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Arlington County
Arlington County Department of Community Planning, Housing and Development
FY 2019 Community Development Fund
9/8/2017 deadline

Just Neighbors Ministry Inc
Just Neighbors Immigration Legal Services

\$ 35,204.00 Requested
\$ 855,736 Total Project Costs

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Executive Director

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Summary Questions

1. Where will the project be located?

(e.g. Address, City, State, Zip)

Just Neighbors' main office is located at 7630 Little River Turnpike. Attorneys will meet with Arlington clients at this locations as well as at legal clinics that are held at Arlington churches and schools.

2. Estimated number of unduplicated beneficiaries:

85

3. What is the percent (%) of low income beneficiaries served?

number only (%)

100

4. Please indicate if you are unavailable for ANY of the following proposal presentation dates in October.

- October 4
October 11
October 18
October 25
None

Proposal Narratives

1. Please provide a brief project synopsis

The project synopsis should include an overview of project activities, populations to be served, and amount requested.

Just Neighbors Ministry, Inc. (Just Neighbors) seeks \$35,204 to continue its existing program of providing immigration legal services to low-income Arlington residents in order to promote healthy and self-sufficient families. Every client that Just Neighbors serves who is eligible for an immigration benefit, receives a work authorization document, usually an employment authorization card or a green card. By eliminating the first barrier to unemployment for many Arlington residents (goal 2.3), Just Neighbors supports the county's consolidated plan under goals 2, 3, and 4. Once clients have the proper legal documents to find a job and start to work, they are able to build assets (goal 2.4) and increase their own and their families' well-being (goal 2.6). This ability to work and support a family also stabilizes families at risk of homelessness (goal 3.3). The community outreach and information sessions that Just Neighbors offers also foster vibrant and sustainable neighbors (goal 4.3).

Detailed Description of Proposed Activity

2. Please describe and document the extent and nature of the unmet need that your proposal addresses.

What populations are adversely affected by the problem and where does it occur in the community?

Just Neighbors has identified substantial need for immigration legal assistance for low-income and vulnerable immigrant populations in Arlington County. According to the U.S. Census Bureau, 23 percent of Arlington residents are foreign born and over 29 percent of households in Arlington speak languages other than English at home. There are four times as many low-income (and, therefore, economically vulnerable) Hispanics in Arlington as there are low-income whites (www.city-data.com). The individuals Just Neighbors serves come from all over the world to create a new life in Arlington (see demographics in response to question 5, below). Many refugees and immigrants merely need an initial hand up in applying for or renewing work authorization so they can find a job and become self-sufficient.

Work authorization is an essential part of becoming a fully participating and contributing member of our community. Jobs in the Arlington area, especially federal, state and local government jobs, all require either U.S. citizenship or lawful permanent residence.

Income and employment improvement: For immigrants who have obtained authorization and found work, proper documentation for employment results in higher wages and better working conditions as well as insurance for work-related accidents. Workers are less subject to employer abuse, including having their wages withheld (really a theft by the employer). Obtaining legal status and citizenship increases an immigrant's income by approximately 25 percent. Most of that gain comes from legalization, and an additional boost occurs when the immigrant makes the next step, from legal status to citizenship.

Quality of life improvement: Obtaining and maintaining employment improves the lives of low-income people in myriad ways. These include the intangible affirmation of self-worth and the tangible income needed to pay for food, clothing, and housing for themselves and their families. Eligibility to work often brings other benefits as well, such as access to Supplemental Security Income, which ensures economic stability following a disability. Broader work permits, such as green cards and citizenship, provide access to tax benefits. When we are able to assist immigrants to obtain documents that permit them to lawfully work in the United States, they can more easily support themselves and their families.

U.S. law requires employers to hire only individuals who may legally work in the United States – either U.S. citizens or foreign citizens who have the necessary authorization. Immigrants must have legal documents to obtain and maintain employment. Eligibility for employment authorization is detailed in complex federal regulations, and only aliens who meet certain criteria are eligible for an employment authorization document. More than 40 types of immigration statuses make their holders eligible to apply for an employment authorization card, and Just Neighbors has made a number of choices to focus on the highest priority case types among families already living in Northern Virginia.

Just Neighbors selects its clients through a form of triage. We ask, "Who are the most vulnerable immigrants in our community and those unlikely to receive help elsewhere?" These are the people we serve. However, even among the vulnerable, there are still more callers than Just Neighbors can assist. We further focus our assistance by asking, "What is the most permanent good that could come from immigration legal services?" Just Neighbors believes that a document providing the eligibility to work in the United States is the best answer. This means that we do not do immigration work involving temporary situations. It is sad to tell a client that Just Neighbors will not help her bring her mother to visit, or extend a visitor's visa, or reapply for a student visa, but each of those is temporary and does not carry the benefit of permission to work in the United States. We refer immigrants facing those and similar issues beyond the scope of Just Neighbors to other agencies for help. The priority of Just Neighbors is to help those who will become eligible to work as a result of legal status.

Our clients have demonstrated that once given the opportunity to work, they can become self-sufficient, contributing members of the community. In a recent survey of former Just Neighbors clients, 74 percent of those who answered the survey say they obtained or maintained employment after the assistance of Just Neighbors and 100 percent said that the work of Just Neighbors was helpful in making them more self-sufficient.

3. What do you anticipate that the project will accomplish?

Describe the project methodology and detailed description of program activities.

Just Neighbors will apply its expertise in immigration legal services to help eligible low-income immigrants gain the legal status necessary to secure and maintain employment. The main goal is to help Arlington residents with their applications for documents needed to verify employment eligibility.

