

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 01/20/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11ND124940	4. DATE RECEIVED BY FEDERAL AGENCY: 01/20/11	FEDERAL IDENTIFIER: 09NDHDC002														
<b>5. APPLICATION INFORMATION</b>																
LEGAL NAME: National Association for Public Interest Law d/b/a Equal Justice Works DUNS NUMBER: 198566192	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Cole McMahon TELEPHONE NUMBER: (202) 466-3686 120 FAX NUMBER: INTERNET E-MAIL ADDRESS: cmcmahon@equaljusticeworks.org															
ADDRESS (give street address, city, state, zip code and county): 1730 M St NW Ste 1010 Washington DC 20036 - 4511 County: District of Columbia																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 521469738	7. TYPE OF APPLICANT: 7a. National Non Profit 7b. National Non-Profit (Multi-State)															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION        B. BUDGET REVISION C. NO COST EXTENSION    D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps National	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Equal Justice Works AmeriCorps Project															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): AmeriCorps Legal Fellows will provide legal assistance and generate volunteers in Los Angeles, San Francisco and Orange Co., California; Eastern Kentucky; Central Montana; Louisiana (statewide); Mississippi (statewide); South Dakota (statewide);	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 08/01/11      END DATE: 09/30/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="DC 001"/> b.Program <input type="text"/>															
15. ESTIMATED FUNDING: Year #: <input type="text" value="3"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">a. FEDERAL</td> <td style="text-align: right;">\$ 1,425,337.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 1,275,856.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 2,701,193.00</td> </tr> </table>	a. FEDERAL	\$ 1,425,337.00	b. APPLICANT	\$ 1,275,856.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 2,701,193.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 1,425,337.00															
b. APPLICANT	\$ 1,275,856.00															
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e. OTHER	\$ 0.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 2,701,193.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: David Stern	b. TITLE: Executive Director	c. TELEPHONE NUMBER: (202) 466-3686 118														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 04/29/11														

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### Executive Summary

Equal Justice Works AmeriCorps is the national AmeriCorps program for lawyers and law students. AmeriCorps members serve survivors of every type of disaster, from Katrina to the oil spill and the foreclosure crisis. Through representation and volunteer generation, members provide access to justice and help homeless veterans secure housing and medical benefits. Our mission is to expand legal services to people in need and energize the next generation of lawyers committed to public service.

### Rationale and Approach

For people living in poverty, legal representation can mean the difference between homelessness and shelter, exploitation and fair pay, being denied basic schooling and the opportunities of an adequate education. In some cases -- as with child abuse or domestic violence -- legal representation can even mean the difference between life and death.

The Equal Justice Works AmeriCorps program, now in Year Six, is applying for funding for 50 AmeriCorps Legal Fellowships and 500 Summer Corps members. Our mission is to expand legal services to people in need and to energize the next generation of lawyers committed to public service. Since 1994, the Equal Justice Works AmeriCorps programs have consistently exceeded performance measures while providing crucial legal services in a cost-effective manner. 2007-2008 was our most effective year to date:

AmeriCorps Legal Fellows each recruited an average of 113 volunteer law students and lawyers.

Fellows and their volunteers provided legal advice and representation to 27,983 people at an average federal cost of \$40 per person served, remarkable given the cost of legal services in this country.

Summer Corps members expanded the delivery of assistance by providing direct legal services to 18,395

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low-income individuals and participated in 702 community education presentations and outreach activities that benefitted 29,843 individuals.

Equal Justice Works is proud of our partnership with the Corporation for National and Community Service and grateful for the opportunity to strengthen communities and change lives through our AmeriCorps grant.

### A. Rationale and Approach

#### Compelling Community Need

Legal assistance is necessary to protect the rights of low-income people and a critical component for people to rise out of poverty.

Crystal Utley's service as an AmeriCorps Legal Fellow with the Mississippi Center for Justice demonstrates the role of legal assistance in improving people's lives. In the aftermath of Hurricane Katrina, Crystal helped a 63-year-old woman who required the use of a wheelchair. The client's home was destroyed by the hurricane and, in her urgency to find temporary housing, she rented a trailer. Unbeknownst to the client, the unscrupulous landlord sub-let the trailer he received from FEMA, which is against the law. She paid the rent and utilities directly to the landlord for several months, but he did not pay the utility bills and she lost service. FEMA responded to this case by removing the trailer, leaving the client homeless. Crystal and her volunteer attorneys worked diligently to request a trailer for the client, which FEMA ultimately granted.

In a January 2, 2009 editorial, the New York Times wrote, "In the real world -- unlike courtroom TV -- people usually get the justice they can pay for, and those who cannot afford lawyers end up bearing an

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unfair burden. People need decent representation when doing battle with bad landlords and employers, callous health maintenance organizations and government agencies, disgruntled business partners and grasping relatives. And in an era of predatory home loans, the legal needs of distressed homeowners are urgent and steadily rising.

Advocates for the poor argue, persuasively, that outlays for civil legal services are budgetary pennies that save many dollars. A foreclosure prevented is an eviction avoided, a family kept from homelessness -- and a considerable burden lifted from the government's social-service safety net. With legal help, poor people can avoid litigation, easing the load on judges and courtrooms. They can get food stamps, leveraging federal dollars in an underused program. If they avoid the poorhouse they will have, by definition, more money to spend, increasing sales tax revenues and benefiting local businesses."

Studies conducted by the American Bar Association, the Legal Services Corporation, and individual states across the country conclude that the "Justice Gap" is massive. Over a recent five-year period, nine states examined the types of legal problems experienced by low-income residents. The findings were broadly consistent:

- low-income households experienced an average of more than three legal needs per year;
- fewer than one in five legal problems experienced by low-income people is addressed with the assistance of a lawyer;
- a large percentage of low-income people are not even aware that there may be legal solutions to these problems; and
- a majority of low-income people either do not know about the availability of free legal services or do not understand that they are financially eligible for them.

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For those low-income people who do reach out to legal aid organizations, one million cases per year are rejected because the programs lack sufficient resources to provide counsel.

Seen from another perspective, nationally, there is more than 10 times the number of private attorneys providing civil legal services to the general public as there are legal aid attorneys. While there is only one legal aid lawyer per 6,861 low-income people in the country, there is one lawyer providing personal civil legal services for every 525 people in the general population. The difference in the level of resources available is enormous. Simply put, there are not enough public interest lawyers (paid or pro bono) to help.

By engaging volunteer lawyers and law students in the provision of pro bono legal services for low-income people in underserved communities across the country, Equal Justice Works AmeriCorps Legal Fellowships and Summer Corps programs bridge the Justice Gap for the tens of thousands of low-income and economically disadvantaged clients. AmeriCorps Fellows engage law students in their communities to instill a lifelong commitment to volunteerism and community service. We envision the legal profession securing liberty and justice for all.

Each of our AmeriCorps host sites demonstrates specific and compelling needs in the communities they serve, including:

Access to Justice, Inc., Rapid City, SD

According to the 2000 U.S. Census figures, there are approximately 96,000 people living in poverty in South Dakota. The state has two legal aid organizations that employ 14 attorneys. This means there is one legal aid attorney for every 6,850 client-eligible people. The private bar does little to bridge this gap

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in services. The South Dakota Bar Association reports that only 8% of the state's private attorneys do pro bono work of any kind.

Institute for Foreclosure Legal Assistance, Washington, DC

The Center for Responsible Lending estimates that 2.2 million homes will go into foreclosure in 2009.

The Brookings Institution projects that foreclosures will cause 2 million children to lose their homes and "risk losing their friends, their school, and in effect, their childhood." These students are 2.5 times as likely to repeat a grade and many will drop out of school.

Legal Aid and Defender Association, Inc., Detroit, MI

The U.S. Census Bureau reports that the Metro Detroit community is home to more than 500,000 residents living in poverty. The Criminal Justice Information Center indicates that in 2006 there were 44,517 reported domestic violence incidents in Metro Detroit. Additionally, the Michigan Resource Center on Domestic and Sexual Violence states that from "October 2003 to September of 2004, domestic violence programs in Michigan received 55,208 crisis calls, an average of 151 calls a day." Current economic conditions in Michigan are sure to exacerbate the domestic violence crisis.

