



# Keep Oakland Housed

Final Project  
Report

# APPENDICES



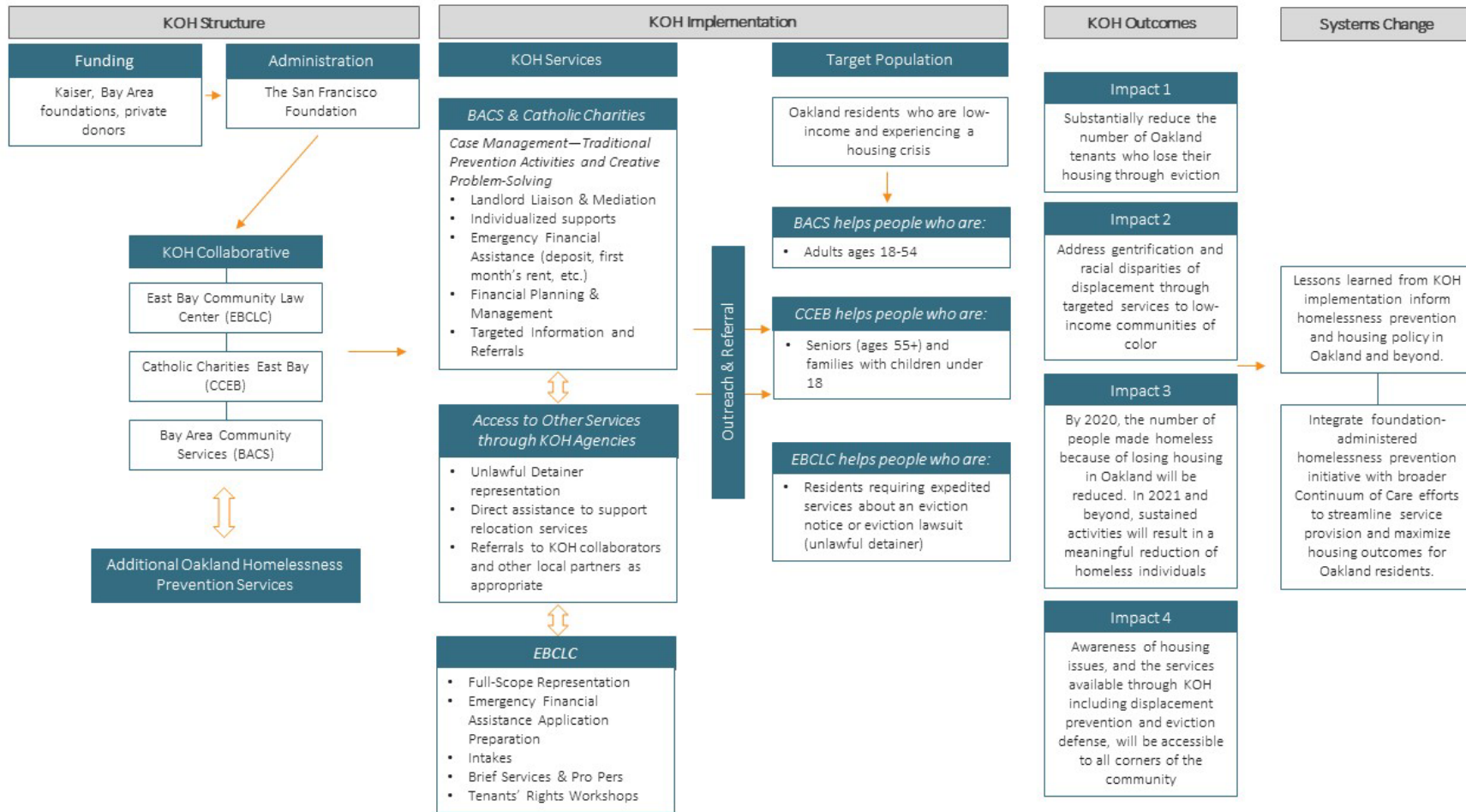
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## Appendix A. KOH Evaluation Framework



## Appendix B. Evaluation Questions

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The nine evaluation questions listed below highlight the central lines of inquiry that we plan to address in this evaluation. Each question reflects a component of the framework. The italicized questions underneath the main questions provide insight into the lens we are using in the analysis. Questions will be addressed with both quantitative and qualitative data, as described in the proceeding sections.

### **KOH Structure**

1. What has been the value-add of TSFF's role in supporting the implementation of the KOH initiative?
  - a. How can TSFF continue to improve upon their role as the KOH administrator?*
  - b. In what ways has TSFF supported KOH's sustainability and replication efforts? Where, if at all, has TSFF fallen short? How can this role continue past the sunset of the initiative?*

### **Implementation**

2. Have BACS, EBCLC, and Catholic Charities of the East Bay implemented services as intended?
  - a. How did the KOH program model evolve over the course of the three years?*
  - b. What factors influenced this evolution?*
3. What are key attributes of the KOH model that can be scalable/replicated?
  - a. How did the uniqueness of each organization contribute to the impact KOH was able to make (i.e. staff capacity/characteristics, organizational history in the community)?*
  - b. What elements of service delivery (e.g., individualized supports, landlord mediation) were most integral for successful client outcomes?*
  - c. What factors should cities/communities consider when attempting to replicate the KOH model?*

### **Impact Area 1**

4. How has KOH helped Oakland residents remain housed?
  - a. What strategies (i.e. mediation, direct representation) were integral for helping residents remain housed?*
  - b. How did these strategies vary by different groups (e.g., neighborhoods, race/ethnicity)?*
  - c. Has the assessment tool successfully targeted the individuals each organization intended to serve? What were barriers to successful implementation of the assessment tool? How did implementation of the tool vary by organization? How might the assessment tool be strengthened/adapted within the local context? How might the assessment tool be replicated for implementation in other communities?*

### **Impact Area 2**

5. How have KOH services addressed gentrification and racial disparities of displacement?

- a. *What communities within Oakland are being served by KOH? Who is not being served?*
- b. *Where are KOH clients re-locating when they are not able to stay in their current housing?*
- c. *What does housing stability look like from the perspective of Oakland residents? How does this align with the KOH model?*

### **Impact Area 3**

- 6. To what extent have KOH activities contributed to a decrease in the number of people experiencing homelessness in Oakland?
  - a. *How is KOH supporting individuals in need of new housing with relocation?*
  - b. *What are the key challenges clients face with remaining housed? How does this differ across neighborhoods?*

### **Impact Area 4**

- 7. How has KOH increased awareness of housing issues in Oakland?
  - a. *What housing issues have become visible to broader audiences that were not before?*
  - b. *To what extent are community voices informing the broader narrative around homelessness prevention in Oakland?*
- 8. To what extent has KOH services including displacement prevention and eviction defense been made accessible to all corners of the community?
  - a. *Which neighborhoods may not be able to access services?*
  - b. *What factors may contribute to this inaccessibility?*

### **Systems Change**

- 9. How has KOH contributed to systems change in Oakland?
  - a. *How might emerging policies and initiatives take lessons learned from KOH to continue this work past the sunset of the initiative?*
  - b. *What has the Oakland community learned about effectively targeting individuals at risk of homelessness?*
  - c. *How has the KOH collaborative integrated into the larger Continuum of Care?*
  - d. *What new data collected has been most meaningful for community-wide decision making?*
  - e. *What new partnerships/funding have been leveraged as a result of the initiative?*

## Appendix C. Client Follow-Up Data

During the KOH evaluation design phase, the collaborative and stakeholders recognized that data reflecting client housing status beyond service delivery was an integral component to the evaluation. At the time, CCEB was the only partner with the capacity to conduct client follow up calls to ask about housing status beyond service delivery. BACS and EBCLC did not have the capacity to conduct these follow-up calls with clients; therefore, the collaborative and SPR brainstormed creative solutions to conduct this follow-up data collection. Developing a texting application to reach clients via text was the most promising solution. Appendix D describes the development of this texting application, data collection process, and analysis/next steps.

