

# Narratives

## Executive Summary

The Equal Justice Works Employment Opportunity Legal Corps will have 40 full-time AmeriCorps member lawyers and 380 minimum-time law student members who will remove barriers to employment for economically disadvantaged individuals in communities with high unemployment in California, Illinois, Kentucky, New York, Ohio, and five other states. Today, more than 90% of employers rely on criminal background checks and routinely exclude individuals who have any involvement with the criminal justice system, no matter how minor the offense and even if completely unrelated to the job. Fortunately, 40 states allow for the removal of minor infractions from public records, however legal assistance is required to do so. At the end of the first program year, the AmeriCorps lawyers and law students will be responsible for reaching 5,000 economically disadvantaged individuals, preparing 2,500 legal cases and removing legal barriers to employment for 1,000 people, of whom 500 will secure jobs. In addition, the AmeriCorps members will leverage an additional 400 community volunteers with legal expertise. This program will focus on the CNCS focus area of Economic Opportunity. The CNCS investment of \$1.44 million will be matched with \$1.1 million -- \$275,000 in public funding and \$828,000 in private funding.

## Rationale and Approach/Program Design

### A. NEED

Sixty-five million Americans now have a criminal record ("65 Million Need Not Apply," Rodriguez & Emsellem, National Employment Law Project, 2011). Two-thirds of these criminal records are misdemeanors and less serious offenses, including arrests not leading to conviction. Half of African-American males are arrested at least once before the age of 23, as are 40 percent of white males (Brame & Bushway, Crime & Delinquency, 2014). More and more employers -- 92% according to a 2010 Society of Human Resource Management survey -- check criminal backgrounds, as the information is now readily accessible in national databases. Many of the 11 million unemployed Americans will not even be considered for scarce jobs due to minor offenses, such as shoplifting candy, underage drinking, possessing small amounts of marijuana, or because of the trend of criminalizing misbehavior in high schools. Yet employment is the key to addressing other community needs: reducing recidivism through employment (Justice Center, 2013), improving health (Robert Wood Johnson Foundation, 2013), and increasing civic engagement (Putnam, 2009).

The impact of even a minor criminal record on economic opportunity is significant. The presence of a criminal record, even just an arrest record, has been shown to reduce earnings as much as 26%

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(Joseph, University of Chicago, 2011) and a conviction record is shown to reduce earnings as much as 40% (Pew, 2010). Individuals who report the existence of a criminal record on a job application are 50% less likely to be called for an interview or offered a job. For African-American jobseekers, the impact is far worse: 250% less likely to be called for an interview or offered a job (Pager, Western & Bonikowski, 2009). Compounding the problem, African-Americans are overrepresented in the criminal justice system due to a variety of factors. As President Obama said in an interview published in *The New Yorker*, "Middle-class kids don't get locked up for smoking pot, and poor kids do... And African-American kids and Latino kids are more likely to be poor and less likely to have the resources and the support to avoid unduly harsh penalties." This is borne out in Michelle Alexander's 2012 book, "The New Jim Crow: Mass Incarceration in the Age of Colorblindness," which documents racial disparities in sentencing for the same crimes, racial disparities in the application of "zero tolerance" school misbehavior policies, and racial profiling. For example, the ACLU recently documented that African-Americans and whites use marijuana at roughly the same rates, yet African-Americans are nearly four times more likely than whites to be arrested for marijuana possession and as much as 30 times more likely in some communities (2013).

Complicating the situation, the criminal background databases can contain incorrect information, such as information being transposed with another person with a similar name, a confidential juvenile proceeding appearing in the publicly available database when it should not, or a matter which was completely dismissed, but still appearing unresolved. Shockingly, half of the records in the FBI's "gold standard" criminal record database have incomplete information (U.S. Attorney General, 2006).