All prospective clients must call Just Neighbors for an appointment. Volunteers conduct a "phone intake" to gather basic information. Next, staff attorneys review the phone intake to determine which cases can be scheduled for an appointment based on case type and income eligibility. The assistance provided to the client depends on the type of action needed to secure or renew an employment document.

Three main types of cases are included in this project:

Employment Authorization Card

To assist individuals with Employment Authorization Cards, Just Neighbors requires an initial interview, case evaluation, and determination of possible legal immigration relief. The client completes an Application for Employment Authorization form and obtains the necessary supporting documentation (often a slow and difficult process). Just Neighbors conducts at least one follow-up appointment, at which time our case attorney assesses the evidence and assembles the complete package. For example, Deferred Action for Childhood Arrivals (DACA) cases involve ensuring that the youth or young adult is eligible to apply or to renew an existing deferral and has provided all of the documents required to demonstrate date of entry and continuous presence in the U.S.

Domestic Violence Based Employment Authorization Card or Green Card

U.S. immigration law can provide relief to victims of domestic violence and violent crimes, if victims cooperate with law enforcement. For Just Neighbors, processing cases involving domestic violence and other violent crimes requires extensive client interviews, case evaluation, and determination of possible legal immigration relief. These complex and sensitive situations are time-intensive, and many cases require more than 20 hours of staff attorney time. Just Neighbors' staff attorneys discuss the evidentiary requirements with the client to determine which documents the client possesses, can access, or might be able to ask someone to create (such as an affidavit) in order to meet the evidentiary burden. The attorney empowers the client to write her own statement and gather the supporting evidence while continuing to come to multiple follow-up appointments. Because cooperation with law enforcement is necessary for the success of the case, Just Neighbors works with the district attorney's office to obtain the U-visa certifications. If an interview with USCIS is required, Just Neighbors meets with the client in advance to prepare the client for the interview and represents the client at the interview. Because Just Neighbors has a specialization in such cases, our attorneys are prepared not only to respond to the legal matters they involve, but also to be sensitive to the emotional trauma clients have suffered.

Lawful Permanent Residence Employment Verification Document

Many clients who fall into this category are refugee or asylee families who have lived in the United States for one year and are now eligible to apply for green cards. This process requires client interviews, case evaluation, and determination of possible legal immigration relief. Depending on the case, the Just Neighbors staff determines which USCIS forms are required and helps the client fill them out. The client is instructed to obtain any missing information as well as necessary supporting documentation. One or more follow-up appointments occur, at which time the attorney assesses the evidence, fills in any missing information on the forms, and assembles the complete package. If an interview with USCIS is required, Just Neighbors meets with the client in advance to prepare the client for the interview and explain the types of additional information that he should be prepared to present.

All of Just Neighbors' work is leveraged by extensive use of volunteers. Much of the work undertaken by Just Neighbors can be handled by volunteers, both volunteer attorneys and non-attorneys. They assist with the casework, under the supervision of staff attorneys. Just Neighbors currently has four volunteer attorneys with regular office hours and their own case load, in addition to dozens of volunteers who assist at community clinics (where client intake interviews occur) and in the front office. Last year, 250 volunteers logged 1,497 volunteer attorney hours and 7,157 non-professional hours at Just Neighbors. The extensive use of volunteers means that funds supporting this project have a magnified effect.

In addition, the volunteer program offers many non-immigrant volunteers the opportunity to learn about immigrants from other cultures and connect with them in new ways. At the same time, it gives immigrant volunteers the professional experience they need to secure future employment. This builds new bonds of friendship and understanding in our community.

4. What is the designated timeframe for the project?

Provide a work plan that includes dates or time periods for planning, staffing, implementation, and completion.

This will be an ongoing project that takes place throughout the year. Community clinics will be held one Tuesday evening per month, and office appointments will be made throughout the work week. As discussed above, some cases require only one or two appointments, and others take several months. Each month, the case numbers and outcomes will be reviewed to ensure that the organization is on track to meet its goals. The caseload of requests for employment eligibility documents based on domestic violence and refugee or asylee status will be generally consistent throughout the year with no seasonal variation expected. Other employment authorization cases become heavier during renewal periods and if unanticipated programs or changes arise, such occurred when the DACA program was introduced or when new countries are designated to the

temporary protective status. Just Neighbors regularly prioritizes incoming cases, giving precedence to those that are most urgent and on which the organization's work will have the most significant impact, and maintaining a balance between ongoing and new cases.

5. Who are the anticipated program beneficiaries?

What is the anticipated number and demographic makeup of program beneficiaries/clients? How will you document that clients are income-eligible?

Since its inception in 1996, Just Neighbors has helped over 10,000 low-income immigrants from all over the world with a broad range of immigration legal matters. Clients have come from more than 129 different countries, with 42 percent of the clients from Central America, 24 percent from Africa, 16 percent from South America, 12 percent from Asia and 6 percent from elsewhere. In this 2019 project we expect to be able to support at least 85 clients to obtain work authorization (details in question 14).

All clients earn less than 200 percent of the federal poverty level. In 2017, 63 percent of Arlington clients served earned below 150 percent of the federal poverty level. To determine income eligibility, during the phone intake, Just Neighbors asks the total household size and household income level of the prospective client. It proceeds to the next step only with those of appropriate income levels. During a client's first appointment with Just Neighbors, income information is verified by a pay stub, tax statement, or letter from a shelter or other social service provider to demonstrate income eligibility. Just Neighbors confirms eligibility by examining the documentation.

6. Define the geographic area to be served.

Will the activity impact the surrounding community? If you designate a specific geographic area, please document that the project has been reviewed with the residents of that area and has their support.