### Texting Application Development

SPR partnered with CCEB's data lead to think through the best approach for the texting application. This pre-work involved researching a variety of texting application platforms and consulting with other organizations that have used texting as a form of data collection. Furthermore, EBCLC connected SPR with a group of student volunteers at Stanford University that had developed similar applications as a part of a class project. Through SPR and CCEB's research and in partnership with Sierra Kaplan at Stanford University, a texting platform was developed. Specifically, Ms. Kaplan wrote the script for the KOH texting platform using the Twilio platform and worked with CCEB to administer the first round of texts in 2020. When CCEB's data lead left CCEB, SPR worked directly with Ms. Kaplan to administer the 2021 texts. Furthermore, it should be noted that EBCLC chose not to participate in the 2021 texting data collection as it was not as relevant for eviction defense services. Details for the texting application and its potential future use are highlighted below.

### *Timeline*

Beyond this pilot phase, the collaborative indicated that they would like to provide the texting application with a list of clients for follow up at the end of each fiscal quarter, beginning as soon as possible until a date that will be decided upon by the collaborative.

### *Data for Upload*

Each of the nonprofit partners that wish to collect follow up data will organize a spreadsheet to upload into the texting service containing the following variables (as they have done for the 2020 and 2021 data collection):

- First Name
- Client ID
- Phone Number
- Date to send text (in order to correspond with the 60 days, 6 months, and one-year intervals)

### *Text Language for BACS and CCEB (2020 and 2021 Texts)*

BACS and CCEB focus on providing emergency financial assistance and do not provide legal representation. Therefore, their text language will be slightly different than EBCLC. The language to use for the text is as follows (also translated to Spanish):



*Hello {Client First Name}: At some point the past {3/6/12 months} you received emergency financial assistance through the Keep Oakland Housed program. To help improve our services, we are wondering if this financial assistance helped you remain housed.*

*Text 1 if you are housed, even if you're still struggling*

*Text 2 if you are no longer housed*

*If you are experiencing an additional crisis, please reach out to the agency that served you.*

### ***Text Language for EBCLC (2020 Texts Only)***

EBCLC focuses on providing legal representation and assistance, in addition to providing emergency financial assistance. The language to use for EBCLC clients is as follows (also translated to Spanish):

*Hello {Client First Name}: At some point the past {3/6/12 months} you received emergency financial assistance and/or housing services from EBCLC. To help improve our services, we are wondering if you are currently housed.*

*Text 1 if you are housed, even if you're still struggling*

*Text 2 if you are no longer housed*

*If you are experiencing an additional crisis, please reach out to EBCLC.*

### ***Data for Export***

The collaborative would like the ability to export text responses in numeric form as a separate column alongside the client's ID.

### ***Error or Unresponsive Reports***

The collaborative anticipates a high volume of phone numbers that are no longer functioning and also needs to account for those who do not respond within 2 business days to follow-up in other ways. To follow up with these clients on a consistent basis, the collaborative would like the option of pulling an error report at the end of each month listing the phone numbers that did not work/didn't respond and the corresponding client ID.

### ***Data Security***

In September 2019, the collaborative began asking clients to sign a release permitting the collaborative to send them text messages following service delivery. At this stage, it is unclear how often the data will be removed from the system.

## Data Collection

### Exhibit D-1. Responses from First Twilio Data Collection (2020)

	Number	Percentage
<b>Total Contacted</b>	294	N/A
<b>Total Responded</b>	133	45%
<b>Housed</b>	97	73%
<b>Unhoused</b>	16	12%
<b>Other</b>	20	15%
<b>Unable to Contact</b>	161	55%

### Exhibit D-2. Responses from Second Twilio Data Collection (2021)

	Number	Percentage
<b>Total Contacted</b>	1862	N/A
<b>Total Responded</b>	779	42%
<b>Housed</b>	639	82%
<b>Unhoused</b>	59	8%
<b>Other</b>	81	10%
<b>Unable to Contact</b>	1083	55%

During spring 2020, CCEB requested the aforementioned data from each of the collaborative partners for every client that had signed the texting release form. During July 2020, the texting application was deployed using Twilio. This same process was repeated in 2021; however, SPR requested the data and worked with Ms. Kaplan to deploy the texts. The Exhibit D-1 above reflects the responses from this first round of data collection and Exhibit D-2 reflects the responses from the second round of data collection. Specifically, the response rate for this first round of texting data collection was 45% and the response rate for the second round was 42%. This response rate is relatively high, considering that the Homelessness Prevention and Rapid Rehousing Program (HPRP) follow up efforts yielded a 15% response rate.<sup>1</sup>

<sup>1</sup> <https://everyonehome.org/wp-content/uploads/2016/02/resources-PHP-Report03.2014.pdf>

## Next Steps

With the sunset of SPR's contract and CCEB's former data lead no longer at the organization, the collaborative will need to decide if they would like to continue with the texting platform. If so, the collaborative will need to identify the lead for this work to collaborate with Ms. Kaplan to continue with the Twilio platform.

**Appendix D. Final Quarterly Report**

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Quarterly Report Cover Sheet..... A1

Quarterly Report ..... B1

# KOH COVER SHEET: JULY 1, 2021 – OCTOBER 31, 2021 QUARTERLY DATA REPORT

This cover sheet offers key takeaways from the quarterly KOH collaborative data report compiled by Social Policy Research Associates (SPR). The quarterly data report reflects a focused set of data points intended to provide an update on key variables in between the more comprehensive bi-annual data reports. Therefore, this cover sheet also provides a more focused summary than the cover sheet that accompanies the bi-annual data reports. Due to the timing of the end of KOH's pilot, this quarterly report includes an additional month of data so that the last month of KOH's pilot was included. Despite this extra month, the trends lifted up in this cover sheet still reveal important patterns over time. Moreover, this quarterly report reflects not only data from July 1, 2021 – October 31, 2021, but also the cumulative numbers across KOH's pilot period (July 1, 2018 – October 31, 2021). Please reach out to Demetrius Burnett for access to all data reports and cover sheets. Any questions about this cover sheet and the corresponding data report can be directed to Laura Pryor: [laura\\_pryor@spra.com](mailto:laura_pryor@spra.com).

## Key Takeaways

**The rate of households served increased throughout the first quarter of 2021 but decreased during the last four months (July 2021 – October 2021).** Comparing Quarter 3 2020, Quarter 4 2020, and Quarter 1 2021, the total number of households served consistently rose across time. Specifically, there were 911 more households served in Quarter 1 2021 than in Quarter 3 2020. However, during July 2021–October 2021, this number decreased significantly from 1,626 in Quarter 1 2021 to 340 during Quarter 3 2021 (plus October). While EBCLC and CCEB experienced slight decreases in numbers served, BACS showed the most steep decline from 1,346 in 2021 Quarter 1 to 136 in the last four months.