U.S. Committee for Refugees and Immigrants, Washington, DC

Approximately 8,000 unaccompanied immigrant children are apprehended and detained by U.S. federal authorities each year. These children fled their home countries without their parents and arrive illegally in the United States. Legal relief is available to these children, including asylum and crime victim visas. Without an attorney these children will go unserved, risking deportation or a life in the U.S. as an illegal immigrant.

Description of Activities and Member Roles

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AmeriCorps Legal Fellows assist survivors of every type of devastation, from natural disasters such as Hurricanes Katrina and Rita to the recent collapse in the housing market and massive foreclosure crisis. Our AmeriCorps programs increase access to justice in three fundamental ways:

- a) Fellows and volunteers provide legal services to clients on an immediate basis;
- b) Fellows and Summer Corps members help legal service organizations expand services and build long-term capacity; and
- c) the AmeriCorps Legal Fellowship and Summer Corps programs instill a lifelong commitment to volunteerism among law students and private attorneys.

### Member Activities:

AmeriCorps Fellows increase the capacity of their host sites by engaging volunteers, building local infrastructure, creating partnerships, and helping their sites serve more clients. Many service activities are consistent across host sites. AmeriCorps Fellows are licensed attorneys and most provide legal advice to clients (typically 20% of their hours) and conduct legal clinics and know-your-rights presentations. Because they also manage pro bono lawyers and law students, their role with their host sites is distinct from regular staff attorneys, who maintain large caseloads of clients. The proposed sites and service activities are:

### Access to Justice (A2J), Rapid City & Vermillion, SD

Two AmeriCorps Fellows will expand and enhance pro bono activities for lawyers and law students across South Dakota. A2J reports that 90% of University of South Dakota law graduates practice in the state, while only 8% of the state's lawyers volunteer. This is a case where changing the culture of the law

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school may transform the state and the state of legal services. In her first year, AmeriCorps Fellow Carrie Henrichsen increased volunteer law student participation by 75%.

Advocates for Basic Legal Equality, Toledo & Dayton, OH

Two AmeriCorps Fellows will manage a rural pro bono project and a low-income taxpayer project. They will use Twitter to manage remote research projects, where law students throughout Western Ohio conduct critical research and case work to assist volunteer lawyers.

Asian Pacific American Legal Center, Los Angeles, CA

Two AmeriCorps Fellows will recruit and manage volunteers at naturalization clinics for the Vietnamese, Korean, and Chinese-language speaking communities in Los Angeles and Orange Counties. They will focus on elder law issues and domestic violence in the Asian Pacific American community.

Central American Resource Center, Washington, DC

Two AmeriCorps Fellows will recruit and manage volunteers to assist clients with housing, domestic violence, and immigration matters. They will staff citizenship workshops and partner with community-based organizations to conduct multi-lingual information sessions on tenants' rights and immigration law.

Houston Volunteer Lawyers Program, Houston & Galveston, TX

Two AmeriCorps Fellows will spearhead Crisis Response Teams of volunteer lawyers for survivors of Hurricane Ike. People in Ike-affected areas face legal hurdles in obtaining disaster relief, maintaining housing, negotiating medical bills, receiving public benefits, and filing insurance claims.

Institute for Foreclosure Legal Assistance, Washington, DC

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Two AmeriCorps Fellows will recruit and manage volunteers to represent predatory lending victims in default. They will conduct trainings around the country on foreclosure defense litigation to reach as many public and private attorneys as possible.

Legal Aid and Defender Association, Detroit, MI

Two AmeriCorps Fellows will lead a Domestic Legal Services Continuum project, designed to engage hundreds of volunteers to address the urgent legal needs of domestic violence survivors.

Legal Aid Society of Columbus, Columbus, OH

One AmeriCorps Fellow will work with law students at Ohio State University and Capital University Law Schools to promote public interest law and to match volunteers with pro bono opportunities that meet the needs of the low-income population in Central Ohio.

Legal Assistance of Western New York, Rochester, Ithaca, Geneva, & New York, NY

Three AmeriCorps Fellows will recruit volunteer law students to provide direct legal services in the largely rural upstate New York area. Legal needs include reentry for people leaving prison and legal assistance for people with limited English proficiency. One Fellow in New York City will assist in the launch and staffing of an online service to provide real time legal advice.

Louisiana Bar Foundation, Baton Rouge & Shreveport, LA

Two AmeriCorps Fellows will recruit, train, and coordinate volunteer law students to staff the Louisiana Civil Justice Hotline at Louisiana State University Law School. A third Fellow will recruit lawyers and build pro bono infrastructure in the extremely poor northern region of Louisiana.

Montana Legal Services Association, Helena, Missoula & Billings, MT

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Three AmeriCorps Fellows will recruit and train volunteer law students to assist low-income Montanans with housing issues; conduct video-conferenced legal clinics for low-income people in isolated, rural communities; and manage the Indian Wills Project, helping individuals who live on Montana's Indian reservations make informed decisions about preserving Indian lands through estate planning.

Mississippi Center for Justice, Jackson, MS

Four AmeriCorps Fellows will engage volunteers to expand legal services for poor Mississippians, particularly those who still have hurricane-related housing or medical needs. One new project will assist young people who lack access to education due to disciplinary issues.

Public Counsel, Los Angeles, CA

One AmeriCorps Fellow will develop opportunities for law students to provide critical legal services to the homeless population in Los Angeles. The second will engage law students to help foster children access school-based services. The third will recruit law students to investigate real estate fraud cases. The fourth will support community-based nonprofits and micro-businesses working to strengthen low-income and underserved Los Angeles neighborhoods.

Public Interest Clearinghouse, San Francisco, Sacramento & Watsonville, CA

One AmeriCorps Fellow in San Francisco will match law students with volunteer opportunities at legal aid programs throughout the Bay Area. A second will organize law student volunteers in rural California. The Fellow in Sacramento will help homeless individuals access housing and social services. The Fellow in Watsonville will manage clinics focused on workers' compensation, consumer debt, and mortgage foreclosure.

Public Law Center, Santa Ana, CA

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Three AmeriCorps Fellows will engage volunteers to address distinct community needs, including foreclosure defense, bankruptcy, guardianship, and securing visas for immigrant victims of slavery and domestic violence.

Southeast Louisiana Legal Services, New Orleans, LA

Two AmeriCorps Fellows will increase access to legal services for survivors of Hurricane Katrina, focusing on housing, family law, and bankruptcy issues.

Three Rivers Legal Services, Gainesville & Jacksonville, FL

Four AmeriCorps Fellows will coordinate and deliver self-help and community education programs for low-income people throughout the site's 17-county service area. Two will serve in Gainesville and two in Jacksonville, supervising law students, and conducting outreach clinics on housing, consumer law, domestic violence, and special education.

U.S. Committee for Refugees and Immigrants, Washington, DC

One AmeriCorps Fellow will recruit and manage volunteers to protect unaccompanied immigrant children from deportation, gang violence, child abuse, and sexual exploitation. The second will help undocumented children in state foster care to apply for special immigrant juvenile status.

Member Slots and Program Design: With this application, Equal Justice Works requests 50 full-time AmeriCorps Legal Fellows to be placed at 19 local and national legal service agencies. Each host site serves as an AmeriCorps program with placements of between two to four Fellows. We also request 500 Summer Corps minimum time, education award-only (EAO) slots. Up to five Summer Corps positions will be granted to each AmeriCorps Fellowship host site. We have determined that this combination of full-time attorneys and EAO law students serving over the summer guarantees the highest community

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impact by achieving significant program outcomes, building collaborations, and increasing civic engagement.

Prohibited activities: For 15 years, Equal Justice Works has managed AmeriCorps grants, never experiencing a prohibited activities compliance issue at the parent organization or host sites. Our AmeriCorps staff trains site supervisors and Fellows about the prohibited activities and includes the list of those activities in orientation materials and contractual agreements. During our Inspector General audit, Equal Justice Works identified seven points during the 2008 Summer Corps program where 350 members or their supervisors verified and certified that they would not and did not engage in prohibited activities. We will continue to ensure compliance through bi-monthly communications with AmeriCorps Fellows and sites, annual "desk audits," and monitoring site visits.

### Measurable Outputs and Outcomes

The Equal Justice Works AmeriCorps Legal Fellowship program is in its sixth year and routinely exceeds its performance measures. January 2009 Grantee Progress Report feedback from the Corporation states, "EJW AmeriCorps attorneys exceeded every service performance measure target by a wide margin, demonstrating the enormous impact and cost-effectiveness of AmeriCorps funding."