Just Neighbors will deliver these services during monthly clinics at Arlington churches and schools (e.g. Mount Olivet United Methodist Church) and during office hours at its new office location: 7630 Little River Turnpike #900, Annandale, Virginia 22003. All location are accessible by bus. In this new location, we expect to continue serving as many Arlington residents as in prior years, as we will continue to conduct outreach activities through social service organizations and other channels in Arlington. Just Neighbors is also a partner organization of Volunteer Arlington and will hold clinics as part of their official volunteer events. In addition, because of the partnerships we have developed with organizations that provide other services to low-income residents over the past 21 years, Just Neighbors has earned a strong reputation as a reliable and necessary organization within the community. Our many close relationships with community organizations, financial and other support from 114 local faith communities, and our local individual donor base all demonstrate this reputation.

Collaboration and Coordination with Other Organizations

7. Identify other organizations / programs that are providing the proposed service or a similar one.

Proposed programs / projects cannot replace existing services.

Because the need is so large for low-cost immigration legal services in Northern Virginia, there are several organizations that provide somewhat similar services to Just Neighbors. Each one specializes in different areas such that the range of needs can be met efficiently. Hogar Immigrant Services specializes in naturalizations, Tahiri Justice Center focuses on gender issues; Ayuda specializes in trafficking and domestic violence cases; NVFS has a general immigration practice. Hogar, Ayuda and NVFS charge fees for their services, unlike Just Neighbors. Just Neighbors charges a small fee of \$100, but waives the fee for the lowest income people. This allows Just Neighbors to take cases that no other organization can/will take. Legal Aid Justice Center (LAJC) is the only legal services organization besides Just Neighbors that focuses on clients who make 200 percent or less of the Federal Poverty Guidelines. LAJC provides civil legal assistance to immigrants in the areas of employment, housing and consumer law issues but does not provide immigration legal services.

8. Describe past and current efforts by your organization and others to address the unmet need.

How does your program interface with other community programs and/or how is your program unique?

Just Neighbors works together with the other providers of immigration legal services in Northern Virginia to address the needs of low-income immigrants. The Northern Virginia Immigration Legal Service Providers (NOVA ILSP) group meets bi-monthly to determine gaps in services, analyze recent trends and share best practices and recent case law. The goal is to maximize the impact of the scarce resources available in Northern Virginia by avoiding duplication of services and enhancing cross-referrals among programs. Attorneys also discuss challenging cases in this forum and discuss USCIS and the Executive Office for Immigration Review (EOIR) policies affecting our clientele. Although each organization is serving immigrants in the Northern Virginia area, there is such a large demand for services we cannot possibly serve all those in need. Collaboration is paramount. All agree there is more demand for services than existing organizations can collectively serve.

Within this group of immigration legal providers, Just Neighbors fills a distinct niche because it serves clients unable to access immigration legal services elsewhere. While other providers have a sliding-fee scale for services, Just Neighbors is able to help the most vulnerable because it is not dependent on client fees. We respond to the needs of the community regardless of their ability to pay for services; the \$100 fee is waived in more than one-half of cases.

Just Neighbors is able to offer these services by leveraging volunteer support more extensively than any similar organization. Staff attorneys leverage their expertise by training community members, including many volunteer attorneys, to conduct the work under close supervision by staff. Just Neighbors thus accomplishes its work efficiently and cost-effectively with a staff of six – an executive director, three staff attorneys (one of whom is the director of legal services), an operations director and a part-time volunteer coordinator – and more than 150 volunteers annually.

9. Will your organization collaborate with other agencies on this project?

Collaborative submissions are highly encouraged. Please identify ONLY ONE lead agency with whom the County will contract. The collaborating agency must demonstrate executive and board support of the project (letters of support encouraged).

Just Neighbors collaborates with dozens of community service organizations in the process of carrying out its work and will do so during this project.

1. Just Neighbors collaborates with the other legal service providers in the area, as described in questions 7 and 8.
2. Just Neighbors ensures that it is aware of and connected to the many human services agencies that can serve its clients in Arlington. When a client needs additional services – counseling, child care, literacy training, or something else – Just Neighbors staff provide information and referrals to relevant service providers who can help. The need for immigration legal services does not happen in a vacuum. Usually clients will come for immigration help and, while assisting them with a work authorization application, staff will also uncover other needs. They regularly refer clients to organizations such as A-SPAN for housing needs, Doorways for domestic violence assistance, and AFAC for food assistance. Just Neighbors is often the entry point for clients to access other services throughout the county.
3. Likewise, Just Neighbors connects with many community organizations to source clients. Organizations often refer cases to Just Neighbors. Legal Services of Northern Virginia and the Legal Aid Justice Center frequently refer immigration cases to Just Neighbors. Doorways often refers immigrant women who have been victims of domestic violence. A-SPAN refers homeless clients who have lost their status or are trying to get authorization to work. Detectives and staff from the victim witness program of the Arlington police department also refer victims of domestic violence and violent crimes to Just Neighbors for help with their immigration status. Just Neighbors also collaborates with Project Peace of Arlington County to provide an integrated response to victims of domestic violence.

Through outreach presentations and events, Just Neighbors works with service organizations throughout the community to ensure that clients are able to access our services and that service providers and residents understand our work. So far in 2017, Just Neighbors has held eight large-scale Know Your Rights/Family Preparedness sessions for over 388 immigrants and nine “Advice and Counsel” clinics providing one-on-one legal counsel and Know Your Rights/Family Preparedness consultations to 87 immigrant families in Northern Virginia.

Long-Term Strategy / Project Sustainability

10. Describe the long-term strategy of your project.

How will your project build upon previous years? What will you do differently? If the project addresses a persistent / recurring need, describe your strategy to address those needs.