**The number of inquiries followed a similar trend as the rate of households served.** Specifically, there was nearly a 200% increase in the number of inquiries from Quarter 3 2020 to Quarter 1 2021. However, this number declined from 4,156 in Quarter 1 2021 to 894 in the last four months.

**While the rate of households and inquires has decreased, the average financial assistance per household has more than tripled.** Quarter 1 2021 saw a 10% decrease in the average amount of financial assistance per household as compared to Quarter 4 2020. However, from Quarter 1 2021 to Quarter 3 2021 (plus October), the average amount of financial assistance per household rose from \$2,850 to \$9,775. Thus, while the number of households served has decreased this past four months, the average amount of financial assistance per household has risen. This sharp increase can be partially explained by distributing federal Emergency Rental Assistance Programming (ERAP) funding, which had no cap during the past four months, only that assistance could be up to 80% of unpaid rent arrears incurred during the pandemic. Prior to ERAP funding (which started in April 2021), federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding had a cap of \$4,000 (distributed under the previous

administration). Because ERAP funding allowed for the collaborative to distribute emergency financial assistance up to 80% of unpaid rent arrears (which, for most clients, was significantly more than the CARES Act cap), the average amount of emergency financial assistance increased. Furthermore, the eviction moratoria in Oakland have endured during July 2021 – October 2021 which has resulted in several clients continuing to accumulate unpaid rent arrears, thus increasing the amount of emergency financial assistance they are eligible for. In other words, the continued impacts of the pandemic have resulted in more back rent owed during the last four months which, in turn, resulted in larger amounts of emergency financial assistance provided to clients during Quarter 3 2021 (plus October).

**The percentage of clients age 65 remained relatively consistent between 2020 Quarter Four and 2021 Quarter Three.** The overall number of clients age 65 and older increased between Quarter 1 2021 (172) and Quarter 4 2020 (127). However, this percentage slightly decreased during 2021 in which approximately 11% were served in Quarter 1 2021 and 10% in Quarter 3 2021 (plus October).

July 1, 2021 - October 31, 2021

# QUARTERLY DATA REPORT



340

Total number of households



\$2,355,816

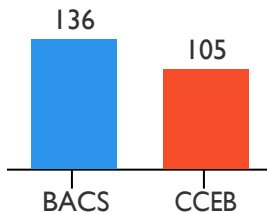
Total amount of financial assistance



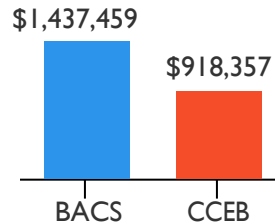
\$9,775

Average financial assistance per household (for BACS & CCEB)

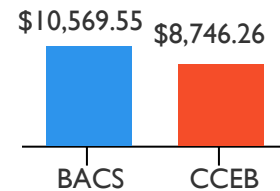
Number of Households with Financial Assistance by Agency



Total Financial Assistance by Agency



Average Financial Assistance per Household by Agency



99

Households received EBCLC legal services



10

Households received Full-scope representation



795

Total number of inquiries (for CCEB & BACS)



65+

34 (10%)

Total number of households 65+

## KOH TOTAL SERVED TO DATE\*



5,944

Total number of households



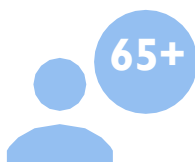
2,078

Total number of legal service clients



\$16,527,789

Total amount of financial assistance



65+

446

Total number of households 65+



\$4,218

Average financial assistance per household

## Appendix E. Area Deprivation Index Analysis

During KOH's first year, stakeholders suggested that it would be important to do a comprehensive analysis of clients served by zip code and census tract to understand if KOH is serving Oakland neighborhoods with the highest inequities. To conduct this analysis, SPR drew upon the Area Deprivation Index (ADI) made available through the Neighborhood Atlas,<sup>2</sup> maintained by the University of Wisconsin's School of Medicine and Public Health. Appendix E provides background on the ADI data and how it was analyzed for this Mid-Project report.

### About the Area Deprivation Index

As described on the Neighborhood Atlas website, the ADI is "based on a measure created by the Health Resources & Services Administration (HRSA) over to decades ago for primarily county-level use, but refined, adapted, and validated to the Census block group/neighborhood." This measure therefore creates ranking for neighborhoods in which a high ranking reflects greater socioeconomic disadvantage compared with other neighborhoods in the same state or the nation as a whole. These rankings are available for both census tracts and zip codes. The following variables reflect the data incorporated into this ranking (using the 2015 American Community Survey).

- Educational distribution
- Median family income
- Income disparity
- Occupational composition
- Unemployment rate
- Family poverty rate
- % of the population below 150% of the poverty rate
- Percent of adults receiving public benefits
- Single parent household rate
- Homeownership rate
- Median home value
- Median gross rent
- Median monthly mortgage
- Household crowding
- % households without access to telephone, plumbing, or motor vehicles
- English Language Proficiency
- Divorce rate
- % urban population
- % immigrant population

### About the Analysis

SPR downloaded the California dataset for both the 12-digit FIPS codes and the 9-digit zip codes. SPR created a subset of each dataset for just Oakland-based census tracts and zip codes. SPR then sorted the data to create rankings of the Oakland neighborhoods with the highest socioeconomic disadvantage. Exhibit E-1 shows the rankings by census tract and Exhibit E-2 shows the rankings by zip code. Because

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<sup>2</sup> <https://www.neighborhoodatlas.medicine.wisc.edu/>



the data shared by the collaborative for the bi-annual reports are at the zip code level, the rankings in Exhibit E-2 were used in the main report.

### Exhibit E-1. Oakland Socioeconomic Disadvantage by Census Tract<sup>3</sup>

Rank	Census Tract
1	4010
2	4013
3	4014
4	4025
5	4029
6	4034
7	4035
8	4036
9	4041
10	4053
11	4054
12	4056
13	4060
14	4062.01
15	4062.02
16	4063
17	4072
18	4074
19	4084
20	4087
21	4088
22	4094

<sup>3</sup> A map of Oakland Census tracts can be found at the following link:  
[https://www2.census.gov/geo/maps/dc10map/tract/st06\\_ca/c06001\\_alameda/DC10CT\\_C06001\\_001.pdf](https://www2.census.gov/geo/maps/dc10map/tract/st06_ca/c06001_alameda/DC10CT_C06001_001.pdf)

### Exhibit E-2. Oakland Socioeconomic Disadvantage by Zip Code

Rank	Census Tract
1	94612 & 94704
2	94603 & 94621
3	94601 & 94605
4	94606 & 94607

## **Appendix F. Final Site Visit Protocols and Interviewees**

The three site visit protocols below include the questions we addressed during the final site visits. Areas of inquiry include staff roles, implementation successes and challenges, progress towards goal areas, and overall reflections and lessons learned. The EBCLC protocol also includes questions related to the data received from the Alameda County Superior Court. Following the three site visit protocols, we list the site visit respondents.

