REGIONAL RESPONSE TEAM

Strengthening Our System of Eviction Prevention

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The Challenge

The COVID-19 pandemic and its ongoing ripple effects have significantly increased the demand for social services (e.g., serving the unhoused, protecting renters, serving food, etc.), and the call for a more equitable recovery that builds resilience in St. Louis communities. However, current structural factors prevent an equitable and sustained service delivery model in the region. Community-led service providers have difficulty accessing local funding and other resources, and government partners have difficulty finding qualified service providers to invest in. Regional partners are disconnected from the work being done by other partners, organizations miss opportunities for resource sharing, and the most vulnerable community members are unaware of how to access resources. The result is a mismatch that makes it hard to meet the needs of the community in this moment. With siloed resources and a system of service delivery without regional coordination, we are faced with the challenge of structuring the current landscape of eviction prevention work in a way that is both reactive in time of crisis but also proactive in anticipation of future crises in housing inequity.

The Opportunity

As eviction moratoriums at the Federal level expired, millions across the country and thousands here regionally are now more vulnerable to losing their homes. The development of a robust eviction prevention system is imperative to support the most vulnerable in our communities. Throughout the COVID-19 pandemic, innovations and new approaches to coordinate and connect resources have been made nationally and regionally.

With organizations such as the National Low Income Housing Coalition (NLIHC), the Center for Law and Social Policy (CLASP), the National League of Cities (NLC), and many others dedicating countless hours to developing structures, frameworks, and practices to address the looming housing crisis, there has never been a better time to advocate for the equitable distribution of resources to better serve individuals experiencing housing inequity.

In the St. Louis region, the chance to build that robust eviction prevention infrastructure is here. The Regional Response Team (RRT) has a goal of coordinating resources by developing data-driven community collaboration in order to create a centralized response to rental, utility, and mortgage assistance needs. By developing strategic partnerships across all sectors, there is a unique opportunity to support community organizations and government agencies in updating processes, requirements, and relationships in the realm of eviction prevention. To provide that support as effectively as possible and develop long-term eviction prevention infrastructure, there is a need to gain a deeper understanding of the eviction prevention ecosystem that is currently in place in the region.

The Eviction Prevention Community Partner Survey and interviews conducted by the Shift Health Accelerator team in 2021 was the first step in building an in-depth visual of the full landscape of regional eviction prevention work to foster a long-term coordinated effort where eviction prevention work is not only reactive but proactive. Data was gathered among strategic partners to be utilized by the RRT and its partners for more strategic collaboration and coordination of resources. This work continued throughout 2022 as moratoriums expired and evictions across the region increased, further underscoring the need for a more coordinated system of prevention and response.

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How institutions respond to crises impacts long-term recovery and the ability to foster the development of long-term preventative systems. The assessment analyzes ways to update grant-making and procurement structures and processes within the local government and broader region to support community-led service organizations in better accessing emergency relief funds by assisting organizations to meet qualifications, change qualifications to reflect needs of impacted communities, promote equity in service delivery, and foster coordination between service providers. With the assessment results, the Regional Response Team, local governments, and community-led service providers will better understand the nature of the challenges and potential opportunities for overcoming challenges together.

Methods

The RRT consultant team sent an online survey to 110 stakeholders with 42 respondents, representing a response rate of 38 percent. Fifty-five percent of survey respondents were agency and organizational directors/administrators, 12 percent coordinators/organizers, and a range of attorneys, IT officers, planners, educators, and data analysts. Sixty percent of responding organizations had specific eviction prevention programs, and 40 percent did not *(See Table 1 for eviction programs identified in the survey)*. The team also conducted 23 semi-structured interviews in April 2021 with five community-based leaders, 11 regional nonprofits, five St. Louis County and City department staff, and two St. Louis City elected officials to do a rapid assessment of the gaps between community service providers and local grantmaking processes.

The assessment asked the following questions:

↳ *What is the extent of the work being done within the region around eviction prevention?*

↳ *What do providers, government, and community stakeholders see as the nature of the challenge?*

↳ *How can we be strategic about prioritizing eviction prevention work?*

↳ *Where are gaps in service delivery to eviction prevention?*

↳ *Where are opportunities to build and foster long-term eviction prevention infrastructure?*

↳ *What is the "ecosystem" of decision makers needed to change structures?*

↳ *What are the requirements of and qualifications for service provider grantees?*

↳ *What are the requirements of and qualifications for government grant and contracts departments?*

42
Survey Respondents

55%
Organizational Directors

12%
Coordinators/ Organizers

33%
Attorneys, Educators, Planners, Etc

40%
Did Not Have Prevention Programs

Eviction Data and Trends

To inform the national policy debate, as well as local and state policymaking and advocacy, the National Equity Atlas and the Right to the City Alliance have launched a new rent debt dashboard with near real-time data on the number and characteristics of renters behind on rent for the US, 45 states, and 15 metro areas. The dashboard provides estimates of the amount of back rent owed for these geographies, as well as estimates for the number of households with debt and the amount owed for all counties in the 45 states, drawing current data from the Census Bureau's Household Pulse Survey. Data included is from 2021, though the overall situation has not changed much since.

National Equity Atlas findings for St. Louis City and St. Louis County:

$2,492
Estimated Average Rent Debt per Household
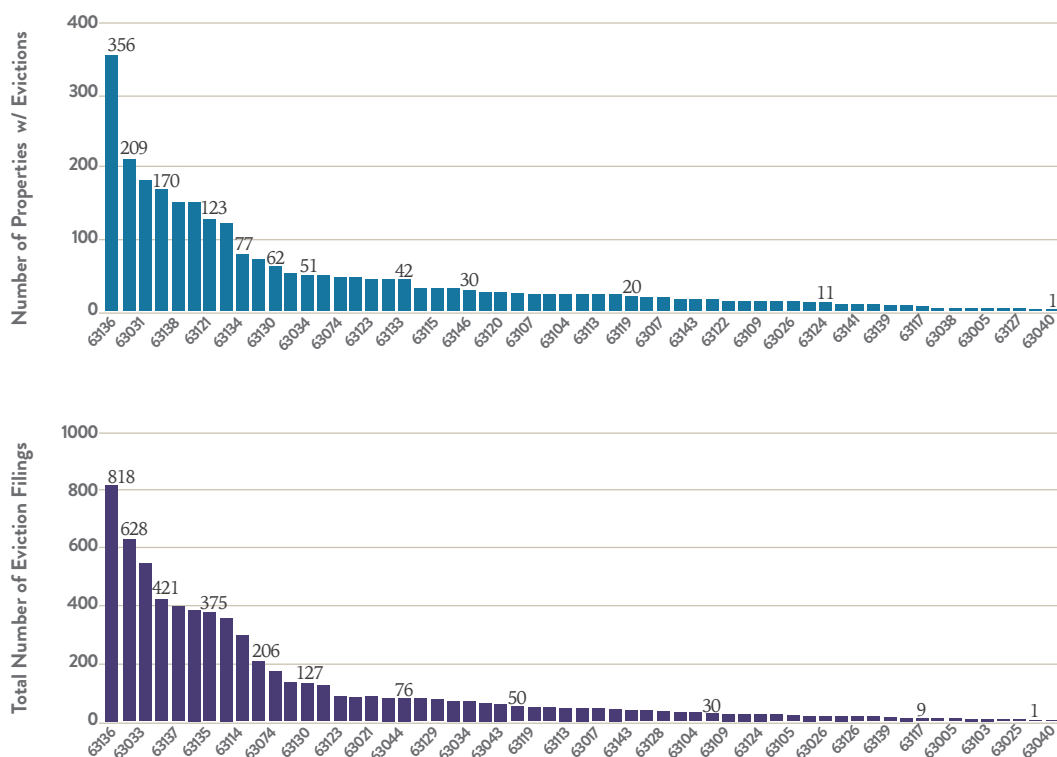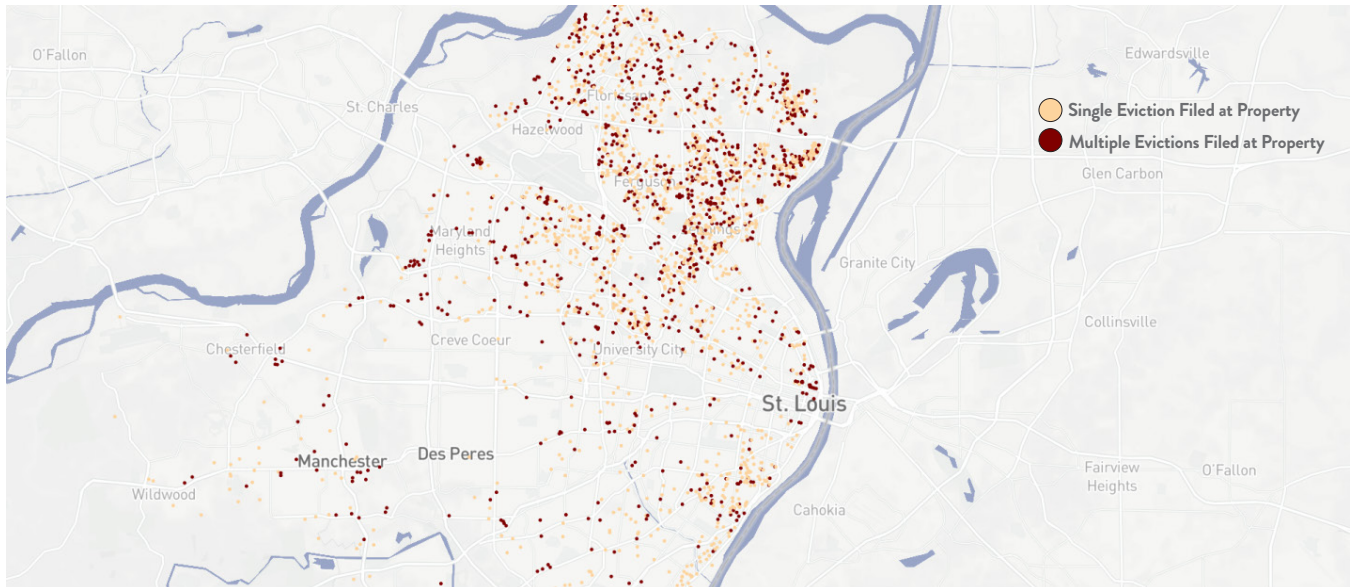
$39,105,443
Estimated Total Rent Debt

15,332
Households behind on Rent

Eviction Filings Per Zip Code by Property Count and Total Filings in St. Louis County & City (2021)
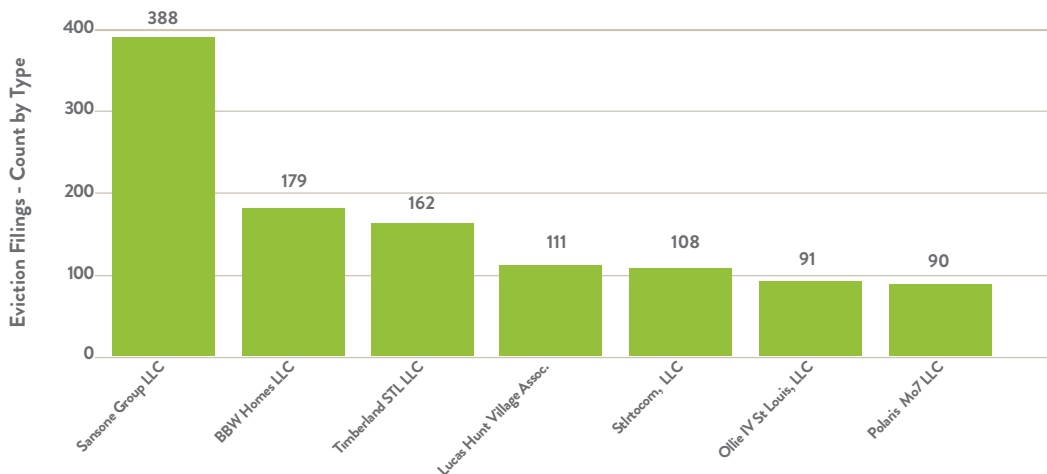
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Eviction Disbursement Map (2021)

