

Coordinated Entry System Committee (CESC) Agenda

Thursday, Nov. 4th, 2021 | 2:30 PM – 3:30 PM



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STEPS FORWARD**

Ending Homelessness. Starting Fresh.

[Zoom Meeting](#) | Meeting ID: 846 5290 6070 | Passcode: 595806

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Agenda Item	Presenter(s)	Time	Item Type
I. Welcome & Introductions	John Foley, & Jenna Abbott, CESC, Co-Chairs	2:30 PM (5 minutes)	Informal
II. Announcements: (Upcoming Events & Recent Actions)	CESC Co-Chairs, CESC Members, & Guests	2:35 PM (5 minutes)	Informational
III. Approval of CESC Minutes: <ul style="list-style-type: none">9/9/202110/14/2021	John Foley	2:40 PM (5 minutes)	Action
IV. Racial Equity Demonstration Project	Peter Bell, SSF CE Manager & Tamu Green, SSF Systems Performance Advisor, Julie McFarland, Julie McFarland Consulting	2:45 PM (30 minutes)	Informational & Discussion
V. New CoC Membership Process & Application	Michele Watts, SSF Chief Planning Officer, Tamu Green, Meadow Robinson, Homebase, & Julie McFarland	3:15 PM (10 minutes)	Informational
VI. NOFO Update	Michele Watts	3:25 PM (5 minutes)	Informational

VII. Meeting Adjourned

Next Meeting: Thursday, Dec. 9th, 2021 (2:30 PM to 4:00 PM)

Potential Topics to cover: Prioritization Scheme, 2022 Work Plan, CES Evaluation Update, Communication Goals (TBD)

The November 11th CESC meeting is canceled.

Coordinated Entry System Committee (CESC) Meeting Minutes

Thursday, October 14th, 2021 | 2:30 PM – 4:00 PM



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[Recording of Zoom Meeting](#). The chat and material(s) discussed at the meeting (not provided before the meeting) are below the minutes.

Attendance:

Member	Area of Representation / Organization	Present
Cheyenne Carraway	SHRA	No
Derrick Bane	Turning Point Community Programs	No
Desirae Yoder	Hope Cooperative	No
Erica Plumb	Mercy Housing	Yes
Gabriel Kendell	2-1-1	No
Jenna Abbott (Co-Chair)	River District	Yes
John Foley (Co-Chair)	Sacramento Self Help Housing	Yes
Julie Field	Sac. County Dept. of Human Assistance	No
Kate Hutchinson	Lutheran Social Services	No
Kelsey Endo	Cottage Housing	Yes
Maggie Marshall	Kaiser Sacramento	No
Monica Rocha-Wyatt	Sac. County Dept. of Behavioral Health	Yes
Paula Kelley	Sacramento Self Help Housing	No
Phillip Scott Reed	US Department of Veterans Affairs	Yes
Rose Aghaowa	Wellness & Recovery North	No
Stephanie Cotter	City of Citrus, Heights	Yes
Tina Glover	SACOG	Yes

SSF Staff	SSF Title
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Christina Heredia	Referral Specialist
Michele Watts	Chief Planning Officer
Michelle Charlton	CoC Coordinator
Peter Bell	CES Program Manager
Sarah Schwartz	RAPS Specialist
Scott Clark	Systems Performance Analyst
Stacey Fong	Coordinated Entry Analyst
Tiffani Reimers	CES Operations Coordinator

Guests
Andrea A, Cait Fournier, Emily Zelaya, Fatemah Martinez, Ingrid Sanchez, Jennica Sinor, Joseph Smith, Jose Arnold, Julie McFarland, Meadow Robinson, Patti (STEP Inc.), Paul Moran, Nancy Ozvsath, Sharna Braucks, T. McWilliams, and Tasha Lee.

Agenda Item	Presenter(s):	Time	Item Type
I. Welcome & Introductions	John Foley, & Jenna Abbott, CESC, Co-Chairs	2:30 PM (5 minutes)	Informal
John called the meeting around 2:35 PM. Attendance of 27 participants.			
II. Approval of CESC 9/9/2021 Minutes	John Foley	2:35 PM (5 minutes)	Action
<p>Quorum was not met. Discussions regarding membership attendance occurred. The CESC Co-Chairs will reach out to CESC members to confirm interest/availability.</p> <p>Action Item:</p> <ul style="list-style-type: none"> SSF Staff to share the 2021 CESC member attendance with CESC Co-Chairs 			