## BACS Interview Protocol

*Thank you for taking the time to talk with me today.*

*Social Policy Research Associates is the evaluation partner for the Keep Oakland Housed initiative. A part of our evaluation includes visiting each grantee site during the first, second, and third year of implementation. Specifically, we're following up on the work and role of each grantee organization during this stage. Our goal is to support ongoing learning about the full picture of what it would take to sustain or scale KOH.*

*Our conversation today should take about 60 minutes. I'd like to talk through your perspective on BACS's role and areas of success and opportunities for growth for KOH.*

*Also, in order to capture our conversation accurately, I'd like to use a recorder – please note that our conversation is confidential, and you won't be identified with any particular quotation or thought. Would it be okay with you if I record our conversation?*

*Do you have any questions before we begin?*

### Opening

1. Has your role or your percentage time on KOH shifted in the last year? If so, how?

### BACS Process/Implementation

1. In general, how have EBCLC's services changed (if at all) throughout the three-year pilot program?
2. What is the intake/assessment process currently like? Is it all done remotely? If so, what challenges do clients face during this process?
3. Could you describe the process of following up with clients after they have received services?
4. Is there variation in the way these services are provided by different staff working on KOH? If so, how?

### Progress to Date

1. How do clients hear about KOH?
2. Has BACS had enough funding to serve everyone that is eligible?
  - What other funding sources have been leveraged to help service more clients through KOH?
3. If BACS did not have enough funding to serve everyone that is eligible, how would the organization prioritize community members?
4. What challenges remain in providing financial services?
5. What are some overall successes BACS has had in providing financial services?
6. From your perspective, what is KOH's role in addressing gentrification?

7. In terms of client income, does BACS still primarily serve individuals with ELI? If not, what was the reason for the shift?

### ***Progress to Date Continued***

1. During the first two years, BACS served predominately served Black or African American residents in Oakland. From your perspective, have the demographics shifted much during the last year?

If so, are outreach efforts targeted toward specific racial/ethnic groups and/or geographic areas?

2. As you know, we are collecting client data by zip code and are mapping service receipt by geographic location. What, if any, are some contextual factors we should consider when evaluating the service receipt based on location?
  - Are you finding specific landlords that several clients have?
  - Are these neighborhoods similar to those EBCLC serves outside of KOH?
  - Are many people coming for KOH services that are ineligible because they live outside of Oakland?
3. Does BACS provide KOH services in languages other than English?
  - If so, which ones?
  - Does BACS have this capacity in-house or do you partner with other entities for these services?
4. How would you describe BACS's capacity to provide culturally responsive services for KOH?
5. Do you provide referrals to locate new housing?
  - If so, how does the referral process work?
    - oDo you coordinate with any partners on this? How so?

### ***Overarching Questions***

1. In general, how have EBCLC's services changed (if at all) throughout the three-year pilot program?
2. How do you think KOH is increasing awareness of housing issues in Oakland?
3. Has BACS forged any new partnerships in the last year?
4. Has BACS strengthened any existing partnerships throughout this process? How so?
5. How has the Collaborative as a whole advanced the work you are doing with KOH? Have there been any major challenges in working with the Collaborative?
  - What do you see as the value-add of being funded as a collaborative, as opposed to being funded as three separate organizations?
  - Do you have any feedback for SFF as an administrator?
6. What are some key lessons learned about working within the collaborative?

7. What has the collaborative learned related to what works/doesn't work in terms of homelessness prevention?
8. Looking back at the KOH logic model and where the program is currently at, how might you change this?
9. From your perspective, how does KOH have the potential to drive systems change?
  - Are you involved in any of the policy issues the KOH team is currently working in?

## ***Wrap Up***

1. Is there anything else we should know at this point for the evaluation?

*Thank you very much for your time.*

## CCEB Interview Protocol

*Thank you for taking the time to talk with me today.*

*Social Policy Research Associates is the evaluation partner for the Keep Oakland Housed initiative. A part of our evaluation includes visiting each grantee site during the first and third year of implementation. Specifically, we're following up on the work and role of each grantee organization during this stage. Our goal is to support ongoing learning about the full picture of what it would take to sustain or scale KOH.*

*Our conversation today should take about 60 minutes. I'd like to talk through your perspective on CCEB's role and areas of success and opportunities for growth for KOH.*

*Also, in order to capture our conversation accurately, I'd like to use a recorder – please note that our conversation is confidential, and you won't be identified with any particular quotation or thought. Would it be okay with you if I record our conversation?*

*Do you have any questions before we begin?*

### **Opening**

1. Has your role or your percentage time on KOH shifted in the last year? If so, how?
2. In general, how have CCEB's services changed (if at all) throughout the three-year pilot program?

### **CCEB Process/Implementation**

1. What is the intake/assessment process currently like? Is it all done remotely? If so, what challenges do clients face during this process?
2. Could you describe the process of following up with clients after they have received services?
3. Is there variation in the way these services are provided by different staff working on KOH? If so, how?

### **Progress to Date**

1. How do clients hear about KOH?
2. Has CCEB had enough funding to serve everyone that is eligible?
  - What other funding sources have been leveraged to help service more clients through KOH?
3. If CCEB did not have enough funding to serve everyone that is eligible, how would the organization prioritize community members?
4. What challenges remain in providing financial services?
5. What are some overall successes CCEB has had in providing financial services?

6. During the first two years, CCEB served predominately served Black or African American residents in Oakland. From your perspective, have the demographics shifted much during the last year?  
  
If so, are outreach efforts targeted toward specific racial/ethnic groups and/or geographic areas?
7. From your perspective, what is KOH's role in addressing gentrification?
8. In terms of client income, does CCEB still primarily serve individuals with ELI? If not, what was the reason for the shift?
9. As you know, we are collecting client data by zip code and are mapping service receipt by geographic location. What, if any, are some contextual factors we should consider when evaluating the service receipt based on location?
  - Are you finding specific landlords that several clients have?
  - Are these neighborhoods similar to those CCEB serves outside of KOH?
  - Are many people coming for KOH services that are ineligible because they live outside of Oakland?
10. Does CCEB provide KOH services in languages other than English?
  - If so, which ones?
  - Does CCEB have this capacity in-house or do you partner with other entities for these services?
11. How would you describe CCEB's capacity to provide culturally responsive services for KOH?
12. Do you provide referrals to locate new housing?
  - If so, how does the referral process work?  
  
oDo you coordinate with any partners on this? How so?

### ***Overarching Questions***

1. How do you think KOH is increasing awareness of housing issues in Oakland?
2. Has CCEB forged any new partnerships in the last year?
3. Has CCEB strengthened any existing partnerships throughout this process? How so?
4. How has the Collaborative as a whole advanced the work you are doing with KOH? Have there been any major challenges in working with the Collaborative?
  - What do you see as the value-add of being funded as a collaborative, as opposed to being funded as three separate organizations?
  - Do you have any feedback for SFF as an administrator?
5. What are some key lessons learned about working within the collaborative?



6. What has the collaborative learned related to what works/doesn't work in terms of homelessness prevention?
7. Looking back at the KOH logic model and where the program is currently at, how might you change this?
8. From your perspective, how does KOH have the potential to drive systems change?
  - Are you involved in any of the policy issues the KOH team is currently working in?

