



**Grant Year:** 2022

**Due Date:** October 22, 2021 at 5:00pm PST

**Prepared by:** Martina Cucullu Lim

**Email:** martinac@evictiondefense.org

**Contact Phone:** 415-470-5212

**Funding Opportunity:** HP RFP

**Project Title:** Increasing Equitable Access to Eviction Defense Legal Services

**Program Name:** Eviction Defense Collaborative

**Applicant Title:** Executive Director

**Address:** 1338 Mission Street, 4th Floor

**City:** San Francisco

I verify the information in the Organization Profile is accurate and up to date.

I verify that I have read, and am familiar with, the RFP for the Homelessness Prevention III Competitive Grant.

## FORM A - PROJECT PROFILE

**1. Lead Project Contact:** Krista Alderson

**Job Title:** Director of  
Development

**Email:** kristaa@evictiondefense.o  
rg

**Telephone:** 510-435-2204

**County(ies) Served by  
this Project**

San Francisco

**3. DUNS Number**



This grant is supported by federal dollars. Therefore, each grantee will need to provide a Data Universal Number System (DUNS) number. Please enter your federal DUNS number below. Note your DUNS number must be in this format: ##-###-####.

To learn more about DUNS numbers, please visit [grants.gov](https://grants.gov), [here](#). To request a free DUNS number—for organizations that do not have one already—please visit [here](#).

09-427-0668

## 5. Grant Period

Three Years

Organization	Type	Contact Name	Job Title	Email	Telephone	State Bar Funded	Sub-Grant Recipient
Housing Rights Committee of San Francisco	501(c)(3)	Fred Sherburn Zimmer	Executive Director	fred@hrcsf.org	415-703-8634	No	No

## 6. Annual Amount Requested

The maximum, annual amount that a program may request is \$500,000 (\$1,500,000 for all three years).

\$500,000

**A. Total Grant Amount \$1,500,000  
Requested (three year  
auto-calculated):**

## 7. Is the project currently operating under other funding sources including other State Bar funding?

Yes



**A. How will the funds be leveraged to not supplant existing funds and to provide services to tenants and/or homeowners whom the organization(s) would otherwise be unable to serve?:** EDC is seeking dedicated funding to support a new satellite office in Bayview Hunter's Point, located within the the Housing Rights Committee of San Francisco offices. HP III Funds from this grant will support both rental costs and a dedicated team of EDC staff to provide wraparound eviction legal defense and homelessness prevention services within this critically underserved neighborhood. A walk in legal clinic will increase access to our services for African American tenants and families who are twice as likely to have eviction cases filed against them and to be successfully evicted as a result. Without these additional funds, EDC would not be able to expand the Tenant Right to Counsel services more fully into the Bayview, whose geographic location lacks public transit and has been historically excluded from economic and social opportunities. No HP III funds used for this project will supplant existing funds since this is a new project.

**8. Does your organization currently serve rural and/or underserved communities?**

For the purposes of this grant "rural" is defined as areas that meet the definition of "rural" or "frontier" that the medical community uses to analyze the availability of medical services. This classification scheme is known as Medical Service Study Areas (MSSAs). Rural MSSAs have 50,000 or fewer residents and population densities below 250 people per square mile, while "frontier" MSSAs are defined by population densities of fewer than 11 people per square mile.

Click on map to help identify rural areas in narrative response below.

No

**9. Project Abstract**

Provide a brief description of the core aspects of the proposed project. This abstract will be included in summaries provided to the Legal Services Trust Fund Commission, Judicial Council of California, legislature, and others.



The project will increase access to eviction defense legal services for African American tenants in San Francisco's Bayview, seeking to interrupt the disproportionate impact of evictions and homelessness for this historically excluded community. This targeted intervention is urgently needed to address the stark disparities in eviction rates and resulting homelessness impacting African Americans in San Francisco. Nationwide data shows that African Americans are both twice as likely to have an eviction case filed against them, and to be successfully evicted. Additionally, although African Americans comprise just 5% of the total San Francisco population, they comprise 37% of the city's homeless population. These trends have resulted in the dramatic displacement and loss of African American residents in San Francisco with the overall African American population decreasing from 13% in 1970 to 5% in 2021.

The project will launch a sited community legal clinic in the Bayview, located within the the Housing Rights Committee of San Francisco's (HRCFSF) offices. The clinic will provide a wraparound, holistic service model, combining eviction defense legal services, (limited services, eviction referrals, and full scope representation) with rental assistance, social work, and shelter client advocacy, which will assist unhoused Bayview residents in avoiding eviction from city shelters. By siting the legal clinic within the HRCFSF's offices, the project will leverage the effectiveness of HRCFSF's tenant counseling services and community organizing model, maximizing on their local tenant and community based organization relationships to effectively deepen and expand the impact of EDC's legal services.

## Form B - Project Description

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### 1. Statement of Need

Describe the need that the project seeks to address and that satisfies the statutory parameters in the above "note".



San Francisco's longstanding housing crisis is now compounded by COVID, putting low income tenants at increased risk of eviction and homelessness. San Francisco's African American tenants are the population most impacted and are statistically at the highest risk of eviction and homelessness both locally and nationally. Nationwide data shows that African Americans are both twice as likely to have an eviction case filed against them, and to be successfully evicted. Additionally, although African Americans comprise just 5% of the total San Francisco population, they comprise 37% of the city's homeless population. These trends have resulted in the dramatic displacement and loss of African American residents in San Francisco with their population decreasing from 13% in 1970 to 5% in 2021. Preserving the racial and economic diversity of the city is critical to ensuring a just and equitable San Francisco where all residents have the opportunity to thrive.

EDC provides legal services in response to an eviction, rapid rental assistance for those at risk of displacement, and advocacy for clients in shelters. San Francisco is only one of seven cities in the nation to pass Tenant Right to Counsel legislation. EDC is the lead partner with the City for the implementation of San Francisco Tenant Right to Counsel (SFTRC) guaranteeing full scope legal representation by an attorney to tenants in an eviction matter, and overseeing a network of 11 legal service organizations. With HP III funding, EDC seeks to increase access to these services for African American tenants in San Francisco.

## 2. Target Population

Describe demographics of the target populations, the geographic area to be served by the project, and why the target population is in particular need of the services to be provided.



The proposed project will target services within San Francisco's Bayview Hunter's Point district, whose population is 94.3% Black, Indigenous, People of Color (BIPOC), and according to pre-COVID data, 30% of whom live below the poverty line. 27% of the Bayview residents are African American, those statistically most at risk for eviction and potential homelessness. According to nationwide data, African Americans are both twice as likely to have an eviction case filed against them, and to be successfully evicted. Additionally, although African Americans comprise just 5% of the total San Francisco population, they comprise 37% of the city's homeless population. These trends have resulted in the dramatic displacement and loss of African American residents in San Francisco with the overall African American population in San Francisco decreasing from 13% in 1970 to 5% in 2021. African Americans in the Bayview urgently need increased access to eviction defense legal services in order to remain housed; for those already unhoused, they require shelter client advocacy and representation at shelter hearings to avoid eviction from city shelters and COVID "shelter in place" sites.

Agency wide, EDC serves the entire tenant population of San Francisco, as well as its sheltered homeless population. In 2020, 82% of all clients served were indigent, and IOLTA qualifying. In 2020 over 77% of EDC's clients were BIPOC, who reside in historically marginalized communities, are rent burdened, and are at high-risk of displacement. 27% were African American, 24% were Latino, were 11% AAPI. 44% self reported as differently abled.

**3. Will this project focus on addressing homelessness in rural communities?**

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No

**4. Will this project focus on addressing homelessness in particularly underserved communities?**

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Yes



**A. If yes, identify the underserved communities and explain how they face even higher barriers to accessing civil justice than does the low-income community generally.:** The long term impacts of structural racism and in particular anti-black racism—in housing, educational, and criminal justice policies have resulted in a crisis of homelessness among African Americans nationwide and also in San Francisco. Nationwide data shows that African Americans are both twice as likely to have an eviction case filed against them, and to be successfully evicted. Furthermore, low-income African American women face the highest risk of eviction, with 1 in 5 African American female renters reporting that they have experienced eviction. Additionally, nationwide, African Americans are overrepresented among homeless individuals by a factor of three. In San Francisco, by a factor of six. While African Americans comprise just 5% of the total San Francisco population, they comprise 37% of the city's homeless population. In San Francisco's Bayview Hunters Point, a majority community of color neighborhood, 27% of the residents are African American, more than 30 percent of neighborhood households make \$30,000 or less per year, and 70 percent make less than San Francisco's current median household income. The area is geographically isolated with a severe lack of public transportation. It also continues to lack sufficient and easy access to eviction defense legal services for a population who is statistically at the highest risk of eviction in the city. In order to successfully interrupt the cycle of evictions and resulting homelessness for African American San Franciscans, increased access to eviction defense legal services and shelter client advocacy services is urgently needed.

## 5. Collaboration

Will the project involve collaboration with other organizations?

Yes



**A. Describe how the applicant and partner organizations will work collaboratively to address the stated project need.:** EDC will partner with the Housing Rights Committee of San Francisco (HRCSF), renting space within their Bayview office to host weekly walk in legal clinics for the provision of eviction defense legal services and shelter client advocacy. Founded in 1979 the HRCSF conducts community organizing, tenant counseling, know your rights education and policy advocacy. Leveraging the long term relationship between EDC and HRCSF will exponentially deepen the impact of the Bayview legal clinic in several ways. Firstly, partnering with HRCSF will greatly enhance EDC's community outreach and tenant education efforts, informing Bayview residents about our services, their tenant rights, and enabling direct and immediate referrals to increase default avoidance. Secondly, working together will strengthen both agencies' efforts to assess and affect policy matters to improve clients' prospects. Thirdly, this partnership will add a tenant counseling component to the SFTRC system, starting with EDC's Bayview legal clinic, increasing awareness throughout the city about SFTRC's services, and expanding the system's capacity for expanded outreach and tenant know your rights education.

Partnership benefits: 1) A one stop shop for tenants rights information 2) Eviction prevention is stronger if EDC participates in tenant rights pre litigation 3) many tenants are scared (fearing cops, court, ICE), often self evicting. A Bayview clinic increases likelihood of earlier interventions, improving client outcomes 4) Earlier intervention allows for easier trend analysis in pre-litigation matters. 5) A historically underserved area with high levels of government funded housing, the Bayview clinic supports redressing historical inequities through legislative advocacy.

**B. Describe the extent to which the applicant has already developed the necessary partnerships or previously collaborated with partners or stakeholders to accomplish goals.:** EDC and HRCSF have worked closely in the past, even sharing space in EDC's former office at 800 Market street. When EDC was evicted from that office by WeWork in 2018, our new offices were not large enough to accommodate this arrangement. However this previous collaboration was highly successful and demonstrated the strategic value of partnering eviction defense legal services with a tenant counseling organization. This prior collaboration will support an easy and seamless expansion of our long-term partnership, leveraging the shared knowledge base and expertise to further the both EDC and SRTRC's goals to keep the most vulnerable San Franciscans housed and sheltered.





## 6. Organizational Capacity

Describe the qualifications, experiences, and resources that the organization(s) will use to accomplish the proposal objectives.

EDC formed in 1996 to act as the primary clearinghouse for tenants facing eviction filing initial responses. EDC has developed an effective, client-centered, trauma-informed, and culturally sensitive triage clinic model to process the high volume of clients seeking services through our walk in clinics. EDC is the only legal services organization in San Francisco solely dedicated to eviction prevention. EDC provides full scope legal representation, advocacy, pro per assistance, rental assistance, and shelter client advocacy. As lead partner with the City for SFTRC, EDC has designed, implemented, and is currently overseeing a system-wide coordination of duties among the legal service organizations providing full scope representation under TRC.

Key project administrators:

Ryan D. Murphy, Supervising Litigation Attorney, returned to EDC in May 2019 after having worked at EDC as a staff attorney from 2014- 2016. Before returning to EDC, Mr. Murphy was a staff attorney at SF Bay Area Legal Aid, where he represented hundreds of tenants in public and subsidized housing.

Emily Frias, Senior Right to Counsel Coordinator, joined EDC in 2018 working as a Right to Counsel Coordinator in the weekly clinic since then. In her current role she manages the Clinic program and staff, and oversees the intake and eviction referral processes.

Tyler Rougeau, SCA Directing Attorney, joined EDC in May 2021 has more than 10 years litigation experience representing low-income tenants in San Francisco. As staff attorney for the Tenderloin Housing Clinic he conducted Civil litigation and appeals involving unlawful detainers and affirmative lawsuits.

## 7. Project Structure

Describe the project structure including the staffing structure, supervision, if applicable, delegation of responsibility between organizations, use of volunteers, etc.



The project will establish a walk in legal clinic in HRCSF's Bayview offices. A twice weekly clinic will expand to three days a week, depending on need. EDC's partnership with HRCSF will include quarterly meetings for the project leadership to track progress toward goals. HRCSF's ongoing community organizing, tenant counseling and policy advocacy will promote the legal clinic.

#### Staffing and Services:

1) Staff Attorney will oversee the work of the Paralegal and provide full scope legal representation to clients in an eviction matter 2) Paralegal will provide administrative support to Staff attorney 3) Right to Counsel Coordinator will assist tenants with a legal intake, brief services, preparation of answers, pro per services 4) Intake Specialist will be the first point of contact, providing a triage assessment for each tenant, routing them to appropriate services 5) Caseworker will provide social work services under the supervision of the Senior Social Worker, attending to clients' psychosocial needs and assisting them with acquiring increased public benefits such as food stamps and SSI. 6) Shelter Client Advocate will work in the clinic as well as in the field at Bayview City shelters and Shelter in Place sites, outreaching to shelter residents, providing advocacy and representation at shelter eviction hearings. All services are free of charge, provided in multiple languages. Additionally, clinic staff will conduct casework, draft briefs, attend case rounds, attend MSC's and make court appearances.

Supervision: Ryan D. Murphy, Supervising Litigation Attorney, Emily Frias, Senior Right to Counsel Coordinator/Clinic Manager, and Tyler Rougeau, SCA Directing Attorney.



**A. How will the project ensure quality control?:** Currently, EDC has a Director of Litigation and Policy and a Supervising Attorney. We are actively recruiting for a second Supervising Attorney. For both our clinic and representation work, new staff members shadow senior staff members on their work before attempting the work themselves. Once they feel confident to complete the task with supervision, senior staff shadow the new employee. Once the new staff member and other staff members feel the new staff member's work quality is good enough to perform the task without direct supervision, the staff member then will proceed with the work on their own. However, all their paperwork is still reviewed thoroughly until the staff member is performing the tasks with minimal errors.

New attorneys attending court hearings follow a process of shadowing and being shadowed before attending court hearings on their own. Our policy is that staff attorneys (especially new staff attorneys) do not attend trial on their own, and we send at least one other more experienced attorney to trial with them.

Shelter Client Advocates are supervised by a directing attorney and have weekly for 1-1 meetings with them. When advocates begin, they attend a city training with further training provided by the supervising attorney. They shadow hearings for 6 weeks and then perform hearings with either the supervising attorney or an experienced advocate. The supervisor reviews case results weekly and regularly attends hearings to ensure quality control. Ongoing training for conflict resolution, negotiation, cultural humility and trauma informed services is provided.

## 8. Project Goals and Deliverables

List the project's key goals and deliverables. Quantify where possible.



The overall aim of the project is the increase equitable access to eviction defense legal services and shelter client advocacy for African American tenants in the Bayview. However, all Bayview tenants will be served by the project including Spanish and Asian language tenants who also require these services and need increased access to services in their own language.

