.00	\$ 27,674.00	\$ 3,863.00	\$ 64,085.00
Bet Tzedek Legal Services	\$ 22,030.00	\$ 25,861.00	\$ 251.00	\$ 48,142.00
Central American Resource Center (CARECEN)	\$ 14,425.00	\$ 14,425.00	\$ 14,278.00	\$ 43,128.00
Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA)	\$ 37,187.00	\$ 13,916.00	\$ 41,385.00	\$ 92,488.00
Esperanza Immigrant Rights Project, Catholic Charities	\$ 28,874.00	\$ 25,317.00	\$ 4,172.00	\$ 58,363.00
Immigrant Defenders Law Center	\$ 25,774.00	\$ 20,007.00	\$ 89,425.00	\$ 135,206.00
Kids in Need of Defense (KIND)	\$ 8,584.00	\$ 8,547.00	\$ 7,323.00	\$ 24,454.00
Los Angeles LGBT Center	\$ 15,985.00	\$ 15,985.00	\$ 772.00	\$ 32,742.00
Legal Aid Foundation of Los Angeles (LAFLA)	\$ 20,215.84	\$ 24,836.58	\$ 12,707.08	\$ 57,759.50
Program for Torture Victims (PTV)	\$ 16,238.00	\$ -	\$ -	\$ 16,238.00
Public Counsel Law Center	\$ 19,828.00	\$ 40,257.00	\$ 29,509.00	\$ 89,594.00
USC Gould School of Law, Immigration Clinic	\$ 11,561.00	\$ 11,561.00	\$ -	\$ 23,122.00
Subtotal	\$ 253,249.84	\$ 228,386.58	\$ 203,685.08	\$ 685,321.50
Capacity Building Organizations				
Catholic Legal Immigration Network, Inc. (CLINIC)	Not Required to Report Quarterly			
Loyola Immigrant Justice Clinic (LIJC), Loyola Law School	\$ -	\$ -	\$ 37,792.00	\$ 37,792.00
Nonprofit Finance Fund	Not Required to Report Quarterly			
OneJustice	\$ -	\$ -	\$ 38,819.00	\$ 38,819.00
Program for Torture Victims (PTV)	\$ -	\$ -	\$ 16,242.00	\$ 16,242.00
Southwestern Law School, Immigration Law Clinic (SWLC)	\$ -	\$ -	\$ 24,597.00	\$ 24,597.00
Subtotal	\$ -	\$ -	\$ 117,450.00	\$ 117,450.00
Data Collection and Evaluation & Administration				
Vera Institute of Justice, Center on Immigration and Justice (Vera)	Not Required to Report Quarterly			
Program Administration				
California Community Foundation (CCF)	Not Required to Report			
TOTAL	\$ 253,249.84	\$ 228,386.58	\$ 321,135.08	\$ 802,771.50

## Notes:

- City of LA / LA County funds are only used for direct legal representation activities.
- Funding for Program for Torture Victims (PTV) includes a combination of direct representation activities and capacity building resources.
- CLINIC and NFF submit yearly expense reports.
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## Changes to expenses previously reported on LAJF Q4 Report:

- There is a lag time in data collection for a given quarter and the reporting such that the actual financials will be updated from previous quarters.
- AAAJ-LA, updated their reported expenses for County funds from \$14,005 (reported in Q4) to \$30,879 (reported in Q5) to include expenses not previously reported.
- Esperanza, expenses from County for Y1, Q4 were updated from \$29,803 to \$40,237 to include expenses not previously reported.
- LA LGBT Center, expenses from Philanthropy for Y1, Q4 were updated from \$7,739 to \$1,287. The updated amount excludes a service fee that was reimbursed.
- Expenses included for NFF, Vera, and CCF are only projections of expected expenses, these projections are included to present a more realistic report of expenses of the fund. These organizations do not report expenses in a quarterly basis.

## X. Attachment C (Cont.)

Los Angeles Justice Fund  
Quarterly Expenditure Report

ORGANIZATION	Y1, Q4 (October 1, 2018 - December 31, 2018)			
	City	County	Philanthropy	Expenses
Legal Service Providers				
Asian Americans Advancing Justice - Los Angeles (AAAJ-LA)	\$ 16,601.00	\$ 30,879.00	\$ 1,977.00	\$ 49,457.00
Bet Tzedek Legal Services	\$ 20,025.00	\$ 23,507.00	\$ 6,999.00	\$ 50,531.00
Central American Resource Center (CARECEN)	\$ 11,180.00	\$ 11,180.00	\$ 14,273.00	\$ 36,633.00
Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA)	\$ 42,603.00	\$ 24,703.00	\$ 57,808.00	\$ 125,114.00
Esperanza Immigrant Rights Project, Catholic Charities	\$ 68,512.00	\$ 40,237.00	\$ 5,755.00	\$ 114,504.00
Immigrant Defenders Law Center	\$ 18,445.00	\$ 15,324.00	\$ 38,124.00	\$ 71,893.00
Kids in Need of Defense (KIND)	\$ 7,766.00	\$ 8,470.00	\$ 8,072.00	\$ 24,308.00
Los Angeles LGBT Center	\$ 16,030.00	\$ 16,030.00	\$ 1,287.00	\$ 33,347.00
Legal Aid Foundation of Los Angeles (LAFLA)	\$ 28,667.42	\$ 35,219.97	\$ 18,019.57	\$ 81,906.96
Program for Torture Victims (PTV)	\$ 18,947.00	\$ -	\$ -	\$ 18,947.00
Public Counsel Law Center	\$ 19,507.00	\$ 39,012.00	\$ 30,817.00	\$ 89,336.00
USC Gould School of Law, Immigration Clinic	\$ 12,798.00	\$ 12,798.00	\$ -	\$ 25,596.00
Subtotal	\$ 281,081.42	\$ 257,359.97	\$ 183,131.57	\$ 721,572.96
Capacity Building Organizations				
Catholic Legal Immigration Network, Inc. (CLINIC)	Not Required to Report Quarterly			
Loyola Immigrant Justice Clinic (LIJC), Loyola Law School	\$ -	\$ -	\$ 32,900.00	\$ 32,900.00
Nonprofit Finance Fund	Not Required to Report Quarterly			
OneJustice	\$ -	\$ -	\$ 28,557.00	\$ 28,557.00
Program for Torture Victims (PTV)	\$ -	\$ -	\$ 18,951.00	\$ 18,951.00
Southwestern Law School, Immigration Law Clinic (SWLC)	\$ -	\$ -	\$ 31,955.00	\$ 31,955.00
Subtotal	\$ -	\$ -	\$ 112,363.00	\$ 112,363.00
Data Collection and Evaluation & Administration				
Vera Institute of Justice, Center on Immigration and Justice (Vera)	Not Required to Report Quarterly			
Program Administration				
California Community Foundation (CCF)	Not Required to Report			
TOTAL	\$ 281,081.42	\$ 257,359.97	\$ 295,494.57	\$ 833,935.96

## Notes:

- City of LA / LA County funds are only used for direct legal representation activities.
- Funding for Program for Torture Victims (PTV) includes a combination of direct representation activities and capacity building resources.
- CLINIC and NFF submit yearly expense reports.
- Funding allocated for the Vera is for data collection and program evaluation.
- Funding allocated for the CCF is for the administration of the program.

## Changes to expenses previously reported on LAJF Q4 Report:

- There is a lag time in data collection for a given quarter and the reporting such that the actual financials will be updated from previous quarters.
- AAAJ-LA, updated their reported expenses for County funds from \$14,005 (reported in Q4) to \$30,879 (reported in Q5) to include expenses not previously reported.
- Esperanza, expenses from County for Y1, Q4 were updated from \$29,803 to \$40,237 to include expenses not previously reported.
- LA LGBT Center, expenses from Philanthropy for Y1, Q4 were updated from \$7,739 to \$1,287. The updated amount excludes a service fee that was reimbursed.
- Expenses included for NFF, Vera, and CCF are only projections of expected expenses, these projections are included to present a more realistic report of expenses of the fund. These organizations do not report expenses in a quarterly basis.

# X. Attachment C (Cont.)

## Los Angeles Justice Fund Quarterly Expenditure Report

ORGANIZATION	Year 1 Total Expenses	Y2, Q1 (January 1, 2019 - March 31, 2019)				Total Expenses to Date
		City	County	Philanthropy	Total Expenses	
Legal Service Providers						
Asian Americans Advancing Justice - Los Angeles (AAAJ-LA)	\$ 308,203.00	\$ 27,033.00	\$ 27,813.00	\$ 6,157.00	\$ 61,003.00	\$ 369,206.00
Bet Tzedek Legal Services	\$ 190,847.00	\$ 23,072.00	\$ 14,141.00	\$ 6,062.00	\$ 43,275.00	\$ 234,122.00
Central American Resource Center (CARECEN)	\$ 86,563.00	\$ 25,895.00	\$ 9,938.00	\$ 14,161.00	\$ 49,994.00	\$ 136,557.00
Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA)	\$ 283,792.00	\$ 48,272.00	\$ 47,300.00	\$ 21,335.00	\$ 116,907.00	\$ 400,699.00
Esperanza Immigrant Rights Project, Catholic Charities of Los Angeles (Esperanza)	\$ 322,213.00	\$ 60,436.00	\$ 28,353.00	\$ 4,723.00	\$ 93,512.00	\$ 416,725.00
Immigrant Defenders Law Center	\$ 370,406.00	\$ 19,749.00	\$ 16,735.00	\$ 45,211.00	\$ 81,695.00	\$ 452,101.00
Kids in Need of Defense (KIND)	\$ 98,171.00	\$ 8,261.00	\$ 8,463.00	\$ 6,146.00	\$ 22,870.00	\$ 121,041.00
Los Angeles LGBT Center	\$ 132,431.00	\$ 15,883.00	\$ 15,883.00	\$ 6,950.00	\$ 38,716.00	\$ 171,147.00
Legal Aid Foundation of Los Angeles (LAFILA)	\$ 191,461.83	\$ 14,974.31	\$ 18,397.01	\$ 9,412.43	\$ 42,783.75	\$ 234,245.58
Program for Torture Victims (PTV)	\$ 70,672.00	\$ 17,424.00	\$ -	\$ -	\$ 17,424.00	\$ 88,096.00
Public Counsel Law Center	\$ 319,576.00	\$ 18,268.00	\$ 36,535.00	\$ 28,673.00	\$ 83,476.00	\$ 403,052.00
USC Gould School of Law, Immigration Clinic	\$ 70,036.00	\$ 10,792.00	\$ 10,792.00	\$ -	\$ 21,584.00	\$ 91,620.00
Subtotal	\$ 2,444,371.83	\$ 290,059.31	\$ 234,350.01	\$ 148,830.43	\$ 673,239.75	\$ 3,117,611.58
Capacity Building Organizations						
Catholic Legal Immigration Network, Inc. (CLINIC)	\$ 84,489.00	\$ -	\$ -	\$ 28,877.75	\$ 28,877.75	\$ 113,366.75
Loyola Immigrant Justice Clinic (LIJC), Loyola Law School	\$ 120,014.00	\$ -	\$ -	\$ 37,141.00	\$ 37,141.00	\$ 157,155.00
Nonprofit Finance Fund	\$ 85,714.29	\$ -	\$ -	\$ 28,571.43	\$ 28,571.43	\$ 114,285.72
OneJustice	\$ 145,807.00	\$ -	\$ -	\$ 25,616.00	\$ 25,616.00	\$ 171,423.00
Program for Torture Victims (PTV)	\$ 70,685.00	\$ -	\$ -	\$ 17,427.00	\$ 17,427.00	\$ 88,112.00
Southwestern Law School, Immigration Law Clinic (SWLC)	\$ 84,693.00	\$ -	\$ -	\$ 29,820.00	\$ 29,820.00	\$ 114,513.00
Subtotal	\$ 591,402.29	\$ -	\$ -	\$ 167,453.18	\$ 167,453.18	\$ 758,855.47
Data Collection and Evaluation & Administration						
Vera Institute of Justice, Center on Immigration and Justice (Vera)	\$ 300,000.00	\$ 20,825.00	\$ 31,250.00	\$ 22,925.00	\$ 75,000.00	\$ 375,000.00
Program Administration						
California Community Foundation (CCF)	\$ 25,000.00	\$ 2,500.00	\$ 3,750.00	\$ -	\$ 6,250.00	\$ 31,250.00
TOTAL	\$ 3,360,774.12	\$ 313,384.31	\$ 269,350.01	\$ 339,208.61	\$ 921,942.93	\$ 4,282,717.05

### Notes:

- City of LA / LA County funds are only used for direct legal representation activities.
- Funding for Program for Torture Victims (PTV) includes a combination of direct representation activities and capacity building resources.
- CLINIC and NFF submit yearly expense reports.
- Funding allocated for the Vera is for data collection and program evaluation.
- Funding allocated for the CCF is for the administration of the program.

### Changes to expenses previously reported on LAJF Q4 Report:

- There is a lag time in data collection for a given quarter and the reporting such that the actual financials will be updated from previous quarters.
- AAAJ-LA, updated their reported expenses for County funds from \$14,005 (reported in Q4) to \$30,879 (reported in Q5) to include expenses not previously reported.
- Esperanza, expenses from County for Y1, Q4 were updated from \$29,803 to \$40,237 to include expenses not previously reported.
- LA LGBT Center, expenses from Philanthropy for Y1, Q4 were updated from \$7,739 to \$1,287. The updated amount excludes a service fee that was reimbursed.
- Expenses included for NFF, Vera, and CCF are only projections of expected expenses, these projections are included to present a more realistic report of expenses of the fund. These organizations do not report expenses in a quarterly basis.

## **IX. Attachment D**

### **L.A. Justice Fund – Stories of Impact**

#### **Helping Victims of Violence**

Attorneys with Asian Americans Advancing Justice-Los Angeles (AAAJ-LA) helped Daniel have his removal order terminated by an immigration judge. Daniel who was the victim of a violent shooting that left him paralyzed from the waist down, is an exemplary member of his community. He turned his negative circumstance into an inspirational one by volunteering his time at a local rehabilitation center and teaching Cal State Los Angeles' medical students about living with a disability.

With LAJF funds, the AAAJ-LA team worked on the motion to reopen his case and the motion to terminate his removal. In his motion to terminate, the judge mentioned that the letters of support Daniel had received demonstrated "his character, volunteerism, and commendable civic spirit."

#### **Supporting Heads of Households**

Juan has called Los Angeles County home for the last three decades. It was a shock to he and his family, many of whom are US citizens, when he was unexpectedly arrested by ICE officers. He was leaving for his job at the San Fernando Swap Meet, where he has worked for the last 20 years, when officers falsely accused Juan of having stolen vehicles on his property.

At his initial immigration court hearing, attorneys with Immigrant Defenders were able to help Juan to demonstrate the unreliability of the claims. The Immigration Judge agreed, and Juan was released on bond at his first hearing. Without a lawyer, it would have been impossible for Juan to demonstrate that the accusations made by the arresting ICE officers were unfounded. Juan is now home with his family as he continues to fight his case.

#### **Taking Care of Unaccompanied Children**

Ira is a three-year-old girl from El Salvador who fled her home country with her uncle and grandmother due to threats against their family after Ira's uncle agreed to testify against members of a local gang in court. Despite being placed under witness protection, the gang found out where the family was living and placed a gun to Ira's grandmother's head while she held Ira in her arms. The attack forced Ira and her family to make the difficult journey to the U.S., where they are now seeking asylum and protection.

After arriving in the U.S., Ira was placed with a foster family that did not properly care for her. She had to be hospitalized for skin rashes and diseases. Once out of custody and finally released to her family, Ira was treated properly and is now in a better home than before. Kids in Need of Defense (KIND) are working to find a volunteer attorney to represent Ira in her immigration case so that the young girl may remain with her family.

August 16, 2019



To: LA Justice Fund Partners  
From: California Community Foundation  
Re: Los Angeles Justice Fund Year One Summary Reports

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Enclosed with this cover letter are two reports documenting year one implementation, assessments and learnings for the Los Angeles Justice Fund (LAJF). The first report is a year one evaluation from the Vera Institute of Justice. A second supplemental report prepared by the Nonprofit Finance Fund was also commissioned by CCF to conduct a financial assessment of direct representation organizations participating in the LAJF. Both reports are herein enclosed.

The Los Angeles Justice Fund was launched as a pilot project in November 2017 as a partnership between the County of Los Angeles, the City of Los Angeles, the Weingart Foundation, and the California Community Foundation. The goal of this project is to expand access to direct legal representation for vulnerable immigrant communities most impacted by aggressive deportation efforts in Los Angeles County. As such, LAJF grants were aimed at supporting individuals who are arrested and/or detained by immigration officials, are subject to removal proceedings, and/or have a final order of removal. The California Community Foundation has served as the fiscal sponsor and program administrator for the LAJF and subcontracted with the Vera Institute of Justice to support data collection of direct representation cases as well as to evaluate implementation and impact of the two-year, pilot program.

#### Los Angeles Justice Fund: Year 1 Implementation Evaluation (Vera Institute of Justice)

The Vera Institute of Justice year-one evaluation of the LAJF is focused on the implementation of the first year of program to determine whether activities in the program have been employed as intended. The implementation evaluation measures performance in the domains of program design, capacity building, hiring and staffing, building and launching a program, and service utilization—the necessary activities that dominate the first year of a new program. Documenting program activities, the successes and challenges in rolling them out, allows for documentation of best practices, replicability and refinement of the program's focus and activities. At the end of year two, Vera will submit a second summative evaluation report that assess program impact more broadly, including any changes in program activities between the first and second years, and the full scope of impacts representation has achieved. This report is expected to be released by Spring of 2020.

#### Los Angeles Justice Fund Financial Report (Nonprofit Finance Fund)

The Nonprofit Finance Fund (NFF), a separate report commissioned with CCF capacity building resources, complements the Vera report and aims to surface the financial structure of LAJF direct representation organizations. This is a separate report that CCF commissioned to gain a better understanding of the financial infrastructure of legal services providers working in removal defense. The information included in this report provides funders with additional background on the full costs and unfunded costs of direct representation and provides recommendations on how funders can support direct representation service providers. Findings in this report are meant to elevate learnings from participating organizations, reveal priority needs of direct representation organizations to continue and expand services, and share opportunities to strengthen a potential and permanent direct representation program via the LAJF.

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# Los Angeles Justice Fund: Year 1 Implementation Evaluation

Implementation Evaluation Report of the Los Angeles Justice Fund through December 2018

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*Compiled by the Vera Institute of Justice for the California Community Foundation*  
*Updated June 18, 2019*

## Executive Summary

This report evaluates the implementation of the first year of the Los Angeles Justice Fund (LAJF). LAJF is a multi-sector and cross-governmental approach to address the pressing need for qualified legal assistance and defense among immigrants facing deportation proceedings. The Fund was launched in November 2017 as a partnership between Los Angeles County, the City of Los Angeles, the Weingart Foundation, and the California Community Foundation (CCF). The Fund has raised a combined total of \$7.9 million and has awarded \$7.4 million in grants for up to two years to 18 nonprofit agencies providing direct legal services and developing capacity for deportation defense in Los Angeles.<sup>1</sup> The \$7.9 million total raised includes \$3 million from the County of Los Angeles, \$2 million from the City of Los Angeles, \$1,125,000 from Weingart Foundation, and \$1,775,000 from the California Community Foundation (CCF).

Immigration court cases are the only legal proceedings in the United States in which people are routinely detained by the federal government and required to defend themselves against trained government lawyers without the right to a court-appointed attorney. This means that most low-income people who cannot afford private lawyers appear in immigration court without legal representation. Yet, individuals are 10.5 times more likely to receive successful immigration court outcomes permitting them to remain in the United States when they have attorneys.<sup>2</sup> In response to this due process crisis, a growing number of jurisdictions around the country have launched innovative public-private partnerships to fund deportation defense. LAJF is part of the growing momentum among local leaders committed to protecting their residents and enhancing public safety and trust in government by providing deportation defense.<sup>3</sup> LAJF does this by expanding access to attorneys for immigrants in Los Angeles who are apprehended and detained by immigration officials and subject to removal proceedings and/or with a final order of removal (deportation). In some instances, LAJF grantees also represent people facing imminent risk of deportation who need assistance before they are in immigration proceedings to access safeguards or protect their status in the United States. The Fund also supports organizations providing services such as legal trainings and mentoring programs for new removal defense attorneys in an effort to increase capacity in the field.