Fortunately, there are legal remedies available. Most states allow for the removal of arrests that do not result in conviction and for the "expungement" of misdemeanor records. (Note that very few states allow for expungement of felonies, and those that do generally allow only non-violent felonies to be expunged after a waiting period and where there is evidence of rehabilitation). Credit background checks often inaccurately report criminal history. The Fair Credit Reporting Act, however, provides a legal remedy to correct misinformation in credit reports, thereby allowing jobseekers to overcome barriers to employment. Unemployed people who need a lawyer's services to remove legal barriers to employment cannot afford a lawyer. Legal aid organizations that provide free legal services to low-income people cannot keep up with the demand of clients attempting to remove legal barriers to employment. The Legal Aid Society of Cleveland, for example, saw a jump in requests for criminal record expungement assistance from 667 to 1,255 -- a 188% increase -- after an Ohio law was changed in 2012 to allow more expungements. Cabrini Green Legal Aid in Chicago,

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another example, opened a second expungement help desk on the south side of Chicago at the request of a judge (Legal Aid Reentry Projects, Legal Services Corporation (LSC), 2013). At the same time, there is just one legal aid lawyer available for every 6,415 low-income Americans (LSC, Documenting the Justice Gap, 2009).

Finally, the U.S. Department of Labor (USDOL) in 2013 recognized the indispensable role for legal aid in improving employment outcomes by requiring applicants to its \$26 million Face Forward grant program to partner with legal aid or public defender agencies for expungement or diversion work. Unfortunately, the legal aid sub grants are small, are targeted only to 16 to 24 year olds, and are active in only 28 communities.

Legal Services of Northern California, a legal aid program with experience in removing barriers to employment, states that no matter how much job training or interview skills a client receives, clients cannot get jobs without an expunged criminal record (Legal Aid Reentry Projects, LSC, 2013) as such legal services are a critical component of job placement services.

The Equal Justice Works Employment Opportunity Legal Corps seeks to narrow the justice gap by deploying AmeriCorps members to remove barriers to employment by providing legal assistance to correct, remove, seal or expunge criminal records, correct credit reports, obtain or keep occupational licenses, and address other legal barriers to employment.

### B. PROGRAM DESIGN

Lawyers and law student AmeriCorps members will remove barriers to employment of economically disadvantaged individuals, which will lead to increased employment. The Equal Justice Works Employment Opportunity Legal Corps will deploy 420 AmeriCorps members -- 40 full-time practicing lawyers, 380 minimum-time law student members, and an additional 400 leveraged volunteers -- to established legal aid organizations in California, Illinois, Kentucky, New York, Ohio, and five other states. Deploying this specialized, focused Corps will bring a unique skillset to the national service movement's efforts to address the economic crisis and chronic unemployment. The Corps will increase the number of people getting jobs by: 1) assessing the legal barriers to employment of clients; 2) preparing, filing, and winning legal cases to remove barriers to employment, including expungement, sealing and correcting of criminal records, correcting credit reports, obtaining occupational licenses, and restoring driver's licenses; and 3) connecting clients with job-skills and job-seeking services after the barrier has been removed. As a part of job placement services, legal aid is a critical component. Seventy-five percent of each lawyer's time will be spent on resolving legal

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problems, with the remaining 25% of time working with job-skill and job-seeking organizations, recruiting and supervising volunteers, and collecting and reporting data.

Specifically, lawyer and law student members and volunteers will:

1. Conduct an initial intake to identify the specific legal issue(s) that need to be resolved. This may be done in a mass clinic or a legal aid office setting. Clients whose problems do not require a legal intervention will be given a referral to another appropriate service.
2. Assemble evidence related to the case by interviewing the client and obtaining necessary records, such as court or arrest records or a credit report.
3. Review and assess the validity of the evidence collected. In some cases, for example, legal research will need to be conducted to determine if the minor criminal record can be expunged under state law.
4. Prepare and present the case. Some cases will be presented in writing and others will be presented through oral argument at an administrative hearing or trial. Some legal issues can be resolved with brief negotiation with the government agency over the telephone and one in-person visit, while others will require significant work to present a case in court. Members will assemble the most persuasive evidence, research prior court decisions with comparable facts, and develop legal arguments that demonstrate how those facts meet the legal standards necessary to persuade a judge to rule in favor of the client. For those who are successful in having a record expunged, their chances for securing a job are improved. We estimate that half of the clients who have a legal barrier removed will succeed in getting a job or advancing to a better job.