Key goals and deliverables include:

- 1) Establishing a legal clinic in the Bayview within HRCSF's office
- 2) Expanding EDC's partnership with HRCSF to leverage their tenant counseling, community organizing and policy advocacy to increase awareness of and access to EDC's and SFTRC's services within the Bayview
- 5) Provide Legal Services paired with Rental Assistance when required to: Year 1) 300 clients; Year 2) 420 clients; Year 3) 600 clients
- 6) Provide Shelter Client Advocacy to: Year 1) 20 clients; Year 2) 24 clients; Year 3) 28 clients
- 7) Increase enforcement of due process for Bayview shelter residents under the City's Shelter Grievance Policy, providing them with representation in denials of service, shelter eviction hearings, arbitrations and Shelter in Place site appeals. The SCA staff at the Bayview clinic will serve 20 Bayview shelter clients annually, increasing per year as appropriate.



**A. Describe how the project's goals will be met.:** The sited Bayview legal clinic in HRCSF's offices will provide the central means of meeting the project's goals. The physical presence in the Bayview cannot be underestimated and we are confident it will advance the goals of the project and assist in meeting them more effectively. Additionally, leveraging HRCSF's community organizing model for even more effective outreach will allow EDC to reach more tenants and increase awareness of our services in the Bayview and of SFTRC throughout the city. HRCSF's tenant counseling services will support our litigation work with the pre litigation case information, informing and strengthening our litigation strategy. Partnering with HRCSF to distribute printed multilingual resource materials that provide expanded tenant Know Your Rights information and Shelter Client Advocacy information, leverages EDC's housing and shelter client advocate legal expertise.

Weekly clinics will start twice a week and increase to three times a week if need dictates. Wraparound, holistic services including legal intake triage, limited services, full scope legal representation, social work services and shelter client advocate services will be provided onsite in multiple languages, free of charge on a walk in basis. Rental assistance services will be available by phone and referrals will be made by clinic staff directly to EDC Rental Assistance Coordinators. Increasing access to these services will undoubtedly interrupt the the disproportionate impact that evictions and resulting homelessness have on the target population.

**B. What challenges do you anticipate encountering?:** COVID has profoundly deepened the San Francisco housing crisis. Currently the city, like the rest of the country continues to respond to this unprecedented public health crisis and all its related impacts. Tenants in the city have accrued a combined total of \$150 to \$350 million in back rent owed. At least 30,000 tenants in the city owe back rent and with the lifting of the eviction moratorium this month on October 1, 2021, are at an even higher risk of eviction. The continual changes in state and local housing policies and in the guidelines for administering the rental assistance programs has impacted the effectiveness of the local COVID emergency response. These challenges will most certainly continue and need to be navigated as EDC implements this project.



**C. How will the project ensure the target demographic is served?:** Siting the legal clinic in the Bayview itself, within the HRCFSF offices, will ensure that EDC will reach our target demographic, African American tenants at high risk for eviction and homelessness. Additionally, leveraging the community organizing work of HRCFSF will significantly expand EDC's capacity to reach African American tenants in the Bayview. HRCFSF's ongoing outreach and education activities will be highly effective in increasing awareness about the legal clinic and the services provided. To support these efforts, EDC will create outreach resource materials for tenants in multiple languages that HRCFSF will assist in distributing in the Bayview.

Proposed Activities			
Quarter	Responsible Partner	Activity	Deliverables
Year 1			
Q1	EDC and HRCFSF	Negotiate sublease for office space within HRCFSF Bayview office. EDC to Recruit, hire and train dedicated staff for Bayview clinic.	Execute sublease and begin administrative set up of EDC Bayview Legal clinic site. Fully staff and open Bayview clinic for provision of services by end of Q1.
Q2	EDC and HRCFSF	Create multilingual tenant and shelter client know your rights materials.	Print 1000 piece of multilingual tenant and 500 of shelter client know your rights materials. HRCFSF staff to distribute 500 count by end of Q3 and all 1000 by end of Q4. EDC Shelter Client staff to distribute 250 count by end of Q3 and all 500 by end of Q4.
Q3	EDC	Provision of legal and shelter client services at the Bayview walk in legal clinic	Host twice weekly legal clinics in year 1, lasting 4 hours each. Serve 25 unduplicated legal clients per month, 75 per quarter 300 annually. Serve 5 per quarter, 20 annually.
Q4	and HRCFSF	Hold quarterly project meeting	Assess progress towards goals and adjust workplan as needed.
Year 2			



Q1	EDC Staff	Provision of legal and shelter client services at walk in legal clinic in the Bayview	Host 3 weekly legal clinics in year 2, lasting 4 hours each. Serve 35 unduplicated legal clients per month, 105 per quarter 420 annually. Serve 6 per quarter, 24 annually.
Q2	EDC and HRCSF	Know Your Rights event for Bayview tenants	Conduct one community based tenant know your rights educational and outreach event within the Bayview reaching a minimum of 20 tenants.
Q3	EDC and HRCSF	Update multilingual tenant and shelter client know your rights materials.	Print 1000 piece of updated multilingual tenant and 500 of shelter client know your rights materials. HRCSF staff to distribute 500 count by end of Q3 and all 1000 by end of Q4. EDC Shelter Client staff to distribute 250 count by end of Q3 and all 500 by end of Q4.
Q4	EDC and HRCSF	Hold quarterly project meeting	Assess progress towards goals and adjust workplan as needed.
Year 3			
Q1	EDC	Provision of legal and shelter client services at walk in legal clinic in the Bayview	Host three weekly legal clinics in year 3, lasting 4 hours each. Serve 50 unduplicated legal clients per month, 150 per quarter 600 annually. Serve 7 shelter clients per quarter, 28 annually.
Q2	EDC and HRCSF	Update multilingual tenant and shelter client know your rights materials.	Print 1000 piece of updated multilingual tenant and 500 of shelter client know your rights materials. HRCSF staff to distribute 500 count by end of Q2 and all 1000 by end of Q4. EDC Shelter Client staff to distribute 250 count by end of Q2 and all 500 by end of Q4.



Q3	EDC and HRCSF	Know Your Rights event for Bayview tenants	Conduct one community based tenant know your rights educational and outreach event within the Bayview reaching a minimum of 30 tenants.
Q4	EDC and HRCSF	Hold quarterly project meeting	Assess progress towards goals. In this final year, document lessons learned, persisting gaps in services, and outline strategies for improved service delivery and client outcomes.

**A. Resource Materials:** EDC Bayview Clinic staff will create multilingual Tenant Know Your Rights resource materials, in collaboration with HRCSF. Materials will be produced in English, Spanish and Chinese. These materials will address the current and changing housing legislation and rights granted under them to tenants. Rental assistance eligibility guidelines will be included along with where and how to access it. Information on how to access SFTRC legal service providers will also be included in detail. Shelter Client Advocacy staff will design and distribute additional multilingual materials focusing on shelter residents' legal rights, education about the procedural protections and process. Information about SCA, who we are, what we do, and how to contact us will also be included. All printed resource materials will be posted on EDC's website and on LawHelpCA.org and Courts.ca.gov. These will differ from materials currently posted there since our materials will detail our own internal services and key contact information for the SFTRC system, along with SCA information unique to EDC's SCA services.

**B. Outreach:** SCA expanded Bayview outreach. Partnership with HRCSF will leverage their community organizing model and tenant counseling to promote EDC's legal clinic services in the Bayview.

How will the target population be made aware of these services?





**C. Language Access:** Services and resource materials will be provided in multiple languages including English, Spanish and Chinese. 56% of EDC's current staff is bilingual. EDC has decades long experience providing both bilingual and bicultural services with cultural sensitivity, understanding the barriers presented to tenants by language access issues.

Describe staff language capabilities and plans for developing materials in multiple languages. How will the project provide services to monolingual constituents in languages that staff does not speak?

EDC will seek to fill clinic staff roles with multilingual staff with a priority on Spanish and Chinese languages. The project supervisory staff speak both English and Spanish and one is both bilingual and bicultural. EDC has several current staff who speak Chinese who can be called upon for translation assistance when needed. If they are not available, and for languages outside of our staff's capacity, EDC will utilize Voiance, a third party telephonic translation service that allows for simultaneous language translation during services.

## 10. Eligibility for Services

**Update on September 27, 2021:** OA&I has received clarification that HP III grants are to serve Californians who meet the definition of "indigent person" in Business & Professions Code section 6213(d).

**A. Will the project provide No  
services to individuals  
who are not indigent as  
defined at Business &  
Professions Code section  
6213(d) or to  
organizations not  
providing benefits  
primarily on behalf of  
indigent individuals?:**



**B. Identify all criteria and guidelines used to establish an individual's income information.:** The EDC verifies client income by requesting pay stubs, copies of benefit awards or any other reasonably available means. Clients that do not have the ability to verify outcome are asked to self-declare income and then to bring proof of income if at all possible. Services are generally "same day" which does not allow for proof of income to be obtained in every instance. EDC staff enter client income information into our Salesforce based customized case management database. The database uses a custom built algorithm to calculate each client's income level using the current calendar year IOLTA poverty guidelines.

## 11. Will the project focus on providing full-scope representation and/or litigation?

Yes

**A. If yes, please explain.:** For each of our legal services tenant clients, in addition to preparing necessary documents, provide filing instructions, educate on legal procedures, EDC provides full scope legal representation to tenants in eviction matters. In our role as Lead Partner for San Francisco Tenant Right to Counsel (TRC), EDC has been working closely with the City of San Francisco, and all of the tenant legal services providers in San Francisco to design TRC - which launched July 2019. Since then, we have been dedicated to implementing and overseeing TRC - in other words, we have been the physical and virtual hub for a community-based single service delivery system. In this role EDC oversees the work of 11 other legal service organizations across the city. Additionally, we have expanded our litigation program so that we can provide full scope representation to tenants who cannot otherwise be paired with an attorney for full scope representation. Furthermore, we provide technical assistance to other nonprofits, training the new attorneys who will be on the front lines of the anti-displacement movement.

## 12. Evaluation

Describe how the organizations will acquire evaluation data that they can use to refine the project's strategies to increase its effectiveness in addressing homelessness.



EDC JS database and data evaluation and validation practices. Moreover, EDC will regularly evaluate the success of its legal services as part of the SFTRC system. This will include the collection and analysis of data such as:

- (1) The rate of successful referrals.
- (2) The rate of success of all cases within the SFTRC.
- (3) Potential patterns in the evictions being filed with respect to location, type, and demographic information, etc.

For newly hired project staff:

EDC will evaluate the project staff's performance within 60 days of hire, and again at the half-year mark.

The project's attorney's performance and case outcomes will be evaluated for how successfully they achieve for vulnerable populations. Moreover, EDC will regularly evaluate the success of TRC.

### **13. How will information about the project be shared with other legal aid organizations?**

EDC will notify partnering legal service organizations of the project at our regular SFTRC partner meetings and also share printed outreach and resource materials with them for distribution at their offices. For the launch of the project, EDC will also issue a press release about the new legal clinic in the Bayview and our collaboration with HRCSF. Additionally, EDC will promote the new legal clinic and collaboration with HRCSF on our social media channels, and in the press throughout the term of the grant. EDC expects to hire a Communications Manager this fiscal year, and they will assist in the creation of an external e-newsletter that will also feature news of the project.

### **14. How does the proposed project fit within current organizational programming?**

The project is a strategic addition to EDC's current program design and to the SFTRC system as a whole. Increasing equitable access to communities of color most impacted by evictions and homelessness advances the goals of both EDC's programs and of SFTRC - to keep the most vulnerable San Franciscans housed and sheltered. Leveraging the longstanding relationship between HRCSF and EDC will exponentially deepen the impact of EDC's programs and further strengthen the SFTRC system by formally adding tenant counseling services and community organizing efforts to our work

## **FORM C - PROJECT BUDGET**



## I. Grant Budget by Year (Three Years)

The maximum, annual amount that a program may request is \$500,000 (\$1,500,000 for all three years).

### Total Grant Request

#### Personnel

	Year 1	Year 2	Year 3	Total
1. Attorneys	\$90,925	\$11,198	\$11,478	\$113,601
2. Paralegals	\$65,000	\$66,625	\$68,291	\$199,916
3. Other Staff	\$266,200	\$272,855	\$279,676	\$818,731
SUBTOTAL	\$422,125	\$350,678	\$359,445	\$1,132,248
4. Employee Benefits	\$105,531	\$87,670	\$89,861	\$283,062
TOTAL PERSONNEL	\$527,656	\$438,348	\$449,306	\$1,415,310

#### Non-Personnel

	Year 1	Year 2	Year 3	Total
5. Space	\$14,400	\$14,400	\$14,400	\$43,200
6. Equipment Rental and Maintenance	\$0	\$0	\$0	\$0
7. Office Supplies	\$0	\$0	\$0	\$0
8. Printing and Postage	\$0	\$0	\$0	\$0
9. Telecommunications	\$1,000	\$1,000	\$1,000	\$3,000
10. Technology	\$2,830	\$2,830	\$2,830	\$8,490
11. Program Travel	\$0	\$0	\$0	\$0
12. Training	\$0	\$0	\$0	\$0
13. Library	\$0	\$0	\$0	\$0
14. Insurance	\$2,000	\$2,000	\$2,000	\$6,000
15. Litigation	\$5,000	\$5,000	\$5,000	\$15,000
16. Capital Additions	\$0	\$0	\$0	\$0
17. Contract Service to Clients	\$0	\$0	\$0	\$0
18. Evaluation	\$0	\$0	\$0	\$0



19. Other	\$3,000	\$3,000	\$3,000	\$9,000
TOTAL NON-PERSONNEL	\$28,230	\$28,230	\$28,230	\$84,690
<b>Administrative</b>				
20. Personnel	\$0	\$0	\$0	\$0
21. Non-Personnel	\$0	\$0	\$0	\$0
TOTAL ADMINISTRATIVE	\$0	\$0	\$0	\$0
22. Total Sub-Grants	\$0	\$0	\$0	\$0
GRAND TOTAL	\$555,886	\$466,578	\$477,536	\$1,500,000

## 1. Lawyers

	Year 1 (in FTEs)	Year 2 (in FTEs)	Year 3 (in FTEs)	Total
Deputy Director of Litigation & Policy	0.05	0.05	0.05	0.15
Staff Attorney	1.00	0.00	0.00	1.00
SCA Directing Attorney	0.05	0.05	0.05	0.15
Total Lawyers	1.10	0.10	0.10	1.30

## 2. Paralegals

	Year 1 (in FTEs)	Year 2 (in FTEs)	Year 3 (in FTEs)	Total
Paralegal	1.00	1.00	1.00	3.00
	0.00	0.00	0.00	0.00
Total Paralegals	1.00	1.00	1.00	3.00

## 3. Other Staff

	Year 1 (in FTEs)	Year 2 (in FTEs)	Year 3 (in FTEs)	Total
Supervising Right to Counsel Coordinator	0.10	0.10	0.10	0.30
Right to Counsel Coordinator	1.00	1.00	1.00	3.00
Caseworker	1.00	1.00	1.00	3.00
Intake Specialist	1.00	1.00	1.00	3.00
Shelter Client Advocate	1.00	1.00	1.00	3.00
Total Other Staff	4.10	4.10	4.10	12.30



TOTAL PERSONNEL(in FTEs)	6.20	5.20	5.20	16.60
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% Personnel: 94.35%

% Non-Personnel: 5.65%

If the proposed budget allocates less than 75 percent to personnel, explain why it deviates from the recommended percentages.

NA

% Program: 100.00%

% Admin: 0.00%

If the proposed budget allocates less than 75 percent to program, explain why it deviates from the recommended percentages.