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<sup>1</sup> Throughout this report, “Los Angeles” refers to the City and County of Los Angeles, unless otherwise specified. Additionally, although there are 18 grantees, only 15 are discussed and analyzed in this report. The grantees omitted from analysis are the Vera Institute of Justice (Vera), the Catholic Legal Immigration Network, Inc. (CLINIC), and the Nonprofit Finance Fund (NFF). This evaluation omits Vera and NFF because neither organization is contracted to work on or in direct support of deportation defense. Instead, Vera is contracted only to produce research and evaluations of LAJF, and NFF works to provide technical assistance pertaining to strengthening the financial capacity of LAJF grantees. Additionally, NFF did not join LAJF until June of 2018, meaning they were not part of the program for a significant portion of time covered in this evaluation. Similarly, CLINIC is omitted from analysis because the organization only recently joined the program, and was not a member for the vast majority of time that this report covers.

<sup>2</sup> Ingrid V. Eagly and Steven Shafer, “A National Study of Access to Counsel in Immigration Court,” *University of Pennsylvania Law Review* 164, no. 1 (2015), 1–19.

<sup>3</sup> See the “Safety and Fairness for Everyone (SAFE) Network” project page for examples of jurisdictions that have committed public and private funding to deportation defense programs: <https://www.vera.org/projects/safe-network/overview>.

### Key Accomplishments in Year 1 of the Fund

- **LAJF is serving clients with deep ties to the United States and Los Angeles and is protecting vulnerable community members.** LAJF clients have resided in the United States an average of 15 years, and more than 60 percent of clients have lived in the country for over a decade. Nine out of 10 clients were identified as having a vulnerability such as crime victimization, domestic violence, human trafficking, or homelessness, among others. Forty-two percent of clients were detained when LAJF grantees took on their cases and 16 percent of clients were children or former unaccompanied children at the time representation began. Attorneys have filed hundreds of motions and applications on their clients' behalf, have secured release for 23 percent of initially detained clients, and have achieved favorable outcomes for 41 percent of clients with completed court cases, allowing them to remain in the United States with their families and in the communities they call home.
- **The effects of immigration enforcement, and alternately, the benefits of representation through LAJF, extend beyond clients to their families and social networks, extending the impact of the Fund to local residents and communities.** LAJF clients are parents of U.S. citizen children at approximately the same rate as native-born residents, and as such the program's impact extends beyond its clients to families and children throughout Los Angeles. Similarly, LAJF grantees aided their clients with a range of issues ancillary to their immigration legal cases. Data from surveys and interviews show that protecting these vulnerable members of the community may also yield enhanced trust in government and broader benefits to public safety and even the local economy, though it is too soon to measure these potential impacts more expansively.
- **Grantees have maintained high caseloads even during the start-up year when programs were getting up to scale.** While each grantee's caseload composition looks different because of the different profiles of clients and cases each program is serving (e.g. children, detained adults, victims of violence), the program has maintained an average of 26 cases per organization over Year 1, or an average of 22 open cases per organization as of December 2018. This is a surprisingly high number given some grantees were not fully staffed and/or did not begin taking cases until several months into the program. This average caseload falls within the range of what grantees proposed would be feasible in the start-up year, between an average of 14.5 and 38 cases. Though there is not yet enough research in the field for there to be a "gold standard" for determining caseloads in deportation defense work, these numbers are consistent, and perhaps even overly ambitious in some instances, relative to caseloads in other programs focused on deportation defense and detained adult representation in particular.
- **LAJF has laid the foundation for a robust and collaborative deportation defense network across Los Angeles.** Grantees have built capacity, hired and trained staff and qualified

volunteers, established the foundation and networks needed to run the program, enhanced stakeholder relationships, and created and are using information sharing systems. Several grantees formed the Detained Collaborative to support each other's work in the Adelanto detention center, and LAJF funding has supported a fully operational rented workspace open to all LAJF grantees serving clients at the remote facility. Grantees are cooperating on screenings and intakes, have set up a case referral system also used by the Los Angeles County Public Defender's Office, and are supporting each other's work via a dedicated listserv to communicate on a range of topics such as technical assistance, access to detention centers, and filing applications for relief. Loyola and Southwestern Law Schools partnered to organize the Removal Defense Corps, a collaborative that builds legal capacity for individuals at risk of deportation by holding legal trainings for law students and attorneys, placing removal cases with pro bono attorneys, and matching pro bono attorneys with mentors, among the provision of other resources that support attorneys in removal defense work. Additionally, grantees designed, led, and attended trainings and capacity building workshops.

- **The need for deportation defense is tremendous in California—more than one local fund alone can tackle—but evidence from Year 1 of the Fund demonstrates that LAJF has the potential to change the landscape of unmet need in Los Angeles and lead the state and nation in innovative local responses to protecting local community members who are immigrants.** California has more pending immigration court cases than any other state in the country (approximately 153,000 cases), of which about one-quarter lack representation. More than half of all pending cases in California are in the Los Angeles courts.<sup>4</sup> However, the numbers of pending detained cases most urgently in need of assistance in the Los Angeles area are far fewer (under 1,000), and LAJF has the potential, with sustained and increased funding, to be a leader in the national immigration defense movement by ensuring no Angelinos have to face the threat of deportation alone. As one of the nation's largest cities with one of the largest immigrant populations, Los Angeles is well positioned to play a leading role in shaping the growing momentum toward publicly funded deportation defense programs.

### Fine-Tuning Program Design to Expand the Impact of the Fund

Implementation evaluations are conducted at the beginning of new programs to assess how programs are measuring up against their goals. This allows for evidence-based modifications to program design early in a program's development. To this end, data from the Year 1 evaluation highlight that LAJF can achieve additional impacts for a greater number of local residents through modifications to program design in subsequent years of the Fund. This could include some or all of the following:

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<sup>4</sup> "Immigration Court Backlog Tool," TRAC Immigration, March, 2019, [https://trac.syr.edu/phptools/immigration/court\\_backlog/](https://trac.syr.edu/phptools/immigration/court_backlog/).  
"Details on Deportation Proceedings in Immigration Court," TRAC Immigration, March, 2019, <https://trac.syr.edu/phptools/immigration/nta/>.

- **Loosen eligibility requirements to ensure the most vulnerable are served.** In the first year of the program, funders requested that LAJF only represent persons who could prove residency, and do so by submitting various documentation. While it is reasonable that local stakeholders would want to focus on people with ties to Los Angeles, those who are least likely to be able to demonstrate residency are often those who are most vulnerable and in need of assistance, including persons in detention with no access to their documents, unaccompanied children, people who are seeking protections through asylum after having recently arrived to the United States, and local area residents who are homeless. Along these lines, the current eligibility requirements have also meant that the Fund is not flexible enough to respond to acute needs such as those arising from the 2018 family separations, as separated families still failed to meet the residency eligibility requirements. LAJF also excludes people with certain categories of prior criminal justice system involvement from receiving representation. Combined, these “carve-outs” force grantees to screen—and deny representation to—many potential clients in need of legal assistance in an effort to find those who do meet the narrow requirements. These eligibility requirements impose greater limits to accessing representation than do most other deportation defense programs (See, Appendix 1), and the data make clear that such “carve-outs” hamper access to due process for people who may have valid legal defenses.
- **Advance merits-blind “universal” representation to ensure due process for all.** LAJF can promote due process for all by advancing a universal representation model that ensures all immigrants have equal access to representation, and the most vulnerable are not screened out because they appear to lack merit. Such a merits-blind model is the most race-equitable service delivery model, demonstrates a commitment to all immigrants without singling some out as more or less deserving, and yields important efficiencies by ensuring legal service providers are able to take on a balance of cases. At scale, such an approach should prove to be the most efficient and fair.
- **Reduce burdensome reporting requirements.** Grantees are currently required to collect hourly billing data for County-funded cases. Collecting this level of data makes sense at the beginning of a new program to learn how effort is being expended and ensure funding and effort levels are aligned. However, over time, greater efficiencies can be achieved by reducing this sort of onerous data collection and using what has already been collected to inform rates or effort levels appropriate under grants that determine funding at the caseload level. This data entry—in addition to other mandated reporting—takes valuable time away from attorneys and staff that could be better used to directly serve clients with the limited funds available. Additionally, with too much required reporting, the data quality becomes compromised, thus limiting its usefulness. Stakeholders should use program data from the first few years of the Fund to learn more about the costs of zealous deportation defense and confirm grantees providing direct representation are using funds as intended; data collection should then be refined to focus on the information funders and grantees deem most important for oversight and sustainability.

- **Consolidate reporting and program oversight.** Because program oversight, reporting, and programmatic technical assistance are being coordinated by separate entities, it is difficult at times to ensure adequate follow-up on data entry issues or even programmatic challenges evidenced by the data or emerging in technical assistance processes. Streamlining program management to consolidate these functions in a single program management organization—to the extent feasible—could yield greater efficiencies.
- **Continue to hone programmatic and individual grantee goals and objectives.** The Year 1 implementation evaluation revealed that confusion remains among stakeholders around the program's goals and objectives. At times, these confusions have exacerbated inefficiencies as grantees change course to respond to shifting interpretations of priorities and eligibility. In the next year of the program, funders, other stakeholders, and grantees should agree to consistent, focused, and unambiguous program objectives and guidelines against which progress may be measured.
- **Commit to consolidated and sustained funding.** LAJF funding was distributed across a wide range of organizations whose work supports deportation defense. There are benefits to such a large network of organizations participating in the Fund, including that in the aggregate, a large number of staff have been partially funded across many organizations. However, for some direct service grantees, the normal challenges of program start-up were exacerbated by the fact that funding for each organization was not enough to build out a robust deportation defense team that would yield economies of scale. Going forward, grantors could consolidate higher levels of funding among a smaller pool of organizations best aligned with the Fund's vision. Finally, to the extent LAJF can commit to funding across a longer time horizon, legal service providers will be best able to manage caseloads to ensure they have adequate funding and staffing, especially to cover non-detained immigration court cases (including former unaccompanied children) for the several years these cases often take.

## Prelude: LAJF Changes Human Lives in Many Ways That Can't Be Quantified

People in immigration proceedings who were interviewed for this report described the many ways in which detention and the threat of deportation destabilized everyday life for them and their families, introducing stress, uncertainty, financial strains, and often physical ailments. On the other hand, they observed that lawyers helped level the playing field, restoring dignity to individuals, fairness to the process, stability to households, and a sense of relief for family members, especially children, who bear the biggest burden of having their parents taken from them. The stories below demonstrate the radiating benefits of representation through LAJF for individuals and their families, and alternately, the effects LAJF's program requirements have as they leave behind vulnerable people who have little chance of a successful outcome without the assistance of counsel.<sup>5</sup>

### Juan and Paula's story

Juan's family brought him to the United States from Mexico when he was just two years old. As he noted, "my whole life I've been living in this country...Basically, I'm from here. I'm not from Mexico." Juan grew up in the United States, went to school here, and has worked at a job he's held for so long he considers it his second home. Juan and his wife Paula have four children, ages 3, 7, 10, and 11, and describe their family as especially close-knit. Juan has long coached his children's soccer teams, and he and Paula recounted that they have rarely spent a day apart.

One evening the family planned to have dinner together and then visit a park. Paula picked up the kids from school, and Juan was driving home to meet them. When he was just three blocks from home, he was pulled over by ICE officers who had been following him as he left work. He was immediately taken into custody and sent to detention.

The shock of not knowing what happened to Juan and the subsequent separation during his detention took a toll on everyone. The children were constantly asking questions that Paula could not answer, they began acting out, having trouble concentrating, and their grades and school performance declined. With Juan in detention and unable to work, the family experienced great financial strain. Paula's stress increased to the point where she "started blanking out." She explained, "I would lose focus...All of a sudden, my sight, it would go blank. I would just see little stars." Her children sensed the stress, and her young son, only six at the time, worried about money. Paula shared, "He's so young that he doesn't understand [how money works]. Like, once, he was like, 'Mom, if you make me do work and you pay me, I'm gonna give you that money.' He doesn't understand...He was worried."

Juan also described the stress of being away from his family and the ways in which this stress was compounded by both the impending court process that would determine if he would be deported and what felt like an ongoing assault to his dignity while he was detained. He recounted that he was constantly hungry in detention, recalling how he was once taunted by guards as they served him frozen, rock-hard tortillas as a meal.

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<sup>5</sup> All names in this report have been changed to protect interview participants' identities.

Not long into his detention, Juan met with an LAJF attorney who took his case and soon after helped him secure release from detention on bond. Today Juan is reunited with his family, living in Los Angeles, and back to his longtime job. Juan's case is still pending, and his family's stress has not disappeared, as there is no guarantee he will be granted the right to remain in the United States even with the help of a lawyer. Juan and Paula acknowledged the possibility that he might lose his case and be deported but saw the value of the attorney both in helping Juan secure the right to fight his case from outside of detention, and, as Paula reflected, "because, just in general, when you walk into court and you are trying to represent yourself, they don't take you seriously." She continued, sharing that an attorney "makes you feel comfortable. They tell you the pros and the cons, like the outcomes...good and bad...that gives you a sense of, I don't know, relief."

### **Jana's story**

Jana's story brings to life the recommendation that LAJF can do more for more people in Los Angeles, and illustrates the profound human consequences of limited access to counsel. Like Juan, Jana was brought to the United States as a child, arriving in Los Angeles nearly three decades ago when she was thirteen years old. Jana is originally from Jordan, and lives in the United States legally, as a lawful permanent resident. She grew up and went to high school in Los Angeles County, and with most of her family also living in the County, Jana has deep ties to Los Angeles.

Like many people, Jana grappled with substance use, and was facing a court date as a result of a possession charge. However, she was homeless at the time, and without the ability to receive mail, Jana did not realize she was due in court. After missing her court appearance, a warrant for her arrest was issued. Jana was eventually arrested by local police and transferred from jail to immigration detention when authorities discovered she is not a U.S. citizen.

While detained, Jana struggled to find a lawyer. She was screened by an LAJF attorney early in her detention, but was deemed ineligible for representation due to the program's residency requirements, which necessitate documentation to prove residency—documents that Jana and many who are homeless and/or detained are unable to produce, especially from inside detention. After LAJF deemed her ineligible for representation, Jana remained detained for months. Detention and separation from her family took a great emotional toll on her and her loved ones.

Unlike many in Jana's position, she was eventually offered free representation through another funding source. She described everything changing quite suddenly after she obtained a lawyer, and her case finally started to progress. With the aid of her attorney, Jana applied for and won cancellation of removal, meaning she is able to remain in the United States legally. Today, she is living substance-free in Los Angeles and taking care of her two daughters, aged 9 and 11 years old.

Although Jana's case had a successful outcome, it is unlikely she would have been granted relief from removal had she not found a lawyer to help her navigate complex immigration law and understand how to defend her case. Had there been no residency requirement under LAJF, Jana could have secured

representation much earlier in her case, and may have been released earlier, sparing her and her family, including her young children, the pain of extended separation.

### **Gabriela's story**

Gabriela, a local college student in her twenties, recounted her surprise and concern one day when her father was not answering her calls. This was uncharacteristic of her father, who usually called every day. Gabriela soon discovered that immigration authorities had apprehended her father as he was getting ready to leave home for work one morning. An immigrant from Mexico, Gabriela's father had lived in the United States for nearly thirty years before he was detained. The trauma of learning a parent is in immigration detention could not have come at a worse time for Gabriela, as it was the week of her college final exams.

Gabriela described the anxiety she experienced after her father's apprehension. She missed her final exams in order to devote all her time to searching for a lawyer and gathering information in support of her father's defense. As time wore on, she began to experience frequent panic attacks. Gabriela assumed the responsibility of paying her father's rent while he was detained, took many costly trips to visit her father in the remote detention center where he was held, and was trying to save money for his bond. She feared the financial burdens she took on as a result of her father's detention would make it impossible to continue paying college tuition. As Gabriela quickly discovered, immigration detention disrupts not only the lives of those who are detained, but also threatens to derail their children's lives.

Many in Gabriela's situation do not have access to free representation and are not able to afford a lawyer. However, Gabriela found a lawyer through LAJF, and the attorney soon helped secure release on bond for Gabriela's father. Having an attorney involved freed Gabriela from the stress of being the only advocate for her father, and she was able to refocus on school. She described finding the courage to ask for support from a dean at the university, who otherwise never would have known what Gabriela was going through. The dean helped her get back on track academically. Gabriela has been so profoundly impacted by the work the LAJF attorney is doing on behalf of her father that she is considering a legal career when she graduates from college.

## Introduction

Los Angeles is home to the largest immigrant population of any county in the nation.<sup>6</sup> Yet, as a result of a steady and significant growth in enforcement actions, and the use of detention and deportation, over the past few decades, many area immigrants are at risk of removal from the United States. In turn, deportation threatens to separate families, destabilize communities, and erode trust in government. Despite the grave consequences that deportation proceedings carry and the complex nature of immigration law, immigration court cases are the only legal proceedings in the United States in which people are routinely detained by the federal government and required to defend themselves against trained government lawyers without the right to an attorney. Today, 68 percent of detained immigrants and 26 percent of non-detained immigrants in Los Angeles represent themselves in court alone, without the assistance of by an attorney.<sup>7</sup> Without representation, it is nearly impossible to navigate the complex immigration legal system and access protections that may be available under the law. Because of this reality, people are 10.5 times more likely to receive successful immigration court outcomes permitting them to remain in the United States when they have attorneys.<sup>8</sup>

In response to increased enforcement and the growing and urgent need for representation in deportation proceedings, Los Angeles leaders established the Los Angeles Justice Fund. A partnership among Los Angeles County, the City of Los Angeles, the Weingart Foundation, and the California Community Foundation (CCF), LAJF is a multi-sector and cross-governmental approach to address the pressing demands for legal representation services for immigrants. As this first-year implementation evaluation finds, LAJF has already begun to make a positive impact, restoring fairness and balance to immigration proceedings by providing counsel to 291 immigrants. Attorneys have filed hundreds of motions and applications on their clients' behalf, have secured release for 23 percent of initially detained clients, and have achieved favorable outcomes for 41 percent of clients with completed court cases, allowing them to remain in the United States with their families and in the communities they call home. This is compared to fewer than 5 percent of unrepresented immigrants in removal proceedings receiving favorable outcomes nationwide.

This report describes the history and structure of LAJF, the work it has achieved in its initial period of implementation, and the ways the program can expand its impact with some changes to design.

## Evaluating the Program

As the administrator of LAJF, CCF contracted Vera to report on and conduct research on the impact of representation for detained adult cases. Vera's Center on Immigration and Justice has

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<sup>6</sup> "U.S. Immigrant Population by State and County," Migration Policy Institute, <https://www.migrationpolicy.org/programs/data-hub/charts/us-immigrant-population-state-and-county>.

<sup>7</sup> "California's Due Process Crisis: Access to Legal Counsel for Detained Immigrants," The California Coalition for Universal Representation, June 2016, <https://www.nilc.org/wp-content/uploads/2016/06/access-to-counsel-Calif-coalition-report-2016-06.pdf>.

<sup>8</sup> Ingrid V. Eagly and Steven Shafer, "A National Study of Access to Counsel in Immigration Court," *University of Pennsylvania Law Review* 164, no. 1 (2015), 1-91.

performed this function over the past decade and a half in administering and evaluating a variety of publicly funded legal access and representation programs, and has experience designing data collection tools for these purposes.

For LAJF, Vera designed a customized database to collect regular, standardized, case-level data from direct representation organizations (and limited data from other grantees) that would be responsive to funders' interests in monitoring program performance and impact. Grantees providing direct representation report detailed case-level information such as client demographics and key case milestones through Vera's database, allowing Vera to produce quarterly reports summarizing program progress. Grantees providing representation with County funds also track hourly effort information through Vera's database.

As part of its contract, Vera agreed to provide an implementation evaluation of the first year of LAJF. Vera was initially contracted to focus its reporting and evaluation on detained representation but has expanded reporting to include all direct representation. This evaluation focuses on direct representation organizations, especially adult representation organizations providing deportation defense. For the Year 1 evaluation, Vera analyzed data from the database through December 2018 in addition to several other data sources. These include contracts and grantee agreements, grantee and LAJF client interviews and surveys, and grantee narrative reports that describe objectives, challenges, practices, new developments, and other relevant information about program implementation and performance. In addition to client interviews, Vera researchers also spoke with people who were screened as potential clients but deemed ineligible for LAJF representation, enabling us to better understand the universe of unmet need. The report highlights findings derived from all these sources.