### ***Wrap Up***

1. Is there anything else we should know at this point for the evaluation?

*Thank you very much for your time.*

## EBCLC Interview Protocol

*Thank you for taking the time to talk with me today.*

*Social Policy Research Associates is the evaluation partner for the Keep Oakland Housed initiative. A part of our evaluation includes visiting each grantee site each year. Specifically, we're following up on the work and role of each grantee organization during this stage. Our goal is to support ongoing learning about the full picture of what it would take to sustain or scale KOH.*

*Our conversation today should take about 60 minutes. I'd like to talk through your perspective on EBCLC's role and areas of success and opportunities for growth for KOH.*

*Also, in order to capture our conversation accurately, I'd like to use a recorder – please note that our conversation is confidential, and you won't be identified with any particular quotation or thought. Would it be okay with you if I record our conversation?*

*Do you have any questions before we begin?*

### **Opening**

1. Has your role or your percentage time on KOH shifted in the last year? If so, how?

### **Court Data**

We received new data from the courts and have some related questions for you.

1. Since March 1, 2020, given the eviction moratorium, the number of unlawful detainers has gone down to 35 per month. Do you think this number is too high or too low?
2. Also since March 2020, the average default judgements has gone down to 10 per month, which is a similar ratio to the period prior to the eviction moratorium. Do you think this number is too high or too low?
3. During the eviction moratorium time period the percentage of tenant's first response dropped slightly to 42%. Could you help us unpack this? Would we have wanted this number to go up or down during the eviction moratorium?
4. The number of court trials completed during the eviction moratorium decreased to 4%. Is this still a positive sign?
5. The percentage of cases set for jury trial increased from 20% to 37% during the eviction moratorium. This is quite a jump. Is this surprising to you?
6. The percentage that settled before a court trial increased from 34% to 46% during the eviction moratorium. Could you help us unpack the meaning of this?
7. The percent of cases that were dismissed by the plaintiff increased from 28% prior to the launch of KOH to 44% during the eviction moratorium. Is this a sign of increased advocacy?

8. The percent of cases set for jury trial increased dramatically from 13% prior to KOH to 47% during the eviction moratorium. Is this a reflection that there was an increase in staff capacity (i.e. the number of lawyers available) during this time?

### ***Legal and Financial Services***

1. In general, how have EBCLC's services changed (if at all) throughout the three year pilot program?
2. What is the intake/assessment process currently like? Is it all done remotely? If so, what challenges do clients face during this process?
3. Could you describe the process of following up with clients after they have received services?
4. Turning the financial services component of KOH, what is the current assessment process like?
5. Is there variation in the way these services are provided by different staff working on KOH? If so, how?
6. Could you describe the process of following up with clients after they have received services?

### ***Progress to Date***

1. How do your clients hear about KOH?
2. During the last year, about 43% of clients served by EBCLC identified as Black/African American. Has EBCLC conducted any outreach efforts targeted toward specific racial/ethnic groups?
3. Last year about 60% of the clients had extremely low incomes and this year that went up a bit to 71%. Is that just a matter of who has picked up the phone to call for services?
4. Does EBCLC provide KOH services in languages other than English?
  - If so, which ones?
  - Does EBCLC have this capacity in-house or do you partner with other entities for these services?
5. As you know, we are collecting client data by zip code and are mapping service receipt by geographic location. What, if any, are some contextual factors we should consider when evaluating the service receipt based on location?
  - Are you finding specific landlords that several clients have?
  - Are these neighborhoods similar to those EBCLC serves outside of KOH?
  - Are many people coming for KOH services that are ineligible because they live outside of Oakland?
6. Do you provide referrals to locate new housing?
  - If so, how does the referral process work?

- Do you coordinate with any partners on this? How so?
- How has the referral process shifted from 1.0 to 2.0?

### ***Overarching Questions***

1. How would you describe EBCLC's capacity to provide culturally responsive services for KOH?
2. From your perspective, what is KOH's role in addressing gentrification?
3. Has EBCLC had enough funding to serve everyone that is eligible so far?
  - What other funding sources have been leveraged to help service more clients through KOH?
4. If EBCLC did not have enough funding to serve everyone that is eligible, how would the organization prioritize community members?
5. At this point in KOH, what challenges remain in providing eviction defense services?
6. What are some overall successes EBCLC has had in providing eviction defense services?
7. How has the Collaborative as a whole advanced the work you are doing with KOH? Have there been any major challenges in working with the Collaborative?
  - What do you see as the value-add of being funded as a collaborative, as opposed to being funded as three separate organizations?
  - Do you have any feedback for SFF as an administrator?
8. What are some key lessons learned about working within the collaborative?
9. What has the collaborative learned related to what works/doesn't work in terms of homelessness prevention?
10. Looking back at the KOH logic model and where the program is currently at, how might you change this?
11. From your perspective, how does KOH have the potential to drive systems change?
  - How might KOH inform state efforts to replicate and expand the program under Keep California Housed?

### ***Overarching Questions***

1. How do you think KOH is increasing awareness of housing issues in Oakland?
2. Has EBCLC forged any new partnerships in the last year?
3. Has EBCLC strengthened any existing partnerships throughout this process? How so?
4. How has the process of collaborating with the CoC been strengthened in the last year?

- What are some of the barriers or limitations in participating with the CoC?

### ***Wrap Up***

1. Is there anything else we should know at this point for the evaluation?

*Thank you very much for your time.*

## Final Site Visit Respondents

### **BACS**

1. Jamie Almanza, CEO
2. Jonathan Russell, Director of Housing Strategy

### **CCEB**

1. Karen Erickson, Housing & Financial Services Director
2. Ilce Reyes-Cortes, Case Manager

### **EBCLC**

1. Zoe Polk, Executive Director
2. Linda Yu, Housing Practice Interim Director

## Appendix G: County of Alameda Court Data

SPR requested a set of data from the Superior Court of California, County of Alameda (referred to as the “court data”) during spring 2020 and spring 2021. The purpose of these requests was to understand trends in unlawful detainer cases before and after KOH’s public launch. Across these two requests, SPR analyzed data was provided in three time periods: (1) the period two years before the public launch – Oct 1, 2016 through September 30, 2018; (2) the period since the public launch until courts closed due to COVID-19 – October 1, 2018 through Feb 29, 2020; and (3) the period since the court COVID-19 closures/eviction moratoria -- March 1, 2020 through July 31, 2021. The complete list of data elements and letter from the court is provided here.

Wording of Original Request	State Reporting or Internal Terminology	10/1/16-9/30/18	10/1/18 – 2/29/20	3/1/20 – 7/31/21	Notes/Comments
How many unlawful detainers were filed?	Filings	8,245	5,503	587	
How many default judgments were entered? (this means tenant lost automatically b/c they didn’t respond in time)	Disposition: Before trial: Entry of judgment: Clerk default judgment + Default judgment by court	2,626	1,706	173	
How many answers were filed? (tenant’s first response)	Answer to complaint filed	3,987	2,634	244	
How many cases were set for court trial?	Unlawful detainer court trial	3,110	2,084	264	Many cases were set for both court trial and jury trial. Those cases are included in this count.
How many court trials were completed [resulting in any type of disposition]?	Disposition: After court trial [Total]	247	117	11	
How many court trials were completed [resulting in judgment on the merits]?	Disposition: After court trial: Entry of judgment: Court finding	215	91	8	
How many cases were set for jury trial?	Civil jury trial/Master jury trial	1,674	1,332	217	Many cases were set for both court trial and jury trial. Those cases are included in this count.

