



**CalCRG Fiscal Year 2020–21**  
**Phase 2 Application Questions – Single Organization Applicant**

**Section I: Priority Populations and Community**

1. Question 1a through 1c were asked in the Phase 1 application. You may provide the same responses; however, additional context may be added. These responses will be scored as part of this section and will provide context for questions 2-4.
- a) How has the geographical area your organization is proposing to serve with the grant funds requested been disproportionately impacted by the War on Drugs (WoD)? (Character limit: 1,750)

In San Francisco, Black residents are 6 times as likely to be arrested than white residents. Open Door Legal is located in the last Black-majority communities in San Francisco, including Bayview, Hunters Point, and the Fillmore. These were the communities that were most targeted during the War on Drugs. When California's Three-Strikes policy became law in the early 1990s, it led to a significant increase in the prison population for non-violent offenders, disproportionately represented by prisoners who were Black and Latinx. In 2004, while Black residents comprised only 7.4% of the population of San Francisco, they comprised almost 50% of all felony arrests and 78% of third-strikers.

In our service areas, Black and brown residents are more likely to be arrested and serve time. They are also 2-3x more likely to live in poverty than white residents. In Bayview/Hunters Point, the incarceration rate for men is estimated to be double that of San Francisco at large. For women, the incarceration rate is estimated to be 1.5x larger. For male and female residents in Western Addition, likelihood of incarceration is 23-25% higher than other residents in the city. Even in the Excelsior district which has lower incarceration rates, the likelihood of incarceration for male residents is 7% greater than the city at large. San Francisco has a streamlined clean slate program, but many of our clients have criminal records in other counties that must be taken care of, making reintegration into society extremely difficult to navigate on one's own.

- b) How have the individuals your organization is proposing to serve with the grant funds requested been disproportionately impacted by the WoD? (Character limit: 1,750)

Everyone we propose to serve under this grant will have a past criminal record. And all of them will need civil legal services. With San Francisco releasing 25% of their prison population to reduce the spread of covid in prison, huge numbers of new people will now need legal help to manage their re-entry. They are mostly Black and Latinx men and women who have lost years of their life to incarceration. They are returning to communities struggling with high Covid-19 infection rates, economic suffering, and the pre-existing legacies of systemic racism and the WoD. Bayview Hunters Point remains one of the city's poorest neighborhoods.

Statistically, many will end up on the streets or in homeless shelters that are struggling to house people safely during the pandemic-- rough estimates from prison officials have noted that almost 1/3 of CA prisoners being released have no home to return to. There are laws meant to protect vulnerable communities but few people have historically been able to obtain legal help. In the end, compliance with these laws are very low. This contributes directly to the racial wealth gap in San Francisco.

We estimate to have already served 200 clients with criminal records. Without legal services, the barriers they needed to climb would have proved insurmountable. And to this very day, we are still the only legal aid provider with offices in the southern part of San Francisco, even though the communities there have a high rate of legal needs. As our co-founder has noted, few Bay Area legal aid providers offer full-scope representation on post-conviction matters. We are changing that.

- c) Describe characteristics of the major populations or clients that your organization has served historically, particularly in the past year. Include information about their demographics, social and economic wellbeing, and family or individual challenges. (Character limit: 1,750)

Our communities face extreme injustice and our client Robin was no exception. Robin served prison time for a minor drug crime and, thanks to her conviction, had been unable to find housing or work. She was forced to reside in a trailer, which was then destroyed during a police car chase and she ended up sleeping in a park. She told us "I had pretty low-self-esteem for the fact that I had a felony on my record...I was homeless...I thought no one would want to hire me." Our teams were able to handle all her legal needs, which ranged from an expungement, to tax issues, to compensation for property damage to her trailer by the police. Thanks to our work, she was able to buy a new trailer, move into a trailer park, and get a job as a mechanic.

92% of our clients are BIPOC. 46% are Black, in a city with a total Black population of 5%; 15% are Hispanic/Latinx; 6% are Asian-American/Pacific Islander, and 35% are multiracial. Nearly 30% of our clients have neither a high school diploma nor a GED; 69% are single parents, and 12% speak Spanish as their primary language. Although we cover all areas of civil law, in the past year our cases have skewed heavily toward housing issues (40%), followed by consumer (17%), family (16%), elder issues (11%), employment (5%), and immigration (5%).

We have also noticed that, via anecdotal evidence, upwards of 25% of our clients have or have had Covid-19, and many of them are uninsured and/or have difficult relationships with the healthcare system. The pandemic has impacted them socially and economically, with many clients who worked in hospitality or retail being laid off; others, who were essential workers, were more likely to be exposed to Covid-19 and pass it on to family members.

2. Given the impacts from the WoD mentioned above, what aspects will your proposal address? (Character limit: 1,750)

Our proposal will address the incredible difficulty of accessing re-entry services, especially full-scope legal representation. The unique model that we operate on

allows us to represent a client across all areas of civil law, while most of our peer organizations are limited to working on one area of law, like housing evictions or elder law. This kind of representation is what our clients need, and it is what creates the kind of trust that our clients have in us and our ability to provide them with services that make an enormous difference in their lives.