In 2007-2008, AmeriCorps Legal Fellows each recruited an average of 113 volunteers. By leveraging critical pro bono resources, the Fellows and their volunteers provided legal advice and representation to 27,983 people (43% over the PM). Other outcomes include:

737 legal clinics exceeds the PM by 64%.

400 community collaborations exceeds the PM by 33%.

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2,321 volunteer law students exceeds the PM by 16%.

1,644 volunteer lawyers exceeds the PM by 174%.

Our AmeriCorps programs have both an immediate and a long-term impact for the clients, communities, host organizations, volunteers, and members. The following describes our outcomes and measurement systems:

Client service and impact: We will measure the legal assistance provided and its impact on clients. Nonprofit law firms are experts in tracking legal advice, representation, referrals, clinics, and know-your-rights presentations. Through automated case management systems, host sites and Fellows maintain daily reports on client interaction and measure outcomes and impacts from the legal help provided.

Organization and volunteer development: Equal Justice Works will use online survey tools to assess the volunteers' effect on increasing the host site's organizational capacity. The surveys also evaluate the impact of the service on the volunteer, their legal skills, their attitude towards pro bono service, and their continued commitment to volunteerism.

Member development: We will continue to utilize pre- and post-service survey tools to track the impact of the AmeriCorps experience on the Fellows' development of their legal skills, commitment to public service and public interest law, and furtherance of their career development.

Plan for Self-Assessment and Improvement

Throughout the year, Equal Justice Works staff lead planning and quality control efforts. In response to

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feedback from Fellows and host sites, we have implemented an electronic discussion forum, a Facebook page, and alumni-led trainings. Other examples are:

We monitor the Fellows' progress towards achieving their performance measures through a mid-year report. We enlisted The Urban Institute, a national leader in program evaluation, to help us to improve data tracking and collection methods.

We measure member satisfaction. From program evaluations submitted in 2007-2008, 83.3% of AmeriCorps Fellows rate their satisfaction with Equal Justice Works as 'Very Good' to 'Excellent.' In 2009-2010, we intend to replicate the Corporation's Annual Customer Satisfaction Survey with host sites to assess their satisfaction with the program.

Our staff conducts annual site visits and audits of host organizations. In addition, we conduct an annual technical review focusing on issues that are not covered in the reports and the applications, such as AmeriCorps identity, responsiveness of the parent organization, and the quality of member support.

### Community Involvement

In 2007-2008, AmeriCorps Legal Fellows and Summer Corps members collaborated with 1,528 community organizations.

In some instances, host sites consult with their communities to expand the type of legal services and the method by which those services are delivered. For example, Access to Justice collaborated with community organizations in South Dakota to provide information and assistance to immigrants in the Black Hills. This was the first workshop on immigration provided by a legal services program in the

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state.

In other instances, host sites partner with community organizations to design the AmeriCorps project. In December 2008, Equal Justice Works staff met with the Houston Volunteer Lawyers Project (HVLP) to evaluate a new project that will provide assistance to survivors of Hurricane Ike. As the fourth largest city in America, Houston is home to thousands of survivors of the hurricane, in addition to the displaced residents from Hurricane Katrina. HVLP partnered with the Old River Baptist Church in Anahuac, Texas to reach hurricane survivors in need. The Old River Baptist Church is the heart of the Anahuac community, where 90% of the city's residents lost their homes in the Hurricane. HVLP and Old River agreed that assisting residents with their homeowner's insurance claims is the first and greatest need the new AmeriCorps Fellow should address.

### Relationship to other National and Community Service Programs

Equal Justice Works is proud of our contributions to the service community. We are a national leader in providing education and technical assistance on the College Cost Reduction and Access Act and its impact on AmeriCorps members. We share our monitoring tools, program start-up blueprints, and program evaluation models with commissions and our peer network of National Direct programs. Our staff is active in the DC National Direct working group and Corporation Affinity Groups, and trains on AmeriCorps management at national and cluster conferences. We maintain relationships with State Commissions, particularly in California, Florida, and Mississippi, where most AmeriCorps Legal Fellows serve.

### Potential for Replication

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Equal Justice Works AmeriCorps Fellowships occupy a unique and irreplaceable niche in the volunteer generation field. Only lawyers can supervise volunteer lawyers. Pro bono legal services are extremely important because they are in incredible demand and require skilled and licensed volunteers. This effort demands established relationships with legal services organizations, law schools, and local bar associations, which Equal Justice Works has cultivated over the years.

While there are relatively few justice-related programs in the national service field, Equal Justice Works is committed to expanding our model and replicating our programs. Our Ohio and New York host organizations also manage AmeriCorps\*State programs and four of our host sites also host VISTA projects.

In areas where law schools and large law firms are not located near or otherwise part of the community, recruiting pro bono lawyers and law students is essential. To that end, Equal Justice Works recently expanded our AmeriCorps program to include host sites in Montana and South Dakota. With this application, we will place Fellows hosted by the Institute for Foreclosure Legal Assistance in similarly underserved areas of the country.

### **Organizational Capability**

#### History

Nearly 25 years ago, a small group of law students dedicated to working for equal justice on behalf of low-income and underserved people formed Equal Justice Works, then known as the National Association for Public Interest Law. Since its founding in 1986, Equal Justice Works has become a vibrant source of innovation and inspiration for the American legal community, ever advancing the cause of equal justice. Today, we are the nation's largest provider of public interest opportunities for law students and lawyers. In addition to our AmeriCorps programs, we manage a two-year Fellowship

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program for 100 lawyers to increase access to justice for tens of thousands of people who might otherwise be denied their rights.

### Sound Organizational Structure

Equal Justice Works has a strong track record of providing opportunities for law students and lawyers to engage in public service. With our prior AmeriCorps program, the National Service Legal Corps (NSLC) (1994-2003), Equal Justice Works recruited, placed, and trained over 200 AmeriCorps members. Since 1999, we have coordinated Summer Corps, our education award-only program, and managed a VISTA program from 1999-2001.

Equal Justice Works is currently in the third year of a three-year grant from the Corporation for the AmeriCorps Legal Fellowship and Summer Corps programs. Launched in September 2003, this program began with 17 AmeriCorps attorney positions at 10 legal service organizations and has grown to 36 AmeriCorps Fellows at 16 organizations today. In 2006, Equal Justice Works received a disaster augmentation grant to provide legal services to survivors of the Gulf Coast hurricanes. While the Katrina projects at other organizations have ended with the close of the augmentation grants, we continue to maintain eight AmeriCorps Fellowships in Louisiana and Mississippi. In November 2008, the Corporation granted Equal Justice Works an additional, though unfunded, member slot to address the legal needs of survivors of Hurricane Ike. We secured 100% of the funding for the position and enrolled an AmeriCorps Fellow at Houston Volunteer Lawyers Project within three months of the disaster.

### Capacity to Manage Grant

Equal Justice Works and our AmeriCorps host sites recently concluded an audit with the Office of the

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Inspector General of the Corporation. The auditors cited only minor findings routinely found in other audits. The audit report is available on the Inspector General's website.

We have nearly 15 years of experience managing a multi-site AmeriCorps program. As a parent organization, we evaluate our grant management systems and the systems of our host sites annually.

### Ability to Provide Sound Programmatic and Fiscal Oversight

#### Site Structure and Support

Each AmeriCorps Fellowship host site identifies one Project Director, who is responsible for all aspects of the grant, including supervising the Fellows, maintaining member files, and ensuring the projects meet their stated objectives. Each site also has a financial manager, usually the site's Director of Administration or Grants, who is responsible for fiscal monitoring, management, and reporting. In addition, all sites must identify a staff attorney as Site Supervisor, specifically to supervise the AmeriCorps Fellows' legal work.

At the start of each grant year, Equal Justice Works provides written guidance and in-person training to all subgrantees on the fiscal reporting responsibilities and compliance requirements of the grant. Consistent with current systems, we will continue to monitor program finances by requiring sites to: 1) produce monthly statements that show actual grant expenditures against the projected budgets; 2) submit quarterly financial status reports; and 3) comply with the AmeriCorps Grant Provisions. Sites are provided grant funds on a reimbursement basis.