The long-term strategy of Just Neighbors is to offer the immigration legal services that are most needed and most difficult for the low-income immigrant community to access, and this project will continue that work. Just Neighbors’ refreshed its strategic plan in April 2017, and reaffirmed this ongoing commitment to serving the most vulnerable immigrants and responding to the changing needs of the community and changes in immigration law. The need for the project has not changed, as there will continue to be many immigrants potentially eligible for work authorization who need Just Neighbors’ expertise and assistance. While there will continue to be new clients needing assistance, Just Neighbors is deeply proud that its work helps people find their own feet, such that they will not need ongoing assistance in the future.

However, immigration policies do change from time to time, and Just Neighbors adjusts the focus of its work accordingly. Our 22 years of experience has shown that funding sources and work model must be as flexible and as “unrestricted” as possible so that we can respond quickly when there is a change in immigration law or a new community of eligible immigrants. Likewise, our collaboration with other immigration legal providers is key to knowing which immigrants are not being served elsewhere.

In order to maintain maximum flexibility, Just Neighbors has time-tested a strategy that combines volunteer-use, minimal overhead expenses, and a substantial share of unrestricted funding. A prime example of the flexibility this allows was the surge in help needed for the young DREAMers applying for deferred action starting in 2012. Because we had been strategic about securing sufficient unrestricted funds that can be used for any case type, and because we had a large pool of volunteers, we were able to quickly respond. Just Neighbors has helped over 1,350 youth obtain work permits through the DACA program, making us the leading provider for DACA in Virginia at a minimal cost. Likewise, the Department of Homeland Security often approves a new temporary protective status (TPS) for immigrants already in the US whose countries have

experienced a natural disaster or unstable political situations. When the Ebola crisis arose, it added Liberia, Sierra Leone and Guinea to the TPS list, and Just Neighbors helped several Virginia residents from these countries get work permits. In early 2017, uncertainty regarding immigration policies of the new federal administration created a demand for information, and Just Neighbors responded by stepping up its community outreach efforts to provide more people with factual information about immigration policies and processes.

Just Neighbors has recently undertaken an upgrade of its operating systems to make them more robust and efficient, setting the organization up well for smooth operation during the coming years.

11. Provide a detailed plan for project sustainability.

How will the proposed project impact need and will this impact long-term sustainability of the project? How would other funds be secured if CDF support ended?

Just Neighbors directly impacts the needs of low-income immigrants by offering individuals the possibility to work. Even as it meets these needs of specific individuals and their families, the community-level need for services will continue as long as immigrants are an important segment of Arlington's population.

In order to provide these services to immigrants at low or no cost and to maintain the long-term sustainability of the program, Just Neighbors' plan for sustainability involves strengthening the volunteer program, maintaining a broad range of types of funders, with special emphasis on increasing individual donations, and keeping operational costs low even as attorney hours gradually increase.

Just Neighbors continues to strengthen the volunteer program. The volunteers allow Just Neighbors to serve more clients by leveraging the paid staff attorney time. Volunteer attorneys meet with clients and maintain their own cases (with staff attorney oversight), thus doubling the number of clients we can serve. Volunteer translators translate the documents needed for a case as well as interpret for clients. This and other volunteer administrative tasks decrease operational costs.

To ensure long-term project sustainability, Just Neighbors is also working to maintain its solid donor base and in particular, increase donations from individuals, faith communities, and businesses. Just Neighbors benefits from a broad base of funding support that includes individuals (slightly less than a third of income), governments (slightly less than a third), foundations (19%), businesses, law firms and faith communities (10%), and client fees (7%). The wide range of this support helps ensure the stability of the organization year-in and year-out, and the high percentage of unrestricted support from individuals allows flexibility. We have recently focused on increasing outreach to individuals, and as a result, Just Neighbors has increased its support from individuals by 32 percent over the last two years and aims to increase funds raised from individuals by 10 percent each of the next three years.

Just Neighbors strategy also focuses on developing stronger collaboration with communities of faith, including volunteer support, referrals, and funding. We currently receive funding from more than 30 faith groups totaling \$50,881, a 12 percent increase from last year. We have reached out to members of diverse faiths. In 2016, Just Neighbors joined National Justice for Our Neighbors, a network of United Methodist-affiliated immigration legal providers around the country. As part of this network, Just Neighbors receives a \$10,000 annual matching grant toward its long-term sustainability.

In short, if CDF funds ended, Just Neighbors would be able to continue working. However, it is unlikely that we would be able to serve as many clients from Arlington, given the need to respond to requirements from other funders.

Goals, Objectives & Evaluation Plan

12. Describe your projects overall goals and objectives.

The organizations goals are what it hopes to ultimately occur as a result of the program. Objectives are specific, measurable strategies and steps the organization will take to accomplish goals.

Just Neighbors will apply its expertise in immigration legal services to help low-income immigrants gain the legal status necessary to secure and maintain employment. The overall goal of its immigration legal services is to assist the client with applications for work authorization for which they are eligible. This project specifically promotes the goals and objectives in the Arlington County Annual Consolidated Plan, namely to promote healthy and self-sufficient families (goal 2) and stabilize immigrant families at risk of homelessness (goal 3).

All clients served under this grant will become eligible to work. This eliminates the first barrier to unemployment for many Arlington residents (goal 2.3). Many of the clients who receive work authorization have skills from their home countries that they have not had the opportunity to put to use here because of their insecure legal status. With the means to work, they are able to use these skills to build assets (goal 2.4) and increase their individual and family well-being (goal 2.6). This ability to work and support one's family also prevents immigrant households from becoming homeless (goal 3.3). Just Neighbors' community outreach and information sessions as well as its engagement with volunteers from all over Arlington also foster

vibrant and sustainable neighborhoods. (goal 4.3).