We are also aware of the need to provide a trauma-informed approach to care, especially as we work with folks who have been impacted by the WoD and all that entails. Our program staff are all trained in trauma-informed services, and work with clients in ways that emphasize working with patience, nonjudgement, and a holistic approach. We are part of the broader social services ecosystem in San Francisco and will provide referrals to other agencies wherever that would be beneficial. Our proposal also seeks funding for a new social worker role that would help build out that aspect of our services. A whole-care approach is essential to reentry services so we can address the entirety of a client's issue.

Over the course of our existence as an organization, we've learned that justice is the upstream solution to poverty. While there are many great civil laws that exist to protect vulnerable people, including those with criminal records, people need the ability to actually enforce their rights. We close that gap and show that the law can truly belong to all of us: we have never turned away anyone homeless or in our service areas with a viable legal claim and we never will.

3. Describe the demand for services by your organization's priority population.  
(Character limit: 1,750)

The demand is in fact a very basic one--simply for formerly incarcerated people to be able to understand and enforce the rights they have. Due to lack of outreach, illegal conduct, and distrust of formerly incarcerated people, they are often left with few options and complete instability. This is where Open Door Legal comes in.

Our client Darrell\* came to us after he had been denied housing due to an unlawful detainer on his record. He was scared and confused: he had been incarcerated for 25 years, including during when this supposed eviction had happened. Our housing attorneys immediately jumped into action to appeal the denial of his application, ascertain where this erroneous UD came from, and ensure he would not be left without a place to live.

Darrell is now safely housed and excited to have his own place. Our team is working with him to access credit records to identify identity theft. They will then initiate action with the credit bureaus to get any lines of credit removed from his report and prevent future theft by putting a freeze on his account. Our model means that we could help him with his housing appeal and now can work with him to improve his credit and set him up for economic success in the future.

The shameful aspect of Darrell's plight isn't just the facts of his case, but how utterly *normal* this situation is. Most low-income people with reentry legal problems never get help because they don't recognize their problem is a legal one, or they don't know

where to turn for help. We exist to help our clients understand that many of their “life” problems are actually legal ones, and to help them get those problems solved.

4. Of the clients served by your organization in the last 12 months, have at least 40% been formerly incarcerated? If so, please explain how your organization tracks this statistic. Additionally, substantial evidence must be provided to support your response in order to be awarded preference points. (See *Preference Point section in the Grant Solicitation for more details*) (Character limit: 1,750)

We have determined that, of the clients we've served in the last 12 months, about 10% of them were formerly incarcerated. We have a sub-area of reentry services in our case management system to track the number of reentry cases and outcomes. We also have a field in our intake form that asks if the client has experienced prior incarceration and we will use this to track in Salesforce both the number of formerly incarcerated clients we have and their intake and case outcomes.

We were planning last year on expanding our services by opening up several new offices in the near future, but we have been limited in our ability to scale by decreasing city budgets, foundations that have pivoted to urgent Covid-19 assistance, and the shuttering of our existing offices for two months earlier on in shelter-in-place. To that end, we want to do more work to reach out to folks who are formerly incarcerated to make sure that they are aware of our existence and understand that we are here to serve them, much as we are for every community member. Every area of our services has experienced a rise in demand and we want to ensure that vulnerable populations like formerly incarcerated folks are getting the help they need and deserve, especially as prisoners are being released into such a chaotic environment.

## **Section II: Proposal Description, Implementation, and Goals**

1. What will your organization do to bring about the change needed to solve/address impacts from the WoD? Describe in detail how your organization will implement the proposed services. (Character limit: 3,500)

Our universal access model is completely unique. We take on the cases that other organizations cannot and see our approach as the future of the legal field. The gaps in legal services mean that many formerly incarcerated people fall through the cracks and are often forced into homelessness at a much higher rate than the general population. San Francisco has a streamlined clean slate program, but many of our clients have criminal records in other counties that must be taken care of. They also often have complicated issues that cannot be addressed by just one area of law or need a connection to other social service providers for issues like addiction, food banks, or mental health issues. We have the model and the experience to make a large impact on this.

Currently, anyone can walk in, call, or complete an intake online. Many people hear about us through word of mouth or referrals from social services organizations we unofficially partner with. Thanks to these strong referral partnerships with other community organizations, we've already assisted hundreds of clients with criminal records. Due to the unmet need in legal services, coupled with our partnerships with

social service organizations, and word of mouth, we have had a steady stream of clients since opening. Because we operate in almost all areas of law, our outreach messaging is simple and effective: we don't need to explain complex eligibility rules or distinguish between different areas of law in order for our community partners to feel confident making referrals to us.

With this funding, we will expand our current reentry services and hire an experienced, trauma-informed social worker to ensure formerly incarcerated community members are given informed and compassionate assistance to reintegrate into society. Our frontline team currently handles this, thanks to our custom-built referral engine that has been developed inside of our case management system. The searchable engine can supply staff with relevant social service referrals to give to clients for quick and efficient resources. They can do safety planning with clients and ensure they receive the compassionate and knowledgeable care they deserve. A social worker would do case management, helping clients finding new housing, obtaining rental assistance, gathering needed paperwork/evidence, securing a therapist, and any other holistic needs they may have.

Our attorneys already handle reentry cases across all practice areas, although mostly in the form of housing, consumer, employment, and family law. Clients can access services in 35+ areas of civil law. We aim to bring in more formerly incarcerated community members and assist at least █ people with reentry cases. Because we offer whole care, we can help our clients with their legal journey and connect them to other resources to address the entirety of their issues. While there are many great civil laws that exist to protect vulnerable people, including those with criminal records, people need the ability to actually enforce their rights. We close that gap and show that the law can truly belong to all of us.