NA

## II. Partner Sub-Grants (Three Years)

### Sub-Grants

## III. Total Project Budget (Three Years)

### Project Budget

### Personnel

	Non-Grant Monies	Grant Monies	Total
1. Attorneys	\$0	\$113601	\$113,601
2. Paralegals	\$0	\$199916	\$199,916
3. Other Staff	\$0	\$818731	\$818,731
SUBTOTAL	\$0	\$1132248	\$1,132,248
4. Employee Benefits	\$0	\$283062	\$283,062
TOTAL PERSONNEL	\$0	\$1415310	\$1,415,310



## Non-Personnel

	Non-Grant Monies	Grant Monies	Total
5. Space	\$0	\$43200	\$43,200
6. Equipment Rental and Maintenance	\$0	\$0	\$0
7. Office Supplies	\$0	\$0	\$0
8. Printing and Postage	\$0	\$0	\$0
9. Telecommunications	\$0	\$3000	\$3,000
10. Technology	\$0	\$8490	\$8,490
11. Program Travel	\$0	\$0	\$0
12. Training	\$0	\$0	\$0
13. Library	\$0	\$0	\$0
14. Insurance	\$0	\$6000	\$6,000
15. Litigation	\$0	\$15000	\$15,000
16. Capital Additions	\$0	\$0	\$0
17. Contract Service to Clients	\$0	\$0	\$0
18. Evaluation	\$0	\$0	\$0
19. Other	\$0	\$9000	\$9,000
TOTAL NON-PERSONNEL	\$0	\$84690	\$84,690
<b>Administrative</b>			
20. Personnel	\$0	\$0	\$0
21. Non-Personnel	\$0	\$0	\$0
TOTAL ADMINISTRATIVE	\$0	\$0	\$0
22. Total Sub-Grants	\$0	\$0	\$0
GRAND TOTAL	\$0	\$1500000	\$1,500,000

## 1. Lawyers

	Non-Grant Monies (in FTEs)	Grant Monies (in FTEs)	Total (in FTEs)
	0.00	0.15	0.15
Staff Attorney	0.00	1	1.00
SCA Directing Attorney	0.00	0.15	0.15
Total Lawyers	0.00	1.3	1.30

## 2. Paralegals



	Non-Grant Monies (in FTEs)	Grant Monies (in FTEs)	Total (in FTEs)
Paralegal	0.00	3	3.00
	0.00	0	0.00
Total Paralegals	0.00	3	3.00

### 3. Other Staff

	Non-Grant Monies (in FTEs)	Grant Monies (in FTEs)	Total (in FTEs)
Supervising Right to Counsel Coordinator	0.00	0.3	0.30
Right to Counsel Coordinator	0.00	3	3.00
Caseworker	0.00	3	3.00
Intake Specialist	0.00	3	3.00
Shelter Client Advocate	0.00	3	3.00
Total Other Staff	0.00	12.3	12.30
TOTAL PERSONNEL(in FTEs)	0.00		16.60

## FORM D - BUDGET NARRATIVE

Provide an explanation for each line item in the project budget, including the basis for allocations. While the Project Budget form does not include the value of in-kind support, please include any significant in-kind support, such as the use of court facilities or equipment, in the budget narrative. Any program expenses entered under Contract Service to Clients (row 17) or Other Non-Personnel (row 19), or for administrative or overhead costs (rows 20 and 21), must be itemized and explained.

### Personnel

Account Title	Grant Monies	Narrative
---------------	--------------	-----------





1. Attorneys	\$90925	EDC's Staff Attorney will provide onsite legal services including full scope legal representation to clients at the new Bayview legal clinic. Deputy Director of Litigation & Policy will provide supervision for the legal services provided and overall management of the legal clinic project. The Shelter Client Advocate Directing Attorney will provide supervision to the Shelter Client Advocate in their work providing advocacy and representation for shelter clients in the Bayview at shelter hearings, arbitrations, and denials of service.
2. Paralegals	\$65000	The Paralegal will provide administrative support to the Staff Attorney.
3. Other Staff	\$266200	Supervising Right to Counsel Coordinator will oversee the work of the Right to Counsel Coordinator, the legal intake and eviction referral processes. At the Bayview legal clinic: The Right to Counsel Coordinator conducts client legal intakes, assists with notice answers, and makes eviction referrals; the Caseworker provides social work services assisting clients with psychosocial needs and acquiring expanded public benefits when needed; The Intake Specialist conducts a triage intake for all clients routing them to the appropriate services; the Shelter Client Advocate conducts outreach to clients in City shelters, shelter in place sites and at homeless encampments. They provide advocacy and representation to shelter clients for denials of service, shelter eviction hearings and in arbitrations.
SUBTOTAL	\$422125	
4. Employee Benefits	\$105531	Employee fringe benefits are calculated at 25% and include health care, dental, vision and payroll taxes.
TOTAL PERSONNEL	\$527656	

## Non-Personnel

Account Title	Grant Monies	Narrative
---------------	--------------	-----------



5. Space	\$14400	Rental costs for the sublease of the new legal clinic within the Housing Rights Committee of SF. The monthly rent is \$1200.
6. Equipment Rental and Maintenance	\$0	
7. Office Supplies	\$0	
8. Printing and Postage	\$0	
9. Telecommunications	\$1000	Support for telecommunication needs at the new legal clinic office in the Bayview including phone and internet.
10. Technology	\$2830	Support for IT and Cloud computing costs for the legal clinic office in the Bayview.
11. Program Travel	\$0	
12. Training	\$0	
13. Library	\$0	
14. Insurance	\$2000	Includes costs for Professional liability insurance for newly hired staff, and General liability costs to extend coverage to the new legal clinic office in the Bay View.
15. Litigation	\$5000	Customary litigation fees comprised of court filing fees, court costs, arbitration fees, witness fees, etc.
16. Capital Additions	\$0	
17. Contract Service to Clients	\$0	
18. Evaluation	\$0	
19. Other	\$3000	Support for Marketing and Outreach- both the production of printed materials and related costs for integrating them into EDC's and HRCSF's websites.
TOTAL NON-PERSONNEL	\$28230	
Administrative		
20. Personnel	\$0	
21. Non-Personnel	\$0	
TOTAL ADMINISTRATIVE	\$0	
22. Total Sub-Grants	\$0	
GRAND TOTAL	\$555886	



## Form E - Project Assurances

Download the Assurances document and upload a signed copy below.

Upload PDF Version of  
Signed Assurances  
Document:

HP\_III\_Grant\_RFP\_Assurances\_MCL\_JW\_signed\_10\_20\_2021.pdf  
263.4 KB - 10/20/2021 6:16PM

Total Files: 1

### Supporting Documents (Optional)

When naming optional supporting documents, please include the Organization's acronym (or short name) and a one - to - five word file description (note: any type of file may be uploaded).

Final Grant Award:



**Grant Year:** 2022

**Due Date:** October 22, 2021 at 5:00pm PST

**Prepared by:** Aldra Robinson

**Email:** arobinson@innercitylaw.org

**Contact Phone:** 213-891-2800

**Funding Opportunity:** HP RFP

**Project Title:** Statewide Eviction Defense Tool and Support

**Program Name:** Inner City Law Center

**Applicant Title:** Grants Manager

**Address:** 1309 East Seventh Street

**City:** Los Angeles

I verify the information in the Organization Profile is accurate and up to date.

I verify that I have read, and am familiar with, the RFP for the Homelessness Prevention III Competitive Grant.

## FORM A - PROJECT PROFILE

**1. Lead Project Contact:** Aldra Robinson

**Job Title:** Grants Manager

**Email:** arobinson@innercitylaw.org

**Telephone:** 213-891-3283

County(ies) Served by  
this Project

Alameda

Alpine

Amador

Butte

Calaveras

Colusa

Contra Costa



Del Norte  
El Dorado  
Fresno  
Glenn  
Humboldt  
Imperial  
Inyo  
Kern  
Kings  
Lake  
Lassen  
Los Angeles  
Madera  
Marin  
Mariposa  
Mendocino  
Merced  
Modoc  
Mono  
Monterey  
Napa  
Nevada  
Orange  
Placer  
Plumas  
Riverside  
Sacramento  
San Benito  
San Bernardino



San Diego  
San Francisco  
San Joaquin  
San Luis Obispo  
San Mateo  
San Mateo  
Santa Barbara  
Santa Clara  
Santa Cruz  
Shasta  
Sierra  
Siskiyou  
Solano  
Sonoma  
Stanislaus  
Sutter  
Tehama  
Trinity  
Tulare  
Tuolumne  
Ventura  
Yolo  
Yuba

### 3. DUNS Number

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This grant is supported by federal dollars. Therefore, each grantee will need to provide a Data Universal Number System (DUNS) number. Please enter your federal DUNS number below. Note your DUNS number must be in this format: ##-###-####.

To learn more about DUNS numbers, please visit [grants.gov](https://grants.gov), [here](#). To request a free DUNS number—for organizations that do not have one already—please visit [here](#).

00-498-7933

## 5. Grant Period

Three Years

Organization	Type	Contact Name	Job Title	Email	Telephone	State Bar Funded	Sub-Grant Recipient
The Debt Collective	501(c)(3)	Hannah Chadeayne Appel	Co-Director	happel@ucla.edu	310-267-4253	No	Yes
Leadership Counsel for Justice and Accountability	501(c)(3)	Kaylon Hammond	CFO, Director of Operations	khammond@leadershipcounsel.org	5593692790	Yes	Yes

## 6. Annual Amount Requested

The maximum, annual amount that a program may request is \$500,000 (\$1,500,000 for all three years).

\$500,000

**A. Total Grant Amount \$1,500,000 Requested (three year auto-calculated):**

## 7. Is the project currently operating under other funding sources including other State Bar funding?

No

## 8. Does your organization currently serve rural and/or underserved communities?



For the purposes of this grant “rural” is defined as areas that meet the definition of “rural” or “frontier” that the medical community uses to analyze the availability of medical services. This classification scheme is known as Medical Service Study Areas (MSSAs). Rural MSSAs have 50,000 or fewer residents and population densities below 250 people per square mile, while “frontier” MSSAs are defined by population densities of fewer than 11 people per square mile.

Click on map to help identify rural areas in narrative response below.

Yes

**A. If yes, explain how you serve rural and/or underserved populations.** Inner City Law Center (ICLC) provides tenant outreach and education and free legal services to underserved, low-income homeless and precariously housed people throughout Los Angeles County. Last year, 86% of our clients  
**List any rural areas.:** identified as People of Color and more than 80% lived well below the federal poverty line, 58% were disabled, 34% were unhoused, 22% were seniors, and 20% were veterans.

Most people think of Los Angeles as an exclusively urban location. But many of California’s rural poor live not in low-population rural counties, but rather in rural parts of large, metropolitan counties with an urban center. ICLC provides legal services throughout all of Los Angeles County—including the rural areas.

According to the California Department of Public Health, rural areas in Los Angeles County include the communities of Elizabeth Lake, Green Valley, Lake Hughes, Leona Valley, Neenach, Castiac, Val Verde, Acton, Ravenna, Azusa North, East Pasadena, Juniper Hills, Littlerock, Longview, Pearblossom, Valyermo, Lake Los Angeles, and parts of Altadena East; National Forest East, Duarte North; and Glendora.

In addition, Project partner Leadership Counsel for Justice & Accountability works to fundamentally shift the dynamics that have created the stark inequality that impacts California’s low income, rural regions. Based in the San Joaquin and Eastern Coachella Valleys, the Leadership Counsel serves the rural counties of Riverside, Kern, Tulare, Fresno, Madera and Merced, including rural Indigenous communities that struggle with a dearth of legal and social services.





## 9. Project Abstract

Provide a brief description of the core aspects of the proposed project. This abstract will be included in summaries provided to the Legal Services Trust Fund Commission, Judicial Council of California, legislature, and others.

The Statewide Eviction Defense Tool and Support Project is a collaborative program between Inner City Law Center, the Debt Collective, and Leadership Counsel for Justice & Accountability that involves three components:

1. Creation, operation, and maintenance of the Tenant Power Toolkit, a web-based tool that will allow California tenants to file responses to eviction notices. The tool prepares not only an Answer but also the paperwork necessary to obtain a Waiver of Court Fees, a Declaration of COVID-related Financial Distress, and (when appropriate) a Demand for Jury Trial. In LA County, the tool electronically serves and files these legal documents. Tenants in other counties will follow detailed instructions to download, print and file the responsive pleadings themselves. Tenants are then connected to local tenant and legal services organizations;
2. A statewide outreach and education campaign about tenants' rights and the availability of this tool conducted through media, phone calls, texting, canvassing, community and collaborative partner meetings, and government partnerships; and
3. Full scope representation in LA County. According to a 2019 STOUT study, 95% of people facing eviction who have full scope representation have a "high likelihood of avoiding disruptive displacement." Quite simply, the most effective evidence-based tool for avoiding eviction and possible homelessness is having a lawyer providing full-scope legal representation.

The project will serve primarily vulnerable, low-income, California tenants and will greatly reduce the number of tenants who are evicted because they lack legal representation and cannot file a response to a UD complaint within five business days.

## Form B - Project Description

### 1. Statement of Need

Describe the need that the project seeks to address and that satisfies the statutory parameters in the above "note".



This Project will provide eviction defense in landlord-tenant rental disputes, including full-scope eviction legal services in Los Angeles County and an online tool that will assistance with filing of Answers statewide.

The latest PULSE Survey estimated that 1.7 million California renters are behind on rent. At least 80% had incomes below 200% of the Federal Poverty Level and 75% were BIPOC. In the Los Angeles Metro Area alone there are 647,000 at-risk tenants, of whom more than 80% are BIPOC. In 2018, Tenants Together calculated that in California counties that had data available, tenants lost by default in 40% of eviction cases—meaning that tenants did not file a response within five calendar days.

Our Project will provide outreach and education on tenants' rights and direct tenants to an online application operated by the Debt Collective that allows any tenant with access to a computer or smartphone prepare an Answer to an unlawful eviction complaint by answering a handful of questions. Our application then prepares not only an Answer asserting the defenses the tenant has but also all the paperwork necessary to obtain a Waiver of Court Fees, a Declaration of COVID-related Financial Distress, and (when appropriate) a Demand for Jury Trial. In LA County, ICLC will file these documents for the tenant electronically. ICLC will also provide full scope representation, other tenant defense assistance, counseling, mediation, and advice and consultation. In all other jurisdictions, we provide detailed instructions about service and filing.

## 2. Target Population

Describe demographics of the target populations, the geographic area to be served by the project, and why the target population is in particular need of the services to be provided.



California evictions happen very quickly. According to a 2019 report on by the California Access to Justice Commission, nearly 60% of eviction cases are resolved within a month of filing, and 75% reach resolution within 45 days. Because California evictions proceed so quickly and so few tenants are aware of their rights, many tenants have too little time or awareness to locate and engage legal help. Default judgments are particularly common for unrepresented tenants. Defaults occur when a tenant does not file a response to an eviction lawsuit within five court days. Even for those who seek help, too little help is available.

The speed of evictions is especially troubling to rural residents, who often live in “legal deserts.” In rural communities, 36% of households spend more than 30% of their income on housing and almost one-third spend more than 50% of their income on housing.

This Statewide Eviction Defense Tool and Support project will be available to all Californians. However, the project will specifically target low-income Californians, as each collaborative partners’ mission is rooted in serving vulnerable communities.

By targeting tenants who are likely to otherwise move out without ever filing an Answer, this Project will serve predominantly low-income BIPOC individuals with limited access to legal services. Emphasis will be placed on conducting outreach to rural communities through the Leadership Counsel, which is based in the Central Valley. ICLC’s full-scope representation will focus on those tenants who are most likely to become homeless (extremely low income, formerly homeless, etc.).

### **3. Will this project focus on addressing homelessness in rural communities?**

---

Yes



**A. If yes, identify the rural communities.:** This Statewide Eviction Defense Tool and Support project focuses on addressing homelessness in rural communities by helping low-income tenants in rural communities avoid being evicted into homelessness.

Statewide: This tool will be available to all tenants statewide—including those in rural communities.

Project Partner, The Leadership Counsel for Justice & Accountability, focuses on serving tenants in the rural communities of Riverside, Kern, Tulare, Fresno, Madera and Merced Counties.

Inner City Law Center's service area includes serving tenants in the rural communities of Los Angeles County, including Elizabeth Lake, Green Valley, Lake Hughes, Leona Valley, Neenach, Castiac, Val Verde, Acton, Ravenna, Azusa North, East Pasadena, Juniper Hills, Littlerock, Longview, Pearblossom, Valyermo, Lake Los Angeles, and parts of Altadena East; National Forest East, Duarte North; and Glendora.