The purpose of an implementation evaluation is to determine whether activities in a new program have been employed as intended.<sup>9</sup> An implementation evaluation measures performance in the domains of capacity building, hiring and staffing, building and launching a program, and service utilization—the necessary activities that dominate the first year of a new program. Documenting program activities, and the successes and challenges in rolling them out, allows for replicability and helps add context to later impact evaluations that focus on understanding a program's effect and outcomes.<sup>10</sup> An implementation evaluation can also identify challenges early on, so that program administrators can refine a program's focus or activities before too much time passes. While LAJF has not been operational long enough for any assessment to determine the full scope of the program's impact this early in its life, there are already many signs, discussed throughout this report, of the impact LAJF has already achieved. At the end of Year 2, Vera will submit a second evaluation report that assess program impact more broadly, including any changes in program activities between the first and second years, and the full scope of impacts representation has achieved.

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<sup>9</sup> "Types of Evaluation," Center for Disease Control, <https://www.cdc.gov/std/Program/pupestd/Types%20of%20Evaluation.pdf>.

<sup>10</sup> Peter H. Rossi, Mark W. Lipsey, and Howard E. Freeman, "Chapter 6: Assessing and Monitoring Program Progress," in *Evaluation: A Systematic Approach, Seventh Edition* (Thousand Oaks: SAGE Publications 2004), 171.

## Why Form LAJF?

Los Angeles is a region of immigrants, with greater shares of foreign-born individuals compared to both California and the United States more broadly.<sup>11</sup> While many of the region's 3.5 million foreign-born people are already naturalized citizens not at risk of deportation, nearly half of Los Angeles's immigrants (1.7 million) are not citizens, meaning they are potentially at risk of deportation. This includes 775,000 non-citizens in the City of Los Angeles (51 percent of the City's immigrant population).<sup>12</sup> While many of these non-citizens reside in the United States lawfully, the Pew Research Center estimates that 925,000 undocumented individuals reside in the Los Angeles metropolitan area, the second largest undocumented population in the nation after the New York metropolitan area.<sup>13</sup> These immigrants are especially vulnerable to deportation, but are also likely to have both deep ties to the region and potential defenses to deportation, as nearly three-quarters (73 percent) of those living in Los Angeles without authorization have lived in the United States for a decade or longer.<sup>14</sup> As evidence of these immigrants' strong ties to the region, more than half of the 2.1 million children under the age of 18 living in Los Angeles County have at least one foreign-born parent (1.2 million). In the City of Los Angeles, there are 783,836 children under 18 years old, and 63 percent (500,000) have at least one foreign-born parent. Ninety-one percent of children in Los Angeles with a foreign-born parent are U.S. citizens.<sup>15</sup>

Not only have immigrants in Los Angeles lived in the United States for many years, started families, and raised children here, but non-citizens also comprise an integral segment of the local labor force, making up 20 percent of the County's 5 million workers. In the City of Los Angeles, nearly 1 in 4 workers is a non-citizen immigrant. Non-citizens participate in the labor force at comparable rates to citizens born in the United States and to naturalized citizens in Los Angeles County (66.3, 65.4, and 60.8 percent in the labor force, respectively).<sup>16</sup> Despite similar rates of labor force participation, non-citizens in Los Angeles are a particularly vulnerable population, not only because they are at risk of detention and

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<sup>11</sup> Fourteen percent of the United States population is foreign-born, and half of the foreign-born are naturalized citizens. Alternately, 27 percent of the California population is foreign-born, 34 percent of the Los Angeles County population is foreign born, and 36 percent of the Los Angeles City population is foreign born. In Los Angeles County and City 16 and 19 percent, respectively, of the foreign-born population are non-citizens, meaning they are at risk of immigration enforcement and thus deportation. See "Selected Characteristics of the Native and Foreign-Born Populations: 2017 American Community Survey 1-Year Estimates," U.S. Census Bureau, (Table S0501),

[https://factfinder.census.gov/bkmk/table/1.0/en/ACS/17\\_1YR/S0501/0100000US/0400000US06/0500000US06037/1600000US0644000](https://factfinder.census.gov/bkmk/table/1.0/en/ACS/17_1YR/S0501/0100000US/0400000US06/0500000US06037/1600000US0644000).

<sup>12</sup> Ibid.

<sup>13</sup> The Los Angeles metropolitan area includes the cities of Los Angeles, Long Beach, Anaheim, Santa Ana, Irvine, Glendale, Torrance, Pasadena, Orange, Costa Mesa, Burbank, Carson, Santa Monica, Newport Beach, Tustin, Monterey Park, Gardena, Arcadia, and Fountain Valley.

<sup>14</sup> "Estimates of U.S. Unauthorized Immigrant Population, by Metro Area, 2016 and 2007," Pew Research Center, March 11, 2019, <https://www.pewhispanic.org/interactives/unauthorized-immigrants-by-metro-area-table/>.

<sup>15</sup> "Profile of the Unauthorized Population: Los Angeles County, CA," Migration Policy Institute, <https://www.migrationpolicy.org/data/unauthorized-immigrant-population/county/6037>.

<sup>16</sup> "Age and Nativity of Own Children Under 18 Years in Families and Subfamilies by Nativity of Parents: 2017 American Community Survey 1-Year Estimates," U.S. Census Bureau, (Table C05009),

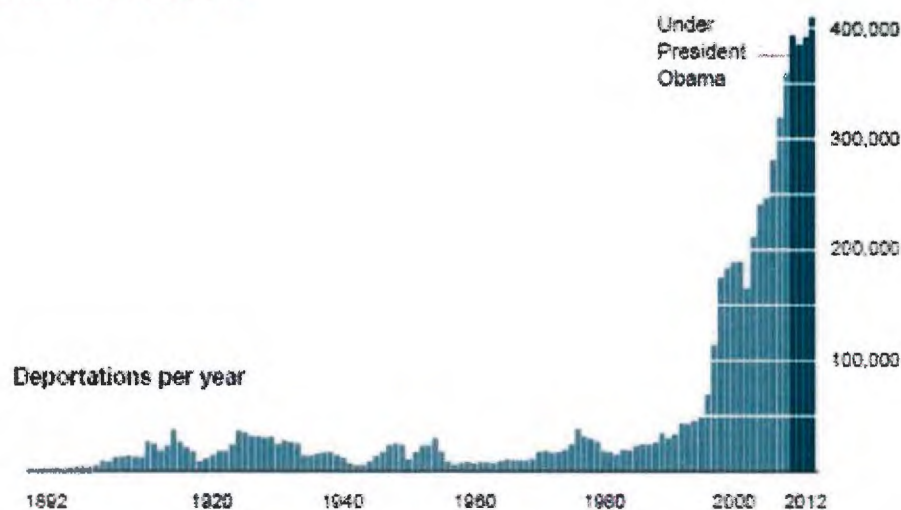
[https://factfinder.census.gov/bkmk/table/1.0/en/ACS/17\\_1YR/C05009/0400000US06/0500000US06037/1600000US0644000](https://factfinder.census.gov/bkmk/table/1.0/en/ACS/17_1YR/C05009/0400000US06/0500000US06037/1600000US0644000).

<sup>16</sup> "Selected Characteristics of the Native and Foreign-Born Populations: 2017 American Community Survey 1-Year Estimates," U.S. Census Bureau, (Table S0501), [https://factfinder.census.gov/bkmk/table/1.0/en/ACS/17\\_1YR/S0501/0100000US/0400000US06/0500000US06037/1600000US0644000](https://factfinder.census.gov/bkmk/table/1.0/en/ACS/17_1YR/S0501/0100000US/0400000US06/0500000US06037/1600000US0644000).

deportation but because their immigration status makes it difficult to overcome poverty, with 51 percent of County and 54 percent of City non-citizen residents living in households with incomes below 200 percent of the poverty level (versus 30 and 32 percent of naturalized citizens and 32 and 35 percent of citizens born in Los Angeles County and City, respectively).<sup>17</sup>

As shown in Figure 1, deportations have increased dramatically and steadily since changes to our nation's immigration laws in 1996. These reached unprecedented highs under the Obama administration even before Trump was elected in 2016 with promises to ramp up immigration enforcement and thus, detention and deportation.<sup>18</sup>

Figure 1: Growth in Deportations



Sources: *The New York Times*, the Department of Homeland Security, and the U.S. Census Bureau

In response to both the escalating numbers of people at risk of deportation, and the abysmal rates of representation in high-stakes immigration court proceedings, immigrant advocates in California coalesced in the waning years of the Obama administration around the need to enhance due process for immigrants in deportation proceedings. This led to the formation of the California Coalition for Universal Representation (CCUR), which brought together advocates from across the state to encourage state and local governments to create publicly funded programs to provide lawyers to immigrants in deportation proceedings who cannot afford one, in the absence of a federally funded public defender system. CCUR organized efforts in localities throughout California, including forming the Los Angeles Coalition for

<sup>17</sup> Ibid. "Selected Characteristics of the Native and Foreign-Born Populations: 2017 American Community Survey 1-Year Estimates," U.S. Census Bureau, (Table S0501), [https://factfinder.census.gov/bkmk/table/1.0/en/ACS/17\\_1YR/S0501/0100000US0400000US060500000US060371600000US0644000](https://factfinder.census.gov/bkmk/table/1.0/en/ACS/17_1YR/S0501/0100000US0400000US060500000US060371600000US0644000).

<sup>18</sup> "Growth in Deportations," *The New York Times*, analysis of data from the Department of Homeland Security, U.S. Census Bureau, February 22, 2013, <https://archive.nytimes.com/www.nytimes.com/interactive/2013/02/22/us/politics/growth-in-deportations.html>.

Universal Representation (LACUR). This coalition then approached local leaders seeking support for publicly funded removal defense.

### Launch of LAJF

Advocates appealed to Los Angeles leaders—the Los Angeles Board of Supervisors, the City of Los Angeles, and the Mayor—to inaugurate a Los Angeles Justice Fund, dedicated to representing immigrants in removal proceedings using a universal representation model. This model would provide legal representation for anyone in immigration proceedings who cannot afford a lawyer, meaning that people are not selected as eligible for representation based on their perceived chances of success or personal histories, and instead operates from an assumption that all people are entitled to due process and have an equal chance of receiving it. Advocates pointed to the success of the New York Immigrant Family Unity Project (NYIFUP), the nation's first public defender system for immigrants in removal proceedings that employs a universal representation model. NYIFUP provides free attorneys to detained, indigent immigrants facing deportation at the Varick Street Court in New York City who are unrepresented at their first court appearances.

At the same time, local leaders had been exploring ways to enhance their support of immigrants in the region. In acknowledgement of the urgent need for removal defense in Los Angeles, local leaders committed \$5 million to a two-year plan to fund legal defense for immigrants in deportation proceedings in late December 2016. Private philanthropy also committed money to augment the effort. On March 30, 2017, the City Administrator's Office (CAO) for Los Angeles laid out a proposed framework for administering LAJF.<sup>19</sup> After several months of debate about the parameters of the fund, CAO recommended prioritizing the detained population and those with protection concerns, funding direct representation, and excluding individuals from eligibility if they were convicted of a violent felony when attorneys determined there was “no potentially meritorious claim for relief or defense from removal.” On June 23, 2017 the City approved the provision of \$2 million to LAJF. A few days later, on July 3, 2017, the County approved \$3 million in funding for LAJF. Later that year, the Los Angeles County Board of Supervisors voted unanimously to make immigration one of the County's key priorities, and committed to ensuring that its “focus on legislation, litigation, resources, and services [pertaining to immigration] remains concentrated and consistent.”<sup>20</sup>

### LAJF Grantees

With LAJF funding approved, the California Community Foundation (CCF) was asked to administer the Fund. CCF posted a request for proposals (RFP) asking qualified nonprofit organizations

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<sup>19</sup> Richard H. Llewellyn, JR., Interim City Administrative Officer, “Report From the Office of the City Administrative Officer: Los Angeles Justice Fund,” March 30, 2017, [http://clkrep.lacity.org/online/docs/2017/17-0046\\_rpt\\_CAO\\_03-30-2017.pdf](http://clkrep.lacity.org/online/docs/2017/17-0046_rpt_CAO_03-30-2017.pdf).

<sup>20</sup> “Los Angeles County Takes Bold Steps in Support of Immigrants,” County of Los Angeles, <https://www.lacounty.gov/newsroom/la-county-daca-immigrants/>.

Hilda L. Solis and Sheila Kuehl, “Immigration as a County Priority,” Motion by Supervisors, September 12, 2017.

to apply for funding through what was initially conceived as a deportation defense program for people already in immigration court proceedings, but whose focus was later expanded to include a wider pool of Angelinos at risk of deportation. The program officially launched in November, with the announcement of \$7.4 million (\$2.4 million from philanthropy and the \$5 million in public dollars) to be awarded to 16 nonprofit organizations.<sup>21</sup> CCF awarded grants to a wide range of organizations. Some focus on providing direct legal services. Others provide “technical assistance” in support of increased capacity for deportation defense, both among existing organizations and to expand the pipeline of new attorneys with immigration expertise. By the end of the year, grantees providing direct representation had 42 attorneys and staff fully or partially devoted to removal defense (and another 12 attorneys and staff are at capacity building organizations) and had taken on representation of nearly 300 clients.

Figure 2 below shows the organizations selected and the numbers of staff and attorneys devoting some or all of their time to LAJF-funded cases and capacity building by the end of Year 1 of the program.

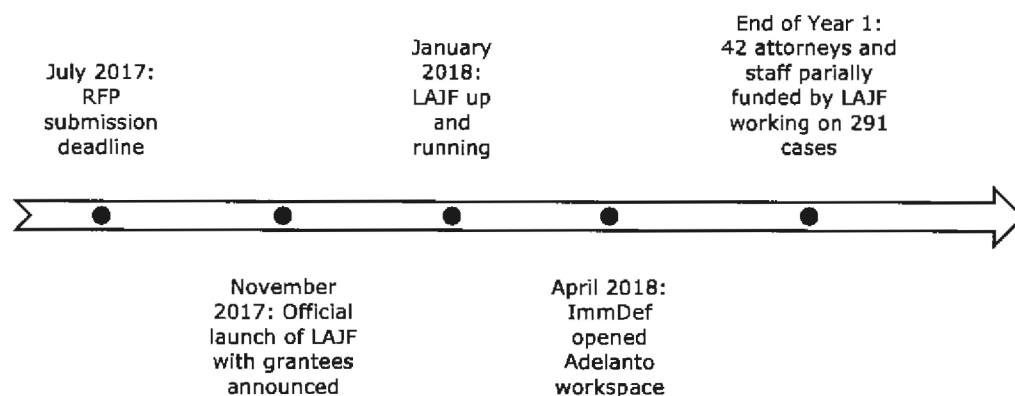
**Figure 2: LAJF-Funded Attorneys and Staff (Fully or Partially Working on LAJF)<sup>22</sup>**

<b>Direct Representation Grantees</b>	<b>Attorneys</b>	<b>Staff</b>
Asian Americans Advancing Justice Los Angeles (AAAJ-LA)	3	1
Bet Tzedek Legal Services	1	4
Central American Resource Center (CARECEN)	4	2
Coalition for Humane Immigrant Rights (CHIRLA)	4	1
Esperanza Immigrant Rights Project	2	2
Immigrant Defenders Law Center (ImmDef)	2	1
Kids in Need of Defense (KIND)	1	0
Legal Aid Foundation of Los Angeles (LAFLA)	2	1
Los Angeles LGBT Center	2	2
Public Counsel	4	1
USC Gould School of Law Immigration Clinic	2	0
<b>Total (portions of 42 positions)</b>	<b>27</b>	<b>15</b>
<b>Capacity Building Grantees</b>		
Loyola Immigrant Justice Clinic	2	0
OneJustice	2	3
Program for Torture Victims	0	3
Southwestern Law School	3	0
<b>Total</b>	<b>7</b>	<b>6</b>

<sup>21</sup> As mentioned in the Executive Summary, only 15 organizations are evaluated in this report. However, 16 organizations received grants in November of 2017, including the 15 analyzed in this report and Vera. The remaining two grantees (also not evaluated in this report as previously mentioned) joined LAJF many months into the program.

<sup>22</sup> Not all attorneys and staff listed in the table are full time employees as funded through LAJF. Additionally, this table does not include CLINIC, NFF, nor Vera, as their supporting roles are different from those played by the core grantees

Figure 3: LAJF Key Milestones Timeline, 2017 and 2018



## What Does LAJF Do?

LAJF promotes due process by expanding access to attorneys for Los Angeles immigrants who are arrested or detained by immigration officials and subject to removal proceedings, and/or with a final order of removal. In some instances, LAJF also represents people who need assistance with asylum applications and other forms of humanitarian protections. Cognizant of the need for greater capacity among immigration legal service providers and a larger pipeline of new attorneys trained in deportation defense, LAJF also funds organizations providing services such as legal trainings and mentoring programs for new removal defense attorneys. LAJF awarded grants for up to two years to nonprofit legal service organizations to represent people in immigration court and/or to build removal defense capacity by supporting legal representation programs with legal trainings and other resources.

Grants to provide direct legal services enable nonprofit entities with both established immigration legal services programs and new to the deportation defense field to maintain or increase their capacity to provide representation to clients facing or at risk of deportation. Grantees use LAJF funds to:

- support initial interviews and screenings of potential clients, including in languages other than English or Spanish;
- prepare for court by conducting legal research, drafting pleadings, preparing witnesses, hiring expert witnesses, and other preparation;
- represent clients in the full spectrum of immigration court proceedings, including bond hearings, preliminary and subsequent immigration court hearings, and merits hearings at which cases are decided;<sup>23</sup>

<sup>23</sup> Bond is a fee paid that allows a person to be released from detention, but with the agreement that the person will appear in future court proceedings. If the person does not appear in future court hearings, the government keeps the money. If the person appears at all court proceedings and complies with all orders, the bond will be returned to the person who paid the bond. A master calendar hearing is the first hearing in removal proceedings, where the Judge schedules important dates, like the individual merits hearing. The individual merits hearing is the court proceeding where the substance of a case is addressed, including going over applications or claims and defenses in a case.

- file immigration court motions and applications for relief from removal;
- file applications for immigration benefits through U.S. Citizenship and Immigration Services (USCIS);
- provide post-release legal services and assist with other social services as relevant; and
- file case appeals.

Grants in support of building removal defense capacity allow nonprofits and legal service providers to support themselves and/or additional organizations in expanding capacity to provide attorneys to individuals in removal proceedings and to coordinate partnerships among attorneys. Funding is used to:

- develop technical assistance and training materials, including legal training for managers, attorneys, and support staff, and mentoring of new removal defense attorneys;
- centralize and coordinate legal services among grantees;
- promote collaborative partnerships;
- develop and share information on legal partnerships, best practices, and accomplishments; and
- create a new corps of removal defense attorneys coming out of law school to expand the pipeline of immigration attorneys able to respond to the urgent crisis in immigration removal defense and ensure adequate staffing at organizations providing direct representation.

### Eligibility Requirements for Representation through LAJF

LAJF grantees involved in direct legal representation provide lawyers at no cost to individuals who are:

- arrested or detained by immigration officials and subject to immigration removal proceedings, and/or with a final order of removal, or have not yet been arrested or detained but are at risk of removal if they do not affirmatively pursue protections;
- residents of Los Angeles who can demonstrate residency through certain documentation;
- with incomes below 200 percent of the Federal Poverty Level;
- who have not been convicted of a felony as defined under California Penal code 667.5 (for County residents); and
- who have not been convicted of a felony as defined under California Penal code 667.5 and/or misdemeanor or felony offenses related to human trafficking, domestic violence, child abuse, or pimping (for City resident cases).
  - A waiver is available for individuals falling under City funding who are convicted of the above if the legal service provider determines the prospective client has a “justifiable extenuating circumstance” (e.g., a significant length of time having passed since one’s conviction, or that someone’s deportation would lead to hardship for the person’s family in the United States, among a variety of other circumstances) and a “potentially

meritorious claim for immigration relief or defense from removal” (i.e., a real chance of winning an immigration case).<sup>24</sup>

Grantees are also expected to prioritize serving individuals with community ties to Los Angeles (e.g. those with family members living in Los Angeles who are U.S. citizens, lawful permanent residents, and DACA recipients), heads of households with one or more dependent family member, unaccompanied children and young adults who arrived as children, veterans, individuals with protection-based claims (like asylum), and victims of crime, domestic violence, and human trafficking.