Zip Codes With The Most Eviction Filings, 4/1/2020 to 3/31/2021
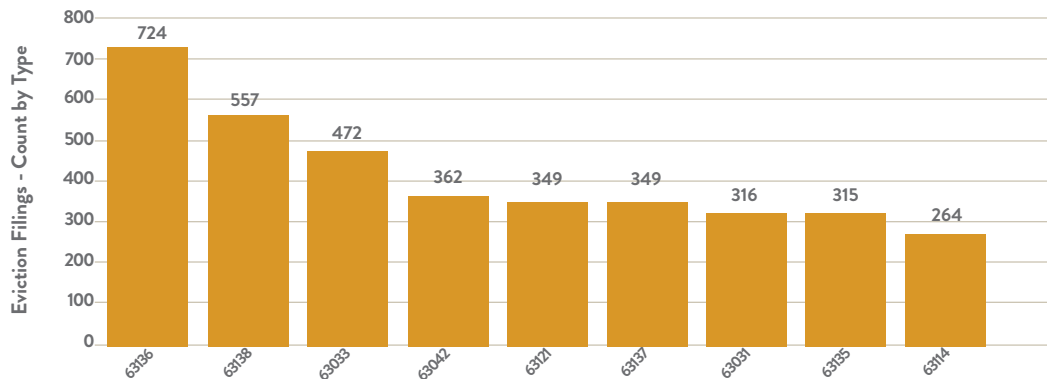
Property Owners With The Most Eviction Filings, 4/1/2020 to 3/31/2021

Overall Themes That Emerged

Stakeholder engagement was conducted in St. Louis City, St. Louis County, St. Clair County, St. Charles County and Madison County. Both survey and interview respondents recognized that the COVID-19 pandemic touched every part of people's lives, stressed every system, and for much longer than any disaster ever has. Service providers have stepped in to help in new ways, funders are investing in different strategies, and there is a recognized need to improve on the responses as the work continues in 2022 and beyond. These recommendations, unfortunately, remain just as relevant today as they did when the pandemic began.

Some of the high-level themes that emerged from surveys, interviews, and the RRT's experience partnering with eviction prevention stakeholders over the past two years:

↳ *Build a better plan for eviction prevention that goes after the root causes of housing insecurity and is tied into a broader continuum of care model that recognizes income inequality, mental health, and substance use disorder;*

↳ *Center roles for community leaders and community-based organizations in an expanded ecosystem of supports for people who need them;*

↳ *Push and support government to be strategic and focus on implementation of its stated goals for housing security, especially in strengthening renter rights; and*

↳ *Accelerate how people can access the resources they need by using data effectively, interpreting federal and state rules with community needs in mind, and continuing to deepen coordination so there is "no wrong door" and "no dead ends" for services.*

Stakeholders recognized the ongoing need for coordination to be better positioned for this crisis AND to address the root causes of housing insecurity. Some of the functions of regional cooperation include:

↳ *Do a large macro-look at region's needs/gaps & places to invest;*

↳ *Fund economies of scale for solving regional issues (housing, food, homelessness);*

↳ *Create marketing and communication for shared needs, goals, and solutions;*

↳ *Coordinate community engagement;*

↳ *Bridge decision makers and people on the ground;*

↳ *Secure a regional pool of funds from the State;*

↳ *Build trust for increased data sharing to inform decision-making and coordination;*

↳ *Build trust to negotiate mutual assistance agreements.*

These are not all functions for Regional Response Team (RRT), but for the ecosystem of governments, regional nonprofits, and community-based organizations together with the RRT.

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Summary of Findings

This report expands upon the themes outlined above with several key recommendations that the ecosystem of government, nonprofit, and community organizations partners can use to improve the local system of eviction prevention and response:

I   Be Clear on What We Want to Accomplish & Who We Want to Serve

All effective collective action starts with a shared understanding of strategic goals, system impacts, underlying conditions, and ideal outcomes.

II.   Leverage and Expand the Continuum of Care

Existing collaboratives like the Continuum of Care (CoC) can be expanded to include a focus on eviction prevention, as well as tackle other root causes that lead people into housing insecurity.

III.   Everyone Benefits When the Community Participates in Crafting Solutions

Those impacted by housing crises should play an active role in developing solutions to them, which requires dedicated infrastructure and investment throughout the region

IV.   Build from Local Strengths and Learn from Outside Models

Existing service coordination systems in St. Louis should be strengthened while also incorporating best-practices from other cities and regions

V.   Balance Support for Large Nonprofits and Smaller Community Organizations

Established providers may already have infrastructure to administer assistance funding, but they are not always as responsive to community need as smaller grassroots organizations

VI.   Understand the Levels of Trust (and Mistrust) in Government

Residents, community organizations, and government leaders themselves often highlighted how difficult it is to trust government processes in distributing large amounts of funding

VII.   Government Should Be Strategic

Local governments can play a more active role in designing strategy, bringing stakeholders together, and ensuring accountability throughout projects, which may require more internal capacity

VIII.   Focused and Coordinated Implementation Matters

Local government in particular can play a key role in ensuring that partners, processes, and funding sources are aligned and functional — and is often the only entity that is able to convene and enforce

IX.   Accelerate How People Can Access Needed Resources

Obtaining assistance funding is needlessly complicated and time consuming; governments and providers alike should consolidate applications, streamline processes, and increase the level of transparency and responsiveness

X.   Providers Should Focus on Strategic Alignment and Implementation

Service providers, particularly large nonprofits and coordination systems, can play a significant role in eviction prevention efforts — but need to be aligned to shared regional strategies and increase their internal capacity to manage funds

XI.   Improve Data Infrastructure for System Coordination

While the limitations or features of data and technology systems should not drive policy decisions, they can play a key role in streamlining and connecting assistance stakeholders for eviction prevention and beyond — including for outreach, prioritization, and service delivery

X.   Strengthen Partnerships for Responsiveness and Systems Change

In addition to the Continuum of Care and local governmental collaboration highlighted above, other existing systems can be strengthened for more responsive assistance efforts — including United Way 2-1-1 and the Community Information Exchange, canvassing infrastructure, and the Housing and Eviction Defense Collaborative

XI.   A Regional Challenge Requires a Regional Approach

Funding streams, system challenges, and provider infrastructure is shared across cities and counties in the St. Louis region — a collaborative approach through efforts like the Regional Response Team is essential to create an equitable and effective system of eviction prevention and assistance

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This report also outlines a **100-Day Agenda for Housing Security** that provides a more specific outline of what the eviction prevention ecosystem should invest in moving forward, including:

↳   Consider a regional racial equity framework to guide cross-sector and intergovernmental actions

↳   Enact a bill of rights to protect tenants and unhoused neighbors

↳   Request a review of local and state government budgeting and procurement processes

↳   Extend the vision of the Continuum of Care to include the root causes of poverty

↳   Invest now in the data collection and accessibility needed to deliver resources easily to those who most need it

↳   Invest now in the plans and processes needed to get ahead of the next crisis

The Findings

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I. Be Clear on What We Want to Accomplish and Who We Want to Serve

A large number of interview and survey respondents spoke to the "why" of the need for coordination. Many identified the need for a shared understanding of the outcomes we want to achieve collectively, the systems that shape those outcomes, and the underlying conditions with which communities, service providers, and governments are starting. Many others said they were currently 'building and flying the plane at the same time', and that there really needed to be a plan, processes, and roles defined and in place before the next crisis.

Some examples of shared goals:

Prevent Predictable Waves in Homelessness: Even when the CDC's eviction moratoriums were in effect, several interviewees stated that judges are not recognizing the moratorium in eviction proceedings and landlords are using loopholes and foregoing home repairs to get around eviction restrictions, and rent arrears. As a shared goal, preventing predictable waves of evictions will require using data to understand areas at risk to target outreach and services, real investment in eviction prevention, strong enforcement of existing laws, and getting at the issues underlying homelessness (e.g., income, mental health, and substance use disorders).

Set all children up to thrive, no exceptions: There needs to be wrap-around and coordinated services for children and families. Some interview respondents noted a lack of shelters that could serve women and children, and the growing number of unhoused youth 17-24 years old.

Priority eviction prevention efforts from survey: Housing; Needs assessment/Case management; and Financial assistance. Survey respondents were less interested in working on referrals, research, and policy (See Appendix B for priorities by County).

In setting shared goals and priorities, interview and survey respondents wanted to make sure the right stakeholders had a voice in the process. This included centering voices from impacted communities as stakeholders come together. Community groups and service providers have started convening in the St. Louis region, and the government has chosen to be there to draft a shared vision—people saw that as a good sign. There also needs to be continued coordination between philanthropy and government funders. Different stakeholders have different reasons and incentives for participating in setting and implementing shared goals—make sure those are understood, and aligned with the intent of collaboration.

"*I am worried that we get excited about writing the grants, without knowing how we would spend the money in advance. We need to make sure we're speaking with one voice.*" — Regional Nonprofit Leader

Some interview respondents noted that it is helpful for those shared goals to be facilitated and held by an entity outside the government-service delivery system (e.g., the Regional Response Team). Others noted that the collaborative tables exist to create those shared goals, and maybe some of those tables even need to get combined. From survey respondents, when asked how they envision the role of Regional Response Team (RRT) in eviction prevention work, primary themes were Collaboration/Coordination and Infrastructure-Building around eviction prevention. Interview respondents agreed that someone needs to hold those shared goals and make sure they get updated over time, and communicate progress toward meeting those goals.

Nearly every interview respondent noted that collaboration, shared goals, and better response requires sustaining and increasing trust amongst and between service providers, community leaders, and government. That could include formal sign-off on these shared goals, clearly communicated shared needs to elected officials and city administrators, and intentional time to build and strengthen relationships.

Several interview and survey respondents, mostly in government and regional non-governmental organizations, called to improve access to and use of data to inform shared goals and shine a light on specific needs and gaps. Some data does currently exist(e.g., Washington University's disparities index, maps of COVID-impacted areas and income, and other geographic and population-specific disparities). Paired with additional data collection, this can be turned into valuable information (e.g., 211 call origins and unemployment data) to anticipate where eviction prevention and other services will be needed (e.g., Princeton University is working on a model to use spatial patterns of 211 calls to predict future rental assistance needs). Better access to existing information (e.g., current unemployment data) was also flagged as a need. Finally, a few interview respondents spoke to a need to build a culture of using shared data and information to better make decisions on goals, funding allocations, and service delivery.