Throughout this process, members will have ongoing contact with their clients to keep them informed of the progress and the status of their case. While the amount of time members spend on each client's case will vary based on the legal issue, on average a member will spend 10 hours per person interviewing, researching, and preparing the case. Cases may take between one month and one year to resolve.

Lawyer members will serve within established nonprofit legal aid organizations. Host sites will: 1) be located in areas with high unemployment; 2) be located in states that have viable legal strategies for removing barriers to employment; 3) have supervisory staff with experience in removing barriers to employment; 4) have established relationships with job development and job placement organizations to ensure clients receive appropriate services during and after legal services; and 5) employ rigorous systems for collecting, reporting, and evaluating data. We will attempt to have some sites that are also participating in the USDOL's Face Forward initiative to expand national service

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opportunities that align with federal agency priorities, in line with the July 2013 Presidential Memorandum on Expanding National Service.

Law students are critical to a cost-effective program. Just as a physician is aided by a physician's assistant who can take medical history, diagnose common medical problems, and prescribe medication under supervision, the Employment Opportunity Legal Corps lawyers will be aided by law students. Law student members will serve a minimum of 300 hours and will divide their time as the lawyers do, except students will not supervise volunteer lawyers. All student work product will be reviewed by their supervising lawyer. Law students serving with Equal Justice Works are called "AmeriCorps JD" members. Law student members will serve in the same sites as lawyer members and in an additional 200 sites in 40 states, allowing for the program to have a much broader reach. Law students will help sites conduct outreach to clients with barriers to employment, help remove barriers to employment, and help their sites provide other necessary legal services to economically disadvantaged individuals.

The host sites will be able to stretch the resources of their experienced attorneys by having a force of determined AmeriCorps lawyers and law students provide focused specialized assistance to the unemployed. AmeriCorps members will help sites to develop a larger and stronger pool of volunteers skilled in this type of legal work, thus increasing sustainability.

Individuals receiving services will be receiving or meet the income eligibility requirements to receive: TANF, Food Stamps (SNAP), Medicaid, SCHIP, Section 8 housing assistance or have a poor credit score or be at least 60 days behind on one or more personal family accounts.

Over a three-year period, members and their volunteers will provide legal services to 15,000 economically disadvantaged people, of which 7,500 will have a legal case prepared and submitted for resolution, 3,000 will have a barrier to employment removed, and 1,500 will be placed in jobs.

### C. EVIDENCE BASIS

An evaluation of the East Bay Community Law Center's Clean Slate program in Berkeley, California, a program using lawyers, law students and volunteers to remove legal barriers to employment, showed that the intervention led to employment and increased income. In a telephone and email survey of more than 100 people who received criminal record clean-up services from the Clean State program, of those who reported that they had no job prior to receiving services, 73% reported they got a job after the legal barrier to employment was removed (Tull, 2014). The average time to get a job was less than four months. Two UC Berkeley professors are conducting another

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study of the Clean Slate program. Their unpublished study compared average earnings (collected from the U.S. Social Security Administration) from four cohorts of more than 200 people who received legal representation to clean up their criminal records in 2007, 2008 and 2009. Although the study is still underway, preliminary findings show that the legal intervention appeared to halt a steady decline in clients' average earnings over time and are suggestive of increased earnings post-intervention. Annual earnings increased by an average of more than \$4,100, or 20%, in the third year after the intervention in the cohorts for which three years of data were available (Preliminary findings of an unpublished study conducted by Clinical Professor of Law Jeffrey Selbin and Professor of Law Justin McCrary, University of California, Berkeley). In addition, studies show that individuals represented by lawyers, across a wide range of legal matters in a wide range of tribunals and courts, receive better outcomes than those without lawyers. Rebecca Sandefur of the American Bar Foundation examined 12 studies, including a randomized control trial, which looked at more than 70,000 civil legal cases. These studies all demonstrated that people represented by lawyers fared better than those without (Sandefur, *The Impact of Counsel: An Analysis of Empirical Evidence*, 2010).