2. For each of the funding categories selected in your Phase I application, please indicate whether the funding will be used to create new services, expand existing services, or both. (Character limit: 1,750)

This funding would be used to both expand current services and create new services. As things stand, it is essential for us to build our capacity to meet the need as more people are released from prison due to Covid-19 and are struggling to find stable and non-discriminatory housing and employment. We have the foundation for this project and perform these services already. We would just need to recruit and hire new team members to expand our current services. We estimate that this would take 2-3 months.

The new social worker hire will conduct community awareness and education efforts specific to addressing legal barriers to reentry to spread awareness of our services to prospective clients and to social service providers, inform formerly incarcerated people of their rights, and build out our reentry services program that the frontline staff currently handles. We would proactively do outreach to all of our current partners, and more, to ensure that we cast a wide net to bring participants, especially homeless folks, into the program. In 2021, we anticipate scaling all our legal services by 30% to meet the need. Reentry services will be an important part of that in this current climate.

3. For each of the funding categories selected in your Phase I application, please indicate whether your organization will address the need via direct services, providing a referral to other organizations, providing services through a contractor, or through a combination of the options listed. If through a combination, please describe what aspects of the service will be done through each of the options. (Character limit: 1,750)

Open Door Legal will perform direct services for all civil legal issues listed into the funding category, thanks to our universal access model. This includes but is not limited to: Record analysis or background check services to find errors or incomplete information in criminal records; expungement, sealing a criminal record, or other post-conviction relief; employment or licensing barriers based on a criminal record; Obtaining or regaining a valid driver's license or identification card; denial of housing applications; assessing criminal justice debt, immigration services to address barriers to reentry, and community awareness and education efforts specific to addressing legal barriers to reentry.

To ensure our clients received whole-care and effective services, we will provide referrals to other local social service providers for non-legal issues, even if they do not fall under the funding category. This can include homeless and /or domestic violence shelters, mental health service providers, food banks, financial counseling, and more. ODL plans to keep expanding our institutional knowledge and helping as many marginalized community members as possible understand and enforce their rights and achieve economic security.

4. For the services that your organization has historically provided in each of the funding categories selected in your Phase I application, what successes has your organization had in providing these services? If these are new services, why do you believe these services will be impactful to your organization's priority population? (Character limit: 1,750)

We have helped clients like Lana\*, who came to us for assistance to expunge a conviction on her record that was hindering her ability to obtain a medical administrative job at UCSF. Her criminal record in San Mateo County from almost ten years prior meant that she wasn't eligible for San Francisco's Clean Slate program. She was devastated that she might not be able to take on this job even though she had paid all of her dues. We took on her case, helping Lana put together character reference letters and working on an expungement. These types of cases are all too common and present huge obstacles to those trying to overcome barriers to reentering society successfully. Lana's case was not a straightforward one and required expertise/research in multiple areas of law and geographical procedures. We were ultimately successful and she was able to accept the job offer.

Open Door Legal's universal access to legal aid model helps dramatically reduce poverty and advance economic justice. We help low-income individuals in over 35 areas of law, manage over 850 full-scope cases per year, and have never turned away someone in our service area. Since 2013, we have been ensuring that marginalized community members are provided the same justice as those that can afford private legal help. We have worked on over 3,000 cases and have secured \$7.2 million in immediate assets, canceled over \$1.8 million in debt, helped 546 people become housed, and protected \$38 million in value of clients' assets. We are supported by a custom-built, best-in-class technology base and a staff that is passionate about universal access. Last year we recorded no negative legal outcomes for any of our closed cases.

5. Describe the client journey from beginning to end once the proposed services are fully implemented or expanded. If applicable, please describe your organization's intake and referral processes. (Character limit: 3,500)

Where do you go for help when you are facing eviction? Where do you go when you are facing discrimination, fraud, or legal barriers to employment? Our clients often tell us that they have been turned away by as many as 5-6 places, most of which are located far from their homes. This is why we've had clients cry with relief when told we will represent them: they've been through such an exhausting and dehumanizing process. Once clients make it through our doors, we guide them through our streamlined process as quickly and efficiently as possible. Unfortunately, their journey to this point is often filled with rejection and extreme effort.

Our model is designed to operate like a general hospital: we triage issues to ensure that everyone in our service area gets effective and timely assistance. What this looks like in practice is our frontline staff are typically the first point of contact for clients encountering Open Door Legal. These folks sit at the front desk in each of our centers, and all live in the communities in which we're located. Our frontline staff do the work of triage--sorting issues, scheduling intakes, and maximizing resources to extend justice to all who need it. We have intentionally recruited staff members from the communities we serve to establish trust and a connection for clients.

The intake questionnaire lets us collect eligibility determination, demographic information, basic information about the legal issue, and identify social service needs.

Immediately after the questionnaire is completed, our frontline partner schedules an intake meeting for the prospective client in one of our six main practice groups. We leverage the triage system to prioritize appointments—domestic violence, pending evictions, urgent immigration documents needs, and elder abuse cases usually get next day appointments.