Interview and survey respondents from both government and community-based organizations acknowledged that it is appropriate to focus on the people most in need, and it is appropriate to work with different communities and service providers than in the past. Figure 1 identifies the types of stakeholders that survey respondents currently serve with their eviction prevention services. Most responding organizations (78 percent) focus on tenants and 58 percent also focus on landlords.

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Figure 1. Stakeholders identified as commonly served by eviction prevention efforts
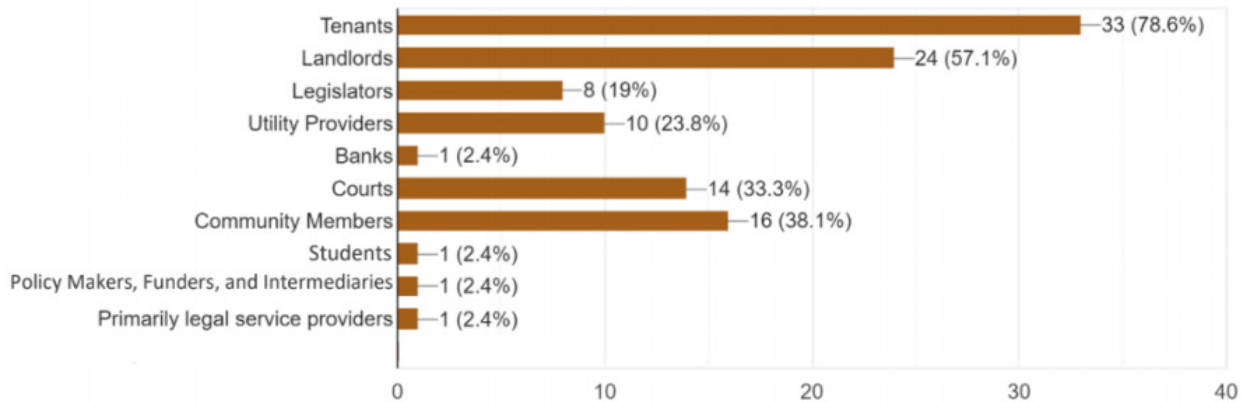
Some of the specific groups identified as in need of focused services included:

↳ *Those most impacted by COVID, determined using data;*

↳ *Areas that have historically not received an equitable share of services;*

↳ *Our unhoused neighbors (especially youth 12-24 years old; women and children);*

↳ *Immigrants and others not eligible for current government services; and*

↳ *People earning less than 80% of the Area Median Income*

Strategic questions to consider:

How do we make existing data more accessible and usable for decision-making?

How can we build a culture of using data/information for shared needs and goals?

At what scale and specificity should shared goals and shared need be articulated?

Who should convene a goals conversation, who should be involved, and who should hold that goals process over time?

II. Leverage and Expand the Continuum of Care

A Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. People who are facing eviction are often facing a range of other issues that need addressing beyond rental assistance. Survey and interview respondents highlighted the interconnection of issues. This section contemplates the intersection of service delivery AND the intersection to root causes that lead people into housing insecurity. The existing eviction prevention organizations focus on rental and utility assistance. Housing (73.8 percent) and Utilities (54.8 percent) rank as the top focus areas for dealing with eviction prevention work among survey respondents (see Figure 2). For those 42 organizations, 27 provide rental assistance, 25 provide utility assistance, 15 re-housing assistance, and 15 health/mental health assistance.

Figure 2. Additional focal areas closely related to housing and eviction prevention

What focus area does your organization address regarding immediate need related to housing insecurity and eviction prevention? Select all that apply:
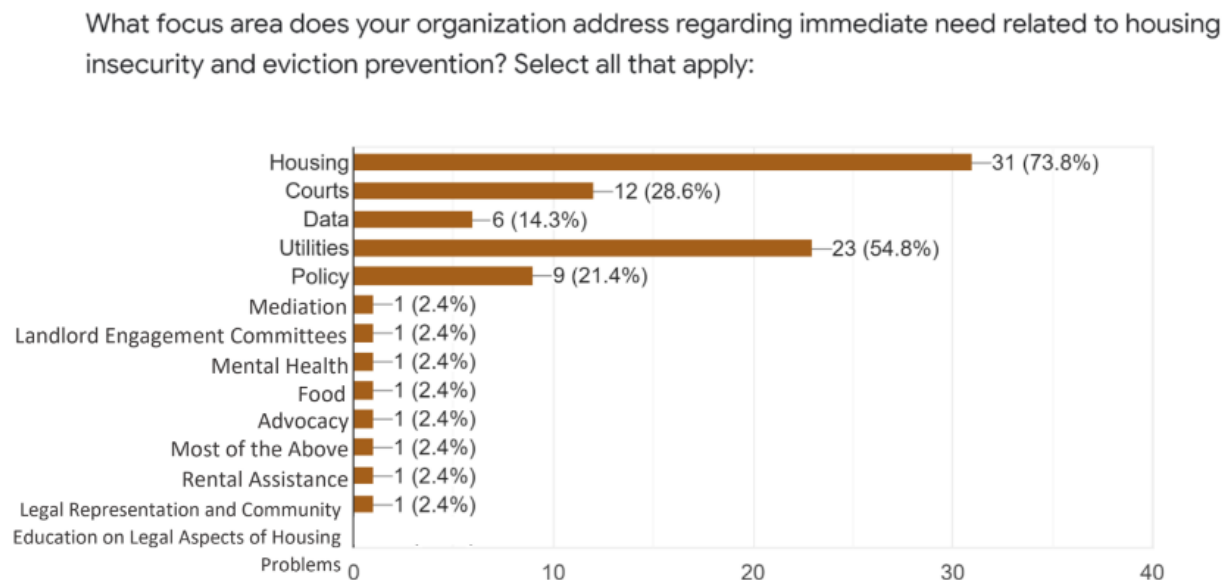
Interview and survey respondents pointed especially to mental health—created by stress. Those stressors typically start with parents and subsequently affect children. The cycle of stress and poor mental health continues until symptoms appear (e.g., student behavior, housing/food/job insecurity, substance use, and violence). Any coordination of services needs to connect rental assistance, chronic disease management, education, and access to permanent housing. Organizations in the survey are active in supporting people's mental health (see Figure 3).

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Figure 3. Health and mental health assistance

What practices does your organization use to address immediate needs related to housing insecurity and eviction prevention? Select all that apply:

Category	Value
Rental Assistance	27 (64.3%)
Re-housing Assistance	15 (35.7%)
Health/Mental Health Assistance	15 (35.7%)
Utility Assistance	25 (59.5%)
Data Collection	17 (40.5%)
Data Sharing	11 (26.2%)
Renter Education	15 (35.7%)
Policy Awareness and Advocacy	19 (45.2%)
Legal Support	13 (31%)
Tenant-Landlord Mediation	11 (26.2%)
Resource Sharing	20 (47.6%)
Workforce Services	1 (2.4%)
General Emotional Support	1 (2.4%)
Rent Negotiation	1 (2.4%)
Landlord Education	1 (2.4%)
Referrals	1 (2.4%)
Tenant Resource Referrals	1 (2.4%)

Several interview and survey respondents wanted to see stronger coordination between government department leaders (e.g., economic development, health, housing, education, environmental justice/land use, etc.). Those directors should have clear direction from elected officials to not let anyone fall through the cracks and pass that direction on to their staff. Others also pointed to the long-term risks of gentrification/displacement and destruction of communities. These risks arise from housing in disrepair and redevelopment, school closures, etc.).

Strategic questions to consider:

Can we have budgets in which funding follows people across services (e.g., health, services, education, food, work, etc.) instead of assigned to discreet organizations?

How is land use and zoning tied to housing insecurity and other inequities?

III. Everyone Benefits When the Community Participates in Crafting Solutions

Across all types of respondents, government, community leaders, and large nonprofit organizations, all spoke to clarify who has power to make decisions, and center community voices in those decisions. There was recognition that there are sometimes gatekeepers within government and service providers that distance impacted people from the decision makers that influence how services get funded and delivered. The more elected officials, department leaders and staff, and service providers look like and come from impacted communities, the better. Feedback and accountability mechanisms must also be developed to understand and respond to the ground-level realities and priorities of residents on an ongoing basis. Solutions need to be designed by people with lived experience, and those same people should be able to quickly say what is working and not in those solutions. Interview respondents emphasized the need to spend the time to develop relationships with and fund local organizers, community-based organizations, and culturally-specific service providers. Several interview respondents said that the City and County of St. Louis are starting to do this, and another said Madison County had done a good job engaging with community partners.

IV. Build from Local Strengths and Learn from Outside Models

Several interview respondents, mostly within large nonprofits and government, want the RRT and others build service coordination from the strengths in the existing systems. Fifty-three percent of survey respondents currently have dedicated eviction prevention personnel with expertise and experience regarding eviction prevention work (see Figure 4). Sixty-seven percent of responding organizations to the survey are in partnerships with others that utilize similar eviction prevention practices (see Figure 5), and 63 percent are in partnerships beyond eviction prevention(see Figure 6). There are hubs that existed pre-pandemic and grew during 2020. These include the 211 system, the Continuum of Care collaborations, and the Community Organizations Active in Disasters (COADs). There are also technology and data systems to coordinate intake/applications, eligibility determination, and service referrals (e.g., the Homeless Management Information System [HMIS], United Way 211, and the Unite Us referral platform used by the St. Louis Community Information Exchange). A lot of investment in these systems have been made to make them work in a virtual environment, to add additional providers, and increase temporary capacity for intakes and case work.

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There has also been a lot of grassroots organizing in the last two years where there are new networks and stronger relationships to build from.

Local Efforts	Other Places to Learn From
Continuum of Care	Milwaukee
COADs for Disaster Relief	Kansas City
Regional Response Team	Seattle
Eviction Defense Collaborative	Portland
Homes for All	California
Immigrant Service Provider Network	Texas
St. Louis Mutual Aid	Boston
Housing Defense Collective	New Jersey

Strategic questions to consider:

What are the best ways to stay current with ongoing coordination, so as not to rebuild the wheel?

Where are existing systems working, and where do they need adjustments?

V. Balance Support for Large Nonprofits and Smaller Community Organizations

Several interview respondents recognized that established nonprofit service providers received the bulk of emergency response funds to distribute. Interview respondents reacted in different ways to this fact:

↳ *Some recognized the need to move large sums of money, and the capacity of existing organizations to move money, collect and report data, and use pre-existing relationships with government;*

↳ *Others felt this exacerbated inequity because those established organizations are not set up well to engage and serve those most in need; and*

↳ *Some of the groups interview respondents flagged as 'falling through the cracks' included:*

    ○ *Particular neighborhoods;*

    ○ *Immigrants; and*

    ○ *Those experiencing intergenerational poverty.*

Many of the community-based interview respondents felt out of the relationship and information loops with government and philanthropy when it comes to funding. Smaller community-based organizations (CBOs) don't get proactive calls from the government when funding is about to be available, and don't see funding requests for proposals (RFPs) until the last minute. One community leader respondent said, "There are official channels and there are back channels." Navigating RFP and procurement processes can be difficult for community-based organizations. Information is often only in English, or not available in multiple languages (e.g., Spanish, and Vietnamese), and may only be posted to an agency website. Funding requests and requirements may also not be aligned well with the work community-based organizations are trying to accomplish. Some of these feelings are even stronger —that the process is intentionally designed to exclude; and that some large nonprofits who don't show results continue to get funding because of their relationships with these funders.