**4. Will this project focus on addressing homelessness in particularly underserved communities?**

Yes



**A. If yes, identify the underserved communities and explain how they face even higher barriers to accessing civil justice than does the low-income community generally.:** Because of our location in Skid Row, our ability to serve undocumented clients, and our focus on serving homeless and precariously housed clients, the clients that ICLC serves face even higher barriers to accessing civil justice than the low-income community generally. Eviction risk is not distributed equally across households; it is much higher for historically underserved populations:

- A 2020 report by the Economic Roundtable noted that among households who have recently experienced job loss, European Americans are “twice as likely as African Americans or Latinos to report that they have ‘high confidence’ in their ability to pay next month’s rent.”
- In 2020, the LA Homeless Services Authority reported that Black residents are four times more likely to experience homelessness than White residents.
- In 2018—prior to the pandemic—the Economic Roundtable reported that nearly 600,000 LA County residents were spending 90% or more of their income on housing.

These are the tenants who are most likely to face eviction and are the tenants that ICLC and our partners focus on serving.

Although legal representation has expanded in recent years, the majority of tenants facing eviction still do not receive legal assistance. A 2019 STOUT Investment Bank report found that “in unsealed eviction cases, approximately 97% of tenants were unrepresented.”

Our project will by definition assist underserved people, particularly in rural areas, as we are targeting those who would not normally file a response to an eviction notice. The project will expand access to for those facing imminent homelessness.

## 5. Collaboration

Will the project involve collaboration with other organizations?

Yes



- A. Describe how the applicant and partner organizations will work collaboratively to address the stated project need.:**
- ICLC and its partners on this project—the Debt Collective and Leadership Counsel for Justice & Accountability—will collaborate through:
1. The Tenant Power Toolkit. ICLC and the Debt Collective have spent the past several months developing the toolkit, including logistics, coding, and informing the legal content and structure of the online tool;
  2. Outreach and Education efforts. In addition to a statewide media campaign by the Debt Collective, each partner will promote the project through its extensive network of collaborative partners. ICLC will promote the project through the ICLC-led Provider Alliance to End Homelessness, a collaboration of 85 organizations dedicated to ending homelessness. The Debt Collective is a grassroots activist group with both national and local campaigns and member-led chapters. They work in issue-based coalitions as well, and the Tenant Power Toolkit project has been a collaborative effort from the beginning, with close links to the LA Tenants Union, the Anti Eviction Mapping Project, ACCE, Tenants Together, and HRC/RTO in the Bay Area. The Leadership Counsel has a strong presence in California’s Central Valley rural communities and will promote the project through its networks and boots-on-the-ground outreach efforts, with a special emphasis on Indigenous communities living in mobile home parks; and
  3. ICLC will provide full scope representation to clients in LA County who use the tool to Answer a UD complaint. This representation will help determine the effectiveness of the online toolkit and allow adjustments as needed.



**B. Describe the extent to which the applicant has already developed the necessary partnerships or previously collaborated with partners or stakeholders to accomplish goals.:** ICLC and our partners on this Project are deeply committed to working with low-income residents and organizational partners to build thriving communities. For more than four decades, ICLC has served those facing deep and intractable poverty and injustices that have historical and structural roots. It is in this context that ICLC eagerly joined with our advisory board member and legal services veteran Gary Blasi and his UCLA colleague and also co-founder of the Debt Collective, Hannah Appel, in this project to use technology, subject matter expertise, and the practical expertise of grassroots tenant groups to greatly expand access to even the possibility of justice for those facing the threat of imminent homelessness because of possible eviction from their home. ICLC has already helped shape the Tenant Power Toolkit, but we have not yet secured the funding necessary to fully launch and support this Project.

ICLC and the Leadership Counsel already partner with one another on the State Bar funded Affordable Housing Strategies and Advocacy project, which uses statewide organizing, education, and policy advocacy to promote community economic development by increasing resources and requirements for affordable housing. We also partner on other efforts; e.g., we are both among the 80 coalition partners that belong to Housing NOW!

This Project will allow us to build upon these well-established relationships to create, promote, and support an innovative tool that will help vulnerable Californians in underserved communities avoid eviction and its devastating consequences.

## 6. Organizational Capacity

Describe the qualifications, experiences, and resources that the organization(s) will use to accomplish the proposal objectives.



ICLC and our partners are fully qualified and uniquely positioned to successfully carry out this project. For more than forty years, ICLC has provided eviction defense services. Our Tenant Defense Project focuses almost exclusively on this work, and we also provide eviction-related services with our other programs. For example, when our Healthy Homes Project sues a slumlord, we often simultaneously defend against efforts to evict our clients. Our Preventing and Ending Homelessness Project often represent very precariously housed tenants who are on the brink of homelessness. Our Homeless Veterans Project helps keep veterans in the housing that we have helped them obtain.

The Debt Collective has a track record of building similar legal aid tools in the context of organizing and collective responses to what are often seen as individual problems. They built a “Defense to Repayment” online tool for student debtors that was used 90,000 times before the Department of Education adopted the tool as its own, leading to the cancellation of over \$2 billion in student debt. The Debt Collective uses these tools to put money back in poor people’s pockets and change state and federal law quickly.

The Leadership Counsel works alongside the most impacted communities in the Central Valley to advocate for sound policy and eradicate injustice to secure equal access to opportunity regardless of wealth, race, income, and place. Leadership Counsel partners with approximately thirty low-income communities of color to secure and implement equitable policies on a number of interrelated issues, including affordable housing.

## 7. Project Structure

Describe the project structure including the staffing structure, supervision, if applicable, delegation of responsibility between organizations, use of volunteers, etc.





Each project partner already has the staffing and volunteer structure in place to implement the proposed project. ICLC will regularly (at least monthly) convene all three partners to assess the effectiveness of the project and make adjustments as necessary. We will conduct calls with collaborative partners that are helping us promote the project at least bi-weekly.

ICLC and the Debt Collective will focus on building and supporting the online tool. The Debt Collective will focus on the technical construction of the tool. ICLC will provide the legal expertise to shape the tool. All three partners will use their existing collaborative networks, media contacts, and outreach teams to promote use of the online tool in our prospective regions (Debt Collective statewide, ICLC in LA, and Leadership Counsel in the Central Valley). ICLC's Tenant Defense Project team will provide full scope representation to tenants who use the toolkit in Los Angeles County.

All partners will use volunteer assistance in outreach efforts as needed, and ICLC will tap its dedicated pool of pro bono attorneys to represent clients and support the Tenant Defense Project team. ICLC advisory board member Gary Blasi and his UCLA colleague and also co-founder of the Debt Collective, Hannah Appel, will continue to generously donate their time and services to the Project.



**A. How will the project ensure quality control?:** At ICLC, we pride ourselves on providing top-notch legal and tenant advocacy services to our clients. We are committed to ensure quality control for this project.

We and each of our partner organizations have supervisory structures that oversee the work of individual staff and volunteers and will be responsible for all work of the program.

Each step of the project has evaluation measures built in. The digital nature of the tool means that the Debt Collective will receive extensive information about how tenants are interacting with the tool. ICLC will regularly convene meetings that involve all team members to discuss evaluation data from the toolkit, outreach efforts, caseloads, and case outcomes. Project partners will adjust the project as needed to ensure that quality is maintained and the project reaches its intended goals.

All Project partners will receive and share feedback from our many community partners about the tool, including how the tool can be made more accessible and more effective.

One of the most important quality control measures will be ICLC's full-scope representation of a subset of the tenants who use the tool in LA County. The ICLC attorneys who take on these cases will provide invaluable feedback about how the tool is functioning.

## 8. Project Goals and Deliverables

List the project's key goals and deliverables. Quantify where possible.



Given the online nature of this tool, it is a bit difficult to estimate the scale of adoption and use by tenants. We conservatively estimate that the project will annually:

1. Provide assistance to 2,500 tenants facing eviction through the online toolkit;
2. Inform 50 partner organizations or communities about the Project;
3. Provide full scope legal representation to 50 tenants.

With a goal to:

1. Reduce Default Judgments. No family should become homeless because of the daunting complexity of current landlord-tenant law and procedural hurdles like requiring a response within five days to a massive court filing by a landlord's lawyer.
2. Make Critical Legal Defenses Real. No family should become homeless because they were able to file an answer to an unlawful detainer but failed to assert a critical defense.
3. Empower Tenants and Tenant Organizations to Access Critical Entry Points into the System of Justice. We have received enthusiastic support from tenant organizers for this Project because they are often unable to find timely legal help for tenants facing eviction.
4. Lesson the Load for Legal Services. Lawyers at several legal services programs have told us that, to the extent they cannot accommodate demand, they intend to use our tool to address a significant part of their immediate response to eviction cases.
5. Prevent Homelessness before it Happens. Fewer people being evicted means fewer people becoming homeless.



**A. Describe how the project's goals will be met.:** Each project partner is deeply connected within the communities we serve. By bolstering our outreach, tenant advocacy and eviction defense capacity, this project will strengthen alliances that unite dozens of organizations across the state. It will provide critical legal help to vulnerable people at risk of eviction into homelessness. To meet the project goals above, the partner organizations will:

Reduce Default Judgments by creating, operating and maintaining the online tool that will enable unrepresented tenants to avoid default by filing an Answer with the court.

Make Critical Legal Defenses Real: The Project tool will also improve the quality of Answers that are filed by pro per tenants.

Empower Tenants and Tenant Organizations: Tenants who use this online tool will be connected with Tenant Organizations and Legal Services Organizations in their geographic area.

Lesson the Load for Legal Services: The Project tool will provide an additional resource to which legal services can refer tenants.

Prevent Homelessness before It Happens: By avoiding defaults, connecting tenants with information and resources, and providing full scope legal representation to some tenants in Los Angeles, this Project will reduce the number of tenants who are evicted into homelessness.

These goals will be achieved because each Project partner will dedicate staff and volunteer time to supporting the technical and legal aspects of this project, conduct outreach to vulnerable communities (with a particular emphasis on outreach to rural and Indigenous communities), continually evaluate the effectiveness on the online toolkit, and make adjustments as needed.



**B. What challenges do you anticipate encountering?:** As with any new project, there will inevitably be some challenges. Here are a few of the challenges that we anticipate encountering.

**Digital Development of Online Tool:** The tool that the Debt Collective has already developed is amazing. It is a user-friendly, and relatively simple mechanism that prepares legal documents based on the answers provided by tenants who have been served with an unlawful detainer complaint. We have already begun testing the tool with real eviction cases. There will inevitably be technical and logistical challenges with respect to rolling out and supporting this tool as we push forward. The Debt Collective's experience with developing online tools in other settings should be very helpful in resolving these challenges.

**Legal Development of Online Tool:** This tool tracks a set of statewide and local tenant protections and court rules and procedures that are frequently changing—especially during COVID times. Project partners will work together to ensure that the tenants accessing this tool are receiving guidance based on the most current set of rules and tenant protections.

**Access to Tool Across Digital Divide:** Online tools that assist low-income Californian's often run into access challenges. This will be an ongoing struggle for the communities that we most seek to reach. This tool is already designed to be as accessible as possible to folks with slow or mobile connections. Much of our outreach effort will be to educate and empower nonprofit partners and community groups to provide meaningful access to this tool within their communities.



**C. How will the project ensure the target demographic is served?:** The Statewide Eviction Defense Tool and Support project will be made available to all Californians. However, the project will specifically target low-income Californians, as each collaborative partners' mission is rooted in serving vulnerable communities. This target demographic is likely to be served for two reasons.

First, we will focus our outreach efforts on educating and supporting vulnerable communities and organizations that, like the partners in this project, target their services to extremely low-income individuals and families. For example, emphasis will be placed on conducting outreach to rural communities through the Leadership Counsel, which is based in the Central Valley.

We will track these outreach efforts, as well as tracking who accesses our online and full-scope legal services through this Project.

Second, by its very nature, this tool is much more likely to be accessed by particularly vulnerable folks who otherwise don't have easy access to legal services. This tool is mostly focused on helping tenants who might otherwise default to file a legal response and to connect with additional organizing and legal resources. Tenants who default are often those who are the least connected to possible assistance.

Proposed Activities			
Quarter	Responsible Partner	Activity	Deliverables
Year 1			
Q1	1. ICLC and the Debt Collective 2. All Partners 3. Debt Collective 4. ICLC	1. Finalize development of Tenant Power Toolkit 2. Conduct outreach and education regarding project through media and collaborative relationships 3. Assist individuals facing eviction through the online tool 4. Provide full scope representation to tenants facing eviction.	1. Go live/launch the Tenant Power Toolkit 2. Present project to 12 organizational partners 3. Assist 625 individuals through the online toolkit 4. Provide eviction defense services to 12 individuals.



Q2	1. All Partners 2. Debt Collective 3. ICLC	1. Conduct outreach and education regarding project through media and collaborative relationships 2. Assist individuals facing eviction through the online toolkit 3. Provide full scope representation to tenants facing eviction.	1. Present project to 12 organizational partners 2. Assist 625 individuals through the online toolkit 3. Provide eviction defense services to 12 individuals.
Q3	1. All Partners 2. Debt Collective 3. ICLC	1. Conduct outreach and education regarding project through media and collaborative relationships 2. Assist individuals facing eviction through the online toolkit 3. Provide full scope representation to tenants facing eviction	1. Present project to 13 organizational partners 2. Assist 625 individuals through the online toolkit 3. Provide eviction defense services to 13 individuals.
Q4	1. All Partners 2. Debt Collective 3. ICLC	1. Conduct outreach and education regarding project through media and collaborative relationships 2. Assist individuals facing eviction through the online toolkit 3. Provide full scope representation to tenants facing eviction.	1. Present project to 13 organizational partners 2. Assist 625 individuals through the online toolkit 3. Provide eviction defense services to 13 individuals.

Year 2



Q1	1. All Partners 2. Debt Collective 3. ICLC	1. Conduct outreach and education regarding project through media and collaborative relationships 2. Assist individuals facing eviction through the online toolkit 3. Provide full scope representation to tenants facing eviction.	1. Present project to 12 organizational partners 2. Assist 625 individuals through the online toolkit 3. Provide eviction defense services to 12 individuals.
Q2	1. All Partners 2. Debt Collective 3. ICLC	1. Conduct outreach and education regarding project through media and collaborative relationships 2. Assist individuals facing eviction through the online toolkit 3. Provide full scope representation to tenants facing eviction.	1. Present project to 12 organizational partners 2. Assist 625 individuals through the online toolkit 3. Provide eviction defense services to 12 individuals.
Q3	1. All Partners 2. Debt Collective 3. ICLC	1. Conduct outreach and education regarding project through media and collaborative relationships 2. Assist individuals facing eviction through the online toolkit 3. Provide full scope representation to tenants facing eviction.	1. Present project to 13 organizational partners 2. Assist 625 individuals through the online toolkit 3. Provide eviction defense services to 13 individuals.
Q4	1. All Partners 2. Debt Collective 3. ICLC	1. Conduct outreach and education regarding project through media and collaborative relationships 2. Assist individuals facing eviction through the online toolkit 3. Provide full scope representation to tenants facing eviction.	1. Present project to 13 organizational partners 2. Assist 625 individuals through the online toolkit 3. Provide eviction defense services to 13 individuals.





Year 3

Q1	1. All Partners 2. Debt Collective 3. ICLC	1. Conduct outreach and education regarding project through media and collaborative relationships 2. Assist individuals facing eviction through the online toolkit 3. Provide full scope representation to tenants facing eviction.	1. Present project to 12 organizational partners 2. Assist 625 individuals through the online toolkit 3. Provide eviction defense services to 12 individuals.
Q2	1. All Partners 2. Debt Collective 3. ICLC	1. Conduct outreach and education regarding project through media and collaborative relationships 2. Assist individuals facing eviction through the online toolkit 3. Provide full scope representation to tenants facing eviction.	1. Present project to 12 organizational partners 2. Assist 625 individuals through the online toolkit 3. Provide eviction defense services to 12 individuals.
Q3	1. All Partners 2. Debt Collective 3. ICLC	1. Conduct outreach and education regarding project through media and collaborative relationships 2. Assist individuals facing eviction through the online toolkit 3. Provide full scope representation to tenants facing eviction.	1. Present project to 13 organizational partners 2. Assist 625 individuals through the online toolkit 3. Provide eviction defense services to 13 individuals.