For example, a client could come in with an urgent housing issue stemming from discrimination and speak to the frontline staff. They would fill out an intake form for the housing issue. They would also be supplied with resources for any non-legal issues, like emergency shelter, a local mental health provider for counseling, or a financial literacy nonprofit. The intake would be scheduled based on the urgency and the client would know exactly when to come back for a remote intake with an attorney. They would be able to use our technology, including a remote conference room. We have intentionally invested to make technology accessible for our client population during the pandemic, which is underserved and low-income.

Once the client meets with the relevant attorney, their issue would be assessed. If they could solve it with just brief legal advice or guidance, they would do this during the intake. If they have a viable legal claim, the attorney would open a case and support the client with full-scope representation, including litigation if needed. The social worker would add on to any referrals/case management needed during their case.

Our attorneys and paralegals do the work of the intakes, provide legal representation, and keep our clients' records up to date and accurate in our case management system. Our social worker would build out referrals to other social service organizations and case management—they would be someone who can act as a clearinghouse for all of the agencies our clients are working with, providing continuity of care.

6. For each of the funding categories selected in your Phase I application, what are the main goals of the proposal and how will these goals address the stated need/problem? (Character limit: 3,500)

The main intent of our proposal aligns with our mission—we will provide comprehensive civil legal services in order to dramatically reduce poverty. The main way we achieve this for formerly incarcerated people is through our housing, employment, consumer, and family law teams. For our reentry clients, this takes the form of removing barriers to successfully reintegrate into society after having served time and achieving housing and financial stability.

The stated goals, also outlined in our work plan are to: complete at least █ intakes and work on at least █ cases for formerly incarcerated clients, recruit and hire a social worker to build out our referral services and case management system, and conduct extensive outreach to spread awareness of our services and bring in more clients. We want to reduce housing insecurity and economic injustice through legal services given by attorneys, referrals from frontline staff and the social workers, and case management from the social worker. We will advance health, wellness, and

economic justice for communities harmed by the War on Drugs. Our universal service model makes all of this not just possible, but more impactful than the traditional legal service model.

Using metrics from The Robin Hood Foundation, we conducted a study to evaluate Social Return on Investment. We found that for every dollar we spend, we generate about \$6.63 in short- and long-term financial benefits for our clients and deter up to \$14.75 in illegal conduct. Our innovative universal access model was developed to drastically reduce poverty that results from the crisis of compliance that most hurts vulnerable communities. Our research shows that bad actors are far more responsive to small, consistent punishment than random, large-impact litigation. Therefore deterrence is most affected by providing help on all the 'everyday' legal issues that we cover. This year we are planning to publish our in-house study on the impact legal aid has on homelessness, which found that legal aid was 200x more impactful on a reduction in homelessness than median rent. By providing universal access to reentry legal aid, we can help the formerly incarcerated population in San Francisco successfully reintegrate into society and reduce housing and economic insecurity.

### **Section III: Community Empowerment & Organizational Competency**

1. How have the proposed services been designed to meet the population-specific needs of the service recipients? (Character limit: 1,750)

Our co-founders started Open Door Legal in 2013 as brand-new attorneys and have been listening to and learning from our clients ever since. We also have a board member, Michelle Carrington, who was one of Open Door Legal's earliest clients. A lifelong Bayview resident, her family has been directly impacted by the War on Drugs; many of her family members have been incarcerated for drug-related offenses. She gives us direction and guidance about community members affected by the War on Drugs. Our newest board member Leeshea Romero also grew up in Bayview/ Hunters Point and was a client; she will help keep ODL accountable to the most important stakeholders: the community we serve.

As described in earlier sections, we are continually collecting client feedback from their cases and incorporating it in our services. Additionally, our clients automatically become members of our nonprofit, where they can provide insight, approve our budget, and elect our board members. Each year we invite clients to attend our annual meeting, where we present outcomes, elect board members, present aggregated client feedback, and engage community members in discussion of key issues and strategic priorities. Our next meeting will be in the next 1-2 months.

Additionally, all of our client-facing staff are mandated to attend trainings focusing on trauma, client management, and holistic care. We have invested in technology to make our services more accessible: many clients depend on being able to come in to use our remote conference room to communicate safely with attorneys, attend remote hearings, and print important legal documents. The pandemic has only deepened inequity and our formerly incarcerated clients are among the most vulnerable.

2. How does your organization's current hiring practices promote and/or encourage members from your priority population to be hired or promoted within your organization? (Character limit: 1,750)

Our Manager of Talent and Culture has launched a balancing initiative to increase our staff diversity and hire from the communities we serve, especially for attorney, development, and leadership roles. This has been difficult in past hiring sprees; through analyzing our hiring process and retention figures, we believe the issue is with recruitment. We have recently redesigned our hiring process in significant ways to reduce bias and POC staff are not more likely to leave the organization than white staff. None of the feedback in our anonymous staff satisfaction surveys have indicated feelings of exclusion or marginalization. The initiative was developed in consultation with DEI experts. One prong of our approach is more targeted recruitment and more strongly emphasizing cultural humility in our job postings and candidate review. However we have a lot of work to do and we are determined to improve the diversity of our senior staff in the near future.

However, our entire frontline staff has been recruited from the communities we serve, including one former client. We have a professional development model that provides avenues to advance a career in legal services. One of our frontline partners, Leslie Pang, is currently studying to become a paralegal. Our other frontline partners are also actively making advances in their careers: Lena Starks is finishing her undergraduate degree with the help of ODL, Gio Garcia has a professional goal of becoming a certified court interpreter, and Hakika Drisker is interested in both paralegal and attorney careers. We want to provide an encouraging and knowledge-based staff culture for everyone to be able to move up and learn as much as they can about the law.