Wording of Original Request	State Reporting or Internal Terminology	10/1/16-9/30/18	10/1/18 – 2/29/20	3/1/20 – 7/31/21	Notes/Comments
Number of cases settled	Sum of: (1) Disposition: Before trial: Dismissal: Entry of request for dismissal; (2) Disposition: Before trial: Entry of judgment: Stipulated judgment; (3) Disposition: After court trial: Entry of judgment: Stipulated judgment; (4) Disposition: After jury trial: Entry of judgment: Stipulated judgment	3,112	2,161	401	Total cases settled will not equal settled cases set for court trial + settled cases set for jury trial, as many cases were never set for any type of trial.
Number of cases not settled	Disposition [Total] less sum of: (1) Disposition: Before trial: Dismissal: Entry of request for dismissal; (2) Disposition: Before trial: Entry of judgment: Stipulated judgment; (3) Disposition: After court trial: Entry of judgment: Stipulated judgment; (4) Disposition: After jury trial: Entry of judgment: Stipulated judgment	5,964	4,599	551	
Of cases set for court trial, how many settled before trial?	Unlawful detainer court trial; Entry of request for dismissal; Stipulated judgment	1,068	785	122	Consistent with state reporting guidelines, before trial means before commencement of trial. A settlement was only counted if it was identified as the disposition event.
Of the settled cases set for court trial, in how many was judgment later obtained?	Unlawful detainer court trial; Stipulated judgment	193	166	5	Consistent with state reporting guidelines, before trial means before commencement of trial. A stipulated judgment was only counted if it was identified as the disposition event.
Of cases set for court trial, how	Unlawful detainer court trial;	875	619	117	Consistent with state reporting



Wording of Original Request	State Reporting or Internal Terminology	10/1/16-9/30/18	10/1/18 – 2/29/20	3/1/20 – 7/31/21	Notes/Comments
many were dismissed by Plaintiff before trial?	Entry of request for dismissal				guidelines, before trial means before commencement of trial. A dismissal was only counted if it was identified as the disposition event.
Of cases set for jury trial, how many settled before trial?	Civil jury trial/Master jury trial; Entry of request for dismissal; Stipulated judgment	399	318	55	Consistent with state reporting guidelines, before trial means before commencement of trial. A settlement was only counted if it was identified as the disposition event.
Of the settled cases set for jury trial, in how many was judgment later obtained?	Civil jury trial/Master jury trial; Stipulated judgment	51	48	1	Consistent with state reporting guidelines, before trial means before commencement of trial. A stipulated judgment was only counted if it was identified as the disposition event.

**Superior Court of  
California  
COUNTY OF ALAMEDA**



Tara Desautels, Presiding Judge

Chad Finke, Executive Officer

René C. Davidson Courthouse

1225 Fallon Street

Oakland, California 94612

 [twitter.com/AlamedaSuperior](https://twitter.com/AlamedaSuperior)  
[www.alameda.courts.ca.gov](http://www.alameda.courts.ca.gov)

**Adam Byer**

Administrator

Executive Office Projects & Programs

[abyer@alameda.courts.ca.gov](mailto:abyer@alameda.courts.ca.gov)

510-891-6213

July 9, 2019

Via Email

Maureen Sarver

Social Policy Research Associates

[Maureen\\_Sarver@spra.com](mailto:Maureen_Sarver@spra.com)

RE: Request for Records (2020-024) – Unlawful Detainer Statistics

Dear Maureen Sarver:

I am writing in response to your June 30, 2020 email. You are requesting the following information from the Superior Court of California, County of Alameda (“Court”) for October 2018 through the present:

1. *How many unlawful detainers were filed?*
  - a. *Of UD's, in how many did plaintiff have a lawyer?*
  - b. *Of UD's, in how many did defendant have a lawyer?*
2. *How many default judgments were entered? (this means tenant lost automatically b/c they didn't respond in time)*
3. *How many answers were filed? (tenant's first response)*
4. *How many cases were set for court trial?*
5. *How many court trials were completed?*
  - a. *Of completed court trials, in how many did plaintiff prevail?*
  - b. *Of completed court trials, in how many did defendant prevail?*
6. *Of cases set for court trial, how many settled before trial?*
  - a. *In how many did the Defendant agree to move out?*
    - i. *How much time did Defendant receive to move?*
    - ii. *Did Defendant receive a relocation payment?*
    - iii. *Did Defendant receive a waiver of rent? If so how much?*
  - b. *In how many did the Defendant remain in possession?*
    - i. *Was there a repayment plan?*
    - ii. *If so, how long was the duration of the repayment plan?*
    - iii. *Did Plaintiff waive any back rent owed?*
  - c. *Of the settled cases set for court trial, in how was judgment later obtained?*
7. *Of cases set for court trial, how many were dismissed by Plaintiff before trial?*

8. *How many cases were set for jury trial?*
  - a. *Of completed jury trials, in how many did plaintiff prevail?*
  - b. *Of completed jury trials, how many did defendant prevail?*
9. *Of cases set for jury trial, how many settled before trial?*
  - a. *In how many did the Defendant agree to move out?*
    - i. *How much time did Defendant receive to move?*
    - ii. *Did Defendant receive a relocation payment?*
    - iii. *Did Defendant receive a waiver of rent? If so, how much?*
  - b. *In how many did the Defendant remain in possession?*
    - i. *Was there a repayment plan?*
    - ii. *If so, how long was the duration of the repayment plan?*
    - iii. *Did Plaintiff waive any back rent owed? If so, how much?*
  - c. *Of the settled cases set for jury trial, in how was judgment later obtained?*
10. *the number/percent of cases that settled vs those that didn't starting in October 2018*

We have construed your inquiry as a request for judicial administrative records under California Rules of Court, rule 10.500 et seq. In accordance with these rules, we have searched the Court's judicial administrative records and have determined the following:

- The Court has records for items 1, 2, and 5 and will provide these on or before July 30, 2020.
- The Court needs time to determine whether the programming effort required to obtain items 1a, 1b, 3, 4, 6, 7, 8, and 9 is required under CRC 10.500. The Court will provide a determination and available data on or before July 30, 2020.
- The Court does not have responsive records for items 5a, 5b, 6a, 6ai, 6aii, 6aiii, 6b, 6bi, 6bii, 6biii, 8a, 8b, 9a, 9ai, 9aii, 9aiii, 9b, 9bi, 9bii, and 9biii. Compiling records for these items would require court staff to examine minute orders and other documents in individual cases. However, neither applicable law nor Court policy requires the Court to compile or create records in response to a request for judicial administrative records if the

Court does not keep or compile such data for its own use or for provision to the other agencies (CRC, rule 10.500(e)(1)(B)).

- The Court needs more information for items 6c and 9c. What does “how was judgment later obtained” mean? Regardless, the Court will need time to determine whether the programming effort required to identify cases set for trial is required under CRC 10.500.
- The Court likely has responsive records for item 10, but we need to know what items you want to include in the “settled” and “those that didn’t” buckets. For example, cases that transfer, are dismissed on the Court’s own motion, or stipulated judgments after trial. Included with this response are the limited civil data matrix and data definitions for the Judicial Branch Statistical Information System (JBSIS) which govern data California trial courts submit to the California

Judicial Council. Disposition items in rows 1000 through 4100 should be categorized as belonging to one or neither of your two buckets.