These eligibility criteria have been the source of ongoing debate among funders, advocates, and attorneys representing LAJF cases for the past few years. As the Fund was being established, advocates repeatedly voiced concerns that the way the eligibility requirements were framed would likely prevent LAJF from serving some of the very populations that Board Members and Council Members considered priorities, namely asylum seekers, trafficking victims, homeless persons, and veterans with criminal justice system involvement. While the Fund has been able to provide assistance to many local residents with vulnerabilities, many others have been left out as a result of program requirements.

### How Do LAJF Attorneys Identify Clients?

LAJF attorneys connect with clients through many different pathways. The primary way attorneys find new clients in detention is through the case referral system developed by the Detained Collaborative, a working group where grantees provide each other with support to enhance detained representation, described in greater detail below. The case referral system encompasses a list that contains information about potential clients that grantees access to find their next case when they have the capacity to take on a new case. When a new case is accepted, that client is removed from the case referral list. There are various routes by which potential clients get added to the case referral system. One common way is through the Legal Orientation Programs (LOP) at Adelanto Detention Facility, a national program run locally by Esperanza. LOP educates detained immigrants about their rights and the immigration court process in group and individual orientations. LOP service providers also make pro bono and other legal referrals when possible. Building on this model, Esperanza asks participants in individual orientations about their residency in order to determine eligibility for potential referral to LAJF. If Esperanza LOP staff identify people in detention who meet eligibility criteria and have not yet retained counsel, they are added to the referral system. Some clients are also identified at Otay Mesa and Theo Lacy, other area detention centers served by LAJF grantees. Other times, grantees receive phone calls from individuals in their communities looking for help for detained family members, are contacted by people in detention who may have heard

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<sup>24</sup> Yet, even with the waivers available in City-funded cases, they are rarely used; only eight individuals were deemed eligible for waivers in Year 1. It is likely that waivers are rarely used because the requirement that a legal service provider must determine that a case has a real chance of winning to qualify for the waiver renders waivers essentially ineffectual. Many felonies that exclude people from LAJF representation also disqualify them from many forms of relief that one could pursue in immigration court. Without being able to pursue many forms of relief, attorneys cannot reasonably conclude that a case has a solid chance of winning, making the waivers unusable.

about LAJF through word of mouth in detention, and receive referrals from community organizations and stakeholders (like the Los Angeles Unified School District). The Los Angeles Public Defender's Office also identifies potential clients and adds their information to the detained case referrals system. In all of these instances, when grantees have the capacity to accept new cases, they make every effort to conduct eligibility screenings, though the reality is there is much more need than capacity to take on new cases. Thus, not every potentially eligible client will be screened or served. Finally, non-detained clients are often identified through referrals from community organizations or similar community-based referrals, and some grantees designate days on which they conduct walk-in screenings that may lead to identification of potential clients. Children or former unaccompanied children may be identified through similar means, or through referrals from legal service providers in the Vera network who flag children released from custody in need of representation.

While LAJF does not require grantees to employ a universal representation intake model, some grantees do, while others select cases based on a variety of criteria specific to that organization, which may include an assessment of the strength of the potential type of claim or defense that could be pursued. The fact that there is not a uniform case-intake model across the program has benefits and challenges discussed later in this report in more detail. On the one hand, each organization has maximum flexibility to employ a model that works best; on the other hand, the lack of coherent case intake models presents challenges to efficiency, coordinating referrals, and evaluating the impact of the program.

## What Does Representation Entail?

Full scope representation of the sort provided through LAJF involves attorney and staff time to prepare the legal case, conduct client meetings—often in the remote Adelanto detention facility under the Los Angeles court's jurisdiction—obtain and review documents, perform translations and interpretations, prepare and file motions and applications, prepare and file documents for bond hearings, file fees and mailings, travel to client meetings and court, and often, file or obtain documents through other legal systems ancillary to immigration proceedings. In some cases, there are also costs related to expert witnesses and forensic examinations. LAJF providers commit to taking on this package of work for the cases they represent through the program, distributing resources from the overall grant as necessary across cases.

## Building a Collaborative Program Infrastructure for Program Longevity

Grantees have built capacity, hired and trained staff and qualified volunteers, established the foundation and networks needed to run the program, enhanced stakeholder relationships, and created and are using a case referral system that is also used by the Los Angeles County Public Defender's Office. Grantees also created and are using a listserv, where attorneys communicate on aspects like technical assistance, applying for relief, and accessing detention centers. Additionally, grantees designed, led, and attended trainings and capacity building workshops, and cooperated on screenings and intakes. Loyola

and Southwestern Law Schools partnered to organize the Removal Defense Corps, a collaborative that builds legal capacity for individuals at risk of deportation by holding legal trainings for law students and attorneys, by placing removal cases with pro bono attorneys, and by matching pro bono attorneys with mentors, among the provision of other resources that support attorneys in removal defense work.

With LAJF funding, in April 2018 the Immigrant Defenders Law Center (ImmDef), opened a workspace within three miles of the Adelanto Detention Facility, the most populated detention facility in California that is located far outside of Los Angeles in San Bernardino County. Given the high volume of people in need of representation being detained in the facility, and the long drive that many LAJF attorneys are required to make to visit it, the opening of a workspace near the facility is crucial in allowing attorneys to work as efficiently as possible. The Adelanto workspace is open to all interested LAJF grantees to use when serving clients and the detention facility. It is fully functional with an internet connection, desks, tables, chairs, a printer, filing cabinets, a couch, a small refrigerator, air conditioning, and has all the necessary supplies that attorneys need to prepare for their cases.

Another significant accomplishment is that CARECEN, CHIRLA, Esperanza, ImmDef, and Public Counsel formed the LAJF Detained Collaborative, a working group where grantees provide each other with support to enhance detained representation. As members of the Detained Collaborative, participants meet regularly to discuss case strategies, issues and trends experienced when visiting detention facilities, and matters related to representation in immigration court. The Detained Collaborative also allows attorneys to pose questions and provide advice related to removal defense legal issues and to working in detained courts. Notably, the Detained Collaborative developed a referral system—a way for the Public Defender’s Office to refer cases to members of the Detained Collaborative, and for members to refer cases to each other. Such collaboration streamlines the process of identifying and serving clients, and has led to greater communication and information sharing among LAJF members and between the LAJF and government agencies. As one attorney observed, “Prior [to the detained collaborative] there was no infrastructure—each organization had to create its own onboarding and training materials.”

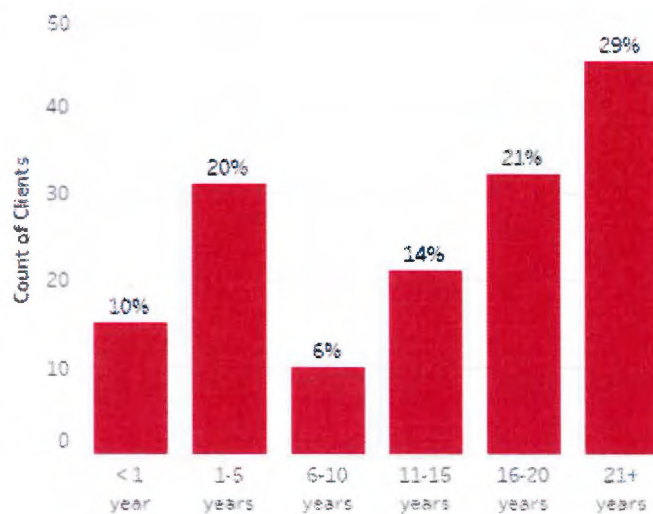
With LAJF support, grantees developed and strengthened collaborations with many organizations beyond LAJF grantees. A list of some of these organizations shows the wide breadth of partnerships LAJF grantees cultivated. Grantees have worked with: the American Civil Liberties Union (ACLU), the American Immigration Lawyers Association (AILA), A New Way of Life Reentry Project, the Asian American Drug Abuse Program (AADAP), Center for living and Learning, Dolores Mission Parish, Human Rights First, the Immigrant Family Legal Clinic at UCLA School of Law, the Immigrants’ Rights Clinic at Stanford Law School, the Immigration Law Clinic at Western State College of Law, the Los Angeles County Bar Association (LACBA), Los Angeles County Department of Children and Family Services (DCFS), the Los Angeles County Public Defender, Los Angeles Raids Rapid Response Network, National Lawyers Guild Los Angeles (NLG-LA), the San Fernando Valley Refugee Children Center, Tarzana Treatment Centers, and Uber, among other organizations. This is merely a sample of LAJF collaborations, to give an indication of the heterogeneous mix of the types of organizations that comprise LAJF.

## Is LAJF Serving the People It Was Designed to Help?

In LAJF's first year, it has already begun to make an impact for many immigrants and their families. In the first twelve months, the capacity for deportation defense in Los Angeles was substantially expanded as a result of the Fund; 291 cases were accepted for representation by 11 organizations providing direct representation. Of these 291 clients, 188 were initially in removal proceedings; grantees have already assisted nearly a quarter of initially detained clients to win liberty through release on bond, and have filed 26 case appeals.<sup>25</sup> Data from the first year of the program makes clear that LAJF is serving clients with deep ties to the United States and Los Angeles, and offering due process and protections to immigrants facing vulnerabilities.

LAJF clients have resided in the United States for an average of 15 years; Figure 4 shows that 64 percent of clients have lived in the United States for more than 10 years, and nearly one out of three have lived in the country for more than 20 years. Having lived in the United States for so long, LAJF clients have built lives in the country, and started or grew their families. While not all clients reported data on children, of those who did, 48 percent were parents to children in the United States; this means that LAJF clients are parents at approximately the same rate as native-born adults. Seventy-five children, including 71 U.S. citizens, have a parent represented by LAJF. Among these children, 95 percent are U.S. citizens.

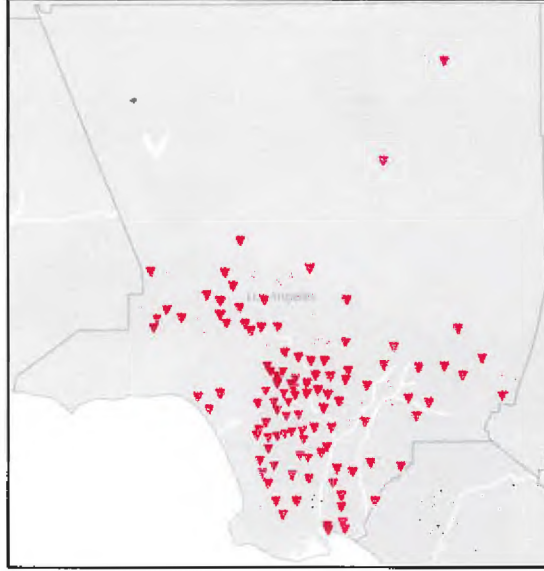
Figure 4: Years Spent in United States



Though many LAJF clients are initially accepted for representation while at area detention centers located outside Los Angeles County, clients come from across the area, as depicted in Figure 5.

<sup>25</sup> Vera analyzes and submits reports on grantee progress and client demographics every quarter. As this information is already contained in previous reports, it is summarized here as a review of the initial impact the program has had even during its first year of implementation and piloting.

Figure 5: Client Residency



Not only do LAJF clients have deep ties to communities in Los Angeles, but they confront many vulnerabilities beyond their immigration status and the risk of deportation. Forty-two percent of clients (123 of 291) were detained when LAJF took on their cases, and 16 percent (48 of 291) were children or former unaccompanied children. Nine out of 10 clients were identified as confronting at least one vulnerability, including crime victimization, domestic violence, human trafficking, and homelessness; 182 of 291 clients were identified as asylum seekers or potentially eligible for other fear-based protections.

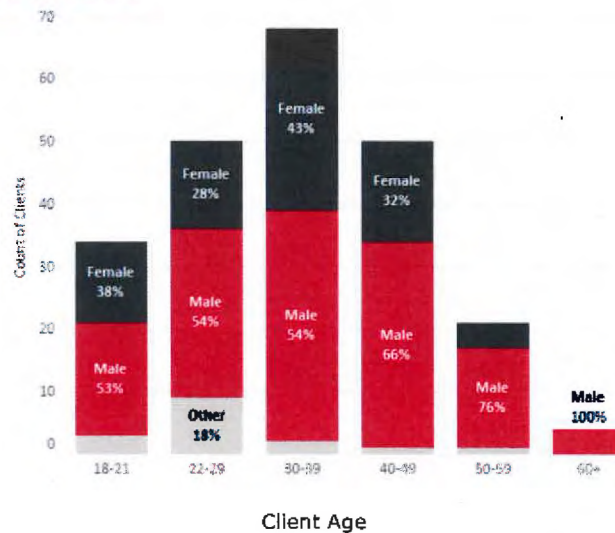
Figure 6: Vulnerabilities among Represented Cases (N=291)

Vulnerabilities Identified for Represented Cases	Count
Asylum seeker/fear-based protections	182
Victimization – crime, domestic/intimate partner violence, child abuse/neglect, or trafficking	173
Disability/significant medical needs, mental health needs	105
Current/former unaccompanied child (UC)	50
Childhood arrival (not UC)	41
Homeless	28
Has dependent(s) with disability/significant medical needs	21
Other	68
<b>Total Cases with a Vulnerability Identified</b>	<b>267</b>

LAJF is serving a high number of young people who identify with a non-binary gender identity and likely confront vulnerabilities as a result of their gender identity. In the 22 to 29-year-old age category, 18 percent identify with a non-binary gender identity. Figure 7 shows this by mapping adult clients' ages and gender. This figure also shows that the LAJF population is generally young, with more

than half of adult clients under the age of 40. Overall, 60 percent of clients identify as male, 35 percent as female, and five percent as a non-binary gender.

Figure 7: Adult Client Age by Gender



The majority of LAJF clients come from Mexico (29 percent), Guatemala (23 percent), and El Salvador (20 percent), just as these are the most common nationalities among people in immigration court proceedings nationwide. The remaining 28 percent of LAJF clients come from an additional 23 countries, reflecting the diversity of the immigrant population in Los Angeles, and the work LAJF providers have done to bridge language and cultural barriers to serve clients in need. Figure 8 below shows clients' nationalities in a heat map. The darker shades demonstrate the greatest concentrations of people being served by the program.

Figure 8: Countries of Origin Heat Map



## LAJF Improves Access to Due Process

Through the expansion of legal representation, LAJF is enhancing access to due process and building the foundation for sustainable deportation defense in Los Angeles. LAJF attorneys have secured release for 23 percent of initially detained clients, allowing them to return to their families and communities. At a time when fewer than 5 percent of unrepresented immigrants in removal proceedings nationwide receive favorable outcomes, 41 percent of LAJF clients with completed cases thus far have received favorable outcomes permitting them to remain in the United States. As remarkable as these initial outcomes are, data from LAJF demonstrates the value of counsel extends far beyond whether attorneys are able to secure favorable outcomes in their clients' cases. Zealous representation of the sort provided through LAJF ensures people are able to access protections available to them under the law, and restores balance to an inequitable system, ensuring immigrants facing deportation have access to the information and resources they need in order to receive due process in a system in which the government is always represented in its effort to affect deportation.

Figure 9 displays the applications and motions filed on behalf of LAJF clients, highlighting the varied and creative defenses lawyers can identify when they engage in full-scope representation, and the many avenues for relief potentially available to clients.

**Figure 9: Applications and Motions Filed**

<b>Application</b>	<b>Total Filed</b>	<b>Motion</b>	<b>Total Filed</b>
Asylum / Withholding / CAT	56	Motion to Terminate	23
State Court Petition / Request for SIJs Findings	18	Motion to Change Venue	9
LPR Cancellation	15	Motion for Bond Hearing	3
U Visa	13	Motion to Reopen	2
		Emergency Motion for Custody Redetermination	2
I-765: Employment Authorization	9		
1-360: Petition for Amerasian, Widow(er), or Special Immigrant	6	ICE Demand Letter and Advocacy	1
Non-LPR Cancellation	5	Motion for Safeguards	1
I-130: Petition for Relative	2	Motion to Admin Close	1
VAWA	2	Motion to Continue	1
Adjustment of Status	1	Parole Redetermination	1
Asylee 209(c) Waiver	1	Post-Order Custody Review	1
Habeas Petition	1	Other Motions	1
I-246: Stay of Deportation or Removal	1		
I-730: Refugee/Asylee Relative Petition	1		
<b>Total Applications</b>	<b>131</b>	<b>Total Motions</b>	<b>46</b>

Evidence from grantee surveys, interviews, and narrative reports also reveal that immigration attorneys are often a front line of defense for the immigrant families they assist, providing referrals and meaningful interventions far beyond the immigration aspect of the case. For example, one legal team helped procure gas cards for an impoverished client who risked losing the liberty he had won by not being able to appear for required check-ins as part of the Intensive Supervision Appearance Program (ISAP) he

was enrolled in as an alternative to detention. The client was homeless, living out of his car, and located a substantial distance from the ISAP check-in location. Unable to afford gas for lengthy drives and ineligible to apply for social service benefits due to not having legal immigration status, the man's release from detention was in jeopardy. One LAJF team's case manager was able to reach out to a local homeless coalition that provided him with gas cards, allowing him to attend the check-ins and avoid being re-detained. Similarly, the stories highlighted in the spotlight at the opening of this report give a small glimpse into the value clients place on the representation provided through LAJF, whether they ultimately win or lose their cases.

## What Does Deportation Defense Cost?

Of the \$7.4 million two-year budget invested to date, the LAJF granted \$5,505,000 to 11 legal service provider grantees plus a portion of the grant allocated to the Program for Torture Victims (PTV) that goes toward direct representation related activities.<sup>26</sup> The remaining balance of \$1,320,000 was granted toward capacity building efforts, including the remaining portion allocated to PTV.<sup>27</sup> The table below illustrates the funding breakdown by category.

Figure 10: Funding Breakdown

Funding Source	Direct Representation Allocation	Capacity Building Allocation	Vera – LAJF Data Collection and Evaluation Costs		CCF Admin Fee*	Total
City	\$1,718,400	\$0	\$166,600		\$20,000	\$1,905,000
County	\$2,405,000	\$0	\$250,000		\$30,000	\$2,685,000
Philanthropy	\$1,381,600	\$1,320,000	\$183,400		\$0	\$2,885,000
<b>Total</b>	<b>\$5,505,000</b>	<b>\$1,320,000</b>	<b>\$600,000</b>		<b>\$50,000</b>	<b>\$7,475,000</b>

By the end of the first year, direct representation grantees (including a portion allocated to PTV) drew down a combined total of \$2,422,873 (from the \$5,505,000), or 44 percent of direct representation dollars. Capacity building grantees (including the remaining portion allocated to PTV) drew down a combined total of \$501,778, or 38 percent of the capacity building dollars.<sup>28</sup> Figure 11 shows the distribution of the total spent across the various categories of grantees, and shows that more money was allocated to and therefore spent by organizations providing direct representation than by those supporting technical assistance and capacity-building. Among the direct representation grantees, those whose work includes detained cases spent substantially more than grantees working on children's cases. Among the 9 grantees working on detained representation (those who spent a total of \$2,063,183, as

<sup>26</sup> The City-funded component of the Program for Torture Victims grant goes toward activities related to direct representation, while the philanthropic portion of their grant is used for capacity building activities.

<sup>27</sup> This includes grants to CLINIC, Loyola Immigrant Justice Clinic, NFF, One Justice, a portion of Program for Torture Victims, and Southwestern Law School Immigration Clinic.

<sup>28</sup> Although CLINIC is not included in most analyses in this evaluation, they are included in calculating the total costs allocated to and spent by the capacity building organizations.

indicated in Figure 11), each spent an average of \$229,243 (\$2,063,183/9), while the two grantees working on children’s cases each spent an average of \$144,509 (\$289,018/2). These average costs per organization reflect fully loaded costs as proposed by grantees, including line items such as staff time, resources necessary to support legal defense and training, and infrastructure and overhead costs. Taken this way, it is clear that no single organization is receiving enough resources to fund an entire legal defense team at capacity—as it would cost far more than \$144,509 to \$229,243 a year to cover multiple salaries and accompanying costs. This has implications for efficiency discussed later in the report.