13. Arlington County Consolidated Plan Goals and Objectives Checklist

Please indicate which Consolidated Plan funding goal and objective your project is consistent with. It is highly recommended that proposed projects address one or more of these objectives.

- 1.1 Increase the Supply of Committed Affordable Units, including 10% permanent supportive housing
- 1.2 Improve owner-occupied housing
- 1.3 Rehabilitate or repair rental housing, including energy efficiency
- 1.4 Assist households to become homeowners
- 2.1 Provide job training and skills development
- 2.2 Foster microenterprise development
- 2.3 Reduce barriers to unemployment
- 2.4 Assist families to build assets
- 2.5 Support increased educational attainment
- 2.6 Increase individual and family well-being
- 3.1 Provide permanent supportive housing for homeless persons with disabilities
- 3.2 Rapidly rehouse homeless persons
- 3.3 Prevent households from becoming homeless
- 3.4 Provide emergency housing
- 4.1 Inspect committed affordable units
- 4.2 Provide technical assistance and referrals
- 4.3 Conduct community events and workshops
- 4.4 Conduct neighborhood cleanups

14. Provide an evaluation plan detailing intended outcomes and outputs of the program.

Evaluation plan should clearly describe intended impact on populations served, how outcomes will impact program and Consolidated Plan goals, as well as what data will be collected and how outcomes will be assessed. Describe rational and methodology.

The intended outcome of this program is that adult members of 85 Arlington families will receive a document that demonstrates their eligibility to work lawfully in the United States, improving the family's economic condition and stability, promoting healthy and self-sufficient families, and stabilizing families at risk of homelessness. This outcome will be accomplished through the following outputs:

- 1) 40 low-income immigrants will secure employment authorization documents, providing eligibility to work in the U.S. Attorneys will guide clients through the steps necessary to receive permission to work from U.S. Citizenship and Immigration Services (USCIS), including assessment of their eligibility for work authorization through research or records checks, advice and counsel on that eligibility, and completion and filing of application forms. This includes assistance to young immigrants who arrived here as children. This will cost \$25,080 for FY 2019 (\$627 per case), of which Just Neighbors is requesting less than one half (.45)—\$11,286 for 18 cases.
- 2) 20 low-income immigrant women and their families will obtain employment authorization documents based on their status as victims of domestic violence or other violent crimes. Immigrant families receiving these services will be guided through the legal steps necessary to obtain independent immigration status in the U.S., including advice and counsel, employment authorization, representation, form completion, and the USCIS interview. This will cost \$2,509 per case for FY 2019 (\$50,180), of which Just Neighbors is requesting one third (.3)—\$15,054 for 6 cases.
- 3) 25 Arlington family members will secure permanent employment authorization by applying for a green card or citizenship. Attorneys will guide clients through steps including advice and counsel, research, and completion of USCIS forms. This will cost \$1,115 per case, or \$27,875 total. Just Neighbors is requesting one third (.3) of this—\$8920 for 8 cases for FY 2019.

To measure and track outcomes, Just Neighbors uses an online immigration legal database called INSZoom. This enables Just Neighbors to track each case through stages that lead to approval. Volunteers complete intake sheets on each client enter it into the database. As the case progresses, staff and volunteer attorneys document any action in the case (telephone calls, appointments, form completion, research, etc.). To assess our objective for the outcomes, the legal services director generates quarterly reports that detail demographic information for Arlington County. These reports will show that the client received an employment authorization document based on one of the above three case types.

Organization Description and Data

15. Provide a brief description of your organization.

The description should include the organization's history, mission, goals, programs, capacity to carry out project/activity, and future plans.

Just Neighbors is dedicated to helping low-income immigrants become contributing members of their communities by assisting them with legal services, in particular work authorization documentation. Founded in 1996 by a group of dedicated pastors and lawyers, Just Neighbors' mission is to provide immigration legal services to low-income immigrants and refugees of all faiths and nationalities in Northern Virginia, especially those who are most vulnerable. We define vulnerability as children and youth, immigrants that have economic, physical or mental challenges, or individuals who have been victims of domestic violence or crime. We specifically include people who are not in a position to pay for these services. Just Neighbors also seeks to foster enriching experiences that enhance community and mutual understanding among its clients, volunteers, and staff.

Just Neighbors' target population is the low-income immigrant community (households at or below 200 percent of the Federal Poverty Guidelines) in Northern Virginia. Its staff attorneys, supported by committed volunteers and interns, help immigrants gain legal status that enable them to secure their position in communities through employment authorization. Throughout this process many immigrants are able to escape domestic violence, and/or be reunited with their families. For 21 years, Just Neighbors has provided legal services, outreach, and education to more than 10,000 low-income immigrants and refugees of all faiths and nationalities from 129 countries.

Our team of attorneys, staff, and committed volunteers offer hope and help as immigrants navigate a complex immigration system to access benefits they are eligible for and that will enable them to become contributing members of their communities. Just Neighbors fills a distinct niche within the realm of immigration legal services by providing affordable, accessible services to the most vulnerable immigrants. While other immigration legal services are dependent on client fees, Just Neighbors offers services regardless of clients' ability to pay. It is able to provide this much-needed service to the community by leveraging volunteer support more extensively than any similar organization. The work of Just Neighbors volunteers reduces the price of each case by approximately half. Last year the volunteer hours were valued at \$365,281, almost 65 percent of the entire budget. Just Neighbors staff attorneys leverage their expertise by training community volunteers, including volunteer attorneys, to conduct the work under their close supervision.