This response assumes you are only requesting statistics for limited jurisdiction unlawful detainer cases. Unlimited jurisdiction unlawful detainers are cases over \$25,000, tend to be related to commercial properties, and are far less frequent than limited jurisdiction unlawful detainer cases. Please let me know if you want to also include unlimited cases - the time to respond may be a little longer than stated above.

Please email [pubaccessrequest@alameda.courts.ca.gov](mailto:pubaccessrequest@alameda.courts.ca.gov) with any clarifications or questions regarding this request.

Sincerely,

Digitally signed by Adam  
Byer  
Date: 2020.07.09 18:34:23  
-07'00'

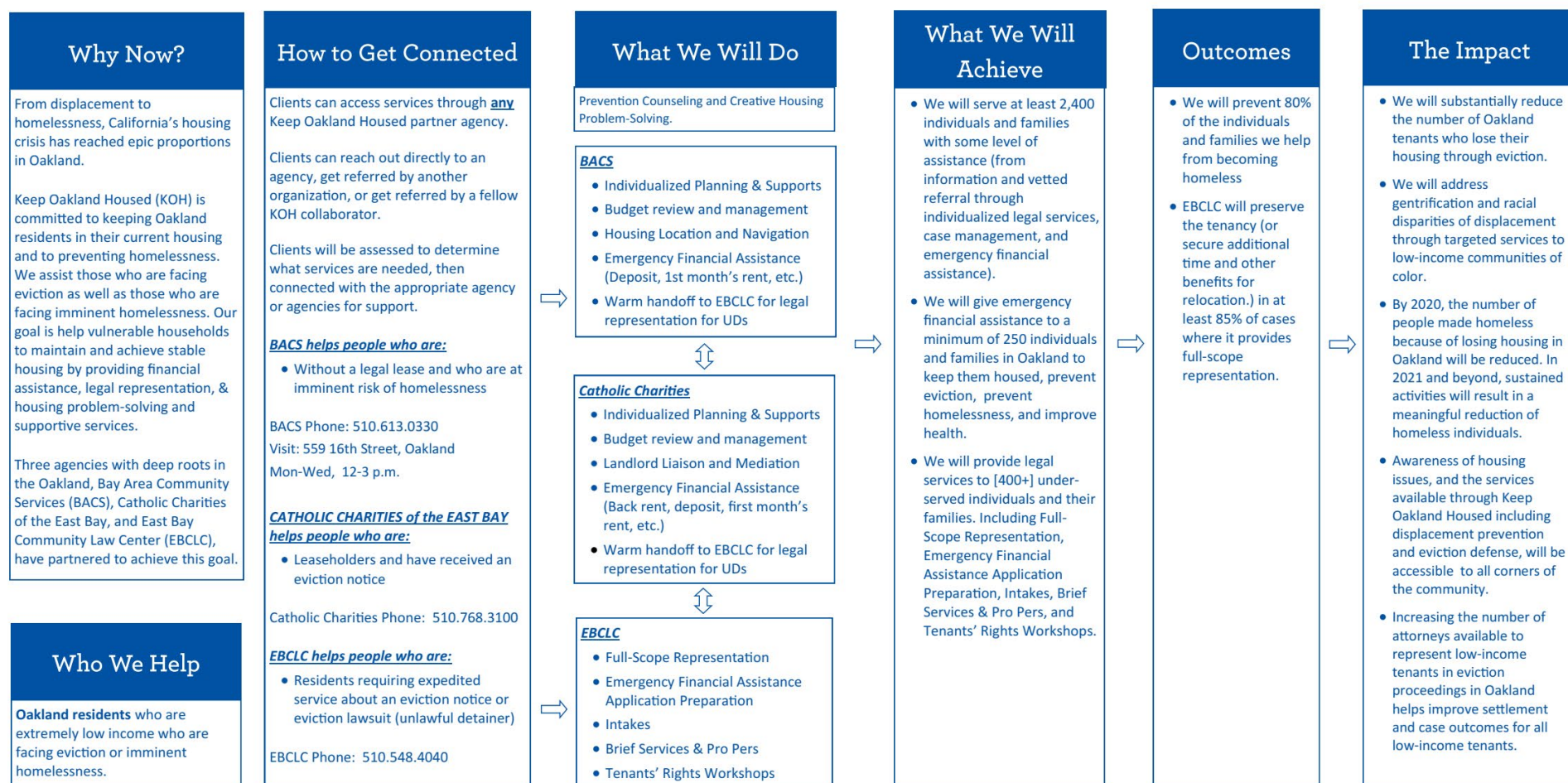
**Adam Byer**

Executive Office Projects & Programs

## Appendix H. KOH 2.0 Logic Model

### Keep Oakland Housed 2.0 — Overview

*Preventing homelessness before it starts*



Keep Oakland Housed is a partnership between Bay Area Community Services (BACS), Catholic Charities of the East Bay, and East Bay Community Law Center (EBCLC), funded through The San Francisco Foundation, in partnership with the City of Oakland, Kaiser Permanente, and generous donors.

Updated Date:  
January 17, 2020



## Appendix I. Prioritization Tool

The following Homelessness Prevention Assessment Tool was piloted by KOH at the launch of 2.0.

### Homelessness Prevention Assessment Tool Draft *Recommended Tool from Prevention Integration Work Group*

#### Triage Questions

Asked of all people experiencing any type of homelessness and presenting at an Access Point

Question	Answer Options	Next Step
Where did you stay last night?	Literally Homeless or Fleeing a Dangerous Situation	Ask next question.
	At Imminent Risk, within 30 days of losing housing	Ask and log how long they can stay (less than 7 days; 7-14 days; 2-3 weeks; 3-4 weeks).  Ask about safety, then move to Prevention Assessment if connection to safety providers is not desired.
	At Imminent Risk, more than 30 days from loss of housing	Connection to mainstream resources, inform of shelter options in case the situation changes.
Where do you expect to stay tonight?	Literally Homeless or Fleeing a Dangerous Situation	Ask remaining questions, then move to Diversion conversation if connection to safety providers is not desired.
	At Imminent Risk, within 30 days of losing housing	Ask about safety, then move to Prevention Assessment (page 2 of this document) if connection to safety providers is not desired.
Are you safe?	Yes	Ask next question
	No	Ask if they would like to be connected to safety providers, including DV providers, law enforcement, shelter, emergency room? Ask next question.

## PREVENTION PRIORITIZATION TOOL

*Script: I'm going to ask you 12 questions that are about your housing experience, income, and current household; these will help me determine what resources we might have available for you. Most answer options are yes or no. Please feel free to share as you wish.*

Who is in your current household?	Family with children	Ask next question
	Single Adult	Ask next question
	Young Adult	Ask next question
Are you a military veteran?	Yes	Connect to VA/Blue Valley if literally homeless or fleeing danger if connection to safety providers is not desired. If at imminent risk, continue w/ Prevention.
	No	Continue based on previous responses (diversion or prevention).