### D. TRAINING

Lawyers and law students will come with basic training in evaluating the merits of a case, assembling and presenting evidence, and making legal arguments to persuade a judge to rule in favor of their clients. Therefore training will specifically focus on removing barriers to employment. In the first weeks of service, each host site will provide each lawyer and law student member with topical and up-to-date information about the local legal community, job-skill and job-seeking agencies, and legal barriers to employment. All Employment Opportunity Legal Corps lawyer members will attend a three-day Leadership Development Training in Washington, D.C. in late October. The training faculty will include AmeriCorps alumni and national employment law experts. Members will gain the knowledge and skills in removing barriers to employment and how to collaborate with organizations that serve low-income job seekers. Members will also be trained on AmeriCorps regulations, including prohibited activities.

Minimum-time law student members will receive at least eight hours of training at the beginning of their terms, providing them with knowledge of employment law and the most prevalent legal barriers to employment, as well as skills for reaching out to organizations serving the unemployed and conducting effective legal intake interviews. We will also inform law student members and their supervisors about prohibited activities during recruitment, enrollment, and throughout their service.

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### E. SUPERVISION

Members will be supervised by a licensed lawyer on staff at the host site with an average of five years experience. Host sites are chosen in part based on the quality of their supervisors, past performance in supervision, and quality of the supervision plan. Many host site supervisors, particularly supervisors of the lawyer members, will be national experts and leaders in employment law. Members will develop a work plan with their supervisors to establish project goals and benchmarks and to guide weekly supervisory meetings.

We will train supervisors on best practices in supervision, prohibited member activities, and other important AmeriCorps and employment-related topics at the beginning of the service term. We will oversee supervision through monthly check-in calls with lawyer members, through email check-in with law student supervisors, and by being available to work through any challenges facing members or supervisors. Supervisors will be supported through check-in during site visits and periodic calls.

### F. AMERICORPS IDENTIFICATION

Equal Justice Works will live up to Wendy Spencer's call for "every member to be in service gear every day." For lawyers and law students, we recommend the AmeriCorps lapel pin for AmeriCorps branding. We will provide every member with at least two lapel pins and instruct them to wear the pins every day. We will ensure that sites reinforce AmeriCorps branding by: 1) spelling out the requirement to brand AmeriCorps on websites, business cards and publications, and with service gear in a written agreement with the host site; 2) incorporating the importance and reason for AmeriCorps identification into the national training; and 3) including host sites' branding as part of the regular monitoring program described in the compliance section of this application.

## **Organizational Capability**

### A. BACKGROUND & STAFFING

Equal Justice Works has the experience, staffing, and management structure to plan and implement the Employment Opportunity Legal Corps, having successfully planned and implemented programs of similar scope and ambition for 21 years. Equal Justice Works has 30 full-time employees, four of whom will primarily implement the Employment Opportunity Legal Corps: two managers and two coordinators. Equal Justice Works' management structure includes a long-serving Executive Director; a Chief Operating Officer who is a former Senior Executive Service member with more than 25 years of management experience in state and federal government; and three directors,

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one of whom oversees the AmeriCorps programs and other publicly-funded work. The director overseeing the AmeriCorps program has 15 years of nonprofit management experience and is a former legal aid lawyer and founder of a nonprofit organization which expanded employment opportunities for economically disadvantaged people in Washington, DC. Equal Justice Works employs an outside firm, Raffa, to manage finance, accounting and audit functions. Raffa has 25 years experience serving nonprofits, especially those with public grants. Equal Justice Works also taps into an extensive and long-standing network of law schools (98% of law schools are Equal Justice Works members) and legal aid nonprofit organizations to implement its programs. CNCS staff asked Equal Justice Works to train at the annual Grantee Symposium for four of the last five years, and Equal Justice Works was approached by CNCS to manage a complex inter-agency VISTA-U.S. Department of Housing and Urban Development program.