Q4

1. All Partners 2. Debt Collective 3. ICLC

1. Conduct outreach and education regarding project through media and collaborative relationships  
2. Assist individuals facing eviction through the online toolkit  
3. Provide full scope representation to tenants facing eviction.

1. Present project to 13 organizational partners  
2. Assist 625 individuals through the online toolkit  
3. Provide eviction defense services to 13 individuals.

**A. Resource Materials:** The Statewide Eviction Defense Tool and Support project will create an online resource, the Tenant Power Toolkit, to greatly reduce the number of tenants who are evicted because they could not file a response to a UD complaint within five business days. Tenants who do not file a response have zero chance to “achieve better outcomes.” Many who do file answers will lose their homes because they don’t know they should simultaneously file a “Declaration of COVID-related Distress” with the court. We aim to improve the odds that every low-income tenant can file an answer and assert their most important legal defenses to eviction. We do this by combining technology, legal expertise, and collaboration with grassroots tenant organizations.

Identify resource materials to be developed and the individual(s) who will be responsible for preparing those materials. How will new materials differ from those materials already available, i.e. materials posted on [LawHelpCA.org](http://LawHelpCA.org) or [Courts.ca.gov](http://Courts.ca.gov)?

ICLC and project partner the Debt Collective are responsible for building this online resource. Tenants use the tool after visiting a website that has FAQs and other information. We do not aim to replicate what is on other sites, but rather be sure tenants have the information they need to use the toolkit and know what will happen next. Currently, there is not a similar resource available statewide to address the impending eviction crisis.



**B. Outreach:** The target population will be made aware of the Project through a statewide media campaign in English and Spanish by the Debt Collective. In addition, each partner will promote the Project through its extensive network of collaborative partners and existing contacts (e.g., emails, texts, social media posts and newsletters). For example, ICLC will promote the Project through the ICLC-led Provider Alliance to End Homelessness, a collaboration of 85 organizations dedicated to ending homelessness. The Partners will also spread the word through various coalitions that we actively participate in, such as Housing NOW!, a statewide coalition of over 80 California organizations which mobilizes thousands of grassroots leaders from across the state.

How will the target population be made aware of these services?

The Debt Collective is a grassroots activist group with both national and local campaigns and member-led chapters. They work in issue-based coalitions as well, and the Tenant Power Toolkit has been a collaborative effort from the beginning. They will promote the project through their relationships with organizations such as the LA Tenants Union, SAJE, Stay Housed LA, the Anti Eviction Mapping Project, ACCE, Tenants Together, and HRC / RTO in the Bay Area.

The Leadership Counsel has a strong presence in California's Central Valley rural communities and will promote the project through its networks and boots-on-the-ground outreach efforts. Since many of the community members in this region may not be directly connected with nonprofit organizations, Leadership Counsel will conduct door-to-door canvassing, with a special emphasis on Indigenous communities living in mobile home parks.



**C. Language Access:** A significant number of staff at ICLC and our project partner organizations are bilingual, mostly in Spanish and English, and are skilled at conveying legal concepts to our clients in multiple languages. For example, ICLC staff can communicate in French, Italian, Polish, Korean, Hebrew, Japanese, Marathi, Portuguese, Tagalog, Tamil, Russian, Romanian, Spanish, Farsi, Mandarin, Cantonese, Vietnamese, Khmer, Gujarati, Bengali, Urdu, Armenian, Hindi, Punjabi, and German.

Describe staff language capabilities and plans for developing materials in multiple languages. How will the project provide services to monolingual constituents in languages that staff does not speak?

When additional translation is needed, including sign language, we partner with nonprofits with the language capacity and cultural competence. When needed, we also access interpreter services, such as TLC Interpreting & Translation Services, a leading interpretation service. All resource materials produced for this project will be made in available in English and Spanish and other languages as needed. Project partners have recently been discussing additional language translations (e.g., Punjabi) that may be necessary for effective access in some of California's rural communities.

## 10. Eligibility for Services

**Update on September 27, 2021:** OA&I has received clarification that HP III grants are to serve Californians who meet the definition of "indigent person" in Business & Professions Code section 6213(d).

**A. Will the project provide services to individuals who are not indigent as defined at Business & Professions Code section 6213(d) or to organizations not providing benefits primarily on behalf of indigent individuals?:**



**B. Identify all criteria and guidelines used to establish an individual's income information.:** While the online toolkit is likely to be most appealing to low-income tenants who lack access to legal services, the tool will be available to all Californians. Clients who receive full scope legal representation will be screened for income eligibility via ICLC's usual process for income screening and verification. Most clients are asked to submit verification of their household income. This verification might include paycheck stubs, government benefit awards letters, and federal or state tax documents. In some instances, ICLC relies on clients' self-certification regarding their income. Income information is entered into our database to help track client demographics and project outcomes to ensure that we are adhering to funder guidelines. Screened individuals who do not meet the income criteria are given a referral list.

**C. Describe the extent to which the project proposes to provide services to non-indigent individuals and how it will ensure that HP III funds support services to only those who are statutorily indigent?:** The online toolkit is available to all Californians. However, as noted above it is likely to be most appealing to low-income tenants who lack access to legal services. ICLC and its project partners are dedicated to serving low-income individuals and families. We are generally very good at reaching our targeted demographic. Last year, more than 80% of ICLC's clients lived well below the federal poverty line. The outreach that ICLC and our partner organizations conduct for this project will be entirely targeted to connect with indigent tenants.

One of the services that the online tool assists with is requesting a fee waiver from the Superior Court. While the tool will help prepare these documents, the court clerk will verify ultimate eligibility. This fee waiver process will allow us to track income levels for many of the users of the online tool, and should enable us to ensure that we are meeting our goal of reaching and serving indigent individuals.

**11. Will the project focus on providing full-scope representation and/or litigation?**

Yes



**A. If yes, please explain.:** Yes. In addition to limited-scope assistance provided by this Project's online tool, this Project will provide full-scope representation to LA County tenants who have used the tool. Full-scope legal representation in eviction actions is an evidenced-based best practice. This Project will provide that service in order to keep tenants housed and off the streets. We will target full-scope services to tenants who are most likely to become homeless if not assisted (e.g., those who are extremely low income or who have experienced homelessness before).

By providing full-scope service, we will be testing the efficacy of the online tool. The lawyers who take on these cases will be using Answers, Declarations, and other documents that were generated by this online tool. This will provide an ongoing, real-time, way to test the effectiveness of the online tool.

In addition to the full-scope legal work done by ICLC staff, we will also leverage pro bono assistance to support this Project. We dedicate significant resources to training and supporting our pro bono partners. ICLC recently created pro bono training workshops focused on successfully defending clients against unlawful evictions, the basics of rent control, drafting effecting stipulations and settlements in eviction cases, litigation procedures during the COVID-19 pandemic, providing trauma-informed legal services, and more. Many of these trainings were recorded and are available to future volunteers and other legal service providers. Over the past five years, volunteer pro bono attorneys have donated over \$40 million in legal services to ICLC clients.

## 12. Evaluation

Describe how the organizations will acquire evaluation data that they can use to refine the project's strategies to increase its effectiveness in addressing homelessness.



The toolkit has a database built in that will track the number of UD's submitted, where they were submitted, and if they were successful. The successful submission of a UD answer will be deemed effective if it allows a tenant to stay in their housing long enough to link with a lawyer and local tenant organizations.

Within LA county, the UD answers will be filed electronically. This will tell us if the courts are accepting or rejecting the answers. If clerks are rejecting the answers, we will figure out why, and promptly change the program to produce the required change. Beyond LA County, tenants will file in person. We will work closely with statewide tenant organizations and legal service providers, such as ACCE, Tenants Together, and a network of California legal services providers to ensure that tenants who use this tool will be connected with legal and tenant organizing resources.

Project partners will have bi-weekly check-in meetings with these partners and have an email address we check constantly to address any questions or problems as they arise. Finally, the toolkit also comes with a form that users can fill out if they encounter any bugs or confusion.

For clients receiving full scope representation, client information and case outcomes are tracked through a case management database tailored to the legal community called Legal Server. This database enables us to evaluate whether we are meeting our goals for positive client outcomes.

### **13. How will information about the project be shared with other legal aid organizations?**

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ICLC and its project partners work with almost every legal aid organization in the state. ICLC regularly meets with and participates in events hosted by other legal aid organizations to collaborate and share best practices. ICLC staff also participate in various conferences and professional development opportunities.

These connections provide a rich web of opportunities for ICLC to share information about this project with other legal aid organizations. In addition, a key component of this project is an aggressive outreach and media campaign to inform legal service and tenant organizing organizations throughout the state about the toolkit and to connect tenants with organizing and legal aid resources in their communities.

### **14. How does the proposed project fit within current organizational programming?**

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The Statewide Eviction Defense Tool and Support Project is an extension of programming and services already present in each project partners' mission. Funding from the State Bar will allow ICLC to collaborate with its project partners—the Debt Collective and Leadership Counsel for Justice & Accountability—to finish creating and launching the online toolkit, conduct an extensive media and outreach campaign to the most vulnerable rural and urban communities throughout California, and provide critical funding for the most effective eviction defense mechanism: full scope representation by a qualified attorney.

## FORM C - PROJECT BUDGET

### I. Grant Budget by Year (Three Years)

The maximum, annual amount that a program may request is \$500,000 (\$1,500,000 for all three years).

#### Total Grant Request

##### Personnel

	Year 1	Year 2	Year 3	Total
1. Attorneys	\$68,000	\$68,000	\$68,000	\$204,000
2. Paralegals	\$48,000	\$48,000	\$48,000	\$144,000
3. Other Staff	\$79,500	\$79,500	\$79,500	\$238,500
SUBTOTAL	\$195,500	\$195,500	\$195,500	\$586,500
4. Employee Benefits	\$55,875	\$55,875	\$55,875	\$167,625
TOTAL PERSONNEL	\$251,375	\$251,375	\$251,375	\$754,125

##### Non-Personnel

	Year 1	Year 2	Year 3	Total
5. Space	\$10,000	\$10,000	\$10,000	\$30,000
6. Equipment Rental and Maintenance	\$0	\$0	\$0	\$0
7. Office Supplies	\$0	\$0	\$0	\$0
8. Printing and Postage	\$0	\$0	\$0	\$0





9. Telecommunications	\$0	\$0	\$0	\$0
10. Technology	\$0	\$0	\$0	\$0
11. Program Travel	\$0	\$0	\$0	\$0
12. Training	\$0	\$0	\$0	\$0
13. Library	\$0	\$0	\$0	\$0
14. Insurance	\$5,000	\$5,000	\$5,000	\$15,000
15. Litigation	\$0	\$0	\$0	\$0
16. Capital Additions	\$0	\$0	\$0	\$0
17. Contract Service to Clients	\$0	\$0	\$0	\$0
18. Evaluation	\$0	\$0	\$0	\$0
19. Other	\$0	\$0	\$0	\$0
TOTAL NON-PERSONNEL	\$15,000	\$15,000	\$15,000	\$45,000
<b>Administrative</b>				
20. Personnel	\$28,000	\$28,000	\$28,000	\$84,000
21. Non-Personnel	\$5,625	\$5,625	\$5,625	\$16,875
TOTAL ADMINISTRATIVE	\$33,625	\$33,625	\$33,625	\$100,875
22. Total Sub-Grants	\$200,000	\$200,000	\$200,000	\$600,000
GRAND TOTAL	\$500,000	\$500,000	\$500,000	\$1,500,000

## 1. Lawyers

	Year 1 (in FTEs)	Year 2 (in FTEs)	Year 3 (in FTEs)	Total
Staff Attorney	0.80	0.80	0.80	2.40
	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
Total Lawyers	0.80	0.80	0.80	2.40

## 2. Paralegals

	Year 1 (in FTEs)	Year 2 (in FTEs)	Year 3 (in FTEs)	Total
Paralegal	0.80	0.80	0.80	2.40
	0.00	0.00	0.00	0.00
Total Paralegals	0.80	0.80	0.80	2.40



### 3. Other Staff

	Year 1 (in FTEs)	Year 2 (in FTEs)	Year 3 (in FTEs)	Total
Director	0.30	0.30	0.30	0.90
Admin Clerk	0.90	0.90	0.90	2.70
	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
Total Other Staff	1.20	1.20	1.20	3.60
TOTAL PERSONNEL(in FTEs)	2.80	2.80	2.80	8.40

% Personnel: 95.88%

% Non-Personnel: 4.13%

If the proposed budget allocates less than 75 percent to personnel, explain why it deviates from the recommended percentages.

% Program: 93.28%

% Admin: 6.73%

If the proposed budget allocates less than 75 percent to program, explain why it deviates from the recommended percentages.

## II. Partner Sub-Grants (Three Years)



## Sub-Grants

Partner Organization	Year 1	Year 2	Year 3	Total	Describe Proposed Expenses
The Debt Collective	100000	100000	100000	300000	Staffing and benefits, technology build-out and maintenance.
Leadership Counsel for Justice & Accountability	100000	100000	100000	300000	Staffing and benefits and taxes, travel related to conducting outreach to rural communities, supplies and administrative costs.
<b>Total:</b>	<b>200000</b>	<b>200000</b>	<b>200000</b>	<b>600000</b>	

## III. Total Project Budget (Three Years)

### Project Budget

#### Personnel

	Non-Grant Monies	Grant Monies	Total
1. Attorneys	\$0	\$204000	\$204,000
2. Paralegals	\$0	\$144000	\$144,000
3. Other Staff	\$0	\$238500	\$238,500
SUBTOTAL	\$0	\$586500	\$586,500
4. Employee Benefits	\$0	\$167625	\$167,625
TOTAL PERSONNEL	\$0	\$754125	\$754,125

#### Non-Personnel

	Non-Grant Monies	Grant Monies	Total
5. Space	\$0	\$30000	\$30,000
6. Equipment Rental and Maintenance	\$0	\$0	\$0



7. Office Supplies	\$0	\$0	\$0
8. Printing and Postage	\$0	\$0	\$0
9. Telecommunications	\$0	\$0	\$0
10. Technology	\$0	\$0	\$0
11. Program Travel	\$0	\$0	\$0
12. Training	\$0	\$0	\$0
13. Library	\$0	\$0	\$0
14. Insurance	\$0	\$15000	\$15,000
15. Litigation	\$0	\$0	\$0
16. Capital Additions	\$0	\$0	\$0
17. Contract Service to Clients	\$0	\$0	\$0
18. Evaluation	\$0	\$0	\$0
19. Other	\$0	\$0	\$0
TOTAL NON-PERSONNEL	\$0	\$45000	\$45,000
<b>Administrative</b>			
20. Personnel	\$0	\$84000	\$84,000
21. Non-Personnel	\$0	\$16875	\$16,875
TOTAL ADMINISTRATIVE	\$0	\$100875	\$100,875
22. Total Sub-Grants	\$0	\$600000	\$600,000
GRAND TOTAL	\$0	\$1500000	\$1,500,000

## 1. Lawyers

	Non-Grant Monies (in FTEs)	Grant Monies (in FTEs)	Total (in FTEs)
Staff Attorney	0.00	2.4	2.40
	0.00	0	0.00
	0.00	0	0.00
Total Lawyers	0.00	2.4	2.40

## 2. Paralegals

	Non-Grant Monies (in FTEs)	Grant Monies (in FTEs)	Total (in FTEs)
Paralegal	0.00	2.4	2.40
	0.00	0	0.00
Total Paralegals	0.00	2.4	2.40



### 3. Other Staff

	Non-Grant Monies (in FTEs)	Grant Monies (in FTEs)	Total (in FTEs)
Director	0.00	0.9	0.90
Admin Clerk	0.00	2.7	2.70
	0.00	0	0.00
	0.00	0	0.00
	0.00	0	0.00
Total Other Staff	0.00	3.6	3.60
TOTAL PERSONNEL(in FTEs)	0.00		8.40

### FORM D - BUDGET NARRATIVE

Provide an explanation for each line item in the project budget, including the basis for allocations. While the Project Budget form does not include the value of in-kind support, please include any significant in-kind support, such as the use of court facilities or equipment, in the budget narrative. Any program expenses entered under Contract Service to Clients (row 17) or Other Non-Personnel (row 19), or for administrative or overhead costs (rows 20 and 21), must be itemized and explained.