Not only does working with volunteers serve Just Neighbors, but it offers many immigrant volunteers the professional experience of working in a legal office, including the opportunity to acquire new skills and abilities. Just Neighbors hosts many first- and second-generation immigrant interns and volunteers. Some volunteers are lawyers and professionals in their own countries but lack the experience and networking contacts relevant to working in the U.S. Others are college and law students who are children of immigrant parents. They, too, are often at a disadvantage when they leave college because they don't have the professional work experience or networking contacts that come from internships. At Just Neighbors, volunteers can learn the nuances of U.S. office culture as they gain practical knowledge of the legal field working at a nonprofit organization. Many volunteers have benefitted from their training and experience at Just Neighbors and have gone on to work as paralegals, government employees, administrative workers, and attorneys. In this way, Just Neighbors gives individuals marketable professional job skills and experience in the legal and professional field. Currently about 25 percent of Just Neighbors volunteers are immigrants or first-generation Americans seeking professional experience. In addition, the volunteer program helps build bridges between immigrants and non-immigrant volunteers in the community.

The work of Just Neighbors is highly collaborative with other organizations in terms of referring clients and receiving client referrals, conducting presentations, ensuring there are no duplications or gaps in services, and much more. Just Neighbors accomplishes its work efficiently and cost effectively, with a six person staff (executive director, three staff attorneys, an operations director, part-time volunteer coordinator) and more than 250 volunteers.

16. In the Document Upload section, please upload the following information related to your organization.

Please indicate which of the following documents have been uploaded.

- Organizational Chart
- Board of Director's Roster
- Non-Profit Tax Exempt Status. If applicable, provide most current Federal Tax Form 990 indicating tax-exempt status.
- Articles of Incorporation
- Bylaws
- Most Recent Organizational Independent Financial Audit
- Current Organizational Budget
- Resumes for Key Staff (optional)

17. Describe your past performance and demonstrated organizational impact on the community.

If your organization has received a CDF grant in the past, please describe past performance including how you met or

exceeded program goals, how you impacted the unmet need, and how additional funding will further address unmet needs.

Funding from Arlington County over the past several years has been critical to Just Neighbors' ability to promote self-sufficiency through immigration services. The \$20,000 provided by the county during fiscal year 2017 went directly to funding 74 immigration legal cases providing legal and immigration counseling services to 54 low and moderate income families, thus impacting over 200 people. These resulted in the following cases:

- Twenty-four immigrants applied for temporary work permits. This allowed them to legally work in the U.S., apply for driver's license and be eligible for in-state tuition in Virginia. Ninety-four percent of Just Neighbors client in this category are either working, attending school, or doing both.
- Twenty-four immigrants obtained green cards, providing them a higher level of job security and eligibility for more federal jobs. These clients are now on the path to citizenship.
- Twenty-nine women applied for work eligibility based on special immigration law provisions for victims of domestic violence. They received a work permit and are able to remain in the United States free of their abusers.

All these clients were able to obtain legal status and increase their individual and family well-being because of the work of Just Neighbors. Without funding from Arlington County, most, if not all, of these individuals would not have been able to apply for these work permits/green cards. The high cost of private attorneys and USCIS filing fees, combined with the complexity of immigration procedures and language barriers, prevents many others from being able to improve their lives through legal status. Funding from Arlington County has been the foundation of Just Neighbors' ability to serve Arlington clients. Additional funding for 2019 would allow Just Neighbors to help more Arlington families work and become self-sufficient.

18. Provide brief job descriptions for personnel who will directly implement the project.

If volunteers will be used, describe their roles, whether they volunteer professional or non-professional services, and your prior experience using and strategy for recruiting volunteers. Upload resumes for key staff in the Document Uploads tab.

The director of legal services will:

- Maintain a case load with particular focus on immigrant victims of domestic violence and violent crimes. Caseload may also include asylee and refugee adjustment of status, Deferred Action for Childhood Arrivals, Temporary Protected Status, trafficking victim cases, Special Immigrant Juvenile Cases, family-based petitions, consular processing for derivative family members, naturalizations
- Represent clients before USCIS and Executive Office for Immigration Review
- Manage and supervise paid legal staff of three; coordinate and run weekly attorney meetings; keep abreast of all developments in immigration law and convey/discuss updates with staff and volunteer attorneys
- Manage and supervise all volunteer attorneys
- Perform daily review of telephone intake database to determine what cases JN will take; coordinate intake appointments with staff and volunteer attorneys; determine with ED flow of new cases into JN in order to maintain caseload balance among attorneys
- Interface with ED and board to carry out JN's mission and goals.
- Develop plan for strategic direction of legal work
- Coordinate and supervisor semi-monthly clinics and train volunteers at clinics
- Train new volunteer attorneys
- Update and maintain volunteer attorney manual and other forms/documents to maximize the effectiveness of our volunteer attorneys
- Assist operations director in preparation of reports necessary for grant requirements or grant proposals
- Interface with INSZOOM to maintain our web-based case management system; update all forms, letters etc. attorneys utilize in INSZOOM
- Conduct outreach presentations on immigration issues
- Participate in meetings with other legal service providers and stakeholders in the area

The staff attorneys will:

- Maintain a case load highly focused on domestic violence petitions/cases, including VAWA and U-Visas.
- Maintain additional case load that includes I-130 petitions, adjustment of status, employment authorizations, and temporary protected status. Case work includes advice and counsel, representation and advocacy before United States Immigration and Citizenship Services.
- Assist in administrative office tasks
- Supervise law student interns and attorney volunteers.
- Help coordinate and supervise semi-monthly evening and weekend immigration consultation legal clinics. Includes training and supervising volunteer attorneys and other volunteers.
- Conduct community outreach presentations on immigration issues.