As noted above, Equal Justice Works has implemented AmeriCorps programs for 21 years. Equal Justice Works has managed an average of 560 AmeriCorps members and \$2.3 million in federal funds each year for the last five years. For the last three years, we have successfully administered U.S. Department of Justice-funded programs with an average of \$438,000 in yearly funding as well, and an Attorney General of Illinois grant of \$300,000 per year.

### **B. COMPLIANCE & ACCOUNTABILITY**

Equal Justice Works will ensure compliance with AmeriCorps rules and regulations through training, risk-based monitoring, early detection of problems, and corrective action plans. We will evaluate each site's ability and track record in compliance. We have worked with many of the select sites before, so we know and are confident of their abilities. We will ensure all sites and members are well trained through webinars and in-person trainings. We will use a risk-based monitoring system, ranking each host site according to risk. Using these rankings, we will set an annual schedule for approximately five site visits, with the rest of the sites participating in desk audits. In addition, Equal Justice Works will speak with each full-time lawyer member at least quarterly. If we identify instances of risk or noncompliance, Equal Justice Works will ask for a corrective action plan, monitor that plan for six months, and if the situation is not resolved, suspend or terminate the site. Finally, Equal Justice Works has consulted with the state commissions using the formats each commission requests.

### **C. PAST PERFORMANCE**

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Equal Justice Works has been successful in solving problems and has met or exceeded most performance measure targets in the last three years. From 2010 to 2013, Equal Justice Works implemented an economic recovery program aimed at low-income and homeless veterans, homeowners facing foreclosure, disaster victims, and others affected by the economic downturn. In all three years, Equal Justice Works exceeded all performance targets related to number of clients served and veterans' outcomes but fell slightly short of some performance targets related to foreclosure in the 2010 and 2012 program years. As the foreclosure crisis wore on, the homeowners who came to AmeriCorps members in legal aid offices had harder cases with fewer legal options. In the second and third years, AmeriCorps members were making a difference in the lives of their clients by achieving cash settlements to transition out of foreclosed homes and other legal victories that softened the effects of foreclosure, though not preventing the foreclosure itself.

During the last full year of program operation, the 2012-2013 program year, Equal Justice Works identified a few compliance issues and areas of weakness. Equal Justice Works found that requiring program data to be reported just twice a year did not give enough time to identify sites with challenges and implement changes to quarterly reporting. We also found that a small minority of sites with full-time lawyer members had weak documentation of criminal history checks, though the checks had been performed. We instituted a system where sites now must submit their proof of criminal history check to Equal Justice Works before service begins.

The enrollment rate for the 2012-2013 program year was 100%. The retention rate for the 2012-2013 program year was 91.8%. One full-time lawyer member finished his second year of service one month early because his new employer pressed him for an early start date, and one full-time member did not have satisfactory performance. Thirty-one law student members -- less than 10% -- were exited without an education award. Some exits were due to personal reasons, but many were due to frustration with criminal history checks. Last year, we had members submit fingerprints using the traditional paper and ink method, yet many times they were rejected and had to be retaken, causing frustration for some law student members who then did not follow through with retaking fingerprints.

The corrective action plan is to discuss with members and sites the importance of fulfilling the full term of service and asking members to tell potential new employers that they are obligated to finish their AmeriCorps service. We also discovered that our own internal contract with sites prevented us from granting members flexibility, as it said that a service term must be a set number of months. We have modified the contract to grant more flexibility to allow members to complete 1,700 hours in fewer than 12 months in exceptional circumstances. On the issue of fingerprints, we are switching to

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electronic "LiveScan" fingerprinting, which will significantly reduce errors and frustration, since illegible prints can be detected and corrected at the time they are taken.

### D. CONTINUOUS IMPROVEMENT

Equal Justice Works will solicit timely and regular feedback from internal and external stakeholders to inform continuous improvement efforts. We will collect program performance data quarterly, survey host site staff and members yearly, and conduct an external evaluation once during the three-year period. Equal Justice Works will ensure continuous improvement by: 1) analyzing program data each quarter, identifying high and low performers, and conducting telephone calls with each to determine best practices (from high performers) and obstacles and corrective action plans (from low performers); 2) analyzing survey data each year about compliance, host site and member satisfaction, developing a yearly action plan to improve compliance, and host site and member satisfaction; and 3) presenting the results of the external evaluation to host sites and members, soliciting their input for improving the program, and creating and implementing an improvement.