Figure 11: Total and Average Spent, Per Type of Grantee

Grantee Type	Total Spent Across Grantees
Direct representation (11 grantees and a portion of PTV)	\$2,422,873
<i>Including detained representation (9 grantees)</i>	\$2,063,183
<i>Children’s cases (2 grantees)</i>	\$289,018
PTV	\$70,672
Capacity building (5 grantees and a portion of PTV)	\$501,778

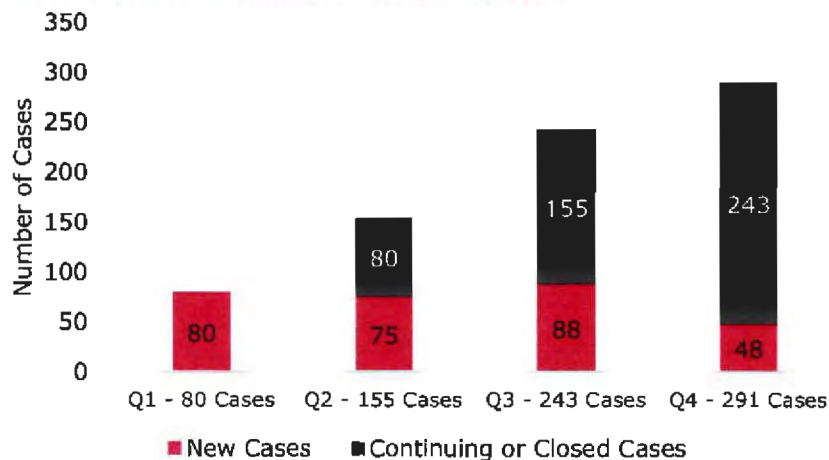
### Calculating Case Cost

As Figure 11 above shows, the 11 grantees working solely on direct representation drew down a total of \$2,352,201 (\$2,063,183 + \$289,018) across 291 cases in Year 1 (ending December 2018). While simple math that divides the number of cases into the total spent might lead one to conclude that each case costs an average of \$8,083, that math omits many important variables. First, CCF administers LAJF funds through a grant model that assumes each organization will carry an agreed-upon caseload, as opposed to reimbursing for each case at a set rate. The caseload-based funding model used by CCF has had success in the immigration legal services field when combined with strong program management that ensures organizations are setting appropriate objectives and meeting them. Such a model allows each organization to optimize its distribution of resources across its cases in an environment with a fair amount of variability in the amount of labor required per case and the duration of the case (often pending many years on the immigration court docket). Thus, the funding covers a set of staff managing a set number of cases, leaving each organization to determine how the labor should be allocated across the cases. Second, the disbursement of grant funds is not aligned directly to when cases are taken. Many organizations were not fully staffed and ready to start accepting cases until several months into the first year, which is normal for a new program, but delayed the start of case-level work for these grantees. Some grantees were also delayed in developing the appropriate stakeholder relationships or screening mechanisms that would allow them to access potential clients. Additionally, grantees have continued to take cases after the December 2018 cutoff for reporting for this evaluation. As the number of cases increases while the funds disbursed remained relatively steady, the average case cost will decrease, highlighting the inaccuracy of this crude method for computing case costs.

Figure 12 below illustrates LAJF’s growth over the first year, showing the relationship between new and existing cases and the pace at which new cases were taken on. Overall, Figure 12 presents an

image of steady growth in overall caseload. The relationship between new and overall cases will continue to vary depending on the number of closed cases that can be replaced with new cases. Almost all organizations reached optimal caseload capacity in Quarter 4 (Q4), indicated by the high number of continuing or closed cases compared to the lower number of new cases. By the end of Year 1, 83 percent of cases (241 of 291) remained open.

Figure 12: New Cases as Portion of Total Caseload per Quarter



The relationship of the final number of cases accepted to funds expended will not be known until all the funds are distributed and the last case is taken at the end of 2019.<sup>29</sup> Similarly, 241 out of 291, or 83 percent of all cases accepted through December 31, 2018, were still pending by the end of Year 1, making it impossible to know how much effort these cases require until they are completed. All of these and many other factors will impact any preliminary cost-per-case analyses.

Using grantee objectives provided by CCF and grantees, Vera calculated that organizations proposed each attorney would carry an average caseload of between 14.5 and 38 cases. The variation in proposed and actual caseloads across LAJF grantees likely reflects, in part, the different factors that influence how much effort a case will require, including but not limited to whether and where clients are detained or released, how many people need to be screened in order to identify eligible cases, the level of complexity of the kind of legal work being done, the ease with which the legal team and client can communicate and the resources necessary to aid communication, whether representation is initiated at the start of the case, and the stage through which representation continues (e.g. if there is a case appeal). For cases that begin in detention, attorneys may need to prepare a bond case to argue for release from custody in addition to the legal case itself. For all cases, there may be a need to engage multiple legal systems or agencies, including filing Freedom of Information Law (FOIL) and other requests for records, obtaining expert witnesses or forensic reports, reopening criminal cases, working with clients required to

<sup>29</sup> Though this evaluation only covers Year 1, it is worth noting that in the first quarter of Year 2, the overall number of cases accepted grew from 291 to 375, representing a continued steady growth in overall numbers.

participate as witnesses in criminal proceedings related to their victimization, bringing cases before family court in order to receive determinations necessary for immigration benefits, or filing motions and applications with both the immigration courts and U.S. Citizenship and Immigration Services (USCIS), including when cases require appeals to the Board of Immigration Appeals or the circuit courts. Figure 9 above demonstrates the volume of motions and applications already filed with the immigration courts and USCIS.

While each grantee's caseload composition looks different, dividing the 291 accepted cases across 11 grantees doing direct representation work yields an average of 26 cases per organization thus far (or an average of 22 active cases when subtracting the cases closed to the program as of December 2018).<sup>30</sup> This is a surprisingly high number given some grantees did not begin taking cases until several months into the program and no single organization is receiving more than the equivalent of a few full-time lines. This also falls within the range of what grantees proposed would be feasible. Though there is not enough research in the field for there to be a "gold standard" for determining caseloads in deportation defense work, these numbers are consistent, and perhaps even overly ambitious in some instances, for caseloads at the higher end of this range if all cases are active removal defense cases in the adult context. At the same time, they do not reflect the economies of scale that could likely be achieved when a large number of staff are concentrated at a smaller number of organizations.

### Hourly Effort for County Cases

The County asked that all organizations track how many hours were spent on certain case-level activities to gain a better understanding of the labor involved in immigration legal representation. While grantees reported this to be an onerous part of LAJF work, it can be useful in the initial phase of a program to ensure accountability and demonstrate the labor necessary to achieve program goals. Grantees log hours under one of four codes requested by the County, with a fifth optional code added at grantee request to track activities that fall outside the scope of what the County funds, but are required for full scope representation. The activity codes are divided into the broad categories of:

- 1 – Initial case assessment, development, administration, and fact gathering;
- 2 – Court preparation;
- 3 – Court attendance;
- 4 – Case evaluation, client advice, and advocacy; and
- 5 – Other case activity.

These activity categories are meant to capture only work that directly applies to a single case. Work beyond the scope of what is tracked here might include: hours spent driving to and from remotely located detention centers to meet with multiple clients, time spent screening potential clients when no eligible client emerges, research on an issue that transcends several cases, or time spent attending necessary legal trainings and workshops. The available data therefore underrepresents the immense

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<sup>30</sup> With 241 out of 291 cases still pending by the end of Year 1, not all the remaining 50 cases closed. Only 32 cases closed by the end of December 2018, and the remaining 18 are instances where the attorney withdrew.

amount of effort that attorneys put into their cases. The tracking required by the County underscores the importance of a caseload-based funding model that covers the comprehensive scope of work necessary for organizations to represent any single case. A reimbursement model that only accounts for the hours worked directly on a case will both underrepresent the staff time needed and the other costs attached to legal representation that might include translation and interpretation services, forensic examinations, expert witnesses, and costly filing fees.

Figure 13 below shows hours logged in the database for 118 County-funded cases as of the time of data extraction for analysis. Across these 118 cases, a combined total of 8,049.18 hours were logged in the database.<sup>31</sup> Twenty of these cases were completed in immigration court, and accounted for a combined total of 2,212.85 of the overall total hours (27.5 percent of effort so far). Attorneys withdrew in five cases, which completed with relatively fewer hours of effort.<sup>32</sup>

**Figure 13: County-Funded Cases, Hourly Effort Thus Far**

<b>Case Status</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Total Hours</b>	<b>Number of Cases</b>
Open	0.50	428.50	61.62	5,730.58	93
Closed – completed	21.00	356.50	110.64	2,212.85	20
Closed – attorney withdrew	1.25	59.00	21.15	105.75	5

It is simply too soon in the program to derive too many conclusions from the hourly billing data. We cannot yet know how many hours it takes to represent a case, from beginning to end, with a sample comprised almost entirely of pending cases. For this same reason, it is too early in the process to make inferences about time across different types of cases. As Figure 13 shows, time spent on a case ranges from less than an hour (the “Minimum” column) to more than 400 hours (the “Maximum” column). The average amount of time spent per case (the “Mean” column) among completed cases was just over 100 hours, though this effort may reflect a skewed sample of completed cases—those that complete relatively early in the lifecycle of a case or were already far along toward completion when accepted for representation. The average among open cases is about 61 hours thus far, though that number will likely increase as more effort is expended on pending cases. Finally, about 21 hours were spent on cases by attorneys who withdrew from the case. While these averages, along with the minimum and maximum billed, are presented to give funders an idea of how effort is being expended, using averages can distort the range of time different cases may require, as the cases with high numbers of hours can drive up the mean.

Tables in Appendix 2 present a breakdown of the number of hours spent on cases by each activity code. For closed cases, initial case activities (code 1) took up the most time, accounting for 32 percent of attorneys’ time in completed cases and 70 percent of time in completed cases in which the attorney

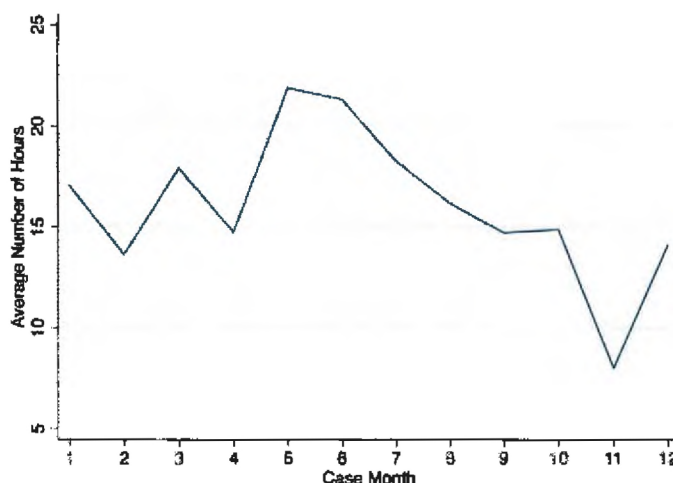
<sup>31</sup> Among the 291 cases, 142 are funded by the County. Among these 142 cases, 118 logged hours in the database.

<sup>32</sup> An attorney might withdraw representation at a client’s request (sometimes because the client has retained other counsel), if a client is transferred or moves to a jurisdiction somewhere else in the country, or here, because with additional research the attorney may deem the client ineligible for LAJF funding. Generally, however, once an attorney is on record as the representative in the case, she is required to remain on the case for its duration.

withdrew. Also worth noting is that nearly 10 percent of grantee time among all cases—open, and completed—is spent on a category of work grouped as “other case activities” (optional code 5), which accounts for time needed on direct case work that County funding does not cover.

To begin to conceptualize the amount of effort it takes to represent a case during the life cycle of cases, Figure 14 shows the average hours per case and case month. Case month refers to the number of months a case has been open under an LAJF attorney. For example, case month 1 refers to a case’s first 30 days under LAJF, case month 2 indicates a case at the time point of 31 to 60 days, and so on. As this figure shows, cases on average require the most effort during the first six months. This time may correspond roughly to the detention period for cases that begin detained. After about six months, the average effort needed begins to taper off. This suggests that in a model with funding spread over several years, organizations should be able to carry caseloads that consist of a blend of “active” and “inactive” (or less active) cases after about the first six months of each case. As Year 1 cases begin to complete at greater rates or reach a period of less intense legal activity, especially for those cases released from custody, attorneys would theoretically be able to take on additional work, provided funding is available to cover those cases as they extend beyond the two years of the pilot.

Figure 14: Average Hours per Case and Case Month



#### Limitations to Current Cost Data and Centering Human Impact

Available data shows how much money has been committed to legal services organizations. It does not show how much money is needed to get a program up and running, and keep it running. Many questions cannot be answered with the available data, such as: how much funding is needed to staff a deportation defense team and get to the door of the detention center or immigration court? Once that infrastructure exists, how much funding is necessary to adequately screen and then fully represent each case, and how does this change with different volumes and types of cases? Going forward, calculating this

base cost using more sophisticated economic formulas could give a more accurate sense of the distribution of funds across base infrastructure versus each discreet case and the economies of scale that might be possible by consolidating the work in a smaller number of organizations with larger numbers of staff teams. Under the current Year 1 LAJF funding model, many organizations have needed to invest in similar infrastructure in order to carry a caseload.

As more cases complete and more funds are expended, the relative distribution of costs across infrastructure and direct representation activities could be modeled, but it is simply too soon in the program to engage in that sort of economic modelling. While effort-level billing is time consuming, it is not available in most immigration legal representation programs operating around the country. Doing such modelling with LAJF County billing data may well provide a greater value to the field as jurisdictions around the country are eager to know the cost of providing deportation defense at scale.

Finally, there are many benefits an investment in representation can achieve that cannot be quantified in the short term and are not included in this implementation evaluation. These include the radiating benefits of representation for clients, their social networks, and communities, as evidenced by the case studies at the top of the report, and the potential of representation to offset the lifetime costs of separating families for those who win the right to remain in the United States. Communities benefit from representation, as employers retain their existing employees, and when their immigration status is protected, those employees continue to or begin to invest through taxes and earnings into local communities. Finally, when local governments invest in initiatives that protect and enhance immigrant communities, it may help to restore trust in government and encourage people to access services that benefit us all, like reporting crimes and seeking medical care.

## Strengthening LAJF's Success in Future Years

The first year of LAJF has built an infrastructure that can be fine-tuned over time to maximize impact and ensure longevity and efficiency to protect immigrants in Los Angeles long term. Improvements to the program's service delivery that could maximize the impact could include:

- expanded eligibility requirements that allow a greater number of local immigrants in or with ties to the region to receive access to the protections the Fund provides;
- a universal representation model that advances fairness, race equity, and due process for all by allowing all clients meeting income and residency requirements to access counsel without regard for the potential merits of the case;
- a reduction in tracking of hourly billing data – which could be accompanied by program oversight through an organization more familiar with immigration legal services case management that will know how to negotiate appropriate caseloads with each organization;
- more rigorous program oversight that consolidates reporting and grantee oversight into a single function, with a more clearly defined set of programmatic goals and objectives; and

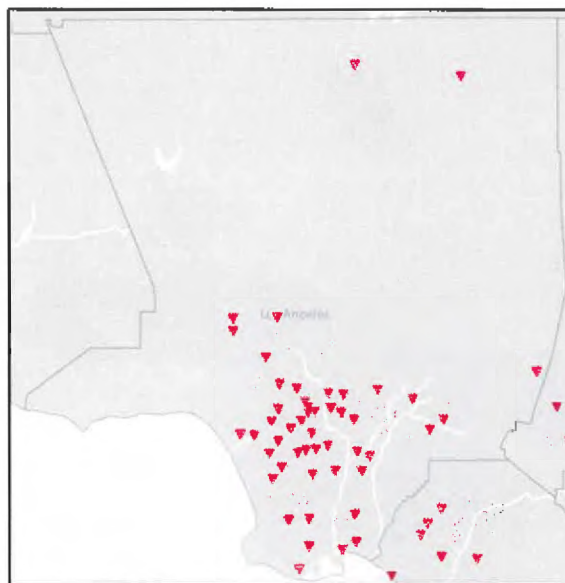
- consolidated, multi-year funding or plans for multi-year funding to allow for long-term planning and remove uncertainty.

The discussion below elaborates on these findings.

### Refine Eligibility Requirements to Meet Local Need

LAJF has narrower residency requirements than most other deportation defense programs in the country.<sup>33</sup> LAJF also excludes many people with convictions from receiving representation. Combined, these carve-outs prevent LAJF from serving many people with ties to Los Angeles in need of deportation defense. This encompasses people in detention who do not have access to appropriate documentation, including asylum seekers, the homeless population, and longtime residents who are the most likely to have prior criminal justice contact but also the strongest ties to the United States. These restrictions have also meant that the Fund is not flexible enough to respond to acute needs such as those arising from family separation in 2018, as separated families still failed to meet the eligibility requirements. These exclusions bar people who may have strong ties to the region or valid legal defenses from even being eligible for representation. Figure 15 below shows that many of the people denied representation claimed residence in Los Angeles.

Figure 15: People Screened out of LAJF Reside In the Fund's Target Area



<sup>33</sup> Appendix 1 provides a point of comparison showing eligibility requirements and accompanying standards of proof among LAJF, the New York Immigrant Family Unity Project funded by New York City, and various other publicly funded deportation defense programs across the state of California. While New York funds representation for all people whose cases are heard at the “detained” docket at Varick Street Immigration Court in New York City, regardless of where they lived before their detention in the region, many of the other funds across California have deliberately flexible definitions of residency, and none of these other funds requires documentation to prove residency.

Attorneys working at grantee organizations repeatedly expressed frustration with the challenges created by the parameters of LAJF eligibility requirements, and, as one lawyer noted, “The LAJF team has encountered the recurring issue of having to decline to assist clients that fail to meet the LA County residency requirement but are detained at detention centers near Los Angeles County.” Another noted that a “significant challenge of the program is having to turn individuals away who do not meet the grant’s geographic or criminal eligibility requirements” and that this challenge has “been amplified with the demand for additional documentation of residency that is often unavailable to individuals in detention.”

Although there are some benefits to limited scope screenings, like allowing for an initial assessment by a lawyer, a possible referral to other legal sources, and giving clients the opportunity to be heard, current restrictions prevent many of those screenings from turning into representation for those who are often most vulnerable. Figure 16 illustrates this point by showing the vulnerabilities identified among people screened for LAJF representation and ultimately deemed ineligible. The largest category of those who were not accepted for representation are asylum seekers and those who may be eligible for other fear-based protections from deportation, followed by crime victims. Childhood arrivals and people who have significant medical and/or mental health needs also make up a substantial portion of those with vulnerabilities who were deemed ineligible for representation. Of course, this is just a small sample of those who are determined to be ineligible, as organizations do not track every initial screening.<sup>34</sup> As one example, KIND conducted 85 intakes of children over 9 months, and has retained 37 (43 percent of those screened for assistance).

**Figure 16: Vulnerabilities among People Screened by LAJF but Ineligible for Representation**

<b>Vulnerabilities Identified for Unrepresented Cases</b>	<b>Count</b>
Asylum seeker/fear-based protections	58
Victimization – Crime, domestic/intimate partner violence, child abuse/neglect, or trafficking	45
Childhood arrival (not UC)	28
Disability/significant medical needs + mental health needs	26
Has dependent(s) with disability/significant medical needs	15
Other	8
Homeless	7
<b>Total Unrepresented Cases with a Vulnerability Identified</b>	<b>72</b>

It is not surprising that the largest group of people deemed ineligible for representation includes people pursuing asylum and other fear-based protections, as they often have not been in the United States long enough to establish residency. For others, like people who are homeless, children, people with disabilities, and adults in detention who do not have access to documents, it is nearly impossible to meet

<sup>34</sup> These cases come from a snapshot of 144 people who were screened but not represented and whose information was reported by a small handful of organizations tracking demographics of people denied representation by the Fund.

what one lawyer called “burdensome evidentiary requirements to prove residency prior even to accepting a case.” This point arose repeatedly in interviews and conversations with lawyers at grantee organizations who were troubled by having to decline representation to some of the most vulnerable clients they screened. Often, as the same lawyer quoted above pointed out, detained clients in particular “have no access to documents given their isolation in detention. By the time we are able to access any documents (should any exist and, in many cases, they do not because of the instability of those who live in legal limbo) their cases have progressed too far for us to make a meaningful impact.”