#### Site Selection

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To select sites for 2009-2010, Equal Justice Works identified organizations that are leaders in the pro bono and legal services community; demonstrate sustainability, internal leadership, and innovation; and have the ability to manage and support AmeriCorps projects. Additionally, we sought organizations that address unmet needs in underserved areas of the country. For example, the Institute for Foreclosure Legal Assistance (IFLA) supports groups that give legal representation to families facing foreclosure and financial ruin because of abusive subprime mortgages. IFLA will assess areas of the country where there is infrastructure for this type of legal service and place AmeriCorps Fellows in those communities.

Equal Justice Works selected renewing sites based on the Corporation's grant application guidelines and their prior achievements. To select new host sites, we developed an RFP based on the Corporation's application guidelines and invited select organizations to apply. Each prospective applicant submitted a program narrative and budget. A team of Equal Justice Works staff reviewed the applications and provided ongoing assistance to prospective sites throughout the application process, including guidance with their budgets. The new host sites were selected based on their demonstrated expertise and innovation; capacity to manage and recruit volunteer law students; relationship with area law schools, community, and faith-based organizations; and experience addressing the legal needs of low-income communities through direct and volunteer legal services.

### Relationships with Sites

This grant request includes four new subgrantees and 14 returning host sites. The returning sites have been with the program between one and six years and have met all performance measures and compliance standards. (In the past three years, six sites have not been renewed due to sub-par performance.) While maintaining rigorous compliance, Equal Justice Works prides itself on being a

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partner of choice, working with sites to achieve solutions and provide effective and transforming service experiences for all AmeriCorps Fellows. One measure of our success is that four alumni of the program now serve as AmeriCorps supervisors at host sites.

### Compliance Monitoring

Equal Justice Works uses a risk-based monitoring protocol. The AmeriCorps staff conducts a separate technical review of host sites' grants management activities, not covered in progress reports and applications. Host sites are evaluated on timeliness, AmeriCorps identity, quality of member support, and other factors.

Activities include conducting site visits and desk audits, conducting regular telephone communication, email, and webinars with project staff, ongoing development and strengthening of Equal Justice Works internal administrative and program management systems, and communicating Corporation updates to sites on a regular basis. Throughout the program, we will collect both quantitative and qualitative data from each operating site, using the AmeriCorps Progress Reports. This information will be used to assess the program's progress toward its stated objectives and will be used in Grantee Progress Reports to the Corporation, Equal Justice Works Board of Directors, and other funders.

Equal Justice Works has implemented recommendations from the Office of the Inspector General's audit to strengthen the monitoring of member files.

### Developing Connections across Sites

Like the national service field, the legal services field is collegial. Host site staff meets at least twice a

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year, once for our Leadership Development Training and again for the American Bar Association's Equal Justice Conference. We promote AmeriCorps identity with site staff through phone calls, webinars, and regional events throughout the year. Last year Equal Justice Works opened a West Coast Office, transforming the interaction among our five California host sites and their eleven AmeriCorps Fellows. In 2009-2010, AmeriCorps Fellows will facilitate the four cluster meetings with alumni trainers in California, the Gulf Coast, the Mid-Atlantic, and the South Dakota/Montana sites.

We have been very successful building connections among AmeriCorps Fellows. While each site engages Fellows to address different legal issues, all AmeriCorps Fellows recruit and manage volunteer lawyers and law students. Fellows typically are the only members in their organizations committed to full-time volunteer management, so they are a resource for each other, albeit from great distances. In addition to two trainings and other regional events, Equal Justice Works uses our website to host webinars and forums for Fellows to share ideas and resources across their projects.

### Board of Directors, Administrators, and Staff

The Equal Justice Works Board of Directors developed our organizational mission and goals and adopted our current five-year strategic plan, which calls for the expansion of AmeriCorps Fellowships and Summer Corps. The Board provides ongoing programmatic and fiscal oversight to ensure that activities are aligned with the strategic plan's goals and objectives and annual benchmarks are achieved. Our Board includes two Federal judges, the Deans of Harvard and Stanford Law Schools, General Counsels for Fortune 500 companies, law firm partners, executive directors of legal service providers, the founder of the Student Hurricane Network, and several law students engaged in pro bono work.

The AmeriCorps Team has over 22 years of AmeriCorps program management experience. Cait Clarke,

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Esq., Director of Public Interest Law Opportunities, is responsible for the overall direction of Equal Justice Works programs and oversees all work functions for the AmeriCorps team. Ms. Clarke is a respected legal educator who has served on the faculty of the Loyola Law School in New Orleans and the Kennedy School of Government. Ms. Clarke was the founding director of the National Defender Leadership Institute at the National Legal Aid & Defender Association and served as the co-chair of the National Consortium on Community Problem Solving.

Cole McMahon, Senior Program Manager, Martin Costello, Esq., Program Manager, and Eric Harsch, Program Assistant, are responsible for the day-to-day operations of the AmeriCorps program, ensuring that the sites and members receive the information and support they need to have a rewarding and effective experience. Mr. McMahon directed an AmeriCorps\*State program from 1995-1998, served as a Program Officer and Director of Training for the Maryland Commission from 1998-2003, and has been a trainer for national service participants and staff for 15 years. Mr. Costello manages the Summer Corps program. He served as an AmeriCorps Fellow from 2005-2006 and is an expert on pro bono management and housing law. Mr. Harsch previously served as an AmeriCorps VISTA with Greater Homewood in Baltimore and as a VISTA Leader with Volunteer Maryland. Amin Kakeh, Comptroller, provides financial management for the grant.

### Plan for Self-Assessment or Improvement

Last year our Board of Directors adopted a comprehensive five-year strategic plan. Equal Justice Works staff develops their annual work plans, including activities and benchmarks, to coincide with achieving the strategic plan's goals and objectives. The AmeriCorps team conducts a mid-year retreat to review our progress toward the programmatic benchmarks, prioritize new initiatives, and ensure adequate resources are available to accomplish our work. In June, a formal progress report is provided to the

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Board, with benchmarks and budgets determined for upcoming fiscal year. With Board oversight, Equal Justice Works staff maintains an ongoing process to evaluate the AmeriCorps program and improve systems, structure, staffing, and other capacities to ensure that the program is sound and well managed.

### Plan for Effective Technical Assistance

Equal Justice Works is both a recipient and a provider of AmeriCorps technical assistance.

We identify technical assistance needs for the organization and host sites through surveys and standard monitoring, and as requested by AmeriCorps Fellows and sites. Last year, Equal Justice Works requested technical assistance from the Corporation to prepare for the Inspector General's audit. As a result of this process, we restructured our 2008 site staff training and contracted with Kris Tecce, now CFO of the Points of Light Institute, to train staff on new AmeriCorps finance policies and procedures. In response to site requests, we are consulting with America's Service Commissions and peer programs for assistance in developing replacement systems for WBRS.

Equal Justice Works has developed compliance-related training materials for our sites and other multi-site programs, particularly those whose staff devote less than half of their time to the AmeriCorps grant. Currently, we are developing training materials focused on the effects of Public Service Loan Forgiveness and Income Based Repayment on AmeriCorps members' loan forbearance. We are happy to share our materials with other organizations.

### Sound Record of Accomplishment as an Organization

### Volunteer Generation and Support

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Equal Justice Works relies on volunteers to advise our staff on program management and to serve as ambassadors for the organization.

In addition to the Board, the National Advisory Committee (NAC) is the vehicle for the membership of Equal Justice Works, law students and law school professionals, to advance our goal for law students to develop a lifelong commitment to work on behalf of underrepresented individuals, communities, and causes. To this end, NAC engages multiple law school stakeholders in its work; conducts outreach to and solicits feedback from law schools not represented on the committee; provides advice on programmatic direction, issue identification, and campaign strategies; and assists with the design and implementation of select initiatives.

The Training Advisory Committee is comprised of current and former Fellows from our AmeriCorps and traditional Equal Justice Works Fellowship programs, as well as past host site staff members.

Committee members help design training for the year and identify the best available trainers for our events and webinars.

Equal Justice Works also engages program alumni as volunteer ambassadors and trainers. Alumni make presentations at law schools to promote public interest opportunities and serve as mentors for current AmeriCorps Fellows.