### **Cost Effectiveness and Budget Adequacy**

Equal Justice Works provides CNCS with a very cost-effective program to improve employability of economically disadvantaged people. In this application, the cost per Member Service Year (MSY) is \$11,998 which is \$548 lower (1.4%) than the 2013 MSY of \$12,170.

The Employment Opportunity Legal Corps is a high-value, cost-effective approach to addressing unemployment. The presence of a criminal record, even just an arrest record, has been shown to reduce earnings as much as 26% (Joseph, University of Chicago, 2011), and a conviction record is shown to reduce earnings as much as 40% (Pew, 2010). The preliminary evaluation by two UC Berkeley professors, referenced above, showed that on average clients earnings increased an average of \$4,100 after the intervention. The program expects to remove barriers to employment for 1,000 people, which could lead to \$4.1 million increased earnings, a nearly three to one return on the federal investment. This also does not take into account reduced spending on public benefits, or the increased dignity and social connection that comes with gaining employment and securing better employment. The Corps is also cost effective compared with the cost of private lawyers on the open market. Lawyers working in private law firms earn an average of \$87,241 per year (National Association of Law Placement, 2012). The AmeriCorps members will provide assistance for much less in order to participate in national service. Finally, this intervention is cost effective compared to other economic opportunity and workforce development interventions.

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Equal Justice Works has secured \$50,000 in in-kind and cash non-CNCS resources to date. To secure the remaining resources, the host site of each full-time lawyer member will secure approximately \$15,000 per member (\$600,000 total) from corporations, law firms, state bar associations and other access to justice funding agencies, local community foundations, and state and local government agencies. Additional match funds will be secured through the annual Equal Justice Works dinner, held in October each year. In 2013, Equal Justice Works raised \$2.6 million at this very successful event from law firms, corporations and individuals. A portion of this general support money will be made available to the Equal Justice Works AmeriCorps program. In the unlikely event that more resources are needed, Equal Justice Works will allocate more dinner funds to the AmeriCorps program or tap into reserve funds.

### **Evaluation Summary or Plan**

Lawyers and law students will provide legal aid to remove barriers to employment (e.g. removing and correcting errors on criminal records, and restoring driver's licenses and occupational licenses). The anticipated outcomes are that 3,000 economically disadvantaged individuals will increase their likelihood of becoming employed and 1,500 will become employed. To confirm that legal intervention increases the likelihood of finding employment, we will conduct an evaluation to compare the outcomes of those who had a legal barrier to employment removed with those who did not, and the employment outcomes of each. Throughout the three-year grant, members will collect information at the beginning of service: employment status, current wage, income in the last 12 months, and the barrier(s) to employment. At the conclusion of legal services, members will document the legal barrier removed. Six and twelve months after the conclusion of legal services, members will contact the client by email, mail and phone to ascertain the employment status and wage of the client. For the comparison group, Equal Justice Works will work with the evaluators to identify an appropriate comparison group from whom the same information will be collected. The collected data will be analyzed by the university or firm selected for evaluation. Equal Justice Works has been working with CNCS evaluation staff to identify an appropriate university as a research partner.

### **Amendment Justification**

N/A

### **Clarification Summary**

EMPLOYMENT OPPORTUNITY LEGAL CORPS

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2014

CLARIFICATION RESPONSES -- YEAR ONE

BUDGET

1. The CCR Registration for Equal Justice Works is scheduled to expire 7/11/2014. Please remember the registration must be current and active to receive an award from CNCS.

Thank you. We will update our registration before July 11, 2014.

2. Source of Funds: Please update this section as the amount detailed does not match the amount budgeted.

Thank you for pointing out this mistake. This has been updated to reflect that there will be an additional \$15 in private funds provided as part of the match.