The challenges of aligning proof of residency and acute need for representation were starkly visible following the family separations resultant from the Trump administration’s “zero-tolerance” policy announced in May 2018. Under this policy, the government announced it would prosecute any individual who entered the country without authorization. This policy led to mass familial separation as parents who entered with children were referred for prosecution, while their children were placed with sponsors, relatives, in foster homes, or detained. In response to the family separation crisis, the County amended its LAJF agreement (the County and City of Los Angeles drafted their own individual agreements with CCF), relaxing the residency requirement somewhat to extend coverage to separated families. The LAJF family separation amendment stipulated that it was not necessary for children separated from their parents to be residents of Los Angeles County to be represented under LAJF County funding. Instead, children who were separated from their families at the U.S. Southern Border became eligible for representation if their parents or sponsors had ties to the County, and those parents and sponsors would also be eligible for representation. Separated families were also added to the list of prioritization criteria for LAJF. However, almost no separated families have been helped by the Fund because adults of eligible children have not been able to demonstrate residency in the County. Most of the separated families involved both adults and children who were new to the region.

Finally, grantees routinely name criminal carve-outs as hindering their abilities to serve communities in need of representation. One grantee organization estimated that criminal carve-outs prevent them from serving as many as half of the people they encounter in need of representation, and that many of these people are deeply entrenched members of communities in Los Angeles and have lived in the United States for decades.

### Achieving Greater Efficiencies and Economies of Scale

One challenge of a pilot project like LAJF—and most new deportation defense programs—is that they are not yet operating at scale. A relatively small number of staff are serving a relatively small number of clients, and the cost of doing so is not necessarily equivalent to what the cost of operating these programs will be when all eligible people in a given detention center, at a given docket, or in a particular community receive representation. Nonetheless, the analysis Vera undertook for this implementation evaluation makes clear that LAJF grantees confront a challenge that many other deportation defense programs do not in that the narrow eligibility requirements necessitate that more labor be spent in LAJF than other similar deportation defense programs in order to pre-screen cases before entering into

representation agreements (see Appendix 1 for a comparison). This undoubtedly drives any per-case cost assumptions up, as instead of accepting for representation the first case they identify, an organization must sift through several cases—and then request documentation to review—before making determinations about eligibility, let alone begin work on the case. One simple and obvious way, then, to drive down costs per case is to reduce the screening burdens involved in identifying eligible clients. Another way to do so is to consolidate efforts at fewer organizations in order to maximize the efficiencies between screening and referring cases for representation. A third way is to limit the amount of data entry, document collection, and reporting required of grantees so the greatest amount of funding can be devoted to direct representation work.

Finally, while there is not yet published research on this in the field, Vera's own initial assessments of other representation programs demonstrate that financial efficiencies—in addition to equitable access to attorneys—can be enhanced when organizations apply a model that accepts cases as they become eligible rather than making representation decisions based on an assessment of the merits of the case. Such a merits-blind approach should ensure each attorney ends up with a mix of case types, some requiring less labor than others.

### Reduce Reporting Requirements

Grantees are currently required to collect hourly billing data for County-funded cases. Collecting this level of data makes sense at the beginning of a new program to learn how effort is being expended and ensure funding and effort levels are aligned. However, over time, greater efficiencies can be achieved by reducing this sort of onerous data collection and using what has already been collected to inform rates or effort levels appropriate under grants that determine funding at the caseload level. This data entry—in addition to other mandated reporting—takes valuable time away from attorneys and staff that could be better used to directly serve clients with the limited funds available. When asked how LAJF compares to other funding sources, one attorney noted, “Some of the challenges, such as time spent on administrative and non-case work, are unique to this program and not ones we face with other funding sources.” Additionally, with too much required reporting, the data quality becomes compromised, thus limiting its usefulness. Vera's Year 2 evaluation could use the hourly data collected in Year 1 – with greater information about the total amount required to see a case through to completion—to recommend caseload ranges that could obviate the need to continue tracking data so intensely; data collection should then be refined to focus on the information funders and grantees deem most important for oversight and sustainability.

### Consolidate Reporting and Program Oversight

Because program oversight, reporting, and programmatic technical assistance are being coordinated by separate entities, it is difficult at times to ensure adequate follow-up on data entry issues or even programmatic challenges evidenced by the data or emerging in technical assistance processes. This creates opportunities for error and inefficiencies and means grantees must coordinate with multiple

organizations to resolve errors and answer questions about reporting and program requirements and communicate where there is need for technical assistance. Streamlining program management to consolidate these functions in a single program management organization—to the extent feasible—could yield greater efficiencies and accountability.

### Clarify Overall Programmatic and Individual Grantee Goals and Objectives

LAJF began with a clear, central focus on deportation defense and expanded its focus during the initial grant-making process to include a wider focus on people at risk of removal. Many organizations were selected to participate in the Fund, and began taking cases, before all of the program eligibility requirements and supporting documentation needs had been finalized with appropriate level of detail and guidance. During the time grantees proposed budgets and workloads, the reporting and data collection requirements had also not been finalized. As a result, some grantees have noted that shifting expectations and understandings of the program's goals and objectives have created confusion and at times exacerbated inefficiencies. This is not uncommon in the initial start-up period of a new project, but can be avoided in the future by ensuring the Fund has a clear vision and mandate shared with grantees and other stakeholders from the onset of the funding period.

Additionally, grantees are operating under a single grant (LAJF) that requires them to assess which of the grant's multiple funding sources should cover each case and to manage multiple forms of record keeping and documentation as a result of different sets of requirements for the various funding sources. This could be standardized and streamlined to create efficiencies.

Several grantee organizations confided that they were not likely to continue to work on the Fund if it continued to have multiple objectives, ongoing shifts in requirements and expectations, and time-consuming reporting requirements. One grantee commented that "Our attorneys are often confronted with 'gray' areas on cases where our organization is unsure if a case falls within the LAJF criteria. Moreover, we have had challenges in knowing how and in what format we should be reporting cases." Yet another LAJF attorney noted that because of shifts in how requirements were communicated over the first year, "the gap between reportable and non-reportable activities is confusing. Attorneys doing the direct removal defense legal work should have clear guidelines about reporting requirements." In the next phase of the program, funders, stakeholders, and grantees should all agree to consistent, focused, and unambiguous program objectives and guidelines against which progress may be reported and measured.

### Commit to Consolidated and Sustained Funding

Much of LAJF's first year was spent building the necessary infrastructure to implement the program across 11 direct services organizations and four technical assistance organizations (later five with the addition of CLINIC). The normal challenges of program start-up were exacerbated by the fact that the sheer number of grantees meant most did not receive enough funding to hire multiple staff necessary to yield economies of scale and allow for team-based approaches. As one manager observed, "We struggled to fully staff the program. There is currently much competition for staff attorneys, and this competition

only increased with the funding of so many organizations under the program.” Another underscored this point, saying their organization had applied for funding because of the initial focus on detained work but was evaluating whether it was viable to continue to work with LAJF given “funding was not focused and was spread to too many organizations, meaning less impact for detained work.” When too many organizations each receive small grants, each is constrained from hiring more attorneys and staff, preventing the centralization of a cohesive program with a unified team that would allow for easily accessible support in a common location, and the achievement of other economies of scale. While the sheer number of grantees has allowed LAJF to invest in many organizations, going forward, more clearly defined goals and objectives can aid funders in determining how to consolidate higher levels of funding among a smaller pool of organizations best aligned with the Fund’s vision. This should yield efficiencies and consolidate efforts to maximize returns.

The limited resources that grantees grapple with is not only evident in the few attorneys and staff funded by LAJF at each organization, but grantee surveys and narrative reports consistently mention a lack of resources and as hindering their abilities to take on as many cases as ideal. In particular, one organization noted that their vision for joining LAJF was to “have sufficient power in numbers at the Adelanto Detention Facility to be able to change the culture towards a model where legal representation is viewed as the norm, rather than an aberration, in the court and detention systems...to foster a modicum of due process.” However, this cultural shift never took place, and though this may be partly due to the hostile political climate toward immigration in the current era, “the power in numbers we had anticipated has not materialized given the small number of LAJF attorneys at each individual organization.” While the Fund has supported portions of many staff across many organizations, each organization has been able to fund only a few.

Finally, to the extent possible, committing to sustained funding or providing funding in greater than one-year intervals will allow legal service providers to manage caseloads efficiently to ensure they have adequate funding and staffing, especially to cover non-detained immigration court cases for the several years non-detained cases may take. In order to yield the greatest efficiencies and continuity of high-quality representation, organizations providing the work need clarity as to longevity of program funding so they can plan and distribute caseloads most effectively and take on an optimal number of cases without worrying funding will disappear.

Attorneys may be reluctant to take on certain cases that could go on for years because they may deem it unethical to begin a case without a guarantee that the case will be funded through to completion. A lack of a multi-year funding commitment may lead to the systematic underrepresentation of those who may need attorneys the most, those with complex cases that could last for a long time. Finally, to the extent LAJF can commit to funding across a longer time horizon, legal service providers will be best able to manage caseloads to ensure they have adequate funding and staffing, especially to cover non-detained immigration court cases (including former unaccompanied children) for the several years these cases often take.

## Conclusion

Los Angeles is part of a growing network of jurisdictions committed to deportation defense, and LAJF is part of a growing movement that is helping catalyze state and national momentum for publicly funded deportation defense. As one of the nation's largest cities, Los Angeles is well positioned to play a leading role in the growing movement in support of publicly funded deportation defense programs. Moreover, deportation defense is a crucial way for the Los Angeles leaders to demonstrate their commitment to immigration as a key priority.

LAJF is already changing the lives of immigrants with deep ties to the United States and Los Angeles and protecting vulnerable community members. While unmet deportation defense need is tremendous in California—more than one local fund alone can tackle—LAJF has changed the landscape of unmet need in Los Angeles and can continue to play a key role in building a safety net for immigrants and their families and communities.

## Appendices

### Appendix 1: Representation Program Comparisons

Program Component	LAJF	NYIFUP	SAFE Network				San Francisco
			Long Beach	Oakland/Alameda	Sacramento	Santa Ana	
Merits-blind representation	No	Yes	Yes	Yes	Yes	Yes	Yes
Exclude people with certain criminal convictions	Yes	No	No	No	-	No	No
Residency requirement	Yes, City or County of Los Angeles residents	No	Yes, City of Long Beach resident or employed in the City	No, but must have regional ties	Yes, County of Sacramento residents or employed in the County	Yes, City of Santa Ana residents	No
Require documentation to prove residency	Yes	No	No	No	No	No	No
Income eligibility	Below 200% of the federal poverty level	Below 200% of the federal poverty level	Below 200% of the federal poverty level	Below 125% of the area median income	Below 125% of the federal poverty level	Below 200% of the federal poverty level	None
Collects hourly activity data	Yes	No	No	No	No	No	No
Public funding	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Private funding	Yes	Yes	Yes	Yes	Yes	Yes	No

## Appendix 2: County Billing Data<sup>35</sup>

### Hours per Activity Code, Open and Closed County-Funded Cases

	Activity Code					All Codes
	1	2	3	4	5	
All Cases, Total Hours	1,816.7	2,517.4	491.8	2,531.1	692.3	8,049.2
Percent of Time	23%	31%	6%	31%	9%	100%
Open Cases, Total Hours	1,039.3	1,900.8	361.3	1,945.3	484.0	5,730.6
Percent of Time	18%	33%	6%	34%	8%	100%
Closed – Completed, Total Hours	703.9	604.7	122.8	573.8	207.8	2,212.9
Percent of Time	32%	27%	6%	26%	9%	100%
Closed – Attorney Withdrew, Total Hours	73.5	12.0	7.8	12.0	0.5	105.8
Percent of Time	70%	11%	7%	11%	<1%	100%

N = 118 cases (93 open cases, 20 completed, and 5 closed due to attorney withdrawal)

### Detailed Hourly Billing Data<sup>36</sup>

#### Quarter 1

Figure A: Q1, Monthly Activity (in Hours) for County-Funded Adult Removal Defense Cases

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
Jan 2018	123.8	46.0	31.3	6.8	N/A	207.8	15	13.9
Feb 2018	115.8	140.5	30.8	87.0	5.0	379.0	19	19.9
Mar 2018	106.8	177.3	21.8	56.5	3.5	365.8	25	14.6
<b>Q1 Total</b>	<b>346.3</b>	<b>363.8</b>	<b>83.8</b>	<b>150.3</b>	<b>8.5</b>	<b>952.5</b>	<b>25</b>	<b>38.1</b>

Figure B: Q1, Monthly Activity (in Hours) for County-Funded Children's Cases (KIND and Bet Tzedek)

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
Jan 2018	1.8	0.7	0.0	5.6	0.0	8.1	3	2.7
Feb 2018	7.7	1.0	0.2	3.7	0.0	12.6	3	4.2
Mar 2018	12.2	1.1	0.2	4.1	0.0	17.6	5	3.5
<b>Q1 Total</b>	<b>21.7</b>	<b>2.8</b>	<b>0.4</b>	<b>13.4</b>	<b>0.0</b>	<b>38.3</b>	<b>5</b>	<b>7.7</b>

<sup>35</sup> Totals in this section may not exactly match the column or row sum due to rounding.

<sup>36</sup> The sum of hours across all tables included in this section may not add up to the 8,049 network total hours as indicated in the main text of the report, due updates to data entry. Grantees sometimes update hours for a given quarter after the quarterly reporting deadline. Therefore, the hours listed in the appendix, drawn from previous quarterly reports, do not include hours that were updated at a later date, and that are reported on in the main text of this document.

Figure C: Q1, Monthly Activity (in Hours) for County-Funded Affirmative Cases (LAFLA)

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
Jan 2018	0.0	0.0	0.0	23.8	5.5	29.3	6	4.9
Feb 2018	0.0	0.0	0.0	11.0	4.0	15.0	6	2.5
Mar 2018	0.0	0.0	0.0	5.0	2.3	7.3	6	1.2
<b>Q1 Total</b>	0.0	0.0	0.0	39.8	11.8	51.5	6	8.6

Figure D: Q1, Monthly Activity (in Hours) for All County-Funded Cases by Provider

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
<b>Jan 2018</b>								
Advancing Justice LA	1.0	4.3	-	1.8	-	7.0	3	2.3
Bet Tzedek (UC)	0.8	0.7	0.0	5.6	-	7.1	2	3.6
CARECEN	-	-	-	-	-	-	-	-
CHIRLA	1.5	-	-	5.0	-	6.5	4	1.6
Esperanza	-	-	-	-	-	-	1	-
IDLC	113.5	5.0	1.8	-	-	120.3	3	40.1
KIND (UC)	1.0	-	-	-	-	1.0	1	1.0
LAFLA (Affirmative)	-	-	-	23.8	5.5	29.3	6	4.9
Public Counsel	7.8	36.8	29.5	-	-	74.0	4	18.5
<b>Feb 2018</b>								
Advancing Justice LA	7.3	15.8	4.0	10.0	-	37.0	4	9.3
Bet Tzedek (UC)	3.7	1.0	0.2	3.7	-	8.6	2	4.3
CARECEN	-	-	-	-	-	-	-	-
CHIRLA	1.5	1.3	2.0	4.5	-	9.3	5	1.9
Esperanza	15.0	85.0	1.5	60.0	5.0	166.5	1	166.5
IDLC	89.0	24.3	7.3	12.5	-	133.0	5	26.6
KIND (UC)	4.0	-	-	-	-	4.0	1	4.0
LAFLA (Affirmative)	-	-	-	11.0	4.0	15.0	6	2.5
Public Counsel	3.0	14.3	16.0	-	-	33.3	4	8.3
<b>Mar 2018</b>								
Advancing Justice LA	0.3	40.5	7.8	24.8	-	73.3	5	14.7
Bet Tzedek (UC)	6.2	1.1	0.2	0.6	-	8.1	2	4.1
CARECEN	-	-	-	-	-	-	-	-
CHIRLA	-	12.5	4.0	7.0	-	23.5	5	4.7
Esperanza	-	95.5	3.5	-	1.5	100.5	1	100.5
IDLC	104.8	21.5	3.5	24.5	-	154.3	9	17.1
KIND (UC)	6.0	-	-	3.5	-	9.5	3	3.2
LAFLA (Affirmative)	-	-	-	5.0	2.3	7.3	6	1.2
Public Counsel	1.8	7.3	3.0	0.3	2.0	14.3	5	2.9
<b>Q1 Total</b>	368.0	366.6	84.2	203.4	20.3	1042.3	36	29.0

## Quarter 2

Figure E: Q2, Monthly Activity (in Hours) for County-Funded Adult Removal Defense Cases

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
Apr 2018	177.75	57.45	22.25	66.5	0.5	324.45	25	13.0
May 2018	196.95	98.1	28	251.35	13	587.4	29	20.3
June 2018	191.1	205.2	71.1	122.6	8.5	598.5	31	19.3
<b>Q2 Total</b>	<b>565.8</b>	<b>360.75</b>	<b>121.35</b>	<b>440.45</b>	<b>22</b>	<b>1,510.35</b>	<b>31</b>	<b>48.7</b>

Figure F: Q2, Monthly Activity (in Hours) for County-Funded UC Cases (KIND and Bet Tzedek)

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
Apr 2018	6.6	0.7	-	2	-	9.3	2	4.7
May 2018	7.7	-	-	20.6	-	28.3	1	28.3
June 2018	37.1	3.7	7.8	28.6	-	77.2	1	77.2
<b>Q2 Total</b>	<b>51.4</b>	<b>4.4</b>	<b>7.8</b>	<b>51.2</b>	<b>-</b>	<b>114.8</b>	<b>1</b>	<b>114.8</b>

Figure G: Q2, Monthly Activity (in Hours) for County-Funded Affirmative Cases (LAFLA)

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
Apr 2018	5.6	0.7	-	9	0.75	16.05	4	4.0
May 2018	-	-	-	-	-	-	8	-
June 2018	-	-	-	-	-	-	12	-
<b>Q2 Total</b>	<b>5.6</b>	<b>0.7</b>	<b>-</b>	<b>9</b>	<b>0.75</b>	<b>16.05</b>	<b>12</b>	<b>1.3</b>

Figure H: Q2, Monthly Activity (in Hours) for County-Funded Withholding-Only & "Other" Cases

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
Apr 2018	26.35	23.45	15	16.5	0.75	82.05	4	20.5
May 2018	-	-	-	-	-	-	5	-
June 2018	-	-	-	-	3.5	3.5	6	0.6
<b>Q2 Total</b>	<b>26.35</b>	<b>23.45</b>	<b>15</b>	<b>16.5</b>	<b>4.25</b>	<b>85.55</b>	<b>6</b>	<b>14.3</b>

Figure I: Q2, Monthly Activity (in Hours) for All County-Funded Cases by Provider

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
<b>Apr 2018</b>								
Advancing Justice LA	-	4.0	10.0	26.0	0.5	40.5	5	8.1
Bet Tzedek (UC)	5.6	0.7	-	2.0	-	8.3	4	2.1
CARECEN	-	-	-	-	-	-	-	-
CHIRLA	-	2.0	-	0.5	-	2.5	6	0.4
Esperanza	6.5	1.75	0.25	-	-	8.5	3	2.8
IDLC	169.7	20.0	6.0	43.0	-	238.7	17	14.0
KIND (UC)	1.0	-	-	-	-	1.0	5	0.2
LAFLA (Affirmative)	-	-	-	7.0	0.75	7.8	1	7.8
LA LGBT Center	-	22.75	14.0	9.5	0.75	47.0	10	4.7
Public Counsel	16.8	29.0	7.0	-	-	52.8	5	10.6
<b>May 2018</b>								
Advancing Justice LA	-	2.0	5.0	25.5	-	32.5	5	6.5
Bet Tzedek (UC)	-	-	-	-	-	0.0	3	-
CARECEN	-	-	-	-	-	-	-	-
CHIRLA	-	-	-	-	-	0.0	7	-
Esperanza	12.0	20.0	4.75	55.25	4.0	96.0	8	12.0
IDLC	167.75	65.5	11.25	155.75	-	400.3	18	22.2
KIND (UC)	-	-	-	-	-	0.0	5	-
LAFLA (Affirmative)	8.75	-	-	11.0	-	19.8	1	19.8
LA LGBT Center	-	-	-	6.0	-	6.0	11	0.5
Public Counsel	19.0	32.1	13.0	28.25	9.0	101.4	8	12.7
<b>June 2018</b>								
Advancing Justice LA	2.5	-	4.5	23.5	-	30.5	7	4.4
Bet Tzedek (UC)	-	-	-	-	-	0.0	4	-
CARECEN	-	-	-	-	-	-	-	-
CHIRLA	-	0.5	-	-	-	0.5	7	0.1
Esperanza	17.75	27.75	14.3	17.5	11.0	88.3	8	11.0
IDLC	95	180.5	42.75	27.0	-	345.3	18	19.2
KIND (UC)	-	-	-	-	-	0.0	7	-
LAFLA (Affirmative)	20.25	-	-	62.75	-	83.0	1	83.0
LA LGBT Center	-	3.5	-	1.5	-	5.0	11	0.5
Public Counsel	42.25	3.25	3.75	27.5	1.0	77.8	10	7.8
<b>Q2 Total</b>	<b>177.75</b>	<b>215.5</b>	<b>65.3</b>	<b>159.75</b>	<b>12.0</b>	<b>630.3</b>	<b>73</b>	<b>250.3</b>