Several community-based interview respondents felt there needs to be someone monitoring the process for funding service providers and making sure it is fair. This would include holding the large nonprofits accountable to serving/engaging the community before they get additional funds.

Both large nonprofit and community-based leader interview respondents wanted to set CBOs up for success. The tide of demand for services overwhelmed some CBOs. Some were able to flex and grow (e.g., expand shelters to serve women and children) and some were not. CBOs need to be able to access administrative funding, organizing and advocacy funding, and that important capacity that gives CBOs the flexibility to move with their community, and flex/grow/contract as demand for services shifts.

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There are also important reasons to look at established larger nonprofits as hubs for coordinating applications and referrals according to several interview respondents. Some of the hubs that were mentioned include Salvation Army, Catholic Charities, United Way, and St. Charles Community Council, all of which played a role in the distribution of CARES Act funding. Some of the important functions they play include:

↳ *Administering joint service applications and referrals;*

↳ *Processing and moving payments; and*

↳ *Doing case work with applicants.*

↳ *Collecting and reporting up data to government;*

These hubs have their internal processes, and it can be tricky to align those with government timelines and processes as well as the timelines and specific needs for smaller CBOs and other providers.

Strategic questions to consider:

What are the best ways to open up more funding to community-based organizations?

How can we build processes that capitalize on the strengths of large nonprofits and community-based organizations?
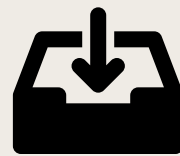
VI. Understand the Levels of Trust (and Mistrust) in Government

The COVID-19 pandemic touched nearly every corner of our social, economic, and political systems. Interview respondents spoke both to the deep-seated mistrust of government and the need to show grace for the challenges we all faced this year. Interview respondents recognized that mistrust feeds frustration, which in turn drives disengagement and giving up. There needs to be an intentional investment in building trust and relationships.

Some interview respondents noted this starts with city and county governments assessing their own organizational culture first. What is the existing context? And how does that context affect how communication happens, goals are set, budgets are made, and services are provided? For example, several interview respondents asked the City of St. Louis to look at the current roles and authorities for the Mayor, Aldermen, and administrative departments. More specifically, they asked to examine how the current systems for receiving constituent feedback, the power to make budget decisions, and delivering programs can strain trust. Some of the strategies interview respondents suggested for increasing trust in government included:

> *Better communication and engagement between elected officials;*

> *Strengthening community voices in government decisions; and*

> *Aligning government staff incentives to reach out to community and not be afraid to fail;*

> *Create more direct feedback loops between people and their elected officials.*

> *Be hyper transparent about decisions to allocate funds;*

One community-based interview respondent said, "No one knew when these conversations were happening," while referring to CARES Act budget allocations. Communities must feel that processes are equitable, and the government must invite communities to hold them accountable. People need to "see" themselves in the people inside government and also need to feel "seen" by a government that understands their needs.

There are specific challenges related to how immigrants interact with the government that need attention (especially undocumented immigrants). Immigrants may not be eligible for the same state and federal programs, or might worry that accessing a program could affect their immigration status.

A culture of risk aversion is especially harmful to building trust. Going slow, worried about angering one elected official or another, is not the same as being accountable and transparent. No matter how careful government staff and elected officials are, moving money is political and fingers will be pointed. Several interview respondents asked elected officials to avoid politicizing processes (e.g., emergency relief funding distribution) that did not need to be political. The public wants to see that government staff and elected officials are working together not against each other. The fighting and maneuvering erode public trust.

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VII. Government Should Be Strategic

In spite of the backdrop of government mistrust, many interview respondents offered ideas and hoped that the government could act strategically to meet service needs for the most impacted. Start with doing the work to know what happens on the ground and the various systems that shape what is happening. People's needs and resources are specific and unique to their county or neighborhoods. Be mindful of and transparent with power dynamics, avoiding top-down approaches possible.

There is some fundamental work needed to align requirements and expectations in budgeting and procurement—budgeting, applications, awards, payments, and reporting. The interpretation of federal, state, and local requirements needs to be more consistent. This could include a consistent process for interpreting new rules (i.e., avoid having every department — and each County — interpret rules independently). Assign someone in the Mayor's or County Council office to interpret the rules who is strategic—someone who understands the shared goals, community needs and realities, and will push for interpretation to meet those goals AND ensure funds are spent appropriately. With those interpretations in hand, demand that local government requirements are as uniform as possible. This could mean coordinating requirements across cities and counties, and between departments in a single jurisdiction. One interview respondent noted that even if elected officials can't commit to this uniformity, department staff and service providers could.

Local governments can also strategically build trust by investing more in their internal capacity to distribute assistance funding and coordinate essential partners. Since the start of the pandemic, a variety of organizations and technology platforms — some nonprofit, some for-profit; some local, some national — have been used to process critical rental and utility assistance applications. While local governments may need to contract out for short-term capacity to administer assistance, the rotating cycle of processes led by outside vendors can also lead to frustration. Moving forward, governments should consider how to invest in their own capacity to administer assistance funds — or at least play a more active role in standardizing outreach, application processes, and technology deployment.

Strategic questions to consider:

Which department has the appropriate capacity and skilled leadership to take the lead on interpreting federal and state rules?

In what ways can government work across departments and with the public sector to ensure this process reaches a new level of transparency and accountability?

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VIII.   Focused and Coordinated Implementation Matters

Several interview respondents asked that government lean into implementation. There are existing policies that need enforcement. Respondents want to see policies that are backed by funding and enforcement. Leadership matters in this moment, and interview respondents were looking to elected officials to set an expectation for common vision, a culture of good government, and centering the needs of the most impacted. Government should not do all this themselves, but set the expectation that it happens, in collaboration with partners, and impacted communities. Those expectations can drive a culture of collaboration, equity, and progress.

Make sure that the right people are in the right positions. COVID is a crisis. Interview respondents expressed a desire for having clear plans and processes in place today as well as building a sustained infrastructure before the next crisis. The most important aspect of this was noted as role definition—so when a crisis occurs, a plan is activated and people can efficiently and quickly step into the roles that are needed.

The following outlines qualifications for key government staff identified by the respondents:

A Tenant Bill Of Rights

Several interview respondents called for stronger protections for renters. This includes eviction prevention by closing loopholes that landlords are using (e.g., letting homes fall into disrepair and then evicting). It also includes strengthening the advocacy capacity for renters.

↳ *Lived experience: From and/or having worked in communities experiencing the need; Hire community-level experts;*

↳ *Professional experience: Comfortable and used to working with people in crisis; Trauma-informed and trained in racial justice and healing processes; Experience in human services/case management who know the agencies and resources available; Ability to use and navigate technology for others; Experience deploying funds;*

↳ *Orientation: Experienced in community engagement; Customer service orientation; Test assumptions to how they/the system treats and views low income people; Don't be indifferent; and*

↳ *Skills: Common understanding of program requirements, processes, and expectations; Convening.*

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Other interview respondents spoke to better coordination across departments, including operating from shared goals, using the same data to inform decisions, and being able to evaluate and learn from programs in progress. Service delivery can also be coordinated, especially across Departments of Human Services and Departments of Health.

For CARES and American Rescue Plan Act dollars, the state controls much larger pools of funding. Government respondents noted that there needs to be stronger engagement with governors and state legislatures because of this. One interview respondent asked if the state governments could allocate a regional pool of funds for local governments and partners to deploy as a region. Beyond funding, the state governments could be much more supportive of regional coordinated services and addressing the root causes of homelessness.

Actions for the City of St. Louis

Several interview respondents pointed to actions within the City of St. Louis to improve service coordination. This includes improving relationships, and evaluating roles, relative to budgeting, revenue, and expenditures between the Mayor, Comptroller, Aldermen, and Departments. In particular, repairing the relationship between the Health Department and Aldermen. One interview respondent noted the City's Health Department needs to be funded at much higher levels to be effective. Finally, several community-based interview respondents said it was important for them to be able to provide services and be politically active, and not have repercussions if governments does not like what they hear.

Government can also better define the role for established NGOS and community-based organizations in delivering services, engaging community, and providing other important public functions. Hubs like the United Way, including the 211 and the Unite Us platform they manage, can provide important coordination services AND sit as an intermediary between government and the people being served. Government convenes and sits at a lot of collaborative tables. There may be too many tables, and there may be an opportunity to reorganize these to strengthen community voices and reduce the hours people spend in meetings. Government can also prepare community-based organizations for the successful use of government funds (See Section V).

For future funding, local governments should work together to coordinate which entities apply for grants — ensuring that the region is able to attract more total dollars, and spend less energy applying for individual grants.

Strategic questions to consider:

Whose voices are most important to consider and can we build a process to ensure long-term infrastructure design for resident voice?

IX. Accelerate How People Can Access Needed Resources

Several interview respondents wanted it to be quick and simple for people (and assisting organizations) to get access to the help and money they needed — such as streamlining processes and documentation, as well as avoiding "first come, first served" approaches. The suggestions below outline ways to accomplish this goal.

To improve services for impacted people:

↳ *Consolidate and simplify applications for the range of services from the state, county, city, and private programs;*

↳ *Don't require documents you don't need (e.g., the challenging ones include social security card, past employment history, pre and post COVID proof of income, lease agreements, and eVerify);*

↳ *Make sure an application to many services can happen at wherever point someone shows up;*

↳ *Don't set artificial deadlines for applying & recognize that some people don't have phones or computers;*

↳ *Make eligibility determinations automatic where possible (e.g., use of and specific outreach to people in unemployment database);*

↳ *Fill in any current gaps in application and referral systems (e.g., HMIS);*

↳ *Providers regularly communicate capacity and resources so there is a "real-time" picture on who can fill referrals;*

↳ *As one part of the system expands (e.g., people to take applications),communicate so that other parts can expand to match (e.g., case workers);*

↳ *Don't distribute funds on a first come, first served basis;*

↳ *Grow the number and type of service providers to reflect the community needing services; and*

↳ *Mechanisms are in place to easily move funds back and forth between organizations, and to individuals.*

State and local governments can improve their processes for the American Rescue Plan Act (ARPA) funds (and future funding) so they can send money directly to individuals. Interview respondents wanted to make sure people didn't fall through the cracks (e.g., people with income above 30% AMI; and people not used to assistance paperwork, including small businesses and landlords).

Processes need to be improved for immigrants, and education is needed in order to help immigrants navigate the process more effectively. For the CARES Act funds, immigrants didn't have access to information in their native languages, weren't eligible because of lack of Social Security numbers, or

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were worried that accessing programs could affect their immigration status. Community-based groups helped navigate those challenges by hiring translators or working to move funds through landlords (who were eligible).

To improve access to funding for established nonprofits and community-based organizations, government can apply some of these general principles—unify requirements, provide clear expectations, avoid competitive grant dynamics, and let providers do the work they do well.