### Organizational and Community Leadership

Equal Justice Works dedicated the past 22 years to ensuring a sustained pipeline of lawyers committed to public service. We are pleased to partner with the Corporation as the only national AmeriCorps

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program for lawyers. Equal Justice Works also manages a traditional Fellowship Program, the largest postgraduate legal fellowship program in the nation.

Held each fall in Washington, DC, the Equal Justice Works Conference and Career Fair brings together more than 1,000 public service-minded law students and 150 public service employers. Our staff provides coaching, training, and technical assistance to law school professionals and students on how to launch a public interest career, how to afford a public interest career, and how to promote public interest causes on law school campuses. The Equal Justice Works Guide to Law Schools provides comprehensive listings on public service opportunities, curricula, financial programs, and scholarships at more than 150 law schools.

For years, one of the major obstacles to public service has been high student debt combined with low public service salaries. Equal Justice Works joined other public interest law leaders to support the enactment of the College Cost Reduction and Access Act. We anticipate that Income-Based Repayment and Public Service Loan Forgiveness will enable many more law school graduates to pursue public interest careers despite skyrocketing student debt.

Select awards and achievements of our staff include:

David Stern, CEO, was instrumental in creating a role for professionals in AmeriCorps during its inception. Mr. Stern was recently named by The Legal Times as one of "the greatest Washington lawyers in the past 30 years."

Paul Igasaki, Deputy CEO, served as Chair of the Equal Employment Opportunity Commission under President Clinton.

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Diane Chin, Director, Equal Justice Works/West, was the Associate Director of the Thelton E. Henderson Center for Social Justice at UC Berkeley Law School and the founding director of the Levin Center for Public Service and Public Interest Law at Stanford Law School.

Cait Clarke, Director, Public Interest Law Opportunities, founded the Gardenia House Foundation, providing shelter for migrant women and children in Georgetown, Delaware. She is the recipient of the Gillis Long Poverty Law Center's service award at Loyola Law School in New Orleans.

Cole McMahon, Senior Program Manager, AmeriCorps, developed a "Blueprint for AmeriCorps Program Start-up" for the Corporation in 2000 that is still used by state commissions around the country. Through the Corporation's technical assistance providers, he has trained hundreds of AmeriCorps staff and members since 1995.

Heather Jarvis, Senior Program Manager, Law School Advocacy and Outreach, worked for the development and passage of the College Cost Reduction and Access Act. She teamed with Corporation and Department of Education staff to ensure that time served in AmeriCorps counts towards Public Service Loan Forgiveness. Although she does not charge time to the AmeriCorps grant, members across the country will benefit from her efforts.

Crystal Utley, Site Supervisor, Mississippi Center for Justice, served two terms as an AmeriCorps Legal Fellow as part of the Katrina Initiative. She received the 2007 Spirit of Service Award for AmeriCorps State and National.

Success in Securing Match Resources

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Equal Justice Works consistently succeeds in securing the necessary matching funds for our AmeriCorps programs. Funding comes from a variety of sources including the Open Society Institute, Fannie Mae, and the Ford Foundation, as well as from law firms, corporations, and individual donors. Because of Equal Justice Works' solid financial position, we are increasing our match while maintaining our \$10,464 cost per member.

During this economic downturn, our host sites report the same financial struggles as other nonprofits throughout the country, with one element unique to legal services. Interest on Lawyers Trust Accounts (IOLTA) is a major source of funding for legal aid organizations in the United States. IOLTA funds arise out of the interest generated from lawyer trust accounts, pooled together to provide civil legal aid to the poor and support improvements to the justice system, without taxing the public. As interest rates dropped, IOLTA funds have decreased by as much as 50%. Two current sites chose not to re-apply for AmeriCorps funds, citing financial difficulty in securing matching funds. Other sites secured resources for their match, but with IOLTA cuts, will depend on AmeriCorps support more than ever before. With tragic spikes in legal needs and an increase in the number of low-income clients, AmeriCorps funding for pro bono management is now even more urgent for our sites.

As a nationwide program, one of our major costs is convening AmeriCorps Fellows for trainings. To defray those costs, we negotiated in-kind donations from training providers, the National Institute for Trial Advocacy (NITA) and the American Bar Association (ABA). NITA, the nation's foremost legal professional development firm, will donate \$32,000 in training for AmeriCorps Fellows this year. The ABA is discounting the \$400 registration fee by \$300 for Equal Justice Works and our Fellows to attend their annual Equal Justice Conference.

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### Success in Securing Community Support

#### Collaboration

Of the 200 ABA accredited law schools, 97% are members of Equal Justice Works. The membership fees provide \$347,250 in support each year. Membership numbers and financial support from law schools have steadily increased each year.

In addition to the nonprofit public interest organizations that serve as AmeriCorps host sites, we partner with the 50 local and national organizations that host Equal Justice Works Fellowships each year, as well as the law firms and state bar foundations that fund these Fellowships.

Equal Justice Works set "Building Local Capacity through Collaboration" as one of the program's performance measures. In 2007-2008, AmeriCorps Fellows and Summer Corps members collaborated with 1,528 community- and faith-based organizations. For example, the Central American Resource Center (CARECEN), a new site for 2009-2010, worked with national and local organizations from the Lawyer's Committee for Civil Rights to the All Souls and Sacred Heart in Washington, DC to design their AmeriCorps project. CARECEN is one of many sites that conduct community education presentations and legal clinics with faith-based organizations, particularly where AmeriCorps Fellows assist immigrants to apply for citizenship and naturalization.

#### Local Financial and In-kind Contributions

In addition to funding from events, foundation grants, and individual donors, all of our host sites receive match funding from their state bar associations and bar foundations. Sites are also funded by a variety

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of government sources. The Legal Aid Society of Columbus receives matching funds from The Ohio State University and Capital University Law Schools. The U. S. Committee for Refugees and Immigrants receives funding from the Washington D.C.'s Mayor's Office of Latino Affairs. The Volunteer Legal Services Program receives funding from the San Francisco Department of Public Health.

### Wide Range of Community Stakeholders

Equal Justice Works has a wide range of community stakeholders, including law schools and law students; local and national providers of legal services to underserved people, communities, and causes; and associations of law school professionals and legal professionals, as well as our individual and institutional donors. We partner with the National Association of Law Placement (NALP) to present a special Conference track targeted to law school professionals at our annual Conference and Career Fair. We also successfully partner with national organizations to attract public interest employers to our annual Career Fair, such as PSLawNet, NALP, and the National Lawyers Guild. Ongoing collaborative relationships include the National Legal Aid and Defender Association, the Legal Services Corporation, The Access Group, the American Association of Law Schools, and the National Fellows Network.

### Special Circumstances

### Serving Resource-Poor Communities

The purpose of the AmeriCorps Legal Fellowships is to provide access to justice for people living in poverty. While the Justice Gap is a national crisis, we target resources where the need is great and local pro bono infrastructure is lacking. For example, Joe Hardgrave provides legal assistance with wills and land transfers to residents of the seven Native American reservations in Montana. Tonya Herring

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manages the Self-Help Law Project, where she leads legal clinics by videoconference for residents who may live up to six hours from the nearest courthouse.

AmeriCorps Fellowship sites are located in areas with high poverty rates, including Detroit, Los Angeles, and New Orleans, or rural areas lacking community resources, such as South Dakota and Mississippi.

AmeriCorps Fellows help survivors from every type of devastation, from natural disasters to the current housing crisis.

### Cost Effectiveness and Budget Adequacy

#### Cost Effectiveness

Our program model is unique in the national service field. AmeriCorps Legal Fellows recruit and train highly qualified volunteers to provide specialized services. Fellows and their volunteers provide advice and representation at an average federal cost of \$40 per person served, which is remarkable given the cost of legal services in this country. The impact of AmeriCorps Fellows (at an average cost of \$10,464 per MSY) is unmatched, as illustrated by the service of three 2007-2008 Fellows with Public Counsel in Los Angeles:

Preying on the American dream of homeownership, fraudulent brokers targeted low-income, non-English speaking communities throughout Los Angeles. Many families were deceived into entering disadvantageous and expensive loans for poorly constructed homes in dangerous neighborhoods. Last year, Amrita Mallik and 54 volunteers litigated nine complex cases and conducted legal clinics that assisted 424 victims of real estate fraud.