3. How does your organization collect information/feedback from your priority population? (Character limit: 1,750)

We have spent seven years developing our custom-built Salesforce CMS to be completely cloud-based and to ensure that all of our case information, scheduling, client management, and development processes are in one system that provides real-time data. Features include: online intakes, conflict checks, case management, knowledge management, referrals, pro bono management, complex appointment scheduling, quality assurance, time tracking, grants management, and detailed outcome reporting. Thanks in part to our technology, our attorneys have on average 3x the caseload of our peer organizations, yet obtain similar results.

We also use qualitative feedback to determine the effectiveness of our program. Each client completes two surveys throughout their case that evaluates not only our representation and the impact on their quality of living, but also how our organization can best serve the community. For referrals, there is an automated email loop that is sent to clients to check-in with how their experience was with the social service organization they were referred to. Our frontline team is constantly updating this information in Salesforce and tailoring what places they recommend to clients.

Each all-hands staff meeting involves a client story and lessons learned from the case. In the past, this has included sharing advice from cases with clients who have experienced domestic violence, how to best serve clients with disabilities, or how to navigate an ever-changing immigration system. Feedback from clients and updates about satisfaction are often shared as well. We take this feedback and incorporate it into our delivery of services at all levels because if we are not listening to the serve, we are letting them down.

- a) How is this information used to develop/design the proposed services? (Character limit: 1,750)

This information is used to constantly evaluate and shift our services if necessary. Attorneys and paralegals have one-on-one meetings with managers that take client feedback into account. The managers report to the Director of Services who will work with them for a solution on adapting services to feedback, including further training for staff, outreach to the community for input, and redesign of services if necessary. Annual client feedback is built into the annual plan for the coming year: for example, three issues that clients raised were their wait times, effective communication after their cases, and that we should be more known to the community. We will address through capacity-building (increased fundraising to bring on more staff), better follow-up by attorneys and paralegals (built into their training), and more outreach (to be conducted by frontline staff and the social worker role).

We aim to accurately and clearly demonstrate how the use of the CalCRG funds have meaningfully improved opportunities and quality of life of formerly incarcerated folk and so we will design a more targeted follow-up survey for them after funding has commenced. This will include a more robust way to capture referral effectiveness and impact and monitor our new social worker.

- b) How often is this information collected? (Character limit: 1,750)

Feedback is collected on an ongoing basis, twice per client, per case in our case management system. We also send out and collect an annual feedback survey. In order to achieve complete transparency and constantly strive to be better, the findings are posted to our website-- both positive and negative. Staff can also check feedback in our Salesforce case management system at any time. We aim to keep a culture of transparency and that includes making this information available in real-time.

4. Does your organization implement a whole person care approach, which considers the full spectrum of needs – medical, behavioral, socio-economic, etc. – of your priority population in a coordinated and integrated way? If so, please discuss how this is implemented and any formal or informal partnerships that will help achieve whole person care. (Character limit: 3,500)

Unlike other legal aid providers, our model was designed to address every aspect of a legal issue. We also realized that to make our services even more effective, we needed to ensure our clients were connected to other social service providers, including housing, health, and employment.

We have implemented the whole-care approach into every aspect of our model-- our attorneys and frontline staff go through intensive training to address bias, cultural

humility and sensitivity, and trauma-informed services. Below are some of the many social service providers we have unofficial referral partnerships with:

Justice & Diversity Center of The Bar Association of San Francisco

5. Has your organization developed and/or adopted any trauma-informed<sup>1</sup> policies? If so, please describe the policies and share how the policies have shaped your organization's practices. (Character limit: 1,750)

Open Door Legal takes the stance that not only should staff take external de-escalation and vicarious trauma workshops, but that addressing your own trauma and having self-compassion is a critical part of our services. Having compassion when working with clients is non-negotiable. Caring is one of our core values and is built into our culture and professional development. On the internal side, staff members are given peer coaching modules, mindfulness trainings, check-ins about vicarious trauma, and given access and workshops on how to access mental health resources and self-care. We want to ensure our staff is not burned out and that our retention rate is impactful-- stability for our clients is important, especially when other service providers have staff members cycling through frequently.

On the external side, the frontline partners and attorneys are given a series of trainings on de-escalation skills, adverse childhood experiences shaping behaviors of adults, and how to contact alternative help like mobile mental health and homeless outreach teams. They are also trained to give multiple options/a variety of choices to clients to give them more autonomy to make their own decisions, to be flexible with scheduling, and to have resources at the ready. We have many clients who may

<sup>1</sup> A program, organization, or system that is trauma-informed:

- Realizes the widespread impact of trauma and understands potential paths for recovery;
  - Recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system;
  - Responds by fully integrating knowledge about trauma into policies, procedures, and practices; and
  - Seeks to actively resist re-traumatization.

seem difficult to work with on the outside, but our staff are trained to be patient, kind, and flexible when dealing with them and recognize trauma-informed behavior.