3. Member Travel: Please explain why the Leadership Development Training calculations are based on a six-day event when the proposal is for two days of travel and three days of training and revise as needed.

Equal Justice Works made a mistake in stating that 6 days of per diem were needed at \$50 per day. In fact it should have been \$60 per day for 5 days. The allowable per diem for Washington, D.C., the location of the training, is \$71, so the change still keeps costs in the allowable range. Also, the number of hotel nights in the narrative should have been 4 instead of 3 to account for a travel day. The budget narrative "Purpose-Calculation" column has been corrected. The change did not require any change to any budget numbers.

4. Please provide explanation and calculations for the \$10,000.00 per member healthcare costs.

Equal Justice Works host sites enroll full-time AmeriCorps members (lawyers) in their regular employee health care plans, which can include health care, dental, vision, etc. As a result, the average monthly cost for this plans in our experience is \$833 a month, or \$10,000 a year. For some sites it is more; for some it is less.

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### PROGRAMMATIC

1. Grant Start Date and Member Enrollment Period: While we will prioritize early start dates in award processing, the earliest possible start date we can consider is 06/01/2013. It typically takes new AmeriCorps programs at least one to two months of preparation to be ready to enroll members. It is advisable that new programs select a member enrollment period starting August 1st at the earliest. Please review your desired grant award start date and member enrollment period start date in the Applicant Info section of your application. Please make any corrections necessary.

Equal Justice Works wishes to have its grant start date be August 1, 2014, and to have our member enrollment period begin August 1, 2013. Because we have managed AmeriCorps programs before, we do not need one to two months of preparation to be ready to enroll members.

### OPERATING SITES

Equal Justice Works has provided the requested information regarding likely operating sites. In the event that the Employment Opportunity Legal Corps is funded, Equal Justice Works will conduct a competitive RFP process to select host sites. The sites listed in this application are existing sites, sites that helped with the development of the proposal, and sites deemed likely by preliminary outreach.

### STRATEGIC ENGAGEMENT SLOTS

What percentage of your slots will be targeted to recruiting members with disabilities? What is your program's plan, if any, for outreach and recruitment of members of the disability community?

No slots are targeted to recruiting members with disabilities.

Plan: Equal Justice Works' plan for outreach and recruitment of law student and attorney members with disabilities includes: 1) reaching out to disability organizations; 2) including welcoming messages in program materials; and 3) using accessible materials.

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First, because the Equal Justice Works Employment Opportunity Legal Corps has law students and lawyers as its members, we will target our outreach and recruitment plan on those organizations that focus on law students and lawyers. We will work with the American Bar Association's Commission on Disability Rights and the National Association of Law Students with Disabilities to target members with disabilities for recruitment. Further, each law school has a Disability Resource Center, which coordinates resources for students with disabilities. The ABA Commission has a comprehensive online resource directory that includes a link to the Disability Resource Center, a link to student groups, and a summary of programs and contact information for each disability-related program at each law school. We will develop a mailing list of all law school Disability Resource Centers and student groups focused on disability rights and conduct a targeted outreach campaign announcing the available attorney and law student AmeriCorps member positions.

Second, we will include welcoming messages in program materials featuring active, positive images of people with visible disabilities in promotional materials; include an equal opportunity and non-discrimination statement; indicate how individuals with disabilities can make reasonable accommodation requests; and state that materials are available in alternative formats and deliver them when requested.

Finally, we will work with our host sites to ensure they are aware of the resources available to them to attract and support members with disabilities. Among the resources we will provide is the "Reasonable Accommodation for Attorneys with Disabilities" fact sheet from the U.S. Equal Employment Opportunity Commission (EEOC), which uses examples of applying the Americans with Disabilities Act to the unique service environment of lawyers and law students. Equal Justice Works will use this fact sheet in training host sites.

Equal Justice Works does not wish to request additional MSYs to be filled by AmeriCorps members with disabilities.

NO COST MSYs

Equal Justice Works does not request any No-Cost MSYs.

## **Continuation Changes**

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N/A

**Grant Characteristics**