Kris Peterson recruited and trained 907 law students and other volunteers to help 1,716 homeless or potentially homeless individuals obtain crucial governmental benefits to which they were legally

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entitled. For many, the assistance was the difference between maintaining their housing and becoming homeless.

Marisol Haro managed the Adoptions Project, recruiting pro bono attorneys to assist with extremely complicated adoptions for hundreds of children in the foster care system. Many of the children suffered extreme neglect and/or abuse. Marisol and 161 volunteers worked on 521 adoption cases, finalizing 352. The value of Ms. Haro's service is remarkable: Typically the legal fees involved with one public agency adoption cost \$10,000 or two times the Segal Education Award.

### Corporation Cost per MSY

Equal Justice Works is committed to fiscal responsibility and efficient grants management. Despite rising costs for travel, lodging, and training during these difficult economic times, we are maintaining a cost per MSY of \$10,464, over \$2,000 less than the maximum allowed. Our match level for this request is nearly \$2 million, or 54%.

### Diverse Non-Federal Support

We promote program sustainability by requiring host sites to match at 50%. In effect, all subgranted funds pay for the AmeriCorps Fellows' living allowance. The sites provide all other costs as match. This dollar-for-dollar match balance is ideal; without the Federal or match funds, Equal Justice Works AmeriCorps Legal Fellowships are simply not possible.

Equal Justice Works receives non-federal support from a variety of sources including foundations, law firms, corporations, and individual donors. Most recently, we received a \$1 million two-year grant from

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the JEHT Foundation to support the AmeriCorps Fellows and our traditional Fellows as part of the Katrina Initiative. In 2007-2008, the 16 subgrantees provided a total match of \$1,104,000.

### Decreased Reliance on Federal Support

Equal Justice Works is quickly reaching both of the Corporation's goals for program sustainability: 1) moving beyond the 50-50 match requirement, i.e. decreasing reliance on federal funds, and 2) increasing the breadth, depth, and impact of the program, as described above.

### Budget Adequacy

Volunteer management and the provision of legal services are staff intensive activities. The proposed budget is sufficient for AmeriCorps Fellows to exceed the ambitious performance measures proposed for an AmeriCorps program that ranks among the top performers in the country in terms of impact and cost-effectiveness.

By design, we place AmeriCorps Fellowships in resource poor communities, from East Los Angeles to Northern Florida. All of our host sites face challenges, including the lack of philanthropic and human services infrastructure to the need to serve hard-to-reach populations, as defined by geography and language or cultural barriers.

Equal Justice Works is proud of our host sites, the AmeriCorps Fellows, and their impact. We are deeply committed to this work and delighted to partner with the Corporation for National and Community Service to address poverty across America.

### Evaluation Summary or Plan

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Excerpted from the Katrina Legal Initiative evaluation, conducted by the Urban Institute (see attached for the full version):

"On August 29th, 2005, Hurricane Katrina, the most destructive hurricane in the nation's history, hit the Gulf Coast, followed by Hurricane Rita less than a month later. The Hurricanes led to a myriad of legal needs. Many local attorneys, however, were displaced, and legal infrastructures in some communities were wiped out due to lack of office space, routine funding sources, staff, and technological resources. Equal Justice Works, a non-profit organization located in Washington, D.C., identified the important legal needs in the Gulf Coast region and implemented a program devoted to assisting communities affected by Hurricanes Katrina and Rita. The program, designated the Katrina Legal Initiative, was comprised of three components: the Katrina Fellowship program, the AmeriCorps Legal Fellowship program, and the Summer Corps program.

While the AmeriCorps and Summer Corps programs boast large benefits, there were some notable challenges. Program stakeholders reported large burdens on Equal Justice Works in terms of emotional stress, staff time, and money. Equal Justice Works faced some additional challenges in implementation, particularly with selecting suitable host sites and building relationships with those host organizations. Some host organizations mentioned additional reporting requirements and the need to train less experienced attorneys as somewhat inconvenient. However, these directors agreed that the large benefits of the program outweighed these drawbacks. Program participants, in general, were very appreciative of the opportunity to participate in the Katrina Legal Initiative, though some AmeriCorps Legal Fellows reported difficulties with host organizations. Summer Corps members were very pleased overall although some wished for more contact with Equal Justice Works and other Summer Corps members.

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The evaluation concludes that there was success in implementing a much-needed and much-appreciated program that assisted not only individuals in the communities impacted by Hurricanes Katrina and Rita, but also helped rebuild the legal infrastructure in these communities. It is laudable that Equal Justice Works was able to implement a program of this scope and novelty within the short timeframe required by the urgency of the disaster. In fact, they not only achieved their goals but exceeded many of them, even in the face of the extraordinary circumstances of a chaotic disaster aftermath."

### Amendment Justification

N/A

### Clarification Summary

2011-2012 Clarifications

a) Please submit a cost allocation plan to outline costs shared with concurrent National Direct grant.

For the two Corporation grants, Equal Justice Works utilizes a cost allocation devised by our accounting firm, Raffa, Inc.:

"Direct costs for an award will be identified at an invoice level. If the invoice applies to more than one project/award then a reasonable methodology will be determined for allocating that invoice. (i.e. for AmeriCorps, training costs will be based on the number of attendees under each program and a 50/50 split of costs such as computer equipment, teleconference and other costs).

Salary allocation is based on staff timesheets and the time spent on activities of the organization. On a monthly basis, the hours spent are converted to percentages and then applied to employee's salaries and allocated to the appropriate cost centers. Fringe benefit costs are allocated to subaccounts by the same percentages determined in the salary allocation on a monthly basis."

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All AmeriCorps staff time is budgeted as 50% toward each grant. Staff allocates time on timesheets toward the 09NDHDC002 and 10NDHDC004 grants according to the nature of the work and the specific issue, member or site under discussion. Costs such as travel or subgrants are assigned to grants directly.

Budget changes:

a) Please revise your budget to equal the funding and MSY amount listed above.

Completed.

b) Section I, Member Training: For outreach & receptions line item, please describe the type and purpose of the reception listed in this line item.

Matching costs for food at receptions for Equal Justice Works trainings and conferences have been removed from the budget.

Programmatic Clarification Items:

A) Criminal history checks must be conducted on all members, employees or other individuals who receive a salary, education award, living allowance, stipend or similar payment from the grant, regardless of whether these costs are coming from federal or non-federal share. Criminal history background checks include a search of statewide criminal history repositories and the National Sex Offender Public Website for all members and employees as described above. An FBI check is also

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required for members, employees or other individuals with recurring access to vulnerable populations.

A detailed description of the requirements can be found at:

<http://www.nationalservicerresources.org/criminal-history>. Please verify that criminal history checks will be conducted on all members, employees and other individuals as described above. You may revise the budget to include these costs, if necessary but may not exceed the level of funding for which you are under consideration.

Equal Justice Works shares the Corporation's commitment to protecting vulnerable populations. Equal Justice Works has played a leadership role in working with the Corporation and national service programs across the nation to achieve full criminal history check compliance.

Equal Justice Works has fully implemented Serve America Act requirements. National, state and NSOPR criminal history checks have been conducted on all staff and members who receive salary, education awards and living allowance payments from the grant or match. Costs to conduct criminal history checks for all members and staff are included in the submitted budget.

B) Please verify that the criminal history checks conducted for members and staff will include an FBI fingerprint check in addition to the state registry check and the NSOPR for anyone with recurring access to vulnerable populations.

Equal Justice Works is working with our subgrantees to implement the FBI fingerprint check requirement for all AmeriCorps Fellows who will be enrolled under the 2011-2012 grant. We verify that our program will conduct FBI checks, in addition to the state registry check and the NSOPR we currently conduct for anyone with recurring access to vulnerable populations.

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C) Please define the value added of AmeriCorps member placements; programs typically define this in terms of the number of additional beneficiaries served or how beneficiaries are served more intensively by members.

Our performance measures are built upon upholding people's rights as American citizens. Our program is built on the need to give poor people access to their rights under the law, which the Director of AmeriCorps emphasized while swearing in members at our orientation this year. Equal Justice Works AmeriCorps Fellows and Summer Corps Members serve people who would otherwise fall through the cracks. For people living in poverty, legal representation can mean the difference between homelessness and shelter; it can protect children from abuse; it can stop domestic violence. Indeed, in some dire circumstances, access to legal services can even be the difference between life and death.