### Personnel

Account Title	Grant Monies	Narrative
1. Attorneys	\$68000	Provide full-scope eviction defense services to tenants facing eviction.
2. Paralegals	\$48000	Provide support to attorneys who are conducting eviction defense services.
3. Other Staff	\$79500	Admin clerk and Tenant Defense Project Director, who support the work of attorneys providing full scope eviction defense services.
SUBTOTAL	\$195500	



4. Employee Benefits	\$55875	Payroll taxes, medical insurance and workman's comp insurance.
TOTAL PERSONNEL	\$251375	

## Non-Personnel

Account Title	Grant Monies	Narrative
5. Space	\$10000	Rent, parking and utilities.
6. Equipment Rental and Maintenance	\$0	
7. Office Supplies	\$0	
8. Printing and Postage	\$0	
9. Telecommunications	\$0	
10. Technology	\$0	
11. Program Travel	\$0	
12. Training	\$0	
13. Library	\$0	
14. Insurance	\$5000	Professional liability, cyber crime, and umbrella insurance.
15. Litigation	\$0	
16. Capital Additions	\$0	
17. Contract Service to Clients	\$0	
18. Evaluation	\$0	
19. Other	\$0	
TOTAL NON-PERSONNEL	\$15000	
Administrative		
20. Personnel	\$28000	Portion of accounting, human resources and grants management staff to support project.
21. Non-Personnel	\$5625	Administrative costs such as telecom equipment and payroll fees.
TOTAL ADMINISTRATIVE	\$33625	
22. Total Sub-Grants	\$200000	\$100,000 each annually to subcontracted partners The Debt Collective and Leadership Counsel for Justice & Accountability.
GRAND TOTAL	\$500000	



## Form E - Project Assurances

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Download the Assurances document and upload a signed copy below.

Upload PDF Version of  
Signed Assurances  
Document:

ICLC\_2022-2024\_(Updated)\_HP\_III\_Competitive\_Grant\_Assurances.pdf  
245 KB - 10/22/2021 7:30PM

Total Files: 1

### Supporting Documents (Optional)

When naming optional supporting documents, please include the Organization's acronym (or short name) and a one - to - five word file description (note: any type of file may be uploaded).

Final Grant Award:



**Grant Year:** 2022

**Due Date:** October 22, 2021 at 5:00pm PST

**Prepared by:** Dana Richardson

**Email:** dmarquez@one-justice.org

**Contact Phone:**

**Funding Opportunity:** HP RFP

**Project Title:** Supporting Data-Driven Practices in Homelessness Prevention

**Program Name:** OneJustice

**Applicant Title:** Manager

**Address:** 433 California Street Suite 815

**City:** San Francisco

I verify the information in the Organization Profile is accurate and up to date.

I verify that I have read, and am familiar with, the RFP for the Homelessness Prevention III Competitive Grant.

## FORM A - PROJECT PROFILE

**1. Lead Project Contact:** Phil Hwang

**Job Title:** Chief Executive Officer

**Email:** phwang@one-justice.org

**Telephone:** 415-225-6360

County(ies) Served by  
this Project

Alameda

Alpine

Amador

Butte

Calaveras

Colusa

Contra Costa





Del Norte  
El Dorado  
Fresno  
Glenn  
Humboldt  
Imperial  
Inyo  
Kern  
Kings  
Lake  
Lassen  
Los Angeles  
Madera  
Marin  
Mariposa  
Mendocino  
Merced  
Modoc  
Mono  
Monterey  
Napa  
Nevada  
Orange  
Placer  
Plumas  
Riverside  
Sacramento  
San Benito  
San Bernardino



San Diego  
San Francisco  
San Joaquin  
San Luis Obispo  
San Mateo  
Santa Barbara  
Santa Clara  
Santa Cruz  
Shasta  
Sierra  
Siskiyou  
Solano  
Sonoma  
Stanislaus  
Sutter  
Tehama  
Trinity  
Tulare  
Tuolumne  
Ventura  
Yolo  
Yuba

### 3. DUNS Number

This grant is supported by federal dollars. Therefore, each grantee will need to provide a Data Universal Number System (DUNS) number. Please enter your federal DUNS number below. Note your DUNS number must be in this format: ##-###-####.

To learn more about DUNS numbers, please visit [grants.gov](https://grants.gov), [here](#). To request a free DUNS number—for organizations that do not have one already—please visit [here](#).



18-224-1505

## 5. Grant Period

Three Years

Organization	Type	Contact Name	Job Title	Email	Telephone	State Bar Funded	Sub-Grant Recipient
Legal Aid Association of California (LAAC)	501(c)(3)	Salena Copeland	Executive Director	scopeland@laaconline.org	510-893-3000 x106	Yes	Yes

## 6. Annual Amount Requested

The maximum, annual amount that a program may request is \$500,000 (\$1,500,000 for all three years).

\$250,000

**A. Total Grant Amount** \$750,000  
**Requested (three year auto-calculated):**

## 7. Is the project currently operating under other funding sources including other State Bar funding?

No

## 8. Does your organization currently serve rural and/or underserved communities?

For the purposes of this grant "rural" is defined as areas that meet the definition of "rural" or "frontier" that the medical community uses to analyze the availability of medical services. This classification scheme is known as Medical Service Study Areas (MSSAs). Rural MSSAs have 50,000 or fewer residents and population densities below 250 people per square mile, while "frontier" MSSAs are defined by population densities of fewer than 11 people per square mile.

Click on map to help identify rural areas in narrative response below.

Yes



**A. If yes, explain how you serve rural and/or underserved populations.** OneJustice and our collaborative partner, the Legal Aid Association of California (LAAC), work with legal services organizations (LSOs) representing rural and/or underserved populations throughout California.

**List any rural areas.:**

OneJustice works with LSOs to help assess rural and underserved communities' legal needs and resources—e.g., OneJustice operates capacity-building programs for specific communities such as the Rural Justice Collaborative (rural), IMPACT LA (survivors of domestic violence), and Access to Asylum (refugees). OneJustice also identifies evidence-based, best, and promising practices (collectively, “data-driven practices”) and supports their implementation through written resources—e.g., OneJustice developed the small claims/back rent toolkit for homelessness prevention being implemented by LSOs throughout California.

LAAC has significant expertise working with LSO member organizations based in rural and/or underserved regions or otherwise provide services to such areas, and its work is utilized by LSOs, pro bonos, and government agencies throughout California—e.g., the Rural Justice Policy Paper Series, including the 2021 report, “Health Equity and Rural Attorney Deserts.” By advocating and coordinating with these organizations, LAAC supports their efforts to serve rural and underserved clients.

The rural areas we will serve are in:

Alameda, Alpine, Amador, Butte, Calaveras, Colusa, Contra Costa, Del Norte, El Dorado, Fresno, Glenn, Humboldt, Imperial, Inyo, Kern, Kings, Lake, Lassen, Los Angeles, Madera, Marin, Mariposa, Mendocino, Merced, Modoc, Mono, Monterey, Napa, Nevada, Placer, Plumas, Riverside, Sacramento, San Benito, San Bernardino, San Diego, San Joaquin, San Luis Obispo, San Mateo, Santa Barbara, Santa Clara, Santa Cruz, Shasta, Siskiyou, Solano, Sonoma, Stanislaus, Sutter, Tehama, Trinity, Tulare, Tuolumne, Ventura, Yolo, and Yuba counties

## 9. Project Abstract

Provide a brief description of the core aspects of the proposed project. This abstract will be included in summaries provided to the Legal Services Trust Fund Commission, Judicial Council of California, legislature, and others.



This project will increase the effectiveness of legal services interventions in preserving housing stability and reducing homelessness, particularly for rural communities and underserved populations. We will utilize our well-established relationships with LSOs, as well as our understanding that many organizations lack the capacity and/or expertise to adopt evidence-based and other data-driven practices, or to shape their service delivery models based on data and research, to improve overall service delivery. This will help ensure that California remains in the vanguard of homelessness prevention and civil legal aid.

The project will be implemented in three phases:

- Consultation with national experts and summarization of research on data-driven practices;
- Comprehensive analyses of housing service delivery models that can serve as models for programs statewide, particularly in rural and underserved communities; and
- A series of convenings to share findings, lift up data-driven practices, foster peer-to-peer learning, and encourage new collaborative projects.

In tandem, these phases will ensure that housing programs have a comprehensive perspective on data-driven practices in program service delivery, including issues like community outreach; intake models; resource prioritization; the role of legal clinics, pro bono projects, and other models for delivering legal services to large numbers of indigent households; strategies for maximizing housing stability and reducing homelessness; and tracking inputs and results through data collection and synthesis. This project will improve how legal services are delivered, how resource allocation decisions are made, and how housing programs evaluate the impact of their services and refine their strategies based on data-driven practices.

## Form B - Project Description

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### 1. Statement of Need

Describe the need that the project seeks to address and that satisfies the statutory parameters in the above "note".



California is facing an eviction crisis. The Census Bureau’s Household Pulse Survey indicates that almost 1 million California renters, or over 11% of all renters, are behind on rent, and over 1 million renters report that they are “very likely” to be evicted within the next 2 months.

Legal representation has been shown to help low-income tenants achieve better outcomes, but the evidence has been mixed. In California, pilot projects funded by the Shriver Civil Counsel Act showed that represented tenants settled and avoided trial more often, and received favorable settlement terms. However, tenants ended up losing possession in a majority of cases, regardless of representation.

The Shriver Act evaluation, as well as research studies from other jurisdictions, suggest that the choice of service delivery model—e.g., full-scope vs. unbundled services, social services, and/or income supports—impacts the overall effectiveness of legal interventions for low-income and vulnerable tenants.

Especially during COVID-19, the allocation of limited legal resources should be based on practices proven to prevent homelessness and promote long-term housing stability. In the absence of evidence-based practices—with definable outcomes that are measurable and defined according to real-world benchmarks—allocation decisions should at least be based on best or promising practices.

This project seeks to address the need in our legal aid community for a data-driven response to housing advocacy and homelessness prevention. Legal services organizations that provide such services can better serve the needs of low-income Californians, especially among rural and underserved populations, through the implementation of data-driven service delivery models

## 2. Target Population

Describe demographics of the target populations, the geographic area to be served by the project, and why the target population is in particular need of the services to be provided.



The ABA report "Designing for Housing Stability" predicts that "mass evictions are likely to widen both racial and socioeconomic disparities in health. These factors create an urgent need for states and local governments to respond to this crisis through additional eviction mitigation strategies."

Among California's renters, those most likely to experience eviction and homelessness are low-income renters, especially those in rural and underserved populations—e.g., renters who are BIPOC, survivors of domestic violence and human trafficking, and immigrants.

California has some of the highest rural rental rates in the country, and many of California's rural renters are cost-burdened or severely cost-burdened. 14.5% of Hispanic or Latino renters, 14.8% of Asian renters, and 10.3% of Black renters are behind on rent, and survivors of domestic violence are at particularly high risk for eviction. Among California's immigrant residents, 51% are cost-burdened and 26% are severely cost-burdened.

Our primary target population will be QLSPs receiving Homelessness Prevention funding who are engaged in housing stability and homelessness prevention services for low-income, rural, and underserved populations and consequently, the clients served by those organizations.

Our geographic area to be served is the entire state. We will work specifically with legal services organizations and their community partners that are serving rural communities and underserved populations throughout California. In so doing, we will efficiently reach vulnerable tenants.

By providing support and coordination to their work, this project will assist low-income renters, renters in rural communities, and renters from underserved populations throughout the state.

### **3. Will this project focus on addressing homelessness in rural communities?**

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Yes



**A. If yes, identify the rural communities.:** We will consult with QLSPs and other services agencies to determine the highest needs of their communities for homelessness prevention. We will remain flexible with our strategy and target areas so that we may adjust to the needs of the QLSPs and their clients. That said, we foresee serving rural communities and their low-income tenant populations through targeted resources in the following counties:

Alameda, Alpine, Amador, Butte, Calaveras, Colusa, Contra Costa, Del Norte, El Dorado, Fresno, Glenn, Humboldt, Imperial, Inyo, Kern, Kings, Lake, Lassen, Los Angeles, Madera, Marin, Mariposa, Mendocino, Merced, Modoc, Mono, Monterey, Napa, Nevada, Placer, Plumas, Riverside, Sacramento, San Benito, San Bernardino, San Diego, San Joaquin, San Luis Obispo, San Mateo, Santa Barbara, Santa Clara, Santa Cruz, Shasta, Siskiyou, Solano, Sonoma, Stanislaus, Sutter, Tehama, Trinity, Tulare, Tuolumne, Ventura, Yolo, Yuba

Rural tenants make up 13% of California's adult population, but experience poverty at higher rates than urban populations. More than 675,000 (or 18% of all) rural residents live in households at or below 125% of the federal poverty level.

Low-income Californians generally have difficulty accessing legal services, but those in rural areas face additional challenges. Rural Californians are more likely to experience a housing-related legal matter than their urban counterparts, but there are fewer legal aid lawyers in rural communities and few private lawyers to fill the gaps. Inadequate or unavailable public transportation also makes it difficult to access legal services, especially with the large distances between legal aid offices that are typical of rural areas.

**4. Will this project focus on addressing homelessness in particularly underserved communities?**

Yes





**A. If yes, identify the underserved communities and explain how they face even higher barriers to accessing civil justice than does the low-income community generally.:** We will consult with OneJustice’s partners and LAAC’s member organizations to identify and serve underserved communities who face additional barriers to accessing legal resources. The underserved populations whom we anticipate serving include: survivors of sexual assault or domestic violence, immigrants, and BIPOC community members.

For example, those who experienced sexual assault or domestic violence report approximately 800% more civil legal problems than low-income residents in general, including in rental housing, employment, finance, and income maintenance. Among low-income Californians, immigrants are least likely to receive legal representation, and among low-income residents who can’t access legal representation due to cost, 36% face immigration-related issues.

Among BIPOC communities, members of the Latinx community report rental housing issues 220% more frequently, and Black Americans report issues with rental housing 300% more frequently than their White counterparts. Overall, Latinx and Black Americans report a higher frequency of legal problems in not only rental housing, but also employment, finance, and family law, even when controlling for other demographics such as income. Finally, while 54% of White Americans say that the civil legal system treats them fairly most or all of the time, only 31% of Black Americans, 36% of Latinx Americans, and 38% of other races report the same.

5. Collaboration

Will the project involve collaboration with other organizations?

Yes



**A. Describe how the applicant and partner organizations will work collaboratively to address the stated project need.:** Our strong history of collaborations with legal services organizations (LSOs) and community-based organizations (CBOs) are a critical means of achieving our goal of disseminating data-driven homelessness prevention service models. OneJustice will coordinate with partnering LSOs and CBOs to identify Homelessness Prevention programs that implement data-driven practices, while LAAC is perennially engaged in advocating for and coordinating its member LSOs. We can build out a robust coordination infrastructure to ensure our partnering organizations can maximize their impact around homelessness prevention and housing stability.

To identify evidence-based and other data-driven practices in housing interventions, OneJustice and LAAC will work collaboratively to produce original analysis on data-driven practices, the promotion of those practices, and the efficient organization and mobilization of the legal aid sector. OneJustice and LAAC have worked together before on many issues; this project will allow us to build upon our history of partnership to leverage our core competencies of analytical research, data analysis, training development, and community engagement.