Other actions include:

↪ *Find out who has applied before and were not funded, why?;*

↪ *Make applications simpler before providing training on a complex process;*

↪ *Allow indirect rates and administrative funds (allows providers to plan, and be nimble to adjust to changing conditions);*

↪ *Speed up the turn-around time for issuing RFPs, awarding contracts, and processing payments to under 30 days;*

↪ *Distribute RFPs and grant opportunities more widely, in plain language, and in different languages (not just in English on agency's website); Provide more time to respond and to spend funds; Intentionally carve out space for smaller organizations to respond and be successful;*

↪ *Have communication channels for folks to check on status of applications and receive feedback;*

↪ *Wherever possible, make RFP requirements uniform, clear, necessary, and stable—don't change on people mid-stream;*

↪ *Use similar eligibility and reporting requirements (and minimal layering as funds pass from feds to state to local to community);*

↪ *Use similar process flows for RFP, applications, contract awards, reporting;*

↪ *The provider system needs time to expand, adapt, and contract (e.g., time to hire temporary workers, etc.); and*

↪ *Make room to spend both large and small chunks of funds.*

Strategic questions to consider:

Can we develop a "no wrong door" approach to service delivery that considers the whole person and their needs?

X. Providers Should Focus on Strategic Alignment and Implementation

The network of service providers can also make improvements to build trust amongst organizations providing services and have the processes and roles in place before the next crisis. Survey respondents identified funding, organizational capacity, and better external coordination as barriers to better service delivery (see Figure 7). When asked what barriers to service delivery should be prioritized, respondents noted that the top areas of focus should be Funding, Organizational Capacity, and External Coordination amongst partner organizations. Regarding developing long-term eviction prevention infrastructure, sixty-two percent of survey respondents said their organization had a vision for developing said infrastructure (see figure 8).

Figure 7. Barriers to immediate service delivery

What barriers to immediate service delivery does your organization experience when addressing eviction prevention?

Barrier	Value
Data Gathering	11 (27.5%)
Data Sharing	10 (25%)
Funding	26 (65%)
Organizational Capacity	19 (47.5%)
Training	8 (20%)
Awareness of Organizational Programming	12 (30%)
Internal Organizational Coordination	7 (17.5%)
External Organizational Coordination	15 (37.5%)
Sustained Resident Participation	1 (2.5%)
All of the Above	1 (2.5%)
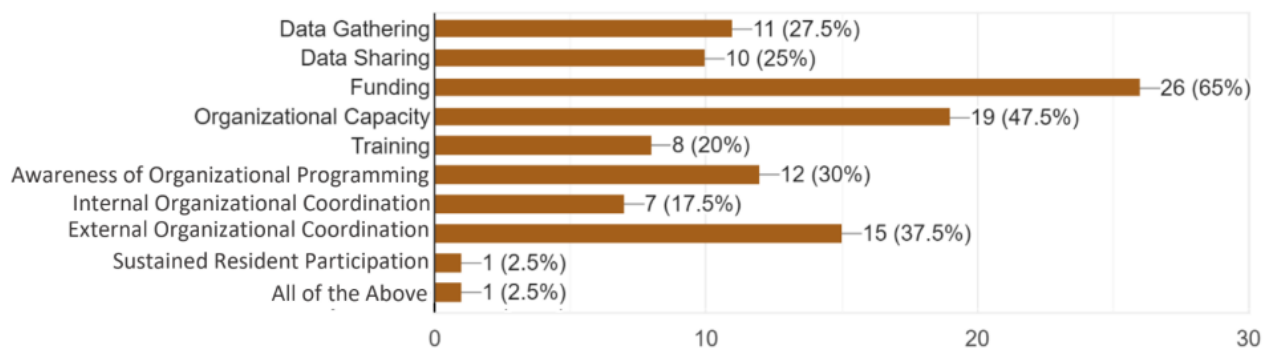
Figure 8. Organizational vision for long-term infrastructure

Do you feel your organization has a vision for developing long-term eviction prevention infrastructure?
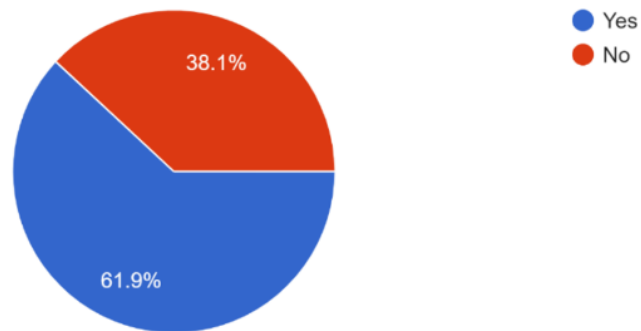
Functions an effective service delivery network as identified by respondents include:

↳ *Moving and distributing funds;*

↳ *Ability to braid funds from different sources and manage cash flows for funds with different time periods and requirements;*

↳ *Collecting and reporting data;*

↳ *Capacity for the case work to meet multiple needs; and*

↳ *Legal aid.*

Not every provider needs all of these capacities, and some current providers have stepped in during the COVID-19 crisis and may not stay engaged in eviction prevention long-term. There is some ability to focus on a particular role or with a particular community. The network does need leadership, a "quarterback" who can help define roles and needs. Survey respondents see themselves acting in a variety of roles in the network, especially community engagement and education, resource coordination, and capacity building (see Figure 9).

Figure 9. Envisioned roles for organizations in long-term eviction prevention

If "Yes," what do you see as your organization's role in developing long-term eviction prevention infrastructure? Select all that apply:

Role	Count (Percentage)
Capacity Building	15 (42.9%)
Policy Awareness	12 (34.3%)
Policy Development	12 (34.3%)
Data Gathering	11 (31.4%)
Data Sharing	9 (25.7%)
Funding	10 (28.6%)
Training	9 (25.7%)
Education	17 (48.6%)
Community Engagement	18 (51.4%)
Resource Coordination	15 (42.9%)
Mediating Disputes	1 (2.9%)
Legal Support/Services	1 (2.9%)
Increasing Housing Stock	1 (2.9%)
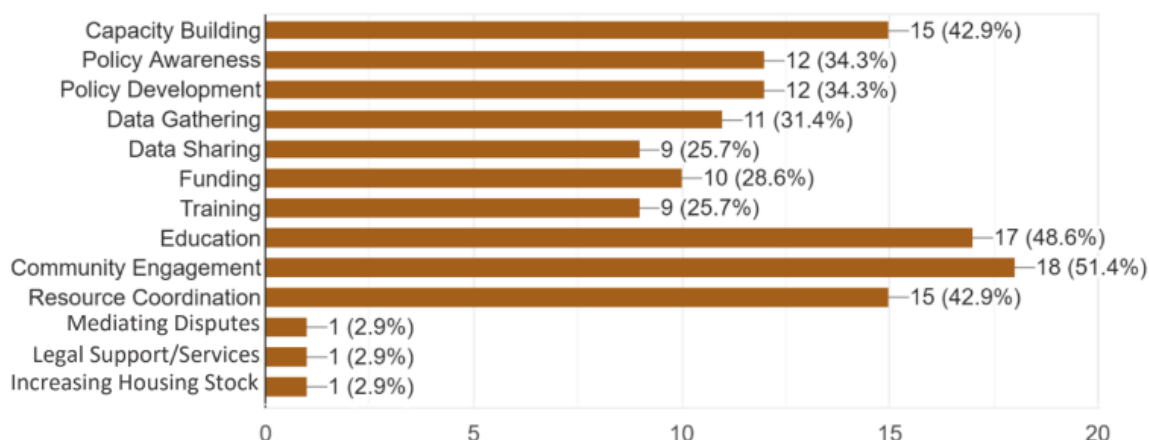
The network needs the ability to expand, contract, and adapt as needs change. To strengthen the network of providers, funders can:

⤷ *Invest in partnerships and set expectations for partnerships;*

⤷ *Make funding easier to access;*

⤷ *Provide flexible funding (adaptability, filling gaps, synergize with government) and investing in organizational capacity;*

⤷ *Focus on the people most in need;*

⤷ *Increase the amount of funds coming into the networks from individual and corporate donors (e.g., St. Louis Community Foundation); and*

⤷ *Allow indirect rates and administrative funds.*

The network needs to pay attention to risks such as community leaders being displaced (e.g., community-based organization staff can't afford to stay in their homes and get evicted), and certain groups being left out of the networks (e.g., immigrant service providers, and non-English speakers).

Strategic questions to consider:

What portion of funding can and should be dedicated to long-term capacity building for place-based organizations working on the ground with those most impacted?

XI. Improve Data Infrastructure for System Coordination

While the features or limitations of data and technology systems should not drive policy decisions, they can play a key role in streamlining and connecting assistance stakeholders for eviction prevention and beyond. This includes three major components of data infrastructure that can be strengthened for eviction prevention efforts:

↳ *Outreach* to ensure that the right people know about and can access needed assistance services

↳ *Prioritization* (when funding is limited) that ensures that those who would most benefit from assistance are able to receive it

↳ *Service Delivery* that is intentionally streamlined and connected to a variety of supports, including assistance programs, case management, and wrap-around services where appropriate

With the right processes and infrastructure, data can be used to:

1. Enhance targeted outreach to neighborhoods, landlords, and tenants at highest risk for displacement; up-to-date maps inform communication via mailings, public announcements, and door-to-door campaigns.

2. Enhance the timeliness and appropriateness of assistance. Credentialed utility and housing assistance providers access necessary information for determining and documenting eligibility for a range of services that may help.

3. Evaluate the efficiency and equity of eviction prevention. Ongoing analyses investigate spatial patterns of demand for and response to financial assistance; insights aim to identify ways to improve collaborative efforts.

4. Document what resources are being deployed to prevent eviction, what action is taken through these resources, and transparently inform eviction prevention efforts across various providers (and reporting requirements).

Fortunately, data sources and systems can be leveraged across these domains with common partners in order to strengthen the eviction prevention ecosystem as a whole. Each emphasizes connections to Tolemi, a data aggregation and visualization tool that stitches eviction and property data together across the City and County, and the St. Louis Community Information Exchange, run by United Way 211 using the Unite Us closed-loop referral platform across a growing number of health and social service providers. The following outlines each in more detail alongside a descriptive diagram.

Data for Outreach

The first step in equitably distributing resources is to ensure that people most in need of support know that it is available. Since beginning its eviction prevention work, the RRT created outreach materials that clearly highlight assistance application processes for St. Louis County, St. Louis City, and other resources like utilities assistance programs. These materials can either be sent to individual addresses that are identified as having a pending eviction, utility shut-off notice, or utility arrears over a certain threshold (defined in partnership with Ameren and Spire) or aggregated into neighborhood or street-specific canvassing campaigns. Additionally, potential self-reporting of housing issues like illegal lockouts and other concerns can be identified through community data and acted upon accordingly.