## Quarter 3

Figure J: Q3, Monthly Activity (in Hours) for County-Funded Adult Removal Defense Cases

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
July 2018	20.8	192.5	54.0	260.2	100.0	627.4	60	10.5
August 2018	180.3	155.3	20.8	299.3	126.0	781.6	63	12.4
September 2018	153.3	163.3	47.3	231.1	123.1	718.0	72	10.0
<b>Q3 Total</b>	<b>354.4</b>	<b>511.1</b>	<b>122.0</b>	<b>790.5</b>	<b>349.1</b>	<b>2,127</b>	<b>72</b>	<b>29.5</b>

Figure K: Q3, Monthly Activity (in Hours) for County-Funded UC Cases (KIND and Bet Tzedek)

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
July 2018	36.7	13.5	7.2	7.9	-	65.3	12	5.4
August 2018	12.2	8.2	10	22.4	68.5	121.3	14	8.7
September 2018	32.6	31.5	2.5	9.8	23.6	100	15	6.7
<b>Q3 Total</b>	<b>81.5</b>	<b>53.2</b>	<b>19.7</b>	<b>40.1</b>	<b>92.1</b>	<b>286.6</b>	<b>15</b>	<b>19.1</b>

Figure L: Q3, Monthly Activity (in Hours) for County-Funded Affirmative Cases (LAFLA)<sup>37</sup>

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
July 2018	96.5	2.3	-	81.8	18.3	198.8	N/A	N/A
August 2018	58.3	2.0	-	96.3	31.5	188.0	N/A	N/A
September 2018	1.5	-	1.3	82.3	23.8	108.8	18	6.0
<b>Q3 Total</b>	<b>156.3</b>	<b>4.3</b>	<b>1.3</b>	<b>260.3</b>	<b>73.5</b>	<b>495.5</b>	<b>18</b>	<b>27.5</b>

Figure M: Q3, Monthly Activity (in Hours) for County-Funded Withholding-Only, Post-Order & Other Cases

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
July 2018	11.8	-	-	2.8	0.5	15.1	4	3.8
August 2018	1.0	7.0	-	2.8	0.5	11.3	4	2.8
September 2018	11.0	78.0	-	9.8	3.3	102.1	5	20.4
<b>Q3 Total</b>	<b>23.8</b>	<b>85.0</b>	<b>-</b>	<b>15.4</b>	<b>4.3</b>	<b>128.5</b>	<b>5</b>	<b>25.7</b>

<sup>37</sup> As LAFLA does not use the LAJF database, Vera is unable to count the number of open cases for each month within the quarter; this information is only available at the end of the quarter. The average hours per County-funded LAFLA case for July and August 2018 is not provided in Figures 14 and 16.

Figure N: Q3, Monthly Activity (in Hours) for All County-Funded Cases by Provider

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
<b>July 2018</b>								
Advancing Justice LA	12	20.3	-	51	1.5	84.8	7	12.1
Bet Tzedek (UC)	16.2	2.5	0.2	4.2	-	23.1	5	4.6
CARECEN	-	-	-	-	-	-	1	-
CHIRLA	-	-	-	-	-	-	6	-
Esperanza	5	34.8	13.75	10.5	4.5	68.6	13	5.3
IDLC	6	105.8	30.5	181.5	74.75	398.6	19	21.0
KIND (UC)	20.5	11	7	3.7	-	42.2	7	6.0
LAFLA (Affirmative)	96.5	2.25	-	81.75	18.25	198.8	N/A	N/A
LA LGBT Center	-	5.5	-	5.5	-	11.0	4	2.8
Public Counsel	6.5	27.8	9.75	15.1	19.25	78.4	11	7.1
USC	3	-	-	2.3	0.5	5.8	4	1.5
<b>August 2018</b>								
Advancing Justice LA	1	7.75	2	49.5	-	60.3	8	7.5
Bet Tzedek (UC)	12.2	0.7	-	17.8	68.5	99.2	7	14.2
CARECEN	-	-	-	-	-	-	2	-
CHIRLA	-	-	-	-	-	-	6	-
Esperanza	3.5	13.75	5.25	31.5	-	54.0	13	4.2
IDLC	160	102.75	8.75	195	112.5	579.0	20	29.0
KIND (UC)	-	7.5	-	4.6	-	12.1	7	1.7
LAFLA (Affirmative)	58.25	2	-	96.25	31.5	188.0	N/A	N/A
LA LGBT Center	-	-	-	6	-	6.0	4	1.5
Public Counsel	15.8	31	4.75	22.9	13.5	88.0	11	8.0
USC	11	7	-	2	0.5	20.5	4	5.1
<b>September 2018</b>								
Advancing Justice LA	-	2.3	-	37.8	-	40.1	8	5.0
Bet Tzedek (UC)	23.6	16.4	0.5	3.8	23.6	67.9	8	8.5
CARECEN	-	-	-	-	-	-	3	-
CHIRLA	-	-	-	-	-	-	6	-
Esperanza	8	20.5	9.5	9	9.5	56.5	13	4.3
IDLC	123	89.5	25.25	172.5	78.25	488.5	22	22.2
KIND (UC)	9	15.1	2	6	-	32.1	7	4.6
LAFLA (Affirmative)	1.5	-	1.25	82.25	23.75	108.8	18	6.0
LA LGBT Center	4.5	51.5	-	3.3	-	59.3	7	8.5
Public Counsel	16	24.6	12.5	9	34.75	96.9	15	6.5
USC	19.3	79	-	9.3	3.75	111.4	5	22.3
<b>Q3 Total</b>	<b>632.4</b>	<b>681.3</b>	<b>133.0</b>	<b>1,114.1</b>	<b>518.9</b>	<b>3,079.5</b>	<b>112</b>	<b>27.5</b>

## Quarter 4

Figure O: Q4, Monthly Activity (in Hours) for County-Funded Adult Removal Defense Cases

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
October 2018	146.5	322.7	37.0	333.6	83.5	923.2	84	11.0
November 2018	131.0	286.6	20.8	292.1	117.3	847.7	90	9.4
December 2018	102.0	116.8	19.0	177.3	59.3	474.3	93	5.1
<b>Q4 Total</b>	<b>379.5</b>	<b>726.0</b>	<b>76.8</b>	<b>802.9</b>	<b>260.0</b>	<b>2,245.2</b>	<b>93</b>	<b>24.1</b>

Figure P: Q4, Monthly Activity (in Hours) for County-Funded UC Cases (KIND and Bet Tzedek)

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
October 2018	35.8	32.3	0.8	48.9	20.9	138.7	21	6.6
November 2018	38.4	2.4	-	35.0	40.7	116.5	21	5.5
December 2018	18.2	12.4	4.0	23.3	2.3	60.2	21	2.9
<b>Q4 Total</b>	<b>92.4</b>	<b>47.1</b>	<b>4.8</b>	<b>107.2</b>	<b>63.9</b>	<b>315.4</b>	<b>21</b>	<b>15.0</b>

Figure Q: Q4, Monthly Activity (in Hours) for County-Funded Affirmative Cases (LAFLA)<sup>38</sup>

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
October 2018	-	-	-	-	-	-	21	-
November 2018	3.5	8.5	5.0	112.9	7.8	137.6	22	6.3
December 2018	-	45.5	6.0	129.5	14.8	195.8	22	8.9
<b>Q4 Total</b>	<b>3.5</b>	<b>54.0</b>	<b>11.0</b>	<b>242.4</b>	<b>22.5</b>	<b>333.4</b>	<b>22</b>	<b>15.2</b>

Figure R: Q4, Monthly Activity (in Hours) for County-Funded Withholding-Only and Other Cases

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
October 2018	10.5	7.0	2.0	4.0	-	23.5	6	3.9
November 2018	10.0	46.5	-	3.0	-	59.5	6	9.9
December 2018	-	6.0	1.3	2.8	2.0	12.0	6	2.0
<b>Q4 Total</b>	<b>20.5</b>	<b>59.5</b>	<b>3.3</b>	<b>9.8</b>	<b>2.0</b>	<b>95.0</b>	<b>6</b>	<b>15.8</b>

<sup>38</sup> As LAFLA did not previously use the LAJF database, Vera is unable to count the number of open cases for each month within the quarter; this information is only available at the end of the quarter.

Figure S: Q4, Monthly Activity (in Hours) for All County-Funded Cases by Provider

Activity Code	1	2	3	4	5	Sum of Hours	Total Open County Cases	Average Hours Per Case
<b>October 2018</b>								
Advancing Justice LA	2.5	27.5	4.0	71.25	6.75	112.0	8	14.0
Bet Tzedek (UC)	35.8	27.3	0.8	45.0	20.9	129.8	13	10.0
CARECEN	-	-	-	-	-	-	2	-
CHIRLA	-	-	-	-	-	-	6	-
Esperanza	11.0	33.0	13.0	10.0	2.0	69.0	10	6.9
IDLC	116.0	183.5	14.5	196.33	40.25	550.6	20	27.5
KIND (UC)	-	5	-	3.9	-	8.9	8	1.1
LAFLA (Affirmative)	-	-	-	-	-	-	25	N/A
LA LGBT Center	5.0	37.25	3.75	14.0	7.75	67.8	14	4.8
Public Counsel	22.5	30.9	3.75	10.25	26.75	94.2	13	7.2
USC	-	17.5	-	35.75	-	53.3	5	10.7
<b>November 2018</b>								
Advancing Justice LA	-	6.25		47.75	3.75	57.8	8	7.2
Bet Tzedek (UC)	38.4	0.4	-	32.5	40.7	112.0	13	8.6
CARECEN	-	-				-	2	-
CHIRLA	-	-				-	6	-
Esperanza	-	22.0	6.75	4.0	4.0	36.8	10	3.7
IDLC	112.0	13.0	5.0	182.0	59.0	371.0	20	18.6
KIND (UC)	-	2.0		2.5		4.5	8	0.6
LAFLA (Affirmative)	3.5	8.5	5.0	112.85	7.75	137.6	29	N/A
LA LGBT Center	16.0	45.5	0.5	19.75	6.25	88.0	17	5.2
Public Counsel	2.0	126.85	6.5	7.35	42.25	185.0	13	14.2
USC	11.0	114.0		24.75	1.5	151.3	5	30.3
<b>December 2018</b>								
Advancing Justice LA	-	-	4.0	44.75	5.5	54.3	8	6.8
Bet Tzedek (UC)	18.2	12.4	2.0	21.3	2.3	56.2	13	4.3
CARECEN	-	-	-	-	-	-	2	-
CHIRLA	-	-	-	-	-	-	6	-
Esperanza	-	-	-	-	-	-	10	-
IDLC	99.0	50.5	7.5	58.0	26.75	241.8	21	11.5
KIND (UC)	-	-	2.0	2.0	-	4.0	8	0.5
LAFLA (Affirmative)	-	45.5	6.0	129.5	14.75	195.8	29	6.8
LA LGBT Center	2.75	2.0	1.25	14.75	2.0	22.8	20	1.1
Public Counsel	0.25	41.75	1.5	5.25	13.75	61.9	14	4.5
USC	-	6.0	-	16.0	-	22.0	5	4.4
<b>Q4 Total</b>	<b>495.9</b>	<b>858.6</b>	<b>87.8</b>	<b>1,111.5</b>	<b>334.7</b>	<b>2,888.4</b>	<b>112.0</b>	<b>25.8</b>

# Los Angeles Justice Fund

Lessons and Recommendations from the Pilot Program





## **Los Angeles Justice Fund: Lessons and Recommendations from the Pilot Program**

### **NFF AUTHORS**

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July 2019

Nonprofit Finance Fund® (NFF®) advances missions and social progress in underserved communities through financing, consulting, partnerships, and knowledge-sharing.

This report is made possible with generous support from the California Community Foundation.

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# Introduction and Context

Recent research indicates that access to legal services improves case outcomes. A report from the California Coalition for Universal Representation (CCUR) shows that detained and released immigrants in Los Angeles County who were represented attained favorable outcomes more than five times as often as their unrepresented counterparts. Aware of the positive impact of informed legal defense, the County of Los Angeles, the City of Los Angeles, the Weingart Foundation, and the California Community Foundation (CCF) responded to increased immigration enforcement practices by establishing the Los Angeles Justice Fund (LAJF). This pilot grantmaking and capacity-building program was designed to strengthen the capacities of legal service providers to provide critical and timely legal representation for more immigrants in Los Angeles County who are detained by immigration officials or in removal proceedings. CCUR estimates that 68 percent of detained immigrants and 27 percent of non-detained immigrants are unrepresented. Through this program, LAJF seeks to increase the number of detained immigrants that are provided legal representation.

This report was commissioned by the California Community Foundation to surface the financial impact of LAJF on participating organizations. Information for this report was gathered by Nonprofit Finance Fund (NFF) through two facilitated dialogue sessions with cohort members, 11 one-on-one surveys with organizational leaders and staff, and a multi-year financial trend analysis on a subset of five cohort organizations.

## **Findings from our work are contained in this report and are meant to:**

- **Elevate cohort learnings from participation in the pilot**
- **Reveal priority needs of cohort members to continue and expand services**
- **Share opportunities to strengthen a potential permanent LAJF program**

"The LAJF partnership has expanded our ability to provide access to legal services for clients detained in Adelanto. Previously, we did not have capacity to represent clients at that detention facility. We are thrilled to be able to provide this service. And the impact of our work has been greater as a result of the partnership, in particular, with other LAJF detained collaborative partners who have expanded at the same time in this area." Legal Service Provider

# LAJF Structure and Impact on Service Providers

The 18 organizations represented in the initial cohort include: 11 nonprofit legal service providers that have received contracts to provide removal defense services for detained immigrants; five capacity-building organizations for technical assistance to the cohort partners; Vera Institute of Justice for data collection and evaluation services; and Nonprofit Finance Fund for financial technical assistance. The California Community Foundation serves as LAJF's fiscal sponsor and program administrator.

LAJF resources have been made available at a critical moment to build organizational and regional legal representation expertise for detained immigrants. This report focuses on the impact LAJF has had on the 11 nonprofit legal service providers as they adapt to provide more services.

## FUNDING

LAJF service provider contracts have two-year terms and range from \$180,000 to \$775,000. The contracts were structured with two key features that are well designed to meet service provider needs related to taking on a larger case load. First, funds from the contracts were deployed to service providers upfront, thereby reducing the risk of cash flow challenges that typically accompany reimbursement-based government contracts.

Second, the contracts were structured to fund a variety of needs, allowing service providers to maximize the use of funds within their unique organizational context. This flexibility in the use of funds was key, as service providers required two distinct types of funding to expand their case load: capacity-building money to help them invest in their enterprise and infrastructure, and service delivery funding to cover the ongoing cost of operating an organization that continues to manage removal defense cases. Some service providers required more capacity-building support than others, depending on the organizational infrastructure in place at the time LAJF began. Common uses of funds for capacity-building included:

- Hiring and training new staff, including lawyers who required training and retraining as new governmental policies were enacted
- Managing and maintaining new data systems required to collect and report on cases
- Onboarding existing staff to new systems
- Building and adapting administrative capacity to efficiently manage scheduling and tasks
- Developing funding opportunities to ensure cases are supported and the organization is financially sustainable after the two-year contract ends

In addition to the capacity-building support, the funds were used to support activities associated with direct client representation.

During the pilot phase, organizations received flat-fee contract payments at the beginning of each grant year. These payments were based on assumptions of the activities conducted for each

case. However, provider experiences during the pilot phase highlighted the range of time, cost, and additional resources required for each case. The considerations for serving undocumented immigrant communities, specifically those detained at Adelanto Detention Facility, necessitates additional resources to serve the same number of clients.

## REPORTING

Service providers were asked to report back on how funds were expended. The understanding of which costs could be billed against the contract varied by service provider, based on their interpretation of the reporting structure. Some service providers interpreted the reporting structure as the arbiter of which costs are recoverable: if a line item does not appear on the report, then it cannot be billed against the contract. Other providers advocated for the inclusion of an “other costs” line item on the report, though it has not been consistently used in reports because service providers began recording “Other” hours at different times.

In addition to the inconsistent reporting, service providers shared that additional hours and activities went unreported altogether. Through our analysis of the removal defense workflow (see Figure 1), we estimate that service providers are spending an additional 34.5-51 hours per client that are unreported. The mismatch between the actual work and the reportable categories makes it challenging to truly understand the cost of removal defense. Further, the magnitude of the gap cannot be sustained over the long term and requires services providers to either secure subsidy sources of revenue or reduce the number of cases they take.

## COHORT LEARNING

LAJF provides an unprecedented opportunity for cross-sector partnership. The pilot phase provided service providers with access to capacity-building and knowledge and resource-sharing opportunities, including those listed in Figure 1.

While each case brings its own nuances, the mapping in Figure 1 elevates the mismatch of the activities and hours applied to conduct this work in contrast to what reporting templates allowed. The magnitude of the difference underscores an urgency for revised contract terms that encapsulate actual costs. In addition to case-related work, the time spent by service providers on cohort-related activities is also under-compensated by LAJF and must be covered by other revenue streams. The cohort gatherings require approximately 30 hours per month of staff time per organization. Organizations shared that since March 2019, an additional eight hours each month were spent in appeals for continued LAJF support.

## WORK SPACE NEAR ADELANTO DETENTION FACILITY

Another critical form of support provided through LAJF has been the accessible work space

# Estimates of Underreported Hours

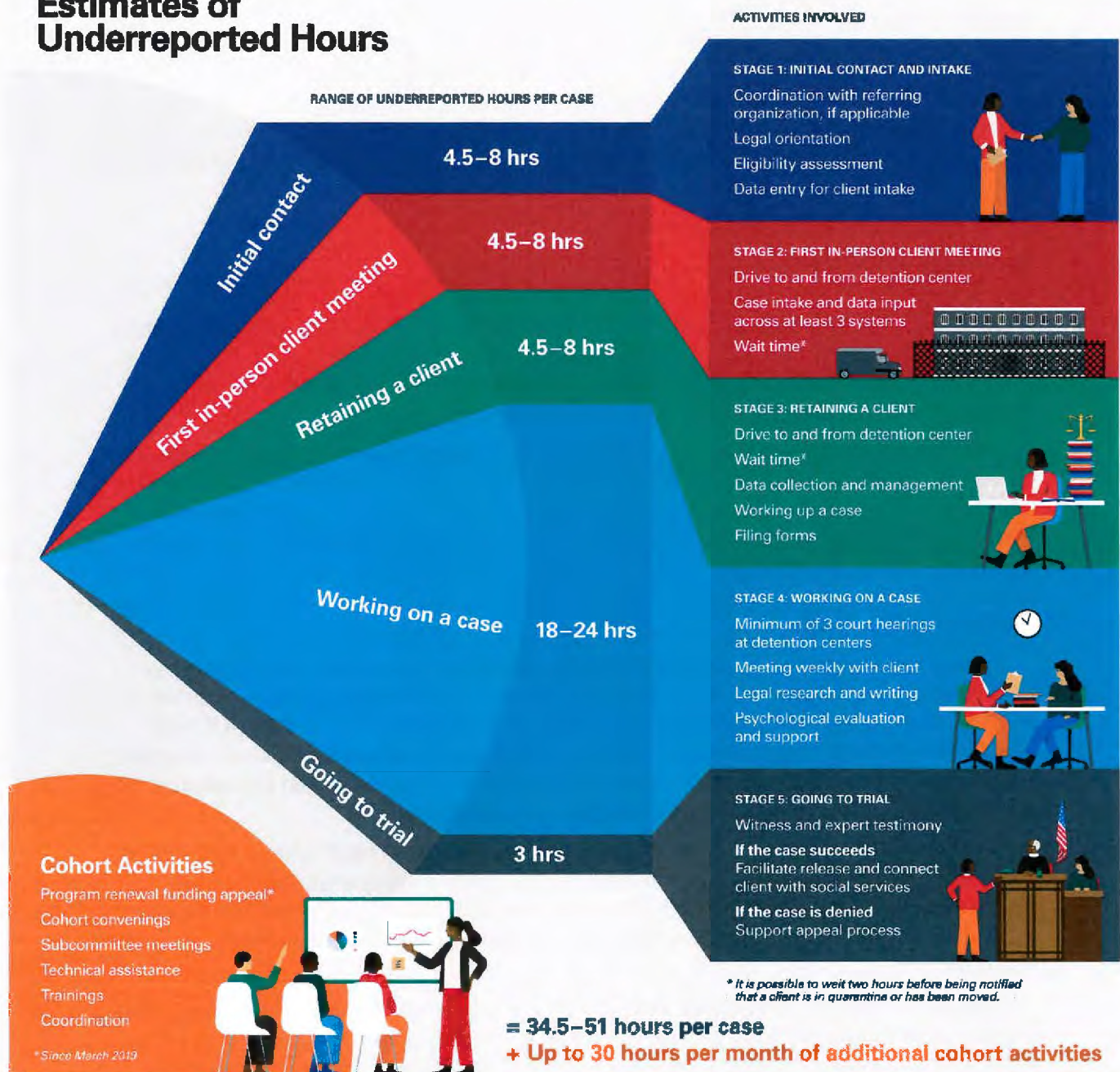


Figure 1: LAJF legal service providers identified the following broad phases of legal representation and cohort activities. Each component indicates the primary activities undertaken, including NFF's estimate of underreported hours. These estimates are based on attorney input through the facilitated sessions and survey responses.

at Adelanto Detention Facility. This workspace has mitigated the inefficiencies and delays that accompany working at the facility.