To ensure that the project meets our projected timeline and benchmark goals, OneJustice and LAAC will also hold bi-weekly check-in calls to determine the project's status, progress toward stated goals, and staffing needs.



**B. Describe the extent to which the applicant has already developed the necessary partnerships or previously collaborated with partners or stakeholders to accomplish goals.:** OneJustice has 40 years of experience partnering with QLSPs and already has established relationships with many people and organizations in the legal aid system. For 11 years, our Executive Fellowship program has trained over 200 legal aid leaders; the current cohort includes 32 Fellows who work in 16 different California counties throughout California, including legal services organizations working in Central California, the Central Coast, and the Inland Empire.

This year, OneJustice worked with a statewide housing working group to design and distribute a small claims/back rent toolkit, which has been downloaded and is being used by over 100 LSOs and CBOs since its release two weeks ago. These networks and experiences will prove useful in our future outreach and partnering efforts.

In addition, LAAC and OneJustice have collaborated extensively. Most recently, we worked together on a project that surveyed the legal aid community regarding their incorporation of social workers in their service delivery models, resulting in a widely distributed and unique report, "Social Work Practices in California Legal Aid Organizations." This project required ongoing meetings, discussions, and collaboration, from creating and launching a survey to finalizing the report. Currently, we are partnering on a set of panels focused on recruitment and retention, including looking at the value of adding social workers and other advocates to LSOs' staff teams to support homelessness prevention and housing work.

LAAC and OneJustice consistently and effectively collaborate as partners to accomplish shared advocacy and coordination goals to support our legal aid community.

## 6. Organizational Capacity

Describe the qualifications, experiences, and resources that the organization(s) will use to accomplish the proposal objectives.



OneJustice and LAAC have significant experience developing and disseminating resources for LSOs.

- **Innovative Solutions:** We have extensive experience mobilizing resources and developing innovative solutions to meet urgent needs, such as the Remote Clinic Toolkit developed during the first months of the pandemic. Through our statewide listservs and other communication channels, we can quickly promote and distribute resources, generate data and community feedback through surveys, and set up convenings.

- **Data-Driven Practices:** Our subject matter expert Kelly Jarvis of NPC Research produced California's Sargent Shriver Civil Counsel Act Evaluation Report, which helped establish some of the few evidence-based practices in housing law interventions. OneJustice and LAAC's report on "Social Work Practices in California Legal Aid Organizations," LAAC's "Justice at Risk" report on recruitment and retention, as well as LAAC's participation in the Rural Justice Policy Paper Series with the Access to Justice Commission, demonstrate our experience in gathering data from the legal aid community, identifying best practices, and providing guidance to the community.

- **Technical Assistance:** We have a long history of developing best practices guides, providing embedded technical assistance, and facilitating learning convenings for LSOs. OneJustice also provides individualized technical assistance to LSOs on an array of issues, including program impact analyses and service delivery model evaluations.

- **Convenings:** We facilitate statewide, regional, and issue-based convenings for LSOs and other stakeholders. We will be able to quickly work within these networks to identify key players, essential voices, and gaps in representation to build a robust network for our convenings.

## 7. Project Structure

Describe the project structure including the staffing structure, supervision, if applicable, delegation of responsibility between organizations, use of volunteers, etc.



Our project structure will integrate staff members from OneJustice and LAAC, combining our related yet distinct multi-disciplinary toolboxes, experiences, and skill sets to accomplish the project objectives. Our staff will be aided by a panel of subject matter experts, who will provide ongoing research and analysis support for the project. The panel will include Mairi McKeever, with over 25 years of experience in providing legal and social services to vulnerable populations, and Kelly Jarvis of NPC Research, with over a decade of experience in program research and evaluation, including authoring California's Sargent Shriver Civil Counsel Act Evaluation Reports.

Supervision will be provided by a 4-member project management team consisting of senior staff from both organizations. The team will meet bi-weekly to monitor progress toward the project's objectives and deliverables timeline. The team will also develop an online action plan to identify upcoming action steps and assign implementation of each action step to specific staff members, which will fall along organizational expertise lines. The management team will review all deliverables prior to launch for quality control, and will be led by Jay Lee, OneJustice's Healthy Nonprofits Program Director with over a decade of experience in technical assistance and legal services delivery.

Additional research, drafting, convening facilitation, and technical assistance support will be provided by experienced Staff Attorneys and Senior Attorneys/Program Managers from OneJustice and LAAC, including LAAC Senior Attorney Zach Newman who recently completed the Data & Policy Summer Scholar Program at the University of Chicago's Harris School of Public Policy.



**A. How will the project ensure quality control?:** OneJustice and LAAC will ensure quality control by: (a) implementing strict quality control procedures for all written resources; and (b) ensuring that the facilitation plan for all technical assistance events comply with Adult Learning Principles and Equitable Teaching Practices.

Our written resources will adhere to the criteria for evidence-based and other data-driven practices. Evidence-Based Practices (EBPs) are “outcome-focused approaches and interventions that have been scientifically tested in controlled studies and proven effective” (<https://www.courts.ca.gov/5285.htm>) based on definable outcomes that are measurable and defined according to practical realities (e.g., housing stability). This differs from Best Practices, which are generally-accepted practices supported by sufficient research to show they produce better results than other approaches; and Promising Practices, which are emerging practices supported by sufficient evidence to suggest they are effective at achieving a specific goal or outcome.

To ensure that our written resources are rigorous and adhere to scientific norms and criteria, we will consult with our subject matter experts throughout their development. We will also check in frequently with LSOs regarding their needs and monitor the use of our resources to ensure that we are responsive to the community’s needs and utilization patterns.

Before each LSO convening or other technical assistance event, members of the project management team will review each facilitation plan to ensure compliance with Adult Learning Principles, so that the learnings are conducive to the different learning styles of adults, and with Equitable Teaching Practices, removing linguistic and other barriers to effective learning for attendees from different backgrounds.

## 8. Project Goals and Deliverables

List the project's key goals and deliverables. Quantify where possible.



We predict our deliverables will include the following, although we will remain flexible in response to the changing landscape of evictions in California.

Phase One:

- The results of a literature survey and interviews with legal experts like Jim Greiner (Harvard Law) and Jessica Steinberg (GW Law) who have authored articles on the effectiveness of housing law interventions, and national experts on homelessness prevention like Dennis Culhane (UPenn) and Marybeth Shinn (Vanderbilt).
- The results of interviews with housing LSOs and CBOs regarding community-specific needs and service delivery models, utilizing our statewide networks to identify housing program partners for in-depth analyses on outcome maximization and mission impact
- Summary of evidence-based and other data-driven practices in homelessness prevention

Phase Two:

- Compilation of data-driven case studies from local and national homelessness prevention programs, prioritizing those serving rural regions and underserved populations, and programs with highly impactful models
- A resource guide for LSOs on data collection and program evaluation best practices
- A Homelessness Prevention Guide of evidence-based and other data-driven practices in homelessness prevention

Phase Three:

- 2-3 statewide Homelessness Prevention Webinars on data-driven practices and effective homelessness prevention service delivery models
- 4-6 Homelessness Prevention Workshops specific to rural communities and underserved populations
- A listserv and Slack channel for LSOs and CBOs to communicate and engage in peer learning
- Technical assistance appointments with Homelessness Prevention grantees
- A check-in with LSOs and CBOs to assess their needs and challenges and to strategize a Year 3 plan



**A. Describe how the project's goals will be met.:** Our project's goals are to ameliorate homelessness by using data-driven approaches to identify and encourage the implementation of effective homelessness prevention service delivery models, and to maximize the impact of Homelessness Prevention funding. By doing what many legal services providers lack the capacity and/or expertise to do on their own—identifying empirically proven ways to deliver services more effectively—and then supporting them in implementing our findings, we will improve services delivery sector-wide and ensure that California remains a national pioneer in homelessness prevention and civil legal aid.

Our goals will be met by engaging in thorough and comprehensive research and connection with organizations, universities, and researchers; strong project management and quality control; the production of high-quality written work products; and successful coordination and convening of those working at the forefront of housing and homelessness prevention in our state. In addition, all of our resources will center language, literacy, and access needs, and will be ADA-compliant.

If necessary, we will adapt our strategies and deliverables in response to any unexpected research results, project developments, and/or changes in California's housing landscape. Our team's expertise in housing interventions and data-driven practices, our proven ability to pivot based on new developments, and our goal-driven service model will allow us to achieve our project's goals despite the uncertainties of this time.





**B. What challenges do you anticipate encountering?:** We anticipate encountering the following challenges:

- Gaps in Research. The existing research on legal interventions and homelessness prevention is sparse, and rarely focuses on rural and underserved populations. As a result, our guidance for LSOs and CBOs serving rural and underserved communities will likely need to include “promising” and “emerging” practices—i.e., new practices that hold promise of effectiveness.
- Fidelity to Data-Driven Practices. Evidence-based and other data-driven practices assume fidelity to the original model—that is, their effectiveness may be reduced if a program doesn’t adhere to key characteristics of the original model(s). To the extent that LSOs are unable or unwilling to adhere to specific characteristics of a given data-driven practice, they may not experience the expected improvement in outcomes. This, in turn, may discourage LSOs from fully implementing the data-driven practice(s).
- Inadequate Data Management Systems. To successfully implement a data-driven practice, programs need a robust data collection and management system. If the data collected is incomplete or inaccurate, programs will be unable to determine the true effectiveness of a data-driven practice, compared to alternative service delivery models. If not enough LSOs (and their CBO partners) have robust management systems, it will limit our ability to help LSOs implement data-driven practices.
- The challenges listed above are inherent to all data-driven projects. With assistance from our subject matter experts, we anticipate that we will be able to find workarounds or mitigations for such challenges.



**C. How will the project ensure the target demographic is served?:** OneJustice and LAAC develop programs with communities to meet local needs by engaging nonprofits and other stakeholders in a common vision to serve the clients in their context. We also build strong relationships with local nonprofits serving these communities—including OneJustice’s statewide network of LSOs and community-based organizations, as well as the more than 100 LSOs that comprise LAAC’s membership—and through this process we can identify strong local partners with deep ties and networks into target populations. We will also track metrics to ensure that the target populations are being served by this grant.

We will also build upon our existing partnerships and connections with LSOs serving rural regions and underserved populations, including BIPOC communities, survivors of domestic violence and human trafficking, and immigrants, to ensure that these communities are prioritized for support. We will also partner with support centers and legal services providers with expertise on expanding accessibility for persons with disabilities and limited English-proficient populations.

Finally, we will ensure that the target demographic is served by ensuring the wide distribution of written materials and strong promotion of convenings, using objective output measures. The former can be measured by the number of downloads via the platform where we will store written materials (e.g., Egnyte) and the attendance at our convenings can be measured through Zoom attendee numbers.

Proposed Activities			
Quarter	Responsible Partner	Activity	Deliverables
Year 1			



Q1	OneJ ustice & LAAC	Phase One: - Exhaustive survey of research on homelessness prevention and affordable housing preservation strategies. What research on evidence-based and promising practices exists already, and where are the gaps? - Consult with experts in housing and evidence-based practices to identify research needs and potential thought partners. How can we leverage existing research and partnerships to advance scholarship in this area?	Results of Literature Survey and Interviews  Summary of Evidence-Based and other Data-Driven Practices in homelessness prevention and affordable housing preservation with civil legal aid and supportive services
Q2	OneJ ustice & LAAC	Phase One: - Interview homelessness prevention and affordable housing stakeholders to identify the needs of rural communities and underserved populations and identify potential thought partners. - Conduct research and consult with experts about data collection and evaluation methodologies for evidence-based and promising practices. What do providers need to know in order to design and implement an effective data collection protocol?  Phase Two: - Collect resources for Homelessness Prevention grantees on data collection and analysis best practices	Results of interviews regarding community-specific needs and service delivery models  Resource guide for Homelessness Prevention grantees on data collection and program evaluation best practices
Q3	OneJ ustice & LAAC	Phase Two: - Conduct analyses of Homelessness Prevention programs to identify data-driven practices - Develop case studies of Homelessness Prevention data-driven practices	Compilation of data-driven practices case studies from local and national Homelessness Prevention programs



Q4	OneJ ustice & LAAC	Phase Three:	Homelessness Prevention Guide of evidence-based and other data-driven practices in housing interventions and service delivery models
		- Host introductory webinar	
		- Launch Listserv and Slack Channel	
		- Begin Workshop outreach and recruitment	
		- Launch Best and Promising Practices Workshops	Facilitate 4-6 Best and Promising Practices Workshops specific to rural and underserved communities
			Creation of Listserv and Slack Channel
Year 2			
Q1	OneJ ustice & LAAC	Phase Four:	Technical Assistance
		- Launch Technical Assistance Meetings	
		- Offer Technical Assistance Calls as needed	
Q2	OneJ ustice & LAAC	Phase Four:	Technical Assistance
		- Continue Technical Assistance	
		- Launch webinars, potentially focusing on key challenges facing grantees	Project Evaluation Workshops
		- Host Evaluation Workshops to help grantees analyze their project data to adopt best and promising practices in their project design	Webinars
Q3	OneJ ustice & LAAC	Phase Four:	Technical Assistance
		- Continue Technical Assistance	
		- Continue webinars	Webinars
		- Continue Evaluation Workshops	Project Evaluation Workshops
Q4	OneJ ustice & LAAC	Phase Four:	Technical Assistance
		- Continue Technical Assistance	
		- Wrap up webinars and Evaluation Workshops, assess the need for further training, technical assistance, and resource development	Project Needs Assessment
Year 3			



Q1	OneJ ustice & LAAC	- Continue Technical Assistance - Convene grantee meeting to discuss challenges, continued needs, etc. - Based on takeaways from convening, develop Year 3 strategy	Technical Assistance  Year 3 Strategy Development
Q2	OneJ ustice & LAAC	- Continue Technical Assistance - Execute Year 3 Strategy based on project grantees' needs	Technical Assistance  Year 3 Strategy Execution
Q3	OneJ ustice & LAAC	- Continue Technical Assistance - Execute Year 3 Strategy based on project grantees' needs	Technical Assistance  Year 3 Strategy Execution
Q4	OneJ ustice & LAAC	- Project evaluation	Evaluation Report



**A. Resource Materials:** OneJustice and LAAC will be developing the following resources, as well as other critical resources that may be identified during statewide consultations with legal services organizations (LSOs) and their community-based organization partners:

Identify resource materials to be developed and the individual(s) who will be responsible for preparing those materials. How will new materials differ from those materials already available, i.e. materials posted on [LawHelpCA.org](https://www.lawhelpca.org) or [Courts.ca.gov](https://www.courts.ca.gov)?

- Resource guide for Homelessness Prevention grantees on data collection and program evaluation best practices
- Homelessness Prevention Guide of evidence-based and other data-driven practices in housing interventions and service delivery models
- Compilation of data-driven practice case studies from local and national homelessness prevention programs
- 2-3 Homelessness Prevention Webinar Presentations on data-driven practices and effective homelessness prevention service delivery models
- 4-6 Homelessness Prevention Workshop Presentations specific to rural communities and underserved populations, including at least one presentation each for BIPOC communities, survivors of domestic violence and human trafficking, and immigrants.
- All resources will center language, literacy, and access needs and will be ADA-compliant. The resources will also be formatted to improve readability, functionality, and visual quality, and in adherence to Equitable Teaching Practices.
- These resources cannot be found on LawHelpCA.org and Courts.ca.gov, and to our knowledge, no comparable resources exist for LSOs working in homelessness prevention.



**B. Outreach:** OneJustice and LAAC have exceptionally strong networks to conduct outreach to legal services organizations that work with our target populations—low-income tenants at-risk of homelessness, with an emphasis on rural communities and underserved populations, including BIPOC communities, survivors of domestic violence and human trafficking, and immigrants.

How will the target population be made aware of these services?

These networks include:

- OneJustice's "Justice Matters" e-newsletter, blog posts, convenings, and Executive Fellowship alumni database
- LAAC's "LAAC in Action" e-newsletter, regular convenings including twice-yearly gatherings of Directors of Litigation and Advocacy, and LAAC's comprehensive Directory of all California legal services staff
- OneJustice and LAAC's listservs, email lists, websites, and social media.