Outreach Workflow
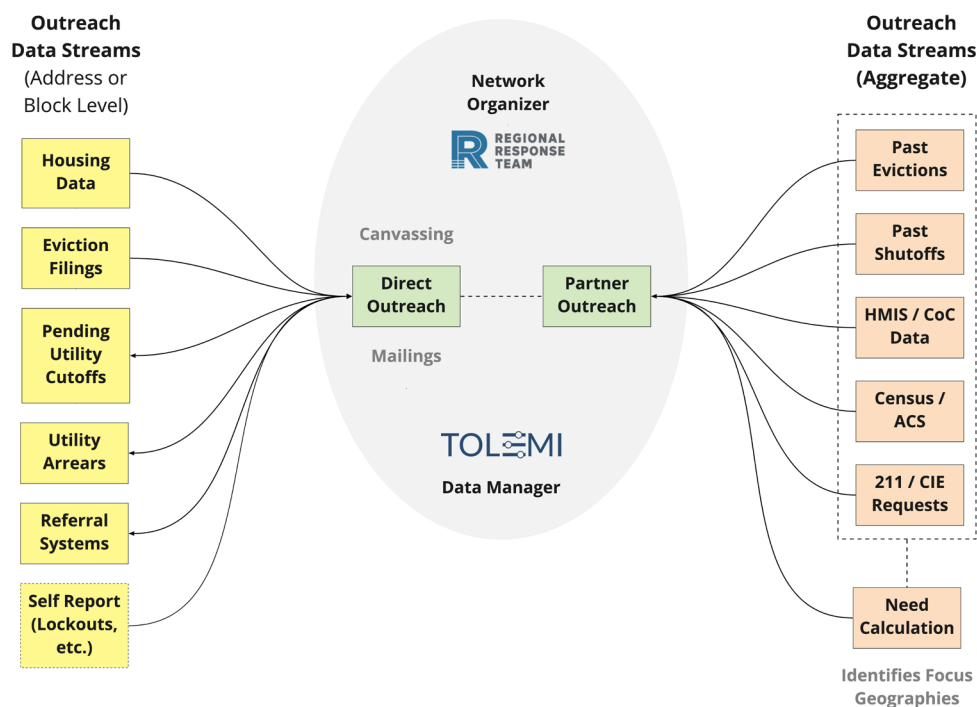
Data for Prioritization

Address-level data can also help flag urgent assistance applications for immediate follow-up. Once the City or County determines that a family is eligible for assistance, a simple address lookup tool through Tolemi can flag whether an address has a pending eviction, shut-off, significant arrears, or other warning signs that merit immediate attention. In this circumstance, people requesting assistance can also give the RRT or other intermediaries permission to access such records on their behalf, which also eliminates a paperwork burden for the applicant.

Eviction filing data is already publicly available (though not always easily accessible), and connecting to additional housing stability data will be key for prioritization and follow-up. A partnership with utility companies, by sharing either property-level data or risk scores, can provide important insights for targeted outreach and delivery of timely resources to avoid utility disconnects. Such data can also help with predictive modeling, as unpaid utility bills provide an early warning of housing distress that may lead to eviction or homelessness if not otherwise addressed. Additional sources of data from housing authorities, the Continuum of Care, and related housing providers can also help increase prevention efforts and provide quicker access to critical resources.

Prioritization Workflow
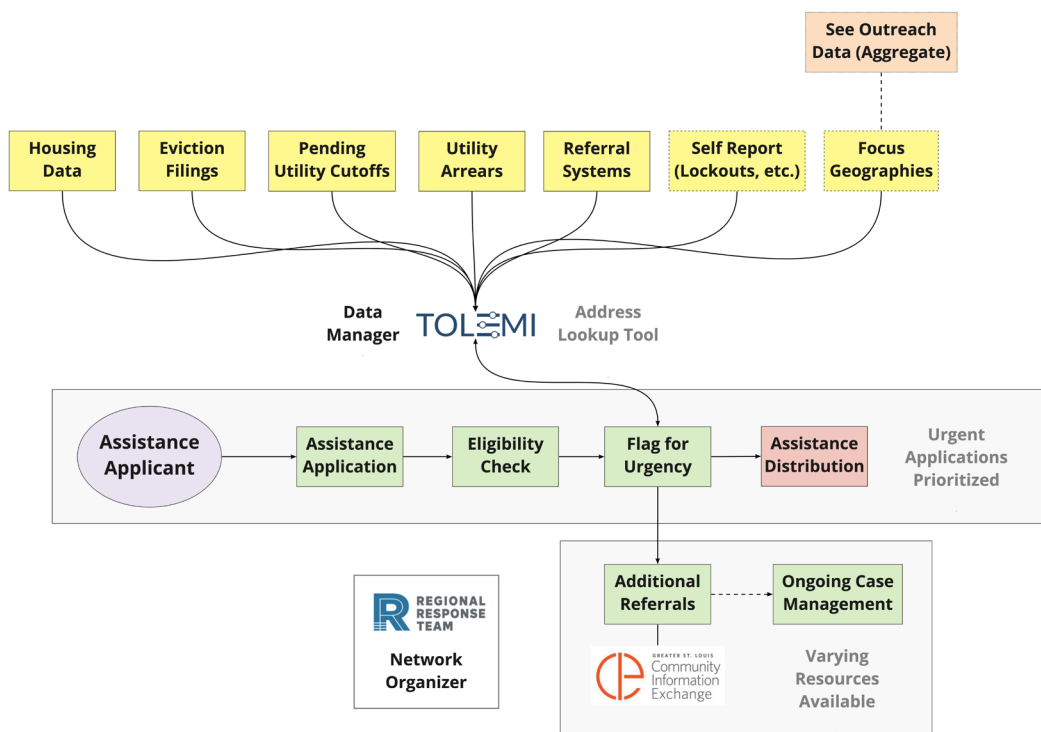
Data for Service Delivery

Data and technology connectivity can also greatly assist with both connecting people to immediate rental and utility assistance resources and longer-term services and supports. Alongside the evolution of the RRT, the St. Louis Community Information Exchange (CIE) — led by United Way 2-1-1 with support from the Regional Data Alliance and Integrated Health Network — has emerged over the course of the pandemic to provide person-centered care coordination through closed loop referrals (via the Unite Us software system) across a growing number of health and social service providers. The CIE's integration with 2-1-1 also provides an opportunity to connect people calling for resources directly to services, as well as to longer-term support and case management.

The following outlines a potential method of connecting 2-1-1, Unite Us, Tolemi, and other software vendors into a more streamlined approach to eviction prevention and other emergency assistance programs managed by local governments and large nonprofits like the United Way.

Service Delivery Workflow
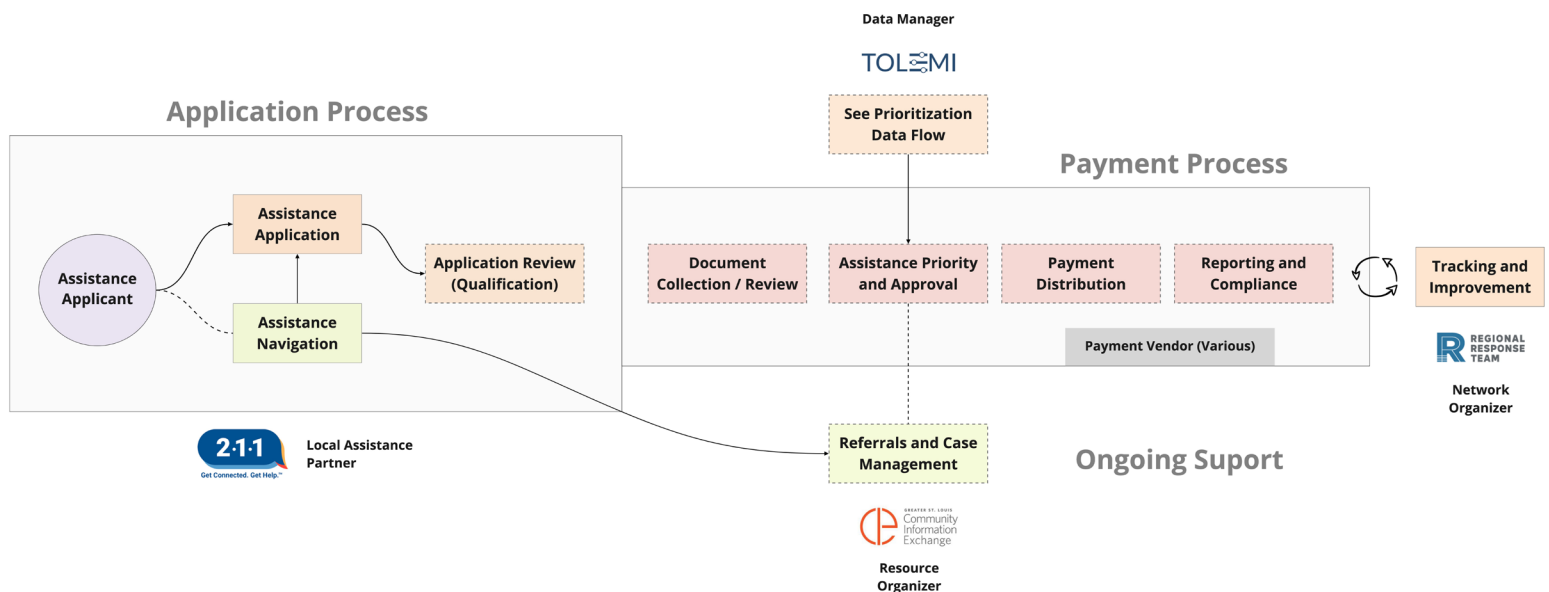
XII. Strengthen Partnerships for Responsiveness and Systems Change

Case Management with United Way of Greater St. Louis and 2-1-1

Individuals in need must have an accessible pathway to seamlessly connect to services and resources available to them to move them from crisis to stability. 2-1-1 sits at the intersection of people in need and the real-time resources available to support them as an intervention against lack of information and lack of access to needed services. 2-1-1 also serves as the lead backbone for the St. Louis Community Information Exchange (CIE), which organizes more holistic service coordination in the region using the Unite Us closed-loop referral platform.

2-1-1 can also leverage its experience and expertise in supporting wrap-around services to make warm hand-offs for mental health needs and other supports, its ability to communicate with and direct non-English speaking neighbors, and utilize its extensive network of health and social services throughout the St. Louis Region.

In partnership with the RRT, 2-1-1 and its CIE partners can serve as the central referral infrastructure for funding, working to provide information about the program and eligibility through its call center operatives, establish self-serve avenues via online applications and web chat, develop custom client record tracking and manage close-loop referrals to ensure the connection was successful.

Community Canvassing

When seeking to connect with targeted populations in specific neighborhoods, programs should implement on-the-ground canvassing strategies by going door-to-door to share information, handing out fliers, and/or dropping off application packets. More capacity for canvassing efforts should be explored at a regional level — including coordinating information, training community members, and incorporating resident feedback from canvassing into decision making processes.

Housing and Eviction Defense Collaborative

The partners share a vision for the region: all people have access to safe, stable housing regardless of race, income, gender/gender identity, disability, immigration status/national origin, or any other aspect of their background; direct services and supports are streamlined and easily accessible to those who need them; and every person facing eviction does so with skilled, engaged, high-quality representation.

The Housing and Eviction Defense Collaborative provides high quality guidance and legal representation to help St. Louisans avoid eviction and helps create the conditions to ensure safe, stable housing for all.

Two Strategies of this Collaborative include:

1. **Infrastructure for Housing Defense and Eviction Prevention Work**
    A well-established Collaborative provides infrastructure for efforts in the region to keep people housed and to help people avoid predatory landlords, housing insecurity, and eviction, including support for policy and advocacy, background information, and guidance on legal issues.

2. **Expanded Legal Representation**
    We endeavor to provide every person in the St. Louis region facing eviction representation that leads to safe and stable housing. We do this as a Collaborative rather than individual organizations to expand our reach and combine our resources for more impact and better outcomes for our clients.