**6. Leadership and Board Member Data (Not required for Local Health Departments)**

a) Leadership (Character limit for each text fillable response: 750)

- Has the CEO/Executive Director been affected by the WoD in one of the following ways?
  - Has been previously incarcerated:  Yes  No
    - If yes, please elaborate:
  - Has had an immediate family member (parent, sibling, child, spouse) previously incarcerated; Please do not include extended family members:  Yes  No
    - If yes, please elaborate:
  - Has had a substance use disorder in the past:  Yes  No
    - If yes, please elaborate:

b) Board (Character limit for each text fillable response: 750)

- Does your organization have a policy/practice in place to recruit individuals from your priority population as board members?  Yes  No
- If yes, please provide:
  - Number of seats available for members of your priority population: 10
  - The number of filled seats: 2
  - The current process of recruiting board members from your priority population: Once a board seat opens up, our executive director will contact potential board members while talking to clients-- it is an unofficial policy that will be built out within the next year.
- Enter the total number of board members in your organization: 10
- Have more than half of the board members been affected by the WoD in one of the following ways?
  - Have been previously incarcerated:  Yes  No
    - If yes, please elaborate and enter the number of board members affected:
  - Have had an immediate family member (parent, sibling, child, spouse) previously incarcerated; Please do not include extended family members:  Yes  No
    - If yes, please elaborate and enter the number of board members affected: Only 1 board member.
  - Have had a substance use disorder in the past:  Yes  No
    - If yes, please elaborate and enter the number of board members affected:

**Section IV: Evaluation**

1. For each of the funding categories selected in your Phase I application, please indicate what activities and data will be evaluated. (Character limit: 1,750)

We will assess the number of all intakes, cases, and referrals related to reentry services, including growth after the first year of funding and targeted outreach. We

also will evaluate legal and financial outcomes of all reentry cases, including: evictions prevented, safe housing secured, visas obtained, immediate assets secured (awards and debt canceled are considered part of this), expungements, drivers licenses acquired, and public benefits acquired. All of this is recorded and tracked in our custom-built Salesforce case management system.

Evaluating the new social worker will require the design and implementation of a new role and how to measure their success. An evaluation process documented in policies and procedures will be established within the first month of the grant period, and then put into place once the social worker role has been filled.

2. For each of the funding categories selected in your Phase I application, please indicate your organization's evaluation process and how you will measure the effect that your organization's services will have on your priority population.  
(Character limit: 3,500)

We measure the legal and financial outcomes for our reentry cases as well as intake and case numbers and assess whether our services need to be tweaked and/ or adapted for their specific needs. We record whether the case was successful, unsuccessful, or had a neutral outcome. We will keep track of the legal outcomes described in the previous section.

Our general client population face huge barriers and our formerly incarcerated folks have additional trauma and even more discrimination that makes fighting for their rights even more of an uphill battle. We want to ensure we are listening to them and adjusting our services if necessary through evaluating our feedback surveys and CMS outcomes. Our Director of Legal Services will meet with any attorneys handling reentry services as well as the social workers and oversee any program changes or shifts.

Our goal is to have at least 80% of our clients in the coming year report that we made a "large" or "extreme" difference in their lives. We want to make sure our clients feel supported, have their issues addressed in a timely manner, and are satisfied with the work we do. Our attorneys meet weekly with their manager, who reports weekly to the Director of Legal Services. If a client reports negatively on their casework, it is discussed immediately with the attorney's manager.

With funding, we also plan to develop tracking metrics within our Salesforce CMS for referral to other social services. Our CMS system already has robust capabilities to track legal case outcomes and financial benefits, but we are not tracking impact of social service referrals.

3. How will your organization use the findings from this evaluation? (Character limit: 1,750)

It is incredibly important to use our findings for our reentry services to listen to the community and constantly strive to do better. We can use the referral impact tracking to make more targeted and effective referrals to our formerly incarcerated clients. We will also use the findings from our surveys and outcomes to measure our success and impact on clients' lives. If we are receiving below average feedback, we will assign

our attorneys to take on more trauma-informed, incarceration-focused client training and confer with other reentry services providers in our network. If our success rates are below average, we will reevaluate our legal services for reentry clients and investigate and target where we need to improve.

We do not anticipate having to change our services significantly: last year we recorded no negative legal outcomes for our cases. Open Door Legal also has a client Net Promoter Score of 92, which is significantly higher than the global benchmark of 50. However, we are a dynamic and flexible organization and will adjust wherever we need to to deliver the best legal services possible. After last year's client survey, we have made community outreach, wait times, and direct communication a higher priority across practice areas. We will make sure our reentry services follow the same feedback model.

## **Section V: Financial History and Budget**

### *Financial questions*

1. Please provide a short financial history of your organization. At minimum, please discuss any outstanding debt, revenue trends and expense trends (negative or positive), and current operating budget. (Character limit: 1,750)

Since our inception, Open Door Legal has been publicly supported through generous donations and grants. In the early years, an annual budget of \$100,000 provided only minimum-wage salaries for our co-founders, and with each year, we grew our private donor base. Major foundations including, but not limited to, Google.org, the Draper Richards Kaplan Foundation, and the Stupski Foundation, have each granted major gifts that provided for our growth. We started contracting with the City of San Francisco in 2017, and in 2019, the city drastically increased our funding to support our expansion into the Excelsior and Western Addition neighborhoods. For our fiscal year ended December 31, 2020, roughly 50% of revenue was from SF city contracts, 20% from corporate and private foundations, and the remaining 30% from individual donors.