Many of the AmeriCorps Legal Fellows serving under this grant represent veterans who are homeless. In the past six months, Equal Justice Works AmeriCorps Fellows helped 727 veterans with securing benefits or home foreclosure assistance. Since the beginning of the program, AmeriCorps Fellows and their volunteers have helped homeless veterans secure \$1.1 million in VA benefits to which they were entitled. Serving with the Inner City Law Center in Los Angeles, AmeriCorps Fellow Elly Kugler assisted a homeless female veteran who was a survivor of military sexual trauma to get service-connected disability benefits for \$2,673 a month for the rest of her life, which she will use to find a new residence.

### Performance Measure Clarification Items

Clarification items for national performance measures reflect our assessment of the following criteria:

1) measures align with the need, activities and outcomes described in the narrative

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2) outputs and outcomes are correctly aligned as directed in the NOFO background document

3) measures utilize rigorous methodologies to demonstrate significant impacts

Please make the following changes in the Performance Measures screens in eGrants:

A) While we recognize that member development is an essential element of program design, as reflected in the application review criteria, we are not able to aggregate data from applicant-determined member development measures. For this reason, we are directing applicants to eliminate member development measures from their grant application so they won't be required to report on them to the Corporation. Applicants whose program design focuses on helping economically disadvantaged members complete their high school education, attend college, and/or obtain employment should consider opting into the national performance measures for member development in the Opportunity Focus Area. Please remove Performance Measure #2, Member Skill Development from the performance measures section.

PM#2, Member Skill Development has been removed. Equal Justice Works will continue to capture and report on this information.

B) When volunteer generation isn't the primary focus of a program, we are directing applicants to remove these performance measures from their application. Volunteer generation outputs are captured in the annual progress report. Please remove Performance Measure #3, Lawyer and Law Student Volunteer Generation.

PM#3, Lawyer and Law Student Volunteer Generation has been removed. Equal Justice Works will continue to capture and report on this information.

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C) For Performance Measure #4, Serving Veterans and Military Families, please confirm that 1500 veterans receive some legal services from members and define those services more clearly in the measure.

AmeriCorps Fellows, Summer Corps members and their volunteers will provide legal services to 1,500 veterans. The revised Performance Measure reads as follows:

AmeriCorps Legal Fellows will provide services to 1,500 veterans and their families, including veterans with disabilities, veterans who are unemployed, older veterans, and veterans in rural communities. AmeriCorps Legal Fellows and Summer Corps members will address legal barriers to housing for 150 veterans who are homeless or in danger of homelessness, resulting in 150 overcoming legal barriers, allowing them to secure housing. AmeriCorps Fellows and Summer Corps members will assist veterans and their families by helping to stabilize their living situations, securing VA and government benefits, Supplemental Security Income, medical benefits and providing veterans with legal representation to overcome barriers they face in procuring employment, housing, medical care and support services.

D) Please revise all performance measure targets accordingly for 111.96 MSY.

Completed.

### Continuation Changes

Year 2:

Equal Justice Works is pleased to request renewal finding for the AmeriCorps Legal Fellowships and Summer Corps programs. The mission of these programs is to expand legal services to people in need

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and to energize the next generation of lawyers committed to public service. Since 1994, the AmeriCorps programs of Equal Justice Works have consistently exceeded performance measures while providing crucial services in a cost-effective manner. Equal Justice Works is proud of our partnership with the Corporation for National and Community Service and grateful for the opportunity to strengthen communities and change lives through our AmeriCorps grant. 2009-2010 was our most impactful year to date. In 2008-2009, Equal Justice Works AmeriCorps Fellows and their volunteers served 26,019 clients (723 per Fellow), at an average of \$43 federal dollars per client. AmeriCorps Fellows generated or managed pro bono opportunities for 3,543 volunteers, or an average of 98 per Fellow. The summer of 2009 broke all records for law student service through Equal Justice Works. 1,184 students applied for Summer Corps positions. Summer Corps members represented 147 law schools and served in 42 states and the District of Columbia. 376 Summer Corps members successfully completed at least 300 hours of service. Summer Corps provided legal assistance to 19,550 clients and 2,838 received assistance for fighting foreclosures or other housing-related legal issues. Enrollment and Retention For 2008-2009, Equal Justice Works achieved fill rates of 100 percent for the full-time AmeriCorps Fellowships and 90% for Summer Corps, enrolling 314 members for 350 slots. 97 percent of members (full-time and summer only) successfully completed terms. Program wide, only 11 of 350 enrolled members did not earn an education award. For 2009-2010, 36 of 36 positions are filled and all Fellows are actively serving. State Commission Consultation Equal Justice Works is proud of our contributions to the service community. We've maintained relationships with State Commissions for the seven years of the program, particularly in California, Florida, Ohio, New York and Mississippi, where most AmeriCorps Legal Fellows serve. We've reached out to Serve DC, the One Star Foundation (Texas) and the Virginia, Michigan and Kentucky Commissions, locations of our new sites. We share our monitoring tools, program start-up blueprints, and program evaluation models with commissions and our peer network of National Direct programs. We are a national leader in providing education and technical assistance on the College Cost Reduction and Access Act and its impact on AmeriCorps members. Our staff frequently trains on

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AmeriCorps management at national and cluster conferences. Equal Justice Works requests an increase in full time AmeriCorps slots, from 36 to 40. New sites for 2010-2011 are: Legal Aid of the Bluegrass. Thirty-seven percent of women in Kentucky have experienced domestic violence, compared with 25 percent nationally. Two AmeriCorps Fellows will create a pro bono program to provide legal help for rural victims of domestic violence. Legal Services of South Central Michigan. Two AmeriCorps Fellows will work with the University of Michigan School of law to establish clinics to serve immigrants eligible for citizenship, legal protections and public benefits. Justification for increase in cost per MSY: This is year seven of our grant, and we've achieved the 50-50 match level required of Year 10 programs. This program generates value and saves money. Through our partnership with CNCS and our host sites, we provided legal services to 45,569 people in 2009-2009. This represents \$43 in federal costs per person served, which is remarkable given the high costs of legal representation. The cost per MSY is \$12,721. This is an increase over last year, necessitated by the impact of the economic crisis on our host sites. Like many organizations, legal aid programs are facing skyrocketing demand for services and decreases in foundation and government grants. However, nonprofit legal programs face one unique budget crisis: low interest rates. Interest on Lawyers Trust Accounts, or IOLTA, is the largest source of funding for most legal aid organizations. IOLTA works like this: attorneys routinely hold a client's funds in a trust, pending the outcome of a case or transaction. The interest on these funds is used to fund legal aid programs for the poor. When interest rates are high, legal aid funding is relatively high. With interest rates near zero for over a year, this amounts to a catastrophic loss of revenue. Nationally, interest on lawyers' trust accounts has fallen from \$371 million in 2007 to a projected \$93 million this year, "a precipitous and devastating drop," said Betty Torres, president of the National Association of IOLTA Programs. The match for seven AmeriCorps Fellows in Ohio is funded by IOLTA. The Ohio Legal Assistance Foundation reports that IOLTA funding in 2007 was \$22.3 million, in 2008 it was \$11.1 million and in 2009 it fell to \$5.6 million. A number of Equal Justice Works host sites are experiencing budget cuts of over one million dollars this year. For years, Equal Justice Works maintained a cost per

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MSY in the \$10,000 range and sites provided matching funds close to 55%. This is no longer feasible. The increase in cost per MSY for 2010-2011 will be allocated to host sites to defray administrative costs. They will continue to provide a match of over 50%.

Year 3:

Equal Justice Works is pleased to request third-year funding for the AmeriCorps Legal Fellowships and Summer Corps programs. Equal Justice Works anticipates a twelve percent increase in program costs for 2011-2012. We seek six additional minimum time members and a one percent increase in Corporation funds. As a change from 2010-2011, in 2011-2012, fifteen Equal Justice Works AmeriCorps Legal Fellows will serve homeless veterans through this grant.

The issues facing veterans often require legal assistance to navigate the complex maze of services and benefits intended to improve their lives. The Fellows will help veterans stabilize their living situations, secure Veterans Affairs and other benefits, address child support arrearages, and provide legal representation to overcome the barriers they face in securing employment, housing, medical care and support services. The Fellows will assist with mobilizing and training volunteers in VA benefits adjudication and representation, with the goal of providing services to veterans, including veterans with disabilities, veterans who are unemployed, older veterans and veterans in rural communities. Otherwise, the program will not change from last year.