For example, each client visit at Adelanto Detention Facility may entail six hours or more of attorney time: four hours of travel, one hour of wait time, and one hour for the meeting itself. Access to the workspace has allowed attorney to better manage days at the facility, especially on days when attorneys are notified after arriving that the client visit is not allowed.

## BUSINESS MODEL IMPACTS

The extent to which organizations have been able to maximize LAJF dollars for client representation has been uneven across the cohort. This ability depends on an organization's existing infrastructure, existing expertise and skills, and available capacity. Organizations that already had the systems and people in place were better positioned to take on cases quicker.

An organization's ability to absorb the additional work to serve LAJF-funded cases depends, in part, on the organization's liquidity. For the five organizations analyzed, found encouraging financial indicators. The groups averaged a 14 percent post-depreciation surplus, 7.5 months of cash, and 5.5 months of liquid net assets. (The calculated median values indicate a similar dynamic.) These healthy financial indicators suggest the ability to withstand any changes to their operating or funding environment. These groups are also more likely to be able to maintain clients whose cases continue beyond the contract's term.

For other organizations, the experience has been different. Interview responses emphasized that the funds were necessary to invest in systems, people, and core administrative needs before engaging in casework. Interviews with service providers revealed that, while LAJF legal service providers are receiving more funding for cases than previously, the resources granted do not reflect the extent of case activities from initial contact to final legal determination, nor do the resources fully support the organizational infrastructure needed to meet rising demand.

One survey respondent shared that their organization would "need significantly more investment in infrastructure and longer grant periods to create a sustainable program in-house and across agencies." For all LAJF providers, the ability to absorb the gap between the contracted amount and the actual cost of delivery depends on an organization's financial health and the availability of flexible resources.

Because the reliability of long-term funding is uncertain, some groups have been hesitant to use contract funds for their infrastructure needs, inhibiting the intended impact of the pilot program. To fully meet the immigrant defense needs of Los Angeles County, funders will need to continue to provide cohort organizations with capacity-building funds to continue scaling (e.g., staff/knowledge/training for financial planning, data collection/reporting, case intake, general and administrative costs). As in the pilot phase, continued capacity-building funds provide the upfront capital needed to invest in the organization's program and related infrastructure needs. Ultimately, these investments help service providers better differentiate between the funding needed for capacity building and client delivery. Knowing the actual cost for each of these activities will inform long-term fundraising strategies.

# Findings

The LAJF partnership is applauded by cohort members for anchoring both cohort organizations and the broader regional ecosystem. Its financing structure, depth of technical assistance provided, and cohort-level gatherings are acknowledged as indispensable program elements. At the same time, NFF has observed the challenges that LAJF providers have experienced in managing the administrative requirements of the grant and the impact that this has had on their capacity to deliver legal services, as well as their morale. Below are our findings and recommendations from the pilot phase that we hope will inform the LAJF over the long-term.

## SUCCESSES: LAJF COMPONENTS TO MAINTAIN OR EXPAND

**Funding supported legal services for those in immigration detention or in removal proceedings facing possible deportation.** Service providers find it difficult to raise funds for immigrant removal defense. LAJF played a critical role in expanding access to legal services for these vulnerable individuals.

**Funding enabled organization-level investment for growth.** The flexibility and upfront payment of LAJF grants allowed organizations to increase their staff to provide legal services to undocumented immigrants.

**The flexible and flat-rate contract structure positioned service providers for growth.** Allowing the service providers to determine the best use of funds maximized the efficiency of their use. The \$1,381,600 philanthropic portion was particularly crucial, allowing organizations to build capacity early by hiring, training, and onboarding new personnel at the beginning of the pilot phase. As a result, LAJF service providers have grown their capacity and are now able to serve more clients. By providing flat-rate (as opposed to line-item expense reimbursement) contracts, LAJF grants provided the flexibility service providers needed to address their unique organizational bottlenecks that would otherwise stifle service expansion.

**Upfront payments allowed more service providers to expand.** Often, government contracts require organizations to have enough cash on hand to pay for services while waiting months for reimbursement. This limits the number of organizations able to participate in the contract. LAJF's approach of providing payments up front meant service providers did not need to hold large sums of cash to provide services under LAJF, thereby making the contracts easier to administer and opening participation to a larger number of organizations.

**The cohort model provided valuable partnership opportunities.** The LAJF pilot structure included multiple platforms for cohort organizations to come together, draw from each other's knowledge, and strategize on shared challenges. This was particularly valuable given the complexity of ongoing policy changes related to removal defense. Philanthropic investments of \$1,445,000 intentionally funded capacity building for the cohort through legal training, financial planning support, and pro bono coordination. In addition, CCF hosted bi-monthly meetings that allowed organizations to share tools

and lessons with one another. The benefits of these resources and shared knowledge have extended beyond LAJF-funded cases and have helped legal service providers with similar cases not funded by LAJF.

*"We are all helping out one another for the better of the community and the LAJF alliance has been very strong; everyone is always willing to share resources and helpful tips." Legal Service Provider*

## CHALLENGES: LAJF COMPONENTS TO REVISIT OR CHANGE

**The burdens of contract compliance left attorneys with less time for casework.** Participating organizations emphasized the importance of compliance and reporting on contract deliverables. However, multiple providers voiced challenges of managing the individual financial reporting requirements for each of the revenue sources: county, city, and philanthropic. Service providers struggled to piece together revenue sources to fund the actual activities that comprise removal defense services. Additionally, the extent of reporting requirements across multiple platforms and systems curtailed organizational capacities. The depth of reporting required organizations to establish new internal systems and protocols solely for the contract, and these data-gathering practices were not seen as useful to inform decision making.

**Grant reporting did not provide accurate or predictive cost-per-case data.** Legal service providers shared that data collection for grant reporting is compliance-driven and does not provide the funding partners with an accurate picture of the actual costs of service delivery. The designated reporting codes to track hours do not encompass the breadth of recruitment, capacity-building, or client delivery work employed to deliver removal defense legal services. This means LAJF reporting cannot reliably be used to accurately represent the cost per case during the pilot phase, nor anticipate future costs for subsequent funding. Should stakeholders continue to require hourly reporting, a more accurate reporting process would draw more insightful observations on the types of activities and the hours required to adequately serve detained immigrants.

*"We would appreciate more consistency as to what data is requested and how to collect it, clarification as to why it is needed and how it will be used, reduction of ad hoc reporting requirements, and more effort made to prevent the collection of redundant information." Legal Service Provider*

**Some costs went underfunded, leaving fewer immigrants served and putting a strain on organizations' financial positions.** While accurate data is not available through reports, service providers emphasized that the grant amounts did not cover the actual cost of delivering removal defense, particularly for detained immigrants. Given the physical location of the Adelanto Detention Facility, LAJF legal providers must consider unique dynamics specific to these cases, including two-hour commute times, wait time at the detention center, and coordination of wrap-around services. The philanthropic portion of the LAJF was intended to cover these types of expenses, especially organizational capacity needs. However, by December 2018, only \$659,820 – 48 percent of the total \$1,381,000 philanthropic investment designated for direct representation – had been allocated. The contrast between the amount allocated and the magnitude of underreported

activities underscores the mismatch between reportable activities and the essential activities that organizations struggle to finance, as well as ongoing confusion about the parameters for each source of revenue. Based on financial reports and interviews, it is clear that LAJF legal service providers are often choosing to stretch their LAJF grant by subsidizing cases costs with other revenue sources or their own savings. Service providers without these additional sources of funds have to serve fewer LAJF clients.

*“Complex detained removal defense work requires significant time and effort that is not captured entirely in the LAJF reportable activities categories. Yet these activities go to the heart of work: they are about meeting with our clients, and spending the time required to develop their cases. Ultimately, the work will not be sustainable unless funding reflects the realities of this complex and critical work.” Legal Service Provider*

**LAJF funding is short-term, leaving fewer immigrant served and creating stress for staff.** The short-term nature of LAJF funding has limited service providers’ ability to manage their legal teams and judiciously plan client delivery. Legal service organizations are mindful that they will have to tap into their own safety net if funds are not granted to support the completion of removal defense cases, which often take more than two years. Many legal service providers noted the number of hours spent each month making appeals for continued support from public agencies, which took time and mental energy away from casework. The funding uncertainty has already caused some recently hired attorneys to leave for more stable job opportunities.

**Eligibility requirements increase cost per case and restrict access to much-needed services.** Eligibility requirements limit which detained immigrants may receive services from the fund. These requirements require providers to spend substantial staff time and resources to determine eligibility either before continuing casework or alongside the casework. In addition to impacting the use of LAJF funds, staff morale suffers when attorneys are told that they cannot work with certain individuals, including detained parents separated from children at the border, arriving asylum seekers, and long-time LA residents who happened to be residing temporarily in neighboring counties prior to detention.

*“... funding restrictions have impacted my organization’s ability to help Cambodian and Vietnamese refugees with old criminal convictions and removal orders, who are being targeted for re-detention and removal.” Legal Service Provider*

*“... we had to turn down many clients because of strict requirements related to residency. It is extremely difficult to get ID docs from the undocumented individuals to prove eligibility for county [services]. Also, time and expenses would go into helping undocumented individuals get these documents (i.e., library cards), accompanying them to DMV, etc.” Legal Service Provider*

*“We were not able to serve detained parents during the family separation crisis because of the onerous residency restrictions. Nor have we been able to serve any arriving asylum seekers – including members of the recent migrant caravan – due to the residency restrictions. Finally, we have not been able to serve long-time LA residents with certain types of criminal convictions or those who happened to live outside of LA for a short period prior to their detention.” Legal Service Provider*

# Recommendations

**Continue providing flexible funding with upfront payments.** The deployment of upfront payments would continue to give organizations the assurance needed to invest in their capacity and begin to take on cases. Any future LAJF program should expand to support the entirety of activities required for removal defense. Expansive funding allows organizations to allocate resources as needed.

**Restructure reporting to capture all activities required to deliver services and reduce compliance burden. Any future reporting requirements should be straightforward and reflect the actual activities.** This will provide necessary data to: align funder and service provider expectations about caseload; support the management of long-term removal defense services; and navigate uncertainty and risk in a data-informed way. By adopting a single set of reporting criteria, funders would ease the burden on service providers and streamline tracking and managing.

**Reinforce healthy cross-sector partnership.** This will ensure service providers have the networks, relationships, and knowledge to successfully defend cases and build the regional response to immigrant removal.

**Provide resources to service providers to facilitate ongoing learning and partnership engagement.** Throughout all our interactions, legal service providers consistently emphasized the value of connection across the LAJF network. Cohort communication and activities are indispensable for the legal service providers, offering a supportive space for peers to share timely and nuanced expertise. However, partnership meetings and activities cost cohort organizations time and money, often drawing staff attorneys away from casework. Resource constraints restrict the capacity of service providers to fully participate in convenings and other partnership activities.

**Commit to multi-year funding.** During the pilot phase, LAJF providers have cautiously managed caseloads and staff retention. Reliable multi-year funding would help to alleviate the financial risk for service providers, freeing them to take on new cases, retain staff, and develop long-term strategies. Often these cases take years to resolve, and multi-year commitments will help organizations better plan for the future and also provide staff with the needed assurance that their work will be funded.

*"We provide extremely high-quality legal services on very complex cases under grueling circumstances. In order to keep staff and serve clients, funding must reflect actual cost of work and set realistic expectations for caseloads." Legal Service Provider*

# Appendix: Methodology and Process

NFF's efforts focused on the following strategies:

**Five consulting engagements.** NFF provided financial analysis and offered deep-dive consulting engagements to the following organizations:

- Bet Tzedek
- Immigrant Defenders (ImmDef)
- Los Angeles LGBT Center (LA LGBT)
- Public Counsel
- Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA)

*Consulting projects are ongoing and further information will be available by September 2019.*

**Roundtable discussions at LAJF convenings.** NFF led two dialogues among LAJF organizations to 1) surface the extent of activities undertaken for cases and 2) understand the magnitude of under-reported activities. The first of these dialogues focused on gathering input from LAJF legal service providers on all the case-related activities. The second dialogue focused on how LAJF accounted for the time on these activities and the extent of un- and under-reported activities. These dialogues took place on December 19, 2018 and March 14, 2019.

**Surveys of LAJF cohort members.** NFF designed and distributed two surveys to LAJF cohort members. The first survey focused on the providers and their experiences in managing the opportunities and challenges of LAJF resources. Questions investigated how LAJF funding has impacted cohort organizations, what barriers service providers faced, and what opportunities there are to improve on the successes of LAJF to date. The second survey was directed at the management staff of LAJF organizations to understand leadership's management of LAJF-funded cases and their observations for a permanent LAJF program.

## Interview Questions:

Below are questions designed for organizational leaders and program staff about LAJF's impact to their work.

### **Interview Questions for Managers (e.g., ED/CEO, FD/CFO)**

**Goal:** Learn how LAJF funding has affected organizational and financial management.

1. LAJF is intended for specific activities related to LAJF cases, but not all. How do you feel that this has impacted your organization?

- a. Do you have a sense of which activities related to LAJF cases are reportable or non-reportable? Which of the non-reportable activities have had the biggest impact?
  - b. Are there service activities that you believe should be reportable that are not?
2. As a management executive, what has been the impact of managing the non-reportable activities on your staff's capacity?
3. For your organization, do you have a sense of whether the LAJF grant program is generating a deficit as the result of these non-reportable costs?
4. Practically, how have you been able to manage LAJF non-reportable costs? How is LAJF revenue braided with other revenue sources? What types of sources have helped?
5. Learnings from the LAJF pilot program have been incredibly informative, especially given the complexity of the work and multiple stakeholders. *Note: If time is limited, please start with Question B.*
  - a. As we think about a long-term LAJF program, what are some of the components that you would like to see continued? (Please note: organizational leadership may not have a response to this question. If needed, examples of this may be the cohort meetings or the legal technical assistance support.)
  - b. What improvements would you like to see in the future? From your perspective as a grantee, would you change anything about how LAJF is administered? (Examples may include addressing some of the current non-reportable key activities or the reporting requirements.)

### **Interview Questions for Service Provider (e.g., Attorneys, Program Staff) at the March 14 LAJF Convening**

Goals: Identify activities needed to continue this work beyond the pilot stage, understand to what extent the LAJF model has placed burdens on service providers, establish the value of LAJF partnership.

*Note: Legal providers who attended the 12/19 meeting were introduced to the complete capital framework and briefly to the full cost framework as frameworks to consider when evaluating the unfunded LAJF activities.*

1. Funding from LAJF is intended for specific activities related to LAJF cases, but not all. (e.g. commute times, wait times, partnership meetings, TA support are not reportable.)
  - a. How do you feel that this gap between reportable and non-reportable activities has impacted your team's ability to deliver the LAJF legal service?
  - b. How does this impact your team's capacity and caseload for non-LAJF cases? (This may not be relevant for staff that is hired exclusively for LAJF cases.)
2. A core part of this work is the LAJF partnership itself. Many organizations have mentioned the importance of the collaborative meetings, the value of connecting with other LAJF organizations, and utility of the TA resources. How has the LAJF partnership impacted your organization? How has it impacted your ability to serve your LAJF clients? Has there been an impact to non-LAJF cases?

3. Learnings from the LAJF pilot program have been incredibly informative, especially given the complexity of the work and multiple stakeholders. *Note: If time is limited, please start with Question B.*
- a. As we think about a long-term LAJF program, what are some of the components that you would like to see continued? (Examples of this may be the cohort meetings or the legal technical assistance support.)
  - b. What improvements would you like to see in the future? (Examples may include addressing some of the current non-reportable key activities or the reporting requirements.)
4. We know that there are various restrictions attached to the funding. Are there clients you would have been able to better serve if funding had been structured differently?
- a. Additionally: Do LAJF funding restrictions ever deter you from pursuing certain kinds of work or cases? Is it ever easier for you to allocate to another funding source?
  - b. Are there cases not covered by LAJF that should be?
5. What are 1-2 things that you would like to share with the partnership funders?



### **Join the Conversation!**

Visit [nff.org](https://nff.org) to learn more about our **full cost work**, and sign up [here](#) to join NFF's mailing list for the latest news.

January 18, 2019



To: City Attorney's Office, City of LA

From: California Community Foundation

Re: LAJF City Waiver Memo

In accordance with the "Criminal History Exclusion" clause under "Scope of Services and Fees" in Exhibit A of the City of Los Angeles and the California Community Foundation agreement for the Los Angeles Justice Fund (LAJF), we herein submit a summary of affirmative findings made in relation to the Criminal History clause by LAJF legal services providers based on Quarter 3 data for the period ending September 30, 2018.

As of September 30, 2018, LAJF legal services reported nine cases with (1) a justifiable extenuating circumstance and potentially meritorious claim for immigration relief or defense from removal, and (2) made an affirmative finding of justifiable extenuating circumstance and such potentially meritorious claim to apply legal representation.

The table below provides an overview of affirmative findings including vulnerabilities identified for each client, type of immigration court case, and initial detention custody status.

Temp Client ID	Vulnerabilities Identified	Applications So Far	Case Type	Initial Custody
A	Asylum seeker/fear based protections Victimization – Crime	U Visa	Other	Non-Detained
B	Asylum seeker/fear based protections		Other	Non-Detained
C	Asylum seeker/fear based protections		Other	Non-Detained
D	Asylum seeker/fear based protections Victimization – Child abuse/neglect		240 Proceedings	Detained
E	Has dependent(s) with disability/significant medical needs Illiterate until recently		240 Proceedings	Detained
F	Asylum seeker/fear based protections	Motion to Terminate	240 Proceedings	Detained
G	Asylum seeker/fear based protections Victimization – Domestic/intimate partner violence	Asylum/ Withholding/ CAT *	240 Proceedings	Detained
H	Asylum seeker/fear based protections Victimization – Crime		240 Proceedings	Detained
I	Asylum seeker/fear based protections		Withholding-Only	Detained

Please note that although organizations have made an affirmative finding for all reported cases, and therefore applied the "Criminal History Exclusion," depending on the type of case, it is possible that no application has been filed yet. This can include a variety of reasons and does not necessarily make the client's claim any less meritorious. The most common explanation would be that the client is not in danger of immediate removal and/or has no upcoming court deadline which provides attorneys with needed time to build a stronger case for the client. Type of applications filed will be reported to the LAJF on a case by case basis depending on the evolution of each case.

\*CAT (Convention Against Agreement)