To ensure that our target populations are the secondary recipients of our services, we will work with organizations that have deep connections in their local communities and with reputations as go-to sources for assistance.

OneJustice's knowledge of best practices for outreach also will be available to them, if needed. This information includes the use of social media and other media such as Spanish language media, and reaching out to trust centers such as faith-based institutions, colleges, local schools, and medical centers.

**C. Language Access:** OneJustice and LAAC have staff members who can create materials in Spanish. In addition, we will hire contractors to support the translation process to ensure that we meet the top language needs of our target regions and populations—e.g., for the small claims/back rent toolkit OneJustice developed in 2021, our written resources were translated into 12 different languages.

Describe staff language capabilities and plans for developing materials in multiple languages. How will the project provide services to monolingual constituents in languages that staff does not speak?

For monolingual constituents, we will work with our network Catchafire and our current volunteers to find capable, affordable interpreters to provide culturally and linguistically competent services.

## 10. Eligibility for Services



**Update on September 27, 2021:** OA&I has received clarification that HP III grants are to serve Californians who meet the definition of “indigent person” in Business & Professions Code section 6213(d).

**A. Will the project provide No  
services to individuals  
who are not indigent as  
defined at Business &  
Professions Code section  
6213(d) or to  
organizations not  
providing benefits  
primarily on behalf of  
indigent individuals?:**

**B. Identify all criteria and** This project will be working with QLSPs, which have adopted criteria and guidelines  
**guidelines used to** to establish clients’ income information, in compliance with State Bar funding  
**establish an individual’s** requirements. To the extent that QLSPs are partnering with community-based  
**income information.:** organizations to deliver holistic services, we will ensure that the QLSPs  
communicate the State Bar’s income guidelines to their partners.

**11. Will the project focus on providing full-scope representation and/or litigation?**

No

## 12. Evaluation

Describe how the organizations will acquire evaluation data that they can use to refine the project’s strategies to increase its effectiveness in addressing homelessness.





We will use several methods to evaluate and monitor the effectiveness of our project and our progress toward achieving our goals.

First, we will work with partnering QLSPs to evaluate the effectiveness of the project at strategic intervals: (a) we will partner with QLSPs and other homelessness prevention agencies to identify effective, data-driven practices; and (b) once legal services organizations have accessed our written resources and attended our webinars and workshops, we will survey them to collect data regarding satisfaction, knowledge of data-driven practices, usage of resources, implementation of data-driven practices, overall effectiveness of the resources, and additional feedback.

Second, we will host the written resources on a platform that allows us to gather user metrics, including how many users access the resources, frequency of use, and specific documents' user metrics. By analyzing which documents were the most utilized, we can create supplementary resources accordingly. Lastly, we will collect metrics on QLSPs who have participated in technical assistance sessions and send out a satisfaction survey to all participants.

### **13. How will information about the project be shared with other legal aid organizations?**

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OneJustice and LAAC are ideally positioned to share information about this project. OneJustice is a known training and convening entity that brings legal aid organizations and other parts of the legal profession together, and LAAC's membership extends to most legal services organizations in California. OneJustice and LAAC regularly bring together California's QLSPs, law schools, bar associations, and pro bono groups at statewide and regional conferences to highlight innovative projects and best practices. OneJustice also provides pro bono technical assistance resources, consulting, and other technical support to QLSPs.

Our information sharing strategy includes sending emails to OneJustice's and LAAC's connected but distinct communication networks, including listservs and email lists (e.g., Executive Directors), and additional networks like OneJustice's Executive Fellowship and Capacity-Building Academy alumni. We will also share this project through monthly newsletters, social media posts, and conferences.

### **14. How does the proposed project fit within current organizational programming?**

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This project fits squarely into OneJustice’s work as a legal aid support center that is known for innovation and change management, and LAAC already has the coordination infrastructure to hit the ground running.

OneJustice’s programming builds the capacity of legal services organizations to meet local legal needs, and its Healthy Nonprofits Program works with legal aid agencies through one-on-one support, group training, convenings, and more. OneJustice also provides extensive pro bono consulting, coaching, resources, and logistical help to QLSPs across the state.

This project is in perfect alignment with LAAC’s current organizational programming, which frequently promotes best practices, resources, and research as well as convene organizations when necessary to engage in dialogue. Housing stability and homelessness prevention are two big topics within LAAC’s overarching topical programming geared toward coordinating effective delivery of services.

All of these touch points will help OneJustice and LAAC develop new resources that meet the needs of our LSO and CBO partners.

## FORM C - PROJECT BUDGET

### I. Grant Budget by Year (Three Years)

The maximum, annual amount that a program may request is \$500,000 (\$1,500,000 for all three years).

### Total Grant Request

#### Personnel

	Year 1	Year 2	Year 3	Total
1. Attorneys	\$63,733	\$65,953	\$68,188	\$197,874
2. Paralegals	\$0	\$0	\$0	\$0
3. Other Staff	\$46,550	\$48,050	\$49,450	\$144,050
SUBTOTAL	\$110,283	\$114,003	\$117,638	\$341,924
4. Employee Benefits	\$23,711	\$24,511	\$25,292	\$73,514
TOTAL PERSONNEL	\$133,994	\$138,514	\$142,930	\$415,438



## Non-Personnel

	Year 1	Year 2	Year 3	Total
5. Space	\$17,435	\$17,958	\$17,927	\$53,320
6. Equipment Rental and Maintenance	\$856	\$881	\$908	\$2,645
7. Office Supplies	\$285	\$294	\$303	\$882
8. Printing and Postage	\$257	\$264	\$272	\$793
9. Telecommunications	\$513	\$529	\$545	\$1,587
10. Technology	\$1,868	\$1,924	\$1,982	\$5,774
11. Program Travel	\$50	\$50	\$50	\$150
12. Training	\$174	\$179	\$185	\$538
13. Library	\$0	\$0	\$0	\$0
14. Insurance	\$428	\$441	\$454	\$1,323
15. Litigation	\$0	\$0	\$0	\$0
16. Capital Additions	\$0	\$0	\$0	\$0
17. Contract Service to Clients	\$19,000	\$13,000	\$8,000	\$40,000
18. Evaluation	\$0	\$0	\$0	\$0
19. Other	\$1,925	\$1,983	\$2,043	\$5,951
TOTAL NON-PERSONNEL	\$42,791	\$37,503	\$32,669	\$112,963
<b>Administrative</b>				
20. Personnel	\$8,578	\$9,029	\$9,300	\$26,907
21. Non-Personnel	\$4,637	\$4,954	\$5,101	\$14,692
TOTAL ADMINISTRATIVE	\$13,215	\$13,983	\$14,401	\$41,599
22. Total Sub-Grants	\$60,000	\$60,000	\$60,000	\$180,000
GRAND TOTAL	\$250,000	\$250,000	\$250,000	\$750,000

## 1. Lawyers

	Year 1 (in FTEs)	Year 2 (in FTEs)	Year 3 (in FTEs)	Total
Chief Executive Officer	0.05	0.05	0.05	0.15
Directors	0.20	0.20	0.20	0.60
Staff & Senior Staff Attorneys	0.40	0.40	0.40	1.20



Total Lawyers	0.65	0.65	0.65	1.95
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## 2. Paralegals

	Year 1 (in FTEs)	Year 2 (in FTEs)	Year 3 (in FTEs)	Total
	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
Total Paralegals	0.00	0.00	0.00	0.00

## 3. Other Staff

	Year 1 (in FTEs)	Year 2 (in FTEs)	Year 3 (in FTEs)	Total
Managers & Senior Managers	0.50	0.50	0.50	1.50
Program Associate/Coordinator	0.15	0.15	0.15	0.45
	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
Total Other Staff	0.65	0.65	0.65	1.95
TOTAL PERSONNEL(in FTEs)	1.30	1.30	1.30	3.90

% Personnel: 82.98%

% Non-Personnel: 17.02%

If the proposed budget allocates less than 75 percent to personnel, explain why it deviates from the recommended percentages.

% Program: 94.71%

% Admin: 5.29%

If the proposed budget allocates less than 75 percent to program, explain why it deviates from the recommended percentages.

## II. Partner Sub-Grants (Three Years)



## Sub-Grants

Partner Organization	Year 1	Year 2	Year 3	Total	Describe Proposed Expenses
Legal Aid Association of California	60000	60000	60000	180000	Salaries (0.02 FTE Executive Director, 0.10 FTE Directing Attorney, 0.15 FTE Senior Attorney, 0.15 FTE Advocacy Associate each grant year), benefits/fringe, training, travel, space, equipment, telecommunications, technology, insurance, administrative, and other expenses
<b>Total:</b>	<b>60000</b>	<b>60000</b>	<b>60000</b>	<b>180000</b>	

## III. Total Project Budget (Three Years)

### Project Budget

#### Personnel

	Non-Grant Monies	Grant Monies	Total
1. Attorneys	\$0	\$197874	\$197,874
2. Paralegals	\$0	\$0	\$0
3. Other Staff	\$0	\$144050	\$144,050
SUBTOTAL	\$0	\$341924	\$341,924
4. Employee Benefits	\$0	\$73514	\$73,514
TOTAL PERSONNEL	\$0	\$415438	\$415,438

#### Non-Personnel

	Non-Grant Monies	Grant Monies	Total
5. Space	\$0	\$53320	\$53,320



6. Equipment Rental and Maintenance	\$0	\$2645	\$2,645
7. Office Supplies	\$0	\$882	\$882
8. Printing and Postage	\$0	\$793	\$793
9. Telecommunications	\$0	\$1587	\$1,587
10. Technology	\$0	\$5774	\$5,774
11. Program Travel	\$0	\$150	\$150
12. Training	\$0	\$538	\$538
13. Library	\$0	\$0	\$0
14. Insurance	\$0	\$1323	\$1,323
15. Litigation	\$0	\$0	\$0
16. Capital Additions	\$0	\$0	\$0
17. Contract Service to Clients	\$0	\$40000	\$40,000
18. Evaluation	\$0	\$0	\$0
19. Other	\$0	\$5951	\$5,951
TOTAL NON-PERSONNEL	\$0	\$112963	\$112,963
<b>Administrative</b>			
20. Personnel	\$0	\$26907	\$26,907
21. Non-Personnel	\$0	\$14692	\$14,692
TOTAL ADMINISTRATIVE	\$0	\$41599	\$41,599
22. Total Sub-Grants	\$0	\$180000	\$180,000
GRAND TOTAL	\$0	\$750000	\$750,000

## 1. Lawyers

	Non-Grant Monies (in FTEs)	Grant Monies (in FTEs)	Total (in FTEs)
Chief Executive Officer	0.00	0.15	0.15
Directors	0.00	0.6	0.60
	0.00	1.2	0.00
Total Lawyers	0.00	1.95	1.95

## 2. Paralegals

	Non-Grant Monies (in FTEs)	Grant Monies (in FTEs)	Total (in FTEs)
	0.00	0	0.00
	0.00	0	0.00



Total Paralegals	0.00	0	0.00
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### 3. Other Staff

	Non-Grant Monies (in FTEs)	Grant Monies (in FTEs)	Total (in FTEs)
	0.00	1.5	1.50
Program Associate/Coordinator	0.00	0.45	0.45
	0.00	0	0.00
	0.00	0	0.00
	0.00	0	0.00
Total Other Staff	0.00	1.95	1.95
TOTAL PERSONNEL(in FTEs)	0.00		3.90

## FORM D - BUDGET NARRATIVE

Provide an explanation for each line item in the project budget, including the basis for allocations. While the Project Budget form does not include the value of in-kind support, please include any significant in-kind support, such as the use of court facilities or equipment, in the budget narrative. Any program expenses entered under Contract Service to Clients (row 17) or Other Non-Personnel (row 19), or for administrative or overhead costs (rows 20 and 21), must be itemized and explained.

## Personnel

Account Title	Grant Monies	Narrative
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1. Attorneys	\$63733	CEO and Director(s) supervision of the entire project including quality assurance; Senior Staff & Staff Attorney(s) with expertise in legal aid service delivery models, homelessness prevention strategies, rural access-to-justice, data-driven practices, and nonprofit impact evaluation to lead research, resource development, and technical assistance delivery.
2. Paralegals	\$0	None for this project
3. Other Staff	\$46550	Experienced Senior Program & Program Manager(s) and Program Associate/Coordinator with expertise in legal aid service delivery models, homelessness prevention strategies, rural access-to-justice, data-driven practices, nonprofit impact evaluation to research, design, and draft resources and technical assistance materials with senior staff supervision.
SUBTOTAL	\$110283	
4. Employee Benefits	\$23711	21.5% for payroll taxes and fringe.
TOTAL PERSONNEL	\$133994	

## Non-Personnel

Account Title	Grant Monies	Narrative
5. Space	\$17435	This project's allocated share of rent, allocated by the ratio of this project's salaries to the organization's total salaries during the same period.
6. Equipment Rental and Maintenance	\$856	This project's allocated share of equipment leases (e.g., copy machines), allocated by the ratio of this project's salaries to the organization's total salaries during the same period.
7. Office Supplies	\$285	Direct costs of office supplies and this project's allocated share of common office supplies, allocated by the ratio of this project's salaries to the organization's total salaries during the same period.





8. Printing and Postage	\$257	Direct costs of printing/postage and some shared printing/postage, allocated by the ratio of this project's salaries to the organization's total salaries during the same period.
9. Telecommunications	\$513	This project's allocated share of phones and related telecommunications technology, allocated by the ratio of this project's salaries to the organization's total salaries during the same period.
10. Technology	\$1868	Direct costs of software or online services (e.g., Adobe, Slack, a platform to host the written resources, etc.) to facilitate the project and some shared costs which are allocated by the ratio of this project's salaries to the organization's total salaries during the same period.
11. Program Travel	\$50	The direct costs of travel to meet with stakeholders
12. Training	\$174	The direct costs of training and some shared costs which are allocated by the ratio of this project's salaries to the organization's total salaries during the same period.
13. Library	\$0	
14. Insurance	\$428	This project's allocated share of insurance, allocated by the ratio of this project's salaries to the organization's total salaries during the same period.
15. Litigation	\$0	
16. Capital Additions	\$0	
17. Contract Service to Clients	\$19000	The direct costs of subject matter expert consultants, translators, transcribers, voice-overs, and editing for written and audiovisual materials
18. Evaluation	\$0	



19. Other	\$1925	This project's allocated share of other, necessary organizational costs including: other professional fees, IT professional fees, computer hardware and software, furniture and equipment, meals, advertising for open positions, taxes and fees, interest and bank charges, depreciation, and misc. expenses; allocated by the ratio of this project's salaries to the organization's total salaries during the same period.
TOTAL NON-PERSONNEL	\$42791	
Administrative		
20. Personnel	\$8578	This project's allocated share of salaries and fringe associated with finance (e.g., accounting) and work with the Board of Directors, allocated by the ratio of this project's salaries to the organization's total salaries during the same period.
21. Non-Personnel	\$4637	This project's allocated share of non-personnel administrative costs, allocated by the ratio of this project's salaries to the organization's total salaries during the same period.
TOTAL ADMINISTRATIVE	\$13215	
22. Total Sub-Grants	\$60000	Salaries (0.02 FTE Executive Director, 0.10 FTE Directing Attorney, 0.15 FTE Senior Attorney, 0.15 FTE Advocacy Associate each grant year), benefits/fringe, training, travel, space, equipment, telecommunications, technology, insurance, administrative, and other expenses
GRAND TOTAL	\$250000	

## Form E - Project Assurances

Download the Assurances document and upload a signed copy below.



Upload PDF Version of  
Signed Assurances  
Document:

**Assurances.pdf**

1 MB - 10/21/2021 6:40PM

Total Files: 1

### Supporting Documents (Optional)

When naming optional supporting documents, please include the Organization's acronym (or short name) and a one - to - five word file description (note: any type of file may be uploaded).

**Final Grant Award:**