Equal Justice Works will implement this National Performance Measure in 2011-2012:

Measure V1: Number of veterans receiving services and assistance, including veterans with disabilities, veterans who are unemployed, older veterans, and veterans in rural communities.

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### Enrollment and Retention

For 2009-10, Equal Justice Works achieved fill rates of 100 percent for the full-time AmeriCorps Fellowships and 99 percent for Summer Corps, enrolling 370 members for 371 slots. Ninety-seven percent of members successfully completed terms. For 2010-2011, 40 of 40 positions are filled and all Fellows are actively serving.

### State Commission Consultation

Equal Justice Works shared our AmeriCorps application plans with 17 states and the District of Columbia. In our consultation communication, Equal Justice Works noted that we will be finalizing our host site selection in the spring and would contact the Commissions again if our plans for members in their state change. The states we contacted were: California, Florida, Georgia, Indiana, Kentucky, Louisiana, Michigan, Mississippi, Montana, New York, Ohio, Texas, Virginia, Washington, West Virginia, Wisconsin, and Washington, DC.

Equal Justice Works will be placing our minimum-time Summer Corps members in April and May. We will send an email to all states in February to inform them of our Summer Corps program and the potential for members to be placed in their state. A follow up email will be sent once all members are placed.

Equal Justice Works has shared contact lists and included commission staff in our communications. Several of our Fellows and site staff have participated in commission trainings and service projects. In Washington and New York, our Fellows have met with commission Executive Directors to discuss ways to serve veterans. On site visits, we have visited the Indiana, Mississippi, Georgia and West Virginia offices to meet their staff. Equal Justice Works staff have attended Corporation-sponsored trainings

## **Narratives**

and events and have gotten to know many staff members at State Commissions across the country.

## Performance Measures

### SAA Characteristics

- AmeriCorps Member Population - None  
 Geographic Focus - Urban  
 Geographic Focus - Rural  
 Encore Program

### Priority Areas

- |   |  |
|---|--|
| <input type="checkbox"/> Education<br><i>Selected for National Measure</i> <input type="checkbox"/>                       | <input type="checkbox"/> Healthy Futures<br><i>Selected for National Measure</i> <input type="checkbox"/>                                      |
| <input type="checkbox"/> Environmental Stewardship<br><i>Selected for National Measure</i> <input type="checkbox"/>       | <input checked="" type="checkbox"/> Veterans and Military Families<br><i>Selected for National Measure</i> <input checked="" type="checkbox"/> |
| <input checked="" type="checkbox"/> Economic Opportunity<br><i>Selected for National Measure</i> <input type="checkbox"/> | <input type="checkbox"/> Other<br><i>Selected for National Measure</i> <input type="checkbox"/>  |

Grand Total of all MSYs entered for all Priority Areas 111.96

### Service Categories

- |                                    |   |   |
|------------------------------------|---|---|
| Community-Based Volunteer Programs | Primary <input type="checkbox"/>            | Secondary <input checked="" type="checkbox"/> |
| Legal Services                     | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/>            |

## Legal Assistance

**Service Category:** Legal Services

**Measure Category:** Needs and Service Activities

### Strategy to Achieve Results

**Briefly describe how you will achieve this result (Max 4,000 chars.)**

40 AmeriCorps Fellows, 340 Summer Corps members and their volunteer law students will increase the number of low-income clients who receive direct legal assistance such as advice and full representation. In addition, AmeriCorps Fellows and Summer Corps members will collaborate with community organizations to run legal clinics, expand capacity and serve clients.

### Results

**Result: Output**

40 AmeriCorps Legal Fellows and 340 Summer Corps EAO members will expand the delivery of services by conducting intake to identify and assess legal problems, provide advice and referrals, research and investigate issues and represent clients on their legal matters.

Indicator: Clients served

Target: 30,000 low income or underserved clients

Target Value: 30000

Instruments: Intake forms, clinic logs and member activity reports.

**Result: Output**

PM Statement: 40 AmeriCorps Legal Fellows and 340 Summer Corps EAO members will expand the delivery of services by conducting intake to identify and assess legal problems, provide advice and referrals, research and investigate issues and represent clients on their legal matters. For each year of the grant, 30,000 low-income clients will receive legal assistance or representation.

Prev. Yrs. Data

**Result: Output**

40 AmeriCorps Fellows, 340 Summer Corps members and their volunteer law students will present information to community based organizations and participate in community or agency coalitions and/or task forces to more effectively deliver service to low-income, underserved communities.

Indicator: Partnerships created or advanced

Target: 400 faith-based and community organizations

Target Value: 400

Instruments: Activity reports and clinic reports.

PM Statement: 40 AmeriCorps Fellows 340 Summer Corps members and their volunteer law students will present information to community based organizations and participate in community or agency coalitions and/or task forces to more effectively deliver service to low-income, underserved communities. For each year of the grant, AmeriCorps Fellows and volunteer law students will collaborate with or provide presentations to a total of 400 community based organizations and agencies.

Prev. Yrs. Data

## National Performance Measures

**Priority Area:** Veterans and Military Families

**Performance Measure Title:** Measure V1: Number of veterans receiving services and assistance, including veterans with disabilities, veterans who are unemployed, older veterans, and veterans in rural communities.

**Service Category:**

Legal Services

### Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

AmeriCorps Fellows, Summer Corps members and their volunteers will serve veterans who are homeless. They will assist veterans and their families by helping to stabilize their living situations, securing VA and government benefits, Supplemental Security Income, medical benefits and providing veterans with legal representation to overcome barriers they face in procuring employment, housing, medical care and support services.

### Result: Intermediate Outcome

Result.

AmeriCorps Legal Fellows and Summer Corps members will help 150 veterans address legal barriers to housing, allowing them to secure housing.

Indicator: Number of veterans who are homeless or in danger of homelessness who are able to

Target : The target number "150" refers to the number of veterans who are homeless or in danger of homelessness who receive legal services to address legal barriers to securing housing.

Target Value: 150

Instruments: Clients served will be tracked with case management software.

PM Statement: AmeriCorps Recovery Fellows and Summer Corps members will address legal barriers to housing for at least 150 veterans who are homeless or in danger of homelessness, resulting in 150 veterans overcoming legal barriers, allowing them to secure housing. Members will assist homeless veterans by helping to stabilize their living situations, securing VA and government benefits, Supplemental Security Income, medical benefits and providing veterans with legal representation to overcome barriers they face in procuring housing.

## National Performance Measures

Result.

overcome legal barriers to housing.

### Result: Output

Result.

AmeriCorps Fellows, Summer Corps members and their volunteers will provide services to 1,500 veterans, including veterans with disabilities, veterans who are unemployed, older veterans, and veterans in rural communities. Members will serve veterans and their families by helping to stabilize their living situations, securing VA and government benefits, Supplemental Security Income, medical benefits and providing veterans with legal representation to overcome barriers they face in procuring employment, housing, medical care and support services.

Indicator: (PRIORITY)V1: Veterans receiving services and assistance.

Target : The target number "1500" is meant to reflect the number of veterans who will receive legal services from AmeriCorps Fellows and Summer Corps members.

Target Value: 1500

Instruments: Clients served will be tracked with case management software.

PM Statement: AmeriCorps Recovery Fellows, Summer Corps members and their volunteers will provide services to 1,500 veterans, including veterans with disabilities, veterans who are unemployed, older veterans, and veterans in rural communities. Members will assist veterans and their families by helping to stabilize their living situations and addressing their legal needs. Members will help veterans secure benefits, access to health care, family legal assistance, foreclosure prevention and representation to overcome barriers they face in procuring employment, housing, medical care and support services.

### Subapplicants

<u>ID</u>	<u>Organization</u>	<u>Amount Requested</u>	<u>Amount Approved</u>	<u># FTEs Requested</u>	<u># FTEs Approved</u>	<u>Status</u>
Totals:		\$0	\$0	0.00	0.00	

## Required Documents

**Document Name**

**Status**

Evaluation

Not Applicable

Federally Approved Indirect Cost Agreement

Not Applicable

Labor Union Concurrence

Sent