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XIII. A Regional Challenge Requires a Regional Approach

The COVID-19 pandemic has been all-encompassing in its effects, stressing almost every system. As a result more people have been engaged in coordinating social service decisions. Interview respondents wanted to keep those folks paying attention. Several interview respondents, especially large nonprofits, wanted to be intentional about engaging counties and areas outside of St. Louis City. Others recognized that regionalism is hard, and its energy may ebb and flow.

Some of the functions of regional cooperation that survey and interview respondents identified include:

↳ *Do a large macro-look at region's needs/gaps & places to invest;*

↳ *Fund economies of scale for solving regional issues (housing, food, homelessness);*

↳ *Create marketing and communication for shared needs, goals, and solutions;*

↳ *Coordinate community engagement;*

↳ *Bridge decision makers and people on the ground;*

↳ *Secure a regional pool of funds from the State;*

↳ *Build trust for increased data sharing & data acquisition to inform decision-making and facilitate effective coordination; and*

↳ *Negotiate mutual assistance agreements.*

When asked about regional approaches, both interview and survey respondents also pointed to the RRT—both the value it has provided this year and its potential roles long-term. Sixty-one percent of survey respondents currently partner with the RRT (see Figure 11). Sixty percent of survey respondents said the RRT had a long-term role in eviction prevention, and 38% were unsure (see Figure 12).

Some of those regional roles interview respondents identified for the RRT include:

↳ *Make sure elected officials and community know RRT's role and value;*

↳ *Build from existing strength, don't just do what RRT thinks is best;*

↳ *Provide funds and a pathway for implementing recommendations in this summary; and*

↳ *Looking at data and outcomes progress, and connecting it to decision-making.*

Figure 11. Organizational vision for long-term infrastructure

Does your organization currently partner with the Regional Response Team to address eviction prevention?

- Yes
- No

39%

61%
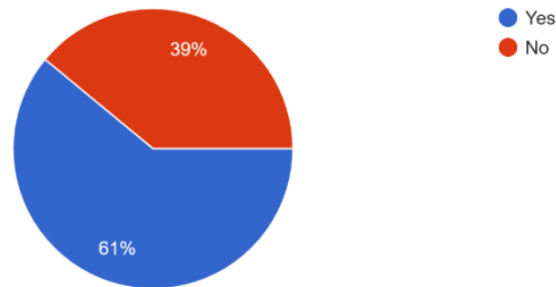
Figure 12. View of RRT in long-term eviction prevention work

Do you see the Regional Response Team as having a long-term role in eviction prevention coordination?
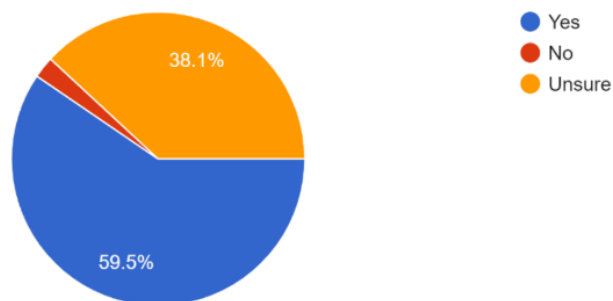
- Yes
- No
- Unsure

38.1%

59.5%

Strategic questions to consider:

What are the best ways to open up more funding to community-based organizations?

How can the strengths of established NGOs and community-based organizations be incorporated?

Where are there economies of scale to leverage for regional approaches, such as back-end data analytics, infrastructure and other capacities of nonprofits?

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Call to Action

100 Day Agenda for Housing Security in St. Louis City and County

Across the survey and interview responses, people pointed to a number of specific actions the City and County of St. Louis could take in the near term to improve eviction prevention and services for the unhoused. These six points are presented below.

1. Consider a city/county/regional racial equity framework to guide inter-departmental actions:

↪ *Build that vision from the existing conversations with community, and connect it with neighbors across the region (e.g., St. Louis, St. Charles, Madison, and St. Clair counties).*

↪ *Adopt an equity framework in line with HUD and other models*

2. Enact a bill of rights to protect tenants and unhoused neighbors:

↪ *Tenant Bill of Rights Guidelines*

○ *Strengthens the legal rights of tenants, and reinforces anti-eviction orders for public health emergencies;*

○ *Funds the departments needed to enforce current anti-eviction laws; and*

○ *Resources for tenant capacity building to know their rights and help enforce their rights, especially for immigrants.*

↪ *Homeless Bill of Rights Guidelines*

○ *Add protection against the criminalization of homelessness and preserve civil rights of people experiencing homelessness.*

○ *The over-representation of people of color among those experiencing homelessness requires further dedication to principles of equity and equal access to public resources.*

3. Request a review of budgeting and procurement processes, focusing on St. Louis City, asking:

↪ *Where are there opportunities to improve the use of shared goals and information to set inter-departmental budgets and initiatives?;*

↪ *Where are there current points of future opportunities to engage and center community voices in presenting and prioritizing budget allocations?;*

↪ *Where can interpretation of state and federal funding requirements be made more strategic and consistent across departments?;*

↪ *Where can City procurement requirements and rules be simplified to make City funding more accessible to community-based organizations?;*

↪ *Where can City RFPs and other procurement documents be made more accessible (e.g., in multiple languages, shared in more venues, shared in more proactive outreach to community-based organizations) and equitable (e.g., using the procurement process to create career pathways and support community-based and owned organizations; longer-term contracts and grants, and resource supports for data collection and evaluation)?;*

↪ *What opportunities are there to train City staff on equitable procurement processes, and community-based organizations on City procurement?;*

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> *Where are there opportunities to collaborate with housing coalitions such as a continuum of care to set and communicate housing funding priorities, strengthen federal funding collaborative applications, and ensure objective grantee selection processes?; and*

> *Where are there opportunities to improve collaborative among regional housing funders to ensure that all resources are utilized and leveraged to the fullest advantage?*

4. **Extend the vision of the Continuum of Care to include the root causes of poverty:**

> *Ensure the core service delivery agencies (e.g., health, human services, probation, etc.) are in sync and acting as a coordinated hub;*

> *Coordinate service delivery agencies with economic development and land use agencies;*

> *Strengthen linkage between public housing authorities and service delivery agencies;*

> *Create plan to incentivize low-income housing developers to incorporate basic social services to help ensure housing stability; and*

> *Work with shelter and street outreach providers for our unhoused neighbors to strengthen and operationalize effective partnerships with health, mental health and substance use disorder providers.*

5. **Invest now in the data collection and accessibility needed to deliver resources easily to those who most need it:**

> *Set up regional data sharing agreements for health, unemployment, and 211 data;*

> *Make sure the departments and nonprofit service providers have access to the data they need and the capacity to work with data systems, do analysis/turn data into information, and use information for decisions;*

> *Make eligibility for services and allocation of resources as automatic as possible using some of that data;*

> *Check in with community about the meaning and utility of data, and make data/information freely available for community advocacy; and*

> *Invest in the regional capacity to collect, understand, and use that data to communicate progress toward shared goals.*

6. **Invest now in the plans and processes needed to get ahead of the next crisis:**

> *Expand emergency response plans to include pandemic response and an explicit equity lens; and*

> *Adjust emergency response to include strategies for quickly adjusting systems that can't respond or are broken/out dated.*

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Appendix A: Priority Eviction Prevention Efforts By County

County	Top-Ranked Priorities	Lowest Ranked Priorities
Madison	Rental Assistance (6)	Data Sharing (2); Tenant-Landlord Mediation (2); Referrals (1)
St. Louis City	Rental Assistance (12); Resource Sharing (12)	Re-Housing Assistance (5); Legal Support (5); Referrals (2); Landlord Education (1)
St. Louis	Policy Awareness and Advocacy (12); Resource Sharing (12)	Data Sharing (7); Legal Support (7); Tenant-Landlord Mediation (7); Referrals (2)
St. Charles	Rental Assistance (5); Data Collection (5); Renter Education (5); Policy Awareness and Advocacy (5)	Re-Housing Assistance (2); Referrals (2)
St. Clair	Rental Assistance (6); Utility Assistance (6)	Data Sharing (1); Tenant-Landlord Mediation (1); Referrals (1); Workforce Services (1)

Appendix B: Interview & Survey Respondent Lists

Organizations Interviewed

City of St. Louis

St. Francis Community Services

St. Clair County - Intergovernmental Grants Department

City of St. Louis - Alderperson

ArchCity Defenders

Call for Help

Regional Response Team

St. Louis Mutual Aid/Solidarity Economy

Metropolitan St. Louis Equal Housing & Opportunities

Salvation Army

St. Louis County - Councilwoman

Community First Plus, Housing Defense Collective

Regional Data Alliance

United Way

St. Clair County

City Continuum of Care

Metropolitan St. Louis Equal Housing & Opportunities

St. Charles Community Council

St. Louis County

Organizations Responding to the Survey

Beyond Housing

Call for Help, INC

Chestnut Health Systems

Community Builders Network

City of St. Louis Department of Health

Community Council

Community Mediation Services of St. Louis

Conflict Resolution Center – St. Louis

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Organizations Responding to the Survey, cont.

DeSales Community Development

East St. Louis School District 189

Family Court

Forward Through Ferguson

Gateway Housing First

Horizon Housing Development Company

Independent Tech Volunteer

Land of Lincoln Legal Aid, Western Regional Office

Legal Services of Eastern Missouri

Loaves and Fishes For St. Louis, Inc.

Madison County Community Development

Metropolitan St. Louis Equal Housing and Opportunity Council

Missouri Veterans Endeavor

Places for People

Saint Louis County Department of Human Services

St. Louis Association of Community Organizations

SSM Health

St. Clair County Intergovernmental Grants Department

St. Francis Community Services

St. Louis Area Foodbank

St. Louis County Council

St. Louis County Department of Human Services

St. Louis Regional Data Alliance

St. Patrick Center

STL Mediation Project

The Housing Authority of the City of East St. Louis

The Salvation Army – Midland Division

Tower Grove Neighborhoods CDC

Urban League of Metropolitan St. Louis

Washington University

Appendix C: Eviction Prevention Programs Identified (2021)

Of the 42 responding organizations in 2021, 62 percent have funds dedicated to eviction work. Twenty-five organizations service St. Louis City and 25 serve St. Louis County. Thirteen organizations serve St. Clair County, 11 serve St. Charles County, and eight serve Madison County.