III. RAPS Evaluation	Peter Bell, SSF CES Program Manager	2:40 PM (60 minutes)	Informational & Discussion
<p>Peter shared a presentation which included an overview, the purpose and goals, the pilot design, timeline, project measures, outcomes: Assessment / Assess / Diversion, the Visible and Diverse Access Points, Problem-Solving Access Points, challenges, successful strategies, areas of improvement, and opportunities. Questions were asked during the meeting. Please see the recording for more details. An open discussion was held on Problem-Solving Access Points with the following organizations: Sacramento Self-Help, Weave, South Sacramento HART, and Sacramento LGBT Center. Please see the recording for more details.</p>			
IV. CESC Nov. Meeting <ul style="list-style-type: none"> • Poll Results • Confirmed Date & Time 	Peter Bell & Michelle Charlon, SSF CoC Coordinator	3:40 PM (5 minutes)	Informational & Discussion
<p>CESSC Co-Chairs and Committee discussed the poll results and decided to move forward and meeting on Thursday, Nov. 4th, 2021 from 2:30 PM - 3:30 PM.</p>			
V. Dynamic Systems Update	Peter Bell	3:45 PM (5 minutes)	Informational
Time did not permit this agenda item.			
VI. Announcements: <ul style="list-style-type: none"> • Drafts of the Sacramento CoC Coordinated Entry Permanent Supportive Housing Transfer and Termination Policies and Procedures are available for public comment. Submit your feedback here! Feedback is due by Thursday, Nov. 4th, 2021 by 5:00 PM. 			
VIII. Meeting Adjourned at 3:58 PM. Attendance of 27 participants. Next Meeting: Thursday, Nov. 4th, 2021 (2:30 PM - 3:30 PM)			

CESC Meeting Chat

14:29:53 From Emily Zelaya (she/ella) to Everyone:

Hi everyone... again! :)

14:33:06 From Julie McFarland (she/her) to Everyone:

Survey Link: <https://www.surveymonkey.com/r/72ZWCC3>

14:35:03 From Michelle Charlton (She/Her) SSF, CoC Coordinator to Everyone:

Welcome! Here are today's meeting materials:

<https://sacramentostepsforward.org/wp-content/uploads/2021/10/10.14.21-CESC-Meeting-Materials.pdf>

14:35:21 From Julie McFarland (she/her) to Everyone:

If you're newly coming in, please complete this survey before leaving today:

<https://www.surveymonkey.com/r/72ZWCC3>

14:41:00 From Joseph Smith to Everyone:

can't unmute right now. sorry

14:59:20 From Monica Rocha-Wyatt (she/her) BHS to Everyone:

Sorry, have to leave at 3pm. Already reviewed today's materials. I will look for the minutes.

15:31:28 From Erica Plumb (she/ her) to Everyone:

Hi all, I have a 330 conflict. I will follow up with meeting minutes. thank you

15:34:38 From Peter Bell (he/him) to Everyone:

I heard this morning that Sacramento has the second highest rent burden for black and African American households in the nation.

15:44:23 From Tina Glover (SACOG - she/her) to Everyone:

Peter, can you pass along where you heard that? I'd love to track down their sources.

15:45:30 From Peter Bell (he/him) to Everyone:

NPR / Capital Public Radio - Sounds like from a recent Zillow report

15:47:14 From Paul Moran & Nancy Ozvsath to Michelle Charlton (She/Her) SSF, CoC Coordinator(Direct Message):

GREAT POINT!

15:49:38 From Peter Bell (he/him) to Everyone:

Terese from 2-1-1 is here!

15:50:41 From Meadow Robinson to Everyone:

Agree, re 211 - HUGE accomplishment!!

15:51:06 From Julie McFarland (she/her) to Everyone:

We received 5 responses to the CE Committee demographic survey. Last plug to please complete this if you haven't: <https://www.surveymonkey.com/r/72ZWCC3>

15:51:28 From Peter Bell (he/him) to Everyone:

It only takes four minutes to complete!

15:57:19 From Jenna Abbott to Everyone:

Did it!

15:57:39 From Julie McFarland (she/her) to Everyone:

:) Thanks!

15:57:52 From Michelle Charlton (She/Her) SSF, CoC Coordinator to Everyone:

The new Nov. CESC Meeting will be Thur. 11/4 2:30 - 3:30pm

15:57:52 From Andrea A (She/Ella) to Everyone:

Thank you!

15:58:37 From Sharna Braucks to Everyone:

Thank you!

15:58:41 From Meadow Robinson to Everyone:

Thank you all for your amazing work.