Question	Answer Options	Points (Total: 25)
Have you previously experienced homelessness (ever, in your life)?	Yes No	Yes = 4
Do you live in subsidized housing or Public Housing Authority housing AND have a notice to pay or vacate?	Yes No	Yes = 4
Have you spent at least one night during the prior 60 days literally homeless (staying in a place not meant for human habitation or emergency shelter)?	Yes No	Yes = 3
Have you moved because of economic factors two or more times in the past 60 days? That may include things like a job loss or inability to afford rising rents.	Yes No	Yes = 3
Do you currently have an Eviction Notice or 3-Day Notice to vacate your housing?	Yes No	Yes = 3
If yes, how long are you able to stay there	_____	No pts



## PREVENTION PRIORITIZATION TOOL

*Script: I'm going to ask you 12 questions that are about your housing experience, income, and current household; these will help me determine what resources we might have available for you. Most answer options are yes or no. Please feel free to share as you wish.*

Does your household make less than 30% AMI annually?				Yes  No	Yes = 3
<b>2019 AMI Limits</b>					
1 person: \$17,150	2 people: \$19,600	3 people: \$22,050	4 people: \$25,100		
5 people: \$29,420	6 people: \$33,740	7 people: \$38,060	8 people: \$42,380		
9 people: \$46,700	10 people: \$51,020	11 people: \$55,340	12 people: \$59,600		
What's your household's monthly gross income from any sources (including employment social security, XX)?				\$ _____	No pts
Has anyone in your household experienced a sudden and significant loss of income, including employment and/or cash/benefits?				Yes  No	Yes = 2
Does your household have at least one child under 18 years old?				Yes  No	Yes = 1
Is anyone in your household currently pregnant?				Yes  No	Yes = 1
Does your family have an open case with Child Protective Services?				Yes  No	Yes = 1



## Appendix J. Reflections on Nonprofit Collaboration

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### Reflections on Nonprofit Collaboration

The literature on nonprofit collaboration models suggests additional considerations to support setting up the collaborative for success beyond the KOH pilot. Specifically, the Bridgespan Group's 2014 report "Making Sense of Nonprofit Collaboration" surveyed funders and nonprofits to shed light on challenges and successes with nonprofit collaborations. Key themes from this research point to the following considerations for the collaborative.

- **Nonprofit CEOs identified "clearly defining partner relationships and roles" as one of the biggest barriers to successful collaboration.** While BACS has been identified as the lead agency among the three nonprofits, additional definition of roles and relationships may be needed. For example, continued clarity on who will oversee and conduct SFF-held operations such as marketing, evaluation, and website maintenance may support an effective collaborative structure moving forward.
- **The "costs of collaboration" was another key challenge faced by many nonprofits.** In the Bridgespan report, nonprofit CEOs shared that there were many unforeseen costs to collaboration which included joint branding, shared support functions, blending systems, and overarching staffing needs. While SFF and other funders supported these administrative costs during the pilot, there will still be a need for resources related to these collaboration costs beyond the pilot. Thus, the collaborative will need to consider where and how these funds will be acquired.
- **Defining and measuring success was a key factor for successful collaborations. As previously discussed, the collaborative is made of the three overlapping but different sets of services.** The original KOH logic model and the KOH 2.0 logic model clearly outline how the three nonprofits envision working toward a shared goal. However, as the pandemic continues to shift the Oakland housing context and needs in the community, KOH's goals may shift accordingly. Thus, returning to and adjusting the KOH logic model is a key consideration moving forward. Moreover, ensuring strong measurement and tracking systems aligned with the evolving goals will also be critical.

## Appendix K. Evaluation Data Sources

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This Final Report describes the evolution of KOH’s program model and context, the extent to which key outcomes were achieved during the pilot phase, and reflections on lessons learned and considerations for KOH beyond its first three years. In addition, it communicates key themes and recommendations from multiple community engagement touchpoints to both highlight the community’s perspective on KOH’s effectiveness and ways in which the community can continue to be engaged beyond the pilot phase. The comprehensive set of data used to inform this Final Report is outlined below.

1. **Grantee Data Reports:** SPR worked with each of the three grantee organizations to collect and analyze a set of quantitative program data that correspond to the evaluation questions. This data was compiled into organization-level and collaborative-level data reports. Specific measures from these reports were used to address the evaluation questions. The data reflects services provided from July 2018 through the end of October 2021. Furthermore, these data reports include preliminary client follow-up data collected through a texting application at two different rounds: summer 2020 and summer 2021. More information about this data can be found in Appendix C.
2. **Publicly-Available Data Sources:** To contextualize the grantee data reports, SPR collected and analyzed data from the 2018 American Community Survey, Bay Area Equity Atlas,<sup>1</sup> and the Area Deprivation Index. The Area Deprivation Index was created by the Health Resources and Services Administration to rank neighborhoods across the United States by socioeconomic disadvantage. SPR analyzed this data at both the census tract and zip code level to contextualize the data report findings. A summary of the Area Deprivation Index analysis can be found in Appendix E. SPR also collected and reported data from the U.S. Census Bureau Household Pulse Survey, the EveryOne Home 2019 Point-in-Time count, and the Anti-Displacement Project.
3. **Site Visits:** SPR conducted site visits at each of the three organizations at three points: summer 2019, summer 2020, and summer 2021. Site visits were in-person during summer 2019 and virtual during 2020 and 2021 due to the pandemic. Site visits included two one-hour interviews with key KOH staff at each organization. The site visit protocol was tailored each year to align with the evolving KOH model and housing context (2021 protocols and a list of interviewees are available in Appendix F). Site visit interviews were recorded, transcribed and coded for key themes.
4. **Alameda County Court Data:** SPR requested a set of data from the Superior Court of California, County of Alameda (referred to as the “court data”) during spring 2020 and spring 2021. The purpose of these requests was to understand trends in unlawful detainer cases before and after KOH’s public launch. Across these two requests, SPR analyzed data that was provided in three time periods: (1) the period two years before the public launch – Oct 1, 2016 through September 30, 2018; (2) the period since the public launch until courts closed due to COVID-19 – October 1, 2018 through Feb 29, 2020; and (3) the period since the court COVID-19 closures/eviction moratoria -- March 1, 2020 through July 31, 2021. The complete list of data elements and letter from the court is provided in Appendix G.

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<sup>1</sup> This report drew on the Bay Area Equity Atlas’s analysis (<https://bayareaequityatlas.org/>) of the American Community Survey data as well as their aggregation of additional archival data sources reported in their COVID-19 Evictions in California Factsheet (<https://bayareaequityatlas.org/research/analyses/COVID-19-evictions-california>).

5. ***Community Engagement:*** During each year of KOH’s pilot, SPR partnered with Reflex Design Collective (RDC) to facilitate a series of community engagement events aimed at understanding and documenting the Oakland community’s perspective on KOH’s impact areas and outcomes, progress toward those outcomes, areas to improve and how to do so, and ways in which the collaborative can continuously engage the community. During year one, SPR and RDC facilitated three community workshops to inform the evaluation design. Throughout year two, SPR and RDC led a photovoice project with KOH clients to document key themes on clients’ experiences with KOH (as described in the Mid-Project Report). At the close of year three, SPR and RDC facilitated focus groups in both Spanish (three participants) and English (five participants) to capture clients’ perspectives and recommendations following up from the photovoice project. While we draw on all three years of community engagement data for this report, we draw mostly on the focus groups completed in year 3.