Organization	Eviction Prevention Program(s)
DeSales Community Development	"Here To Stay" Eviction Prevention Program
Saint Louis County Department of Human Services	CARES Act Humanitarian Assistance; Saint Louis County Emergency Rental Assistance Program; Emergency Solutions Grant (ESG) Prevention; Community Development Block Grant (CDBG) Housing Stability Assistance
Missouri Veterans Endeavor	Case Management / Direct Financial Assistance
Call For Help, Inc	Coalition for Homeless Prevention Services
Community Council	Coordinated Entry
St. Clair County Intergovernmental Grants Department	Emergency Rental Assistance Program
Metropolitan St. Louis Equal Housing and Opportunity Council	Eviction Defense Program
Beyond Housing	Family Resource Coordination
City of St. Louis Department of Health	Heat Up St. Louis (Cool Down St. Louis) utility assistance; Healthy Homes (lead & asthma)
Horizon Housing Development Company	Homeless Prevention Program
Urban League of Metropolitan St. Louis	Housing Counseling/Rent Assistance
Land of Lincoln Legal Aid, Western Regional Office	Housing Law Division
Legal Services of Eastern Missouri	Housing Law Program
Conflict Resolution Center – St. Louis	Housing Mediations
St. Francis Community Services	Immigrant Housing Justice Project
St. Patrick Center	Prevention/Supportive Services for Veteran Families/ Immediate Support
St. Louis County Department of Human Services	Rapid-Rehousing and Eviction Prevention
Madison County Community Development	Rental Assistance
The Housing Authority of the City of East St. Louis	Resident Opportunity and Self-Sufficiency
St. Louis County Council	STL County has developed a program to distribute Emergency Rental Assistance Program dollars
STL Mediation Project	Mediation
Chestnut Health Systems. Inc	Supportive Services for Veteran Families
Gateway Housing First	Tenant assistance fund
Urban League of Metropolitan St. Louis, Inc.	Housing Department Programs

REGIONAL RESPONSE TEAM

Appendix D: Additional Resources

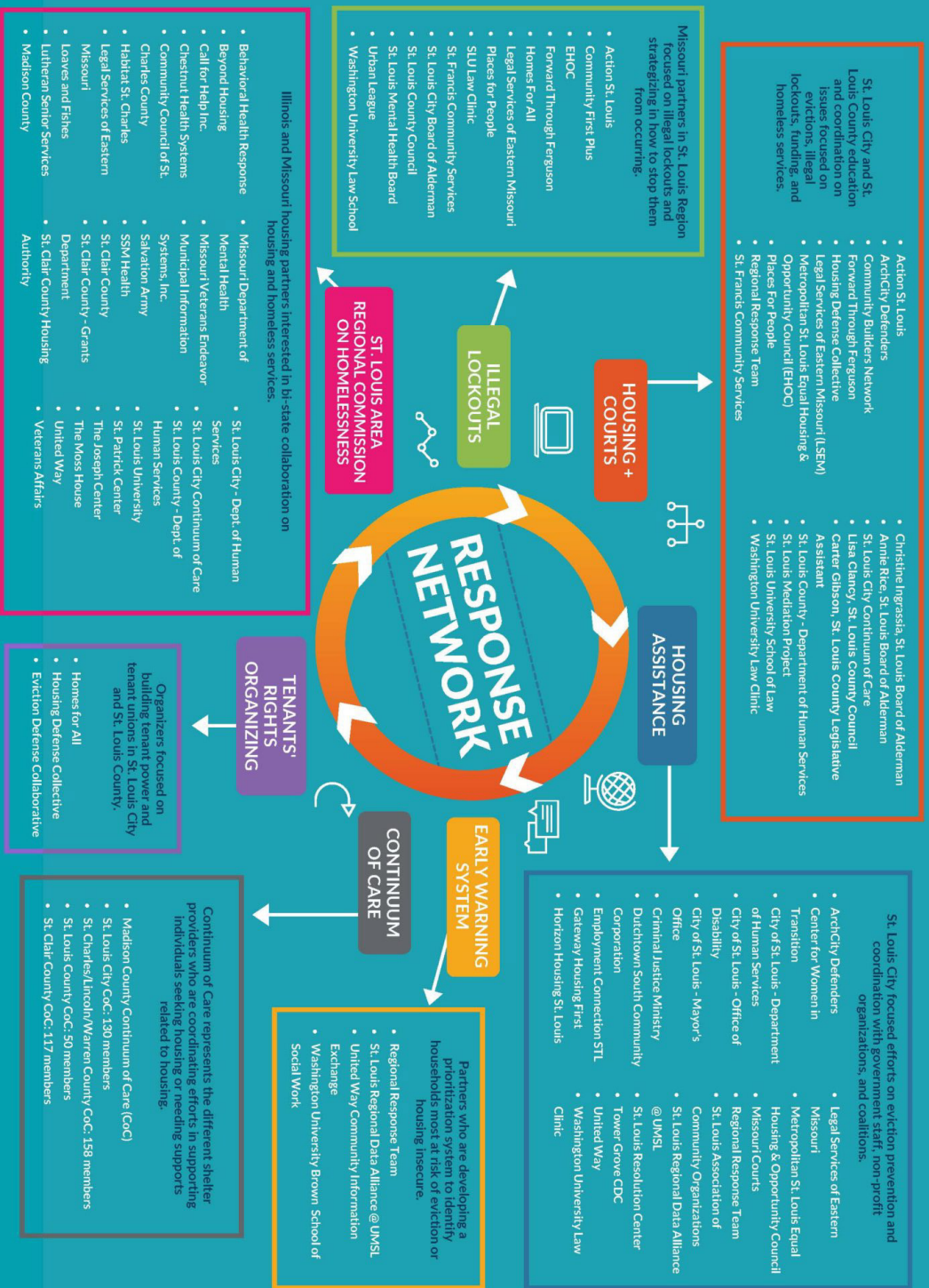| |
|---|
| **Eviction Innovation:** https://evictioninnovation.org/ |
| **Legal Design Lab:** https://www.legaltechdesign.com/ |
| **Legal FAQs for Missouri Renters:** https://legalfaq.org/covid/mo |
| **National League of Cities Eviction Prevention Report:** https://www.nlc.org/wp-content/uploads/2021/01/TheEvictionPreventionCohortReport_2020.pdf |
| **National League of Cities Anti-Eviction Strategy:** https://www.nlc.org/article/2020/09/03/building-a-just-and-fair-anti-eviction-strategy/ |
| **PolicyLink Racial Equity Guide During Covid-19**: https://www.policylink.org/sites/default/files/Housing%20Crisis%20Responses_07_29_20.pdf |
| **National Low Income Housing Coalition:** https://nlihc.org/ |
| **Urban Institute Emergency Rental Assistance Prioritization:** https://www.urban.org/features/where-prioritize-emergency-rental-assistance-keep-renters-their-homes |
| **Urban Institute Eviction Prevention:** https://www.urban.org/features/head-start-eviction-prevention |
| **Equity Atlas Rent Debt Dashboard:** https://nationalequityatlas.org/rent-debt-in-america |
| **HUD Focus on Racial Equity:** https://files.hudexchange.info/resources/documents/COVID-19-Homeless-System-Response-Rehousing-Activation-and-Racial-Equity-Part-1-Equity-as-the-Foundation.pdf |
| **Family Housing Funding on Eviction Prevention:** https://www.fhfund.org/eviction-prevention/ |

Ecosystem Map Can Be Accessed At:
https://c19rrt.org/wp-content/uploads/2021/07/RRT_Eviction-Prevention System-Map-scaled.jpg

Appendix E: Eviction Prevention Ecosystem Ecosystem Map (2021)

A SYSTEM MAP
Eviction Prevention Partners in the Greater St. Louis Region

REGIONAL RESPONSE TEAM

The COVID-19 Regional Response Team (RRT) is a collaboration of non-profit, public and philanthropic organizations that are creating a centralized system of response to meet the social needs of community members most adversely impacted by the COVID-19 pandemic in the Greater St. Louis region.

The RRT recognizes that those most adversely impacted by COVID-19 have also been imperiled by longstanding racial and economic inequalities, including African-Americans, People of Color, older adults, people with disabilities, medically vulnerable and underserved populations, low-income individuals, essential workers, frontline healthcare providers and others.

Learn more at c19rrt.org

RESPONSE NETWORK

HOUSING + COURTS
- Christine Ingrassia, St. Louis Board of Alderman
- Annie Rice, St. Louis Board of Alderman
- St. Louis City Continuum of Care
- Lisa Clancy, St. Louis County Council
- Carter Gibson, St. Louis County Legislative Assistant
- St. Louis County - Department of Human Services
- St. Louis Mediation Project
- St. Louis University School of Law
- Washington University Law Clinic

St. Louis City and St. Louis County education and coordination on issues focused on evictions, illegal lockouts, funding, and homeless services.
- Action St. Louis
- ArchCity Defenders
- Community Builders Network
- Forward Through Ferguson
- Housing Defense Collective
- Legal Services of Eastern Missouri (LSEM)
- Metropolitan St. Louis Equal Housing & Opportunity Council (EHOC)
- Places For People
- Regional Response Team
- St. Francis Community Services

ILLEGAL LOCKOUTS

ST. LOUIS AREA REGIONAL COMMISSION ON HOMELESSNESS

Missouri partners in St. Louis Region focused on illegal lockouts and strategizing in how to stop them from occurring.
- Action St. Louis
- Community First Plus
- EHOC
- Forward Through Ferguson
- Homes For All
- Legal Services of Eastern Missouri
- Places for People
- SLU Law Clinic
- St. Francis Community Services
- St. Louis City Board of Alderman
- St. Louis County Council
- St. Louis Mental Health Board
- Urban League
- Washington University Law School

Illinois and Missouri housing partners interested in bi-state collaboration on housing and homeless services.
- Behavioral Health Response
- Beyond Housing
- Call for Help Inc.
- Chestnut Health Systems
- Community Council of St. Charles County
- Habitat St. Charles
- Legal Services of Eastern Missouri
- Loaves and Fishes
- Lutheran Senior Services
- Madison County
- Missouri Department of Mental Health
- Missouri Veterans Endeavor
- Municipal Information Systems, Inc.
- Salvation Army
- SSM Health
- St. Clair County
- St. Clair County - Grants Department
- St. Clair County Housing Authority
- St. Louis City - Dept. of Human Services
- St. Louis City Continuum of Care
- St. Louis County - Dept. of Human Services
- St. Louis University
- St. Patrick Center
- The Joseph Center
- The Moss House
- United Way
- Veterans Affairs

HOUSING ASSISTANCE
St. Louis City focused efforts on eviction prevention and coordination with government staff, non-profit organizations, and coalitions.
- ArchCity Defenders
- Center for Women in Transition
- City of St. Louis - Department of Human Services
- City of St. Louis - Office of Disability
- City of St. Louis - Mayor's Office
- Criminal Justice Ministry
- Dutchtown South Community Corporation
- Employment Connection STL
- Gateway Housing First
- Horizon Housing St. Louis
- Legal Services of Eastern Missouri
- Metropolitan St. Louis Equal Housing & Opportunity Council
- Missouri Courts
- Regional Response Team
- St. Louis Association of Community Organizations
- St. Louis Regional Data Alliance @ UMSL
- St. Louis Resolution Center
- Tower Grove CDC
- United Way
- Washington University Law Clinic

EARLY WARNING SYSTEM
Partners who are developing a prioritization system to identify households most at risk of eviction or housing insecure.
- Regional Response Team
- St. Louis Regional Data Alliance @ UMSL
- United Way Community Information Exchange
- Washington University Brown School of Social Work

CONTINUUM OF CARE
Continuum of Care represents the different shelter providers who are coordinating efforts in supporting individuals seeking housing or needing supports related to housing.
- Madison County Continuum of Care (CoC)
- St. Louis City CoC: 130 members
- St. Charles/Lincoln/Warren County CoC: 158 members
- St. Louis County CoC: 50 members
- St. Clair County CoC: 117 members

TENANTS' RIGHTS ORGANIZING
Organizers focused on building tenant power and tenant unions in St. Louis City and St. Louis County.
- Homes for All
- Housing Defense Collective
- Eviction Defense Collaborative