The volunteer coordinator will:

- Delegate/monitor and control of the quality of volunteer tasks which include but are not limited to: weekly file preparation; packet compilation, clinic preparation, monitoring fingerprint notices, client pickup drawer, filing, telephone calls, scheduling client appointments, reminder calls, archive scanning operation, post office runs, etc.
- Ensures Spanish speaker to answer the phones
- Trains, evaluates, and supports volunteers
- Finds/interviews/manages interns/volunteers (both legal and general)

- Supervises and coordinates space/schedules of volunteers (both legal and non-legal)
- Coordinates clinics (client and volunteer ratio).
- Writes recommendation letters, evaluations, reports etc. for interns and agencies
- Coordinates volunteers for/attends outreach events
- Updates volunteer manuals
- Stocks and organizes office supplies
- File cabinet maintenance (removing older closed files and scanning)

All staff are evaluated in June and December to identify strengths and challenges, review progress on goals, and establish new goals. These evaluations allow for structured times in which staff performance is measured, and improvements can be made if necessary.

Volunteers: Just Neighbors uses volunteers extensively to achieve its outcomes for the low-income immigrant community. All attorneys who volunteer are considered to be providing professional services valued at \$125/hour. All other volunteers provide non-professional services, and their value is calculated at \$26.09/hour.

Volunteers at Just Neighbors engage in tasks including answering phones and conducting phone intakes, reviewing grants, translating and interpreting for clients in a wide range of languages, conducting the initial intake of new clients, conducting casework with the supervision of staff attorneys, making copies, filing, and much more.

Just Neighbors receives many volunteers through word of mouth, including referrals from past volunteers. The organization receives law school interns from various law schools in the region and the country. Undergraduate interns also come from around the country, and paralegal interns come from the Paralegal Studies programs at Marymount University and Northern Virginia Community College. Just Neighbors recruits volunteers at churches and law firms and posts opportunities on Volunteermatch.org and Arlington County's volunteer portal. Approximately 30 percent of Just Neighbors volunteers are immigrants or children of foreign-born parents.

All volunteer hours are logged. All volunteers sign confidentiality agreements to ensure that they do not speak about specific cases outside the office. All volunteers are trained before beginning any casework. The organization maintains a 70-page volunteer manual that covers office procedures, and a 300-page manual has been made for volunteer attorneys to help them proceed step-by-step through each case type conducted in the office. If a volunteer is identified who is unable to perform a certain task competently, staff ensure that that person is not assigned that type of task.

19. If applicable, please provide a brief description of partner organizations that will be involved in the planning or implementation of your program.

not applicable

Letters of Support (Maximum 3)

20. In the "Document Uploads" section, please include a maximum of 3 letters of support for your proposed program.

Indicate below how many letters of support you have included.

- 3 Letters of Support
- 2 Letters of Support
- 1 Letter of Support
- None

Program Evaluation Form

21. All applicants are required to complete the Program Evaluation (PE) Form, which can filled out via the "Program Evaluation Form" section.

Please indicate that you have filled out this form by selecting one of the multiple choice options below.

- Yes
- No

Budget & Budget Narrative

CD Funded Project Budget	CD Fund Request	Other Federal Sources	Other State/Local Sources	Private Sources	In-Kind Sources	Item Total
Director of Legal Services	\$ 13,983.00		\$ 24,179.00	\$ 52,950.00		\$ 91,112.00
Staff Attorney 1	\$ 9,510.00		\$ 42,179.00	\$ 10,276.00		\$ 61,965.00
Staff Attorney 2	\$ 6,386.00		\$ 13,000.00	\$ 22,229.00		\$ 41,615.00
Volunteer Coordinator	\$ 5,325.00		\$ 6,000.00	\$ 23,375.00		\$ 34,700.00
Executive Director	\$ 0.00		\$ 24,000.00	\$ 37,930.00		\$ 61,930.00
Operations Director	\$ 0.00		\$ 0.00	\$ 63,700.00		\$ 63,700.00
Volunteer attorneys \$125@1500					\$ 187,500.00	\$ 187,500.00
Volunteer nonattorneys \$26.09@6000					\$ 156,540.00	\$ 156,540.00
printing, copying, postage			\$ 3,038.00	\$ 5,562.00		\$ 8,600.00
supplies			\$ 1,150.00	\$ 2,850.00		\$ 4,000.00
Rent			\$ 21,630.00	\$ 48,370.00		\$ 70,000.00
software			\$ 3,250.00	\$ 4,150.00		\$ 7,400.00
Professional staff expenses (trainings, publications, dues, etc.)			\$ 1,247.00	\$ 13,553.00		\$ 14,800.00
phone/internet			\$ 1,750.00	\$ 1,174.00		\$ 2,924.00
Audit and payroll fees			\$ 450.00	\$ 4,300.00		\$ 4,750.00
Volunteer appreciation/clinics				\$ 1,200.00		\$ 1,200.00
client filing fees			\$ 500.00	\$ 3,000.00		\$ 3,500.00
IT support			\$ 5,040.00	\$ 11,760.00		\$ 16,800.00
insurance (property & health for staff)				\$ 21,700.00		\$ 21,700.00
Miscellaneous				\$ 1,000.00		\$ 1,000.00
Total	\$ 35,204.00	\$ 0.00	\$ 147,413.00	\$ 329,079.00	\$ 344,040.00	\$ 855,736.00

Budget & Budget Narrative Narrative

The CD funds that are requested for FY 2019 (\$35,204) will be allocated to the salaries below:

The director of legal services (Dominique Poirier) will supervise the staff attorneys and guide the operations of the legal program. She will conduct cases for Arlington County residents. She will also supervise volunteer attorneys who maintain their own caseload. As 15% of Just Neighbors' caseload consists of Arlington clients, 15% of her time (6 hours per week) will be spent on the program. Just Neighbors requests 15% (\$13,983) of her total salary be paid for by CD funds. This includes \$12,085 salary and \$1,928 in fringe/benefits.* The remaining amount of her salary will be covered by Fairfax County (21%), the Virginia Department of Criminal Justice (8%) and private sources (56%).