15:58:51 From Julie McFarland (she/her) to Everyone:

9 survey responses, thank you!!

15:58:55 From Scott Reed - VA Northern California to Everyone:

Thank you!

Rapid Access and Problem-Solving (RAPS)

Mid-year Report

Overview

- **RAPS Review:** Purpose and Goals
- **Data outcomes:** Mid-Year Report
- **Provider Experiences:** Challenges and Successful Strategies
- **Looking Forward:** Opportunities for Growth and Future Funding



Purpose and Goals

Purpose: Improve core elements of the Coordinated Entry System

Access

- Increase access to services through 2-1-1 and access points

Assessment

- Reduce the wait time to be assessed
- Provide a triaged response

Diversion

- Dedicate resources for people with lower vulnerabilities to divert or rapidly exit persons from homelessness
- Create visible and diverse access points

Pilot Design

- Expand 211 staff capacity by **3 FTE Care Coordinators** – providing connections to housing and housing-related services
- Expand SSF staff capacity – coordinating and improving direct access
- Develop a triage assessment – connecting people to appropriate resources, integrating the shelter survey, VI-SPDAT and survivor-specific questions
- **Infuse \$132,500 of problem-solving financial funding** split among four access point agencies

Timeline

Q1

Apr – Jun

Development of processes, assessments and reporting

Q2

July – Sept

Implementation begins. 2-1-1 and problem-solving access points open to clients.

Q3

Oct – Dec

Evaluation and assessment of gaps and opportunities

Q4

Jan – March

Year 2 funding recommendations

Year 2 Planning



Project Measures

Access	<ul style="list-style-type: none">- # of housing or housing-related service requests- # of connections or referrals to a program/service- # of agencies involved
Assessment	<ul style="list-style-type: none">- Reduction in wait time from contact to assessment- # of triage assessments- # of VI-SPDATs- # and type of new assessments conducted
Diversion	<ul style="list-style-type: none">- Total/average amount of financial assistance provided- Average amount of financial assistance provided per person- # of people diverted from homelessness



Outcomes: Assessment

A standard triage assessment was utilized by 2-1-1 with all callers

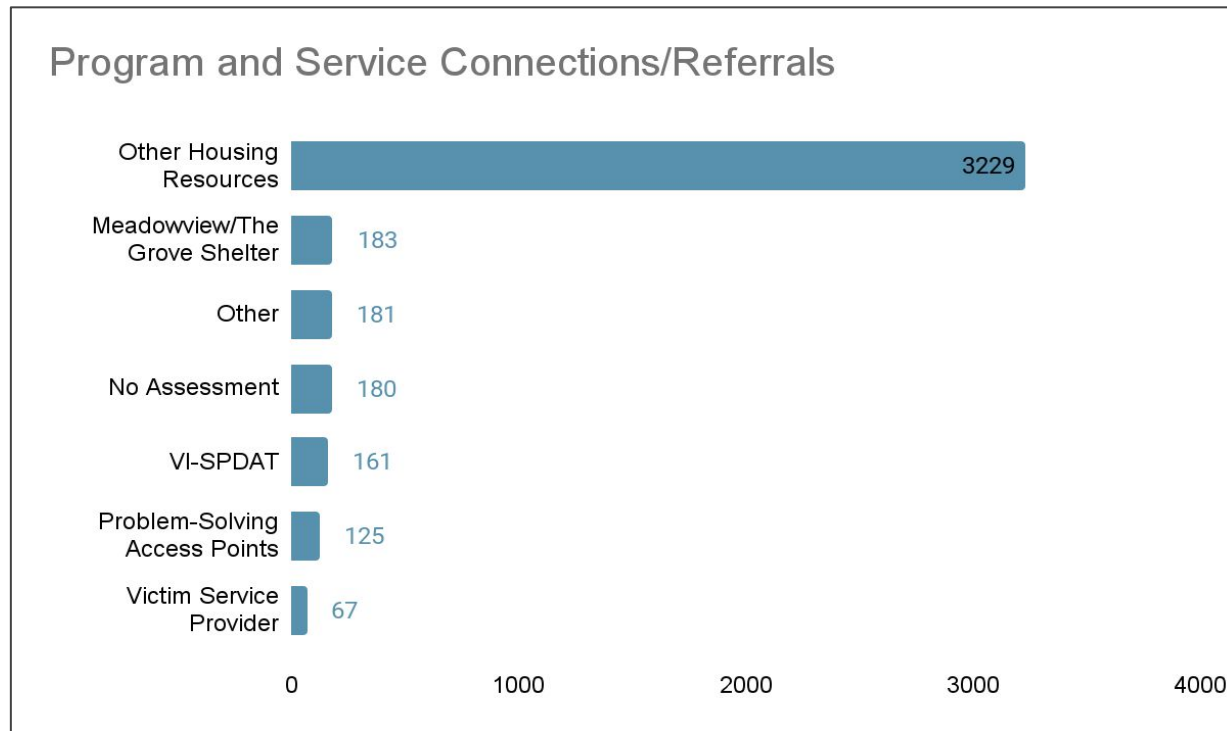
This triage assessment served as a gateway for additional, phased assessments:

- VI-SPDAT
- Problem-Solving
- Shelter Survey

2-1-1 Housing Triage Sheet		Date: _____
Caller Information		
Name: _____	Email: _____	
Telephone Number: _____	Okay to Leave a Voicemail? <input type="checkbox"/> Yes <input type="checkbox"/> No	
PART 1: Safety		
1. Is the person safe? Y/N		
PART 2: Current Living Situation		
1. Do they have a place to sleep tonight? Y/N		
2. Select their current living situation:		
Homeless	Temporary and Permanent Housing Situations	
____ Car, outdoors, or other place not meant for human habitation	____ Residential project or halfway house with no homeless criteria	
____ Emergency shelter, hotel or motel paid for by charitable organizations or by federal, state and local programs	____ Hotel or motel paid for by client	
____ Safe haven	____ Transitional housing for homeless persons (including homeless youth)	
Institutional	____ Host Home	
____ Foster care home or foster care group home	____ Staying or living with a friend	
____ Hospital (Non-psychiatric)	____ Staying or living with a family member	
____ Jail, prison or juvenile detention facility	____ Rental by client with subsidy (type: _____)	
____ Long-term care facility or nursing home	____ Rental by client, no ongoing housing subsidy	
____ Psychiatric hospital or other psychiatric facility	____ Permanent housing (other than RRH) for formerly homeless persons	
____ Substance abuse treatment facility or detox center	____ Owned by client (subsidy: y/n)	
3. Length of Time in Current Living Situation: _____		
4. Average Monthly Income: _____		
5. Income Source: _____		
6. Check all factors that are contributing to housing instability:		
<input type="checkbox"/> Condemned housing	<input type="checkbox"/> Relationship problems	
<input type="checkbox"/> Discharged from an institution	<input type="checkbox"/> Rental arrears	
<input type="checkbox"/> Divorce	<input type="checkbox"/> Utility arrears	