For each of the last three years, the organization has ended the year with budget surpluses and increased net assets without restrictions, while also growing our staff, capacity, and overall operations. For 2021, our board approved an organizational budget of nearly [REDACTED], which is [REDACTED] more than our 2020 budget.

Open Door Legal strives to maintain a balanced budget and refrain from financing operations through debt. We maintain an undrawn business line of credit of [REDACTED] in the event of future cash flow issues. A paycheck protection loan was received in April 2020 to help navigate the uncertainty of the pandemic, and it was fully forgiven in November 2020. At the close of our fiscal year ended December 31, 2020, Open Door Legal carried no debt and had sufficient cash reserves to cover five months of operational expenses.

2. Provide a summary of the last three financial agreements (loans, grants, incentive programs, etc.) your organization has entered into. Please include the dollar amount awarded for each of the agreements and a description of your programmatic compliance and completion of deliverables. (Character limit: 3,500)

In October 2020, we finalized our renewal grant contract with the SF Mayor's Office of Housing & Community Development (MOHCD) for civil legal services. The award is [REDACTED] and is for nine months beginning October 1, 2020 and ending June 30, 2021. The contract was for an abbreviated 9-month time period because the city had a delay in their overall budget due to the COVID-19 pandemic. This grant supports legal services in any area of civil law and for residents in SF districts 5, 10, and 11. Each month, we invoice direct expenses on a cost-reimbursement basis and report on program deliverables. We expect to work [REDACTED] full-scope cases during the grant period, and we report the number of cases opened each month, closed each month, and number of unique clients served. In previous years, MOHCD has completed financial and programmatic monitoring to ensure adequate procedures were in place to steward grant funds well and meet target metrics.

In November 2020, we finalized two separate grant contracts with the SF Human Services Agency to provide legal services to specific demographic groups. The first was a renewal grant of [REDACTED] annually to serve adults aged 60 and older. The second was a new grant award of [REDACTED] a year to serve adults of any age with a documented disability.

Both contracts run through June 2023. Annually, we expect to serve [REDACTED] unduplicated clients aged 60 and over, and [REDACTED] unduplicated clients with a disability. Both contracts are invoiced monthly on a cost-reimbursement basis, and we report on case outcomes and client demographics quarterly. In 2020, HSA completed annual monitoring of our program compliance and outcomes and concluded that we exceeded our outcomes goals for the prior contract year.

3. Has your organization had a federal, state, or local jurisdiction grant award suspended or terminated in the last 5 years? If so, please explain what caused the suspension or termination of the agreement. (Character limit: 1,750)

No.

4. Do you have reason to believe your organization may not be able to continue to operate at least at the level of services currently provided? If so, please explain. (Character limit: 1,750)

No

#### Budget

5. Fill out the [CalCRG Budget Spreadsheet](#) template and upload it to the grant portal. No other budget template will be accepted.

6. Provide a budget narrative using the guidelines below. (Character limit: 5,300)

- Using the CalCRG Budget Spreadsheet as a guide, describe your organization's proposed costs and related expenses for each budget line item and activity.
- The budget narrative should include enough detail and information to explain the program costs and expenses. The details should indicate why all budget items are necessary and reasonable for the proposed grant activities.
- Any use of a subcontractor should include ample justification.

As a legal services nonprofit, payroll and benefits represents 84% of our annual budget. Therefore, support for our direct service personnel is the most significant

expense category requested in our proposed budget. With the exception of the social worker, each of the attorneys or legal support staff listed are currently delivering legal services in the areas of law we expect to be most utilized under this grant, which are employment, housing, general (consumer), and family law. Virginia Taylor, our Director of Legal Services, oversees our legal practice areas and provides valuable oversight and direction. Camille Frausto, Frontline Attorney, oversees our brief services practice and supervises the frontline partners who currently handle referrals to other social services organizations. The budget for benefits is based on prior-year actual expenses, and the estimate is 21% of total salaries in 2021.

Materials includes the following line items we expect to incur in delivering services under the grant: Marketing materials includes costs to directly outreach and inform the community of our holistic re-entry services, which would include printing targeted distribution materials describing our services. General office supplies include printing, postage, paper, and general office supplies as allocated to this grant in accordance with our cost allocation policy. The software and information technology budgets for an allocable portion of our costs to maintain our Salesforce case management system (CMS) and related software that help our staff carry a caseload 3x those of other legal service providers. Information technology budget also provides subscriptions to legal law libraries and research tools that provide our attorneys the essential tools to deliver quality legal help. Telecommunications includes an allocated portion of our phone system, Dialpad, which helps our attorneys automatically log all client communications (calls & text messages) to the related case in our CMS.

Included under other direct costs is an estimate of direct court-related fees. For each client in which a full-scope case is opened, there are typically expenses incurred to prepare and represent the client in court. Most common are court-required filing fees to prepare the legal filing associate with any case. Fees are often incurred to request any records from the court system or other agencies may be relevant to the case. Fees are incurred to serve any other parties in the case, and if litigation is required, there are fees associated with court transcripts, court-reporters, and depositions. These direct costs vary and depend on the needs of the case. The amount allocated above captures a conservative estimate to allocate costs incurred by Open Door Legal to represent each client.