Staff attorney 1 (Cristina Sproul) will conduct cases of Arlington County residents and supervise volunteers who assist with the casework. 15% of her time (6 hours per week) will be spent on the program. Just Neighbors requests 15% (\$9,510) of her total salary be paid for by CD funds. This includes \$8,198 salary and \$1,312 in fringe/benefits* The remaining amount of her salary will be covered by Fairfax County (21%), and private sources (64%).

Staff attorney 2 (Sarah Milad) will conduct cases of Arlington County residents and supervise volunteers who assist with the casework. 15% of her time (4 hours per week) will be spent on the program. Just Neighbors requests 15% (\$6,386) of her total salary be paid for by CD funds. This includes \$5,505 salary and \$881 in fringe/benefits* The rest of her salary will be covered by Fairfax County (21%), and private sources (64%).

The volunteer coordinator (Linda Lacy) is responsible for recruiting and organizing all the volunteers at Just Neighbors. She also trains and supervises all the non-professional volunteers. 15% of her time (4.5 hours per week) will be spent on the program. Just Neighbors requests 15% (\$5,325) of her total salary be paid for by CD funds. This includes \$4,591 salary and \$735 in fringe/benefits* The rest of her salary will be covered by Fairfax County (21%), and private sources (64%).

The executive director (Erin McKenney) is responsible for supervising the overall project. Through outreach and communications, she ensures that prospective clients know of the organization and contact Just Neighbors for assistance. As 15% of Just Neighbors' caseload and work consists of Arlington clients, 15%

of her time (4.5 hours per week) will be spent on the program. Just Neighbors is not requesting CD funds for her salary. Her salary and benefits will be paid for by Fairfax County (21%), and private sources (79%).

The operations director (Stephanie Barnes) is responsible for all the administrative, operational and development duties of the organization. While 15% of her time also goes into ensuring the success of the project, Just Neighbors is not requesting funding for this position. Her salary and benefits will be paid for by private sources.

*Benefit costs include social security, unemployment insurance, medicare (FICA) and 8% retirement.

Other Resources

State and Local

Funding from Virginia's Dept of Criminal Justice Services (7% of Just Neighbors' total cash budget) is committed through 2019. This program supports immigration legal services related to domestic violence. This support will go directly to immigration legal services for victims of domestic violence. Just Neighbors currently receive \$110,000 in funding for immigration legal services from Fairfax County (18% of the total cash budget). In total, Just Neighbors expects to receive \$150,500 (18% of the project budget) in 2019 from these sources to support this project.

Private Sources

Thirty-eight percent of the project budget (\$329,079) of the funding for this project will come from private sources. These include:

- Foundations Just Neighbors often receives grants from foundations such as the Meyer Foundation, Cafritz Foundation, Herb Block Foundation, Giving Circle of HOPE, Weissberg Foundation, and others. Just Neighbors will apply for funding from these foundations each year.
- Individual donations Just Neighbors conducts its fundraising appeals throughout the year. Based on past giving trends, we estimate that the total individual, church and corporate donations we be similar to this year.
- Client Payments Just Neighbors charges a one-time fee of \$100 for each case, even if it takes months or years to complete. These charges are waived in many instances, when the client is unable to pay.

In-Kind Sources

Forty percent of the project budget consists of volunteer hours from both professional volunteers (attorneys) and non-professional volunteers. The volunteer hours are calculated as follows:

- \$26.09/hr for non-attorney hours. In FY 2019, Just Neighbors anticipates 6,000 of these non-professional volunteer hours, totaling \$156,540.
- \$125/hr for volunteer attorneys, based on currently accepted rates of attorney pro bono time. In FY 2018, Just Neighbors anticipates 1,500 volunteer attorney hours, totaling \$187,500.

Just Neighbors follows GAAP accounting principles and has a written set of financial policies and procedures to which it strictly adheres.

Program Evaluation Form

STRATEGIES

Strategies	
1	Process cases of low-income immigrants needed to secure or renew employment documents through intake, case evaluation, determination of possible legal immigration relief and completion of appropriate documentation.
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	

12
13
14
15
16
17
18
19

Total

PERFORMANCE MEASURES

Performance Measure	Expected #	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of intakes for work permits	40				
Number of intakes for filings for employment documents based on domestic violence and other violent crimes	20				
Number of greencards or citizenship applications	25				
Total	85	0	0	0	0

Document Uploads

Documents Requested *	Required?	Attached Documents *
Organizational Chart	✓	Organizational Chart- Just Neighbors
Board of Director's Roster	✓	Board of Director Roster
Non-Profit Tax Exempt Status. If applicable, provide most current Federal Tax Form 990 indicating tax-exempt status.	✓	990 2016
Articles of Incorporation	✓	Articles of Incorporation
Bylaws	✓	Bylaws
Most Recent Organizational Independent Financial Audit	✓	Audit FY 2017
Current Organizational Budget	✓	Budget 2017-2018
Key Staff Resumes (Optional)		Key Staff Resumes
Letters of Support, Maximum 3 (Optional)		Letters of Support

Cost Allocation Plan (Optional)

Other Documents (Optional)

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