The indirect cost allocation supports a wide-range of costs not directly allocated above. Expenses include local travel for legal staff to and from our office to court or related housing agencies, occupancy costs (rent, utilities, maintenance) of our 3 physical offices in San Francisco, insurance, staff training and professional licenses, recruiting of new staff, and the finance team time associated with invoicing and outcomes reporting.



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### California Community Reinvestment Grants (CalCRG) Program Work Plan

Applicant Name: Open Door Legal

Categories: Legal Services

Grant Term<sup>1</sup>: June 2021 – May 2024

#	Activity Description	Service Category <sup>2</sup>	Expected Output(s)	Expected Outcome(s)	Evidence of Completion	Start Date	Expected Completion Date
1.	<b>Provide legal services for formerly incarcerated clients</b>  We will triage clients through intakes to assess what their needs are: brief intake with legal advice, social service referrals, and limited or full-scope representation.	LS	a) Complete at least █ intakes each year for formerly incarcerated clients where legal counsel and limited-scope aid is provided b) In the first year, we will represent at least █ clients in active full-scope cases. In the second year, we will represent █ clients. In the third year we will represent █ clients.	a) 100% of clients who just complete an intake will leave informed of their rights, given brief advice, limited-scope advice and connected to social services if necessary b) Clients who open cases and receive limited-scope representation will be able to overcome legal barriers to reentry into society, measured by case outcome and feedback/ follow-up	<ul style="list-style-type: none"><li>• Intake records</li><li>• Outcome records: legal and financial</li><li>• Quarterly impact reporting</li></ul>	06/2021 06/2022 06/2023 06/2023	06/2022 06/2023 06/2023 06/2024

<sup>1</sup> Grant funds may only be expended during the grant term.

<sup>2</sup> Include all service categories supported by each listed activity. Job Placement: JP; Mental Health Treatment: MHT; Substance Use Disorder Treatment: SUD; System Navigation Services: SNS; Legal Services to Address Barriers to Reentry: LS; Linkages to Medical Care: LMC

	<b>2. Recruit and hire a social worker</b>  They will build out our referral and case management services to formerly incarcerated clients	LS, SNS	a) Identify and recruit a licensed social worker b) Onboard social worker to ODL team, specifically regarding our trauma-informed approach to care and information about the specific communities we serve.	a) Social worker takes over referral services and supervision of outreach efforts in our service areas b) Developed targeted plans to conduct and begin new outreach and partnership efforts	• Offer Letter and employment agreement	06/2021	9/2021
	<b>3. Develop tracking metrics within our Salesforce CMS for referral to other social services</b>  Our CMS system already has robust capabilities to track legal case outcomes and financial benefits, but we are not tracking impact of social service referrals	LS, SNS	a) Identify data points to be captured regarding qualitative or quantitative data to be captured regarding referred clients b) Build on referral current system to develop process for follow-up and ongoing data capture	a) Clearly and accurately report on the number of referrals made to non-legal social services and types of services most used by formerly incarcerated San Franciscans.	• Case referral data • Service records	07/2021	09/21
	<b>4. Collect qualitative and quantitative data regarding program success and provide outcome evaluation to CalCRG</b>  We currently have a very effective and helpful collection process and outcome evaluation system that we use for our cases	LS, SNS	a) Collect individual and program-wide success stories and statistics through our CMS and our engagement coordinator b) Continue to send out two feedback surveys per case, record case outcomes in our CMS	a) Accurately/ clearly demonstrate how the use of CalCRG funds meaningfully improved opportunities and quality of life of formerly incarcerated clients b) Continue to receive feedback from 80% of our clients that we have made an “extreme” or “large” impact on their life as well as a NPS score of at least 80	• Client surveys • Quarterly Impact reporting • Stories/ marketing • Client outcomes: financial and legal	06/2021 06/2022 06/2023	06/2022 06/2023 06/2024
	<b>5. Refer clients to other, non-legal social service providers for whole-care service</b>	SNS	a) Provide at least referrals to other social service providers for client needs that are	a) █ clients receive rental assistance to remain or become housed	• Rental assistance payment vouchers	06/2021 06/2022 06/2023	06/2022 06/2023 06/2024

	Frontline staff will refer on the front-end while the social worker would refer clients during their cases, and manage their needs for outside services		non-legal related each year	b) █ clients participate in job training to improve chances of more skilled employment c) █ clients obtain access to food-related benefits d) █ clients receive financial counseling to become more financially stable	• Certificate of completion for job training or financial counseling		
	<b>6. Spread awareness and knowledge about our reentry services and the rights of formerly incarcerated clients</b>  Our social worker and frontline staff will help develop an outreach plan to reach a wider audience of stakeholders and potential clients	LS, SNS	a) Develop and strengthen ongoing partnerships with other social service organizations to b) Host or partner with other social services to sponsor █ clinics a year specifically targeted to formerly incarcerated c) Develop legal handout materials to distribute regarding common issues formerly incarcerated San Franciscans face and potential rights and resources	a) Grow the amount of funded re-entry cases each year of funding by 30%. In 2022, this would be █ clients. In 2023, this would be █ cases. b) Inform incarcerated San Franciscans of their rights pertaining to housing and be connected to reentry services, measured by intakes a year █ and cases numbers (█ by 2023) and clinic participation	• Interest and screening forms • Outreach materials • Numbers of reentry clients each year	11/2021 11/2022 11/2023	04/2022 04/2023 04/2024