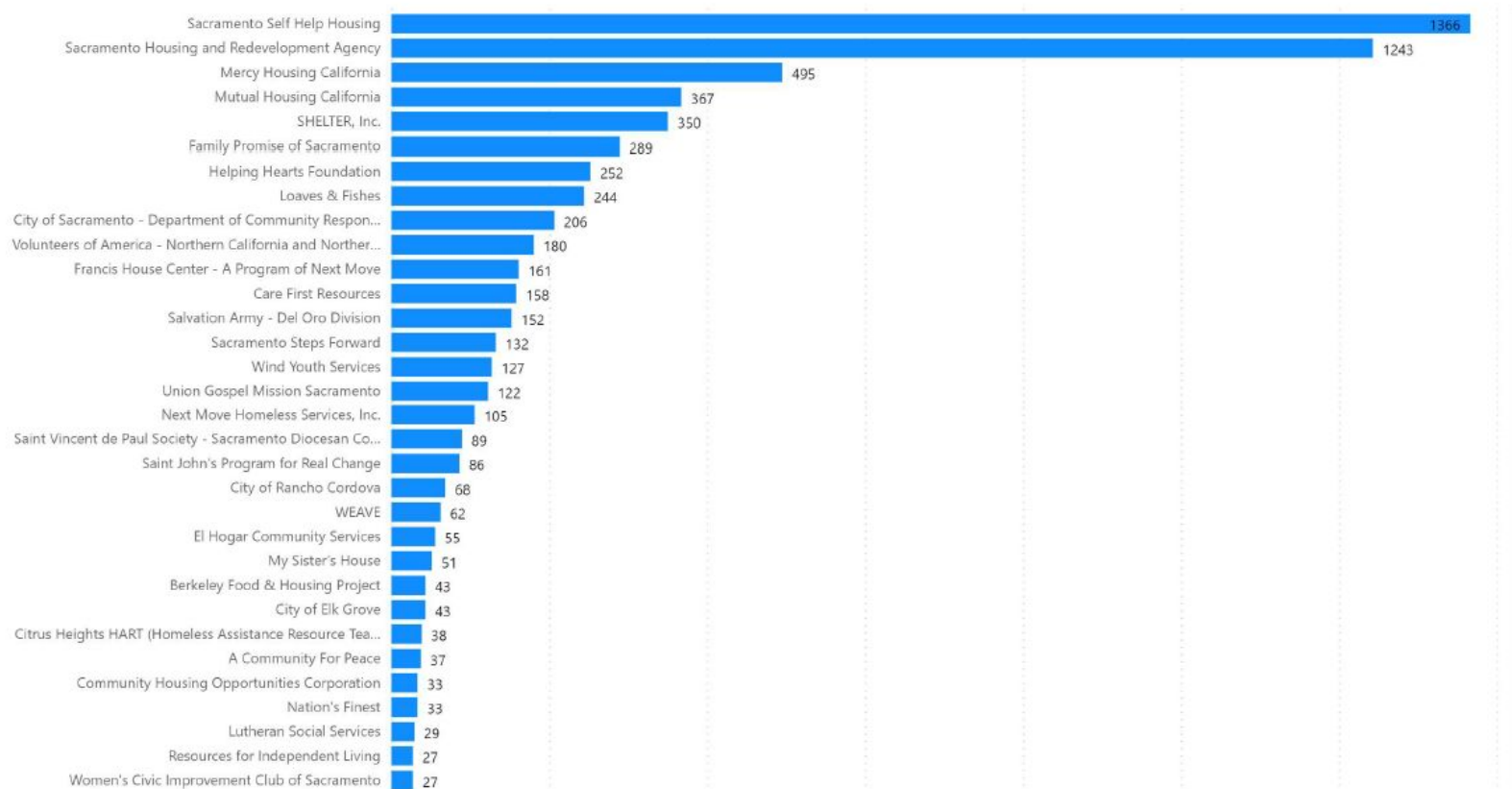
Outcomes: Access / Assessment

2-1-1 received
nearly **4,000 calls**
from June to
September



Housing program referrals were made to 32 different agencies:

Housing Referrals

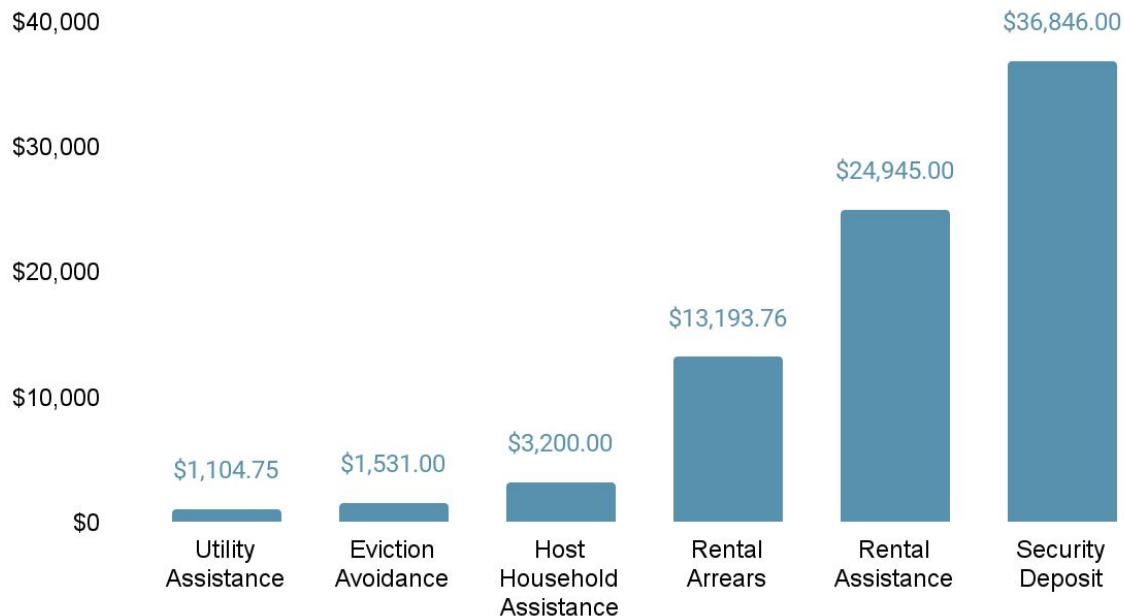


Outcomes: Diversion

34 households
exited to
permanent
housing

\$1,285
median size of
request

Funds Spent by Category



Number of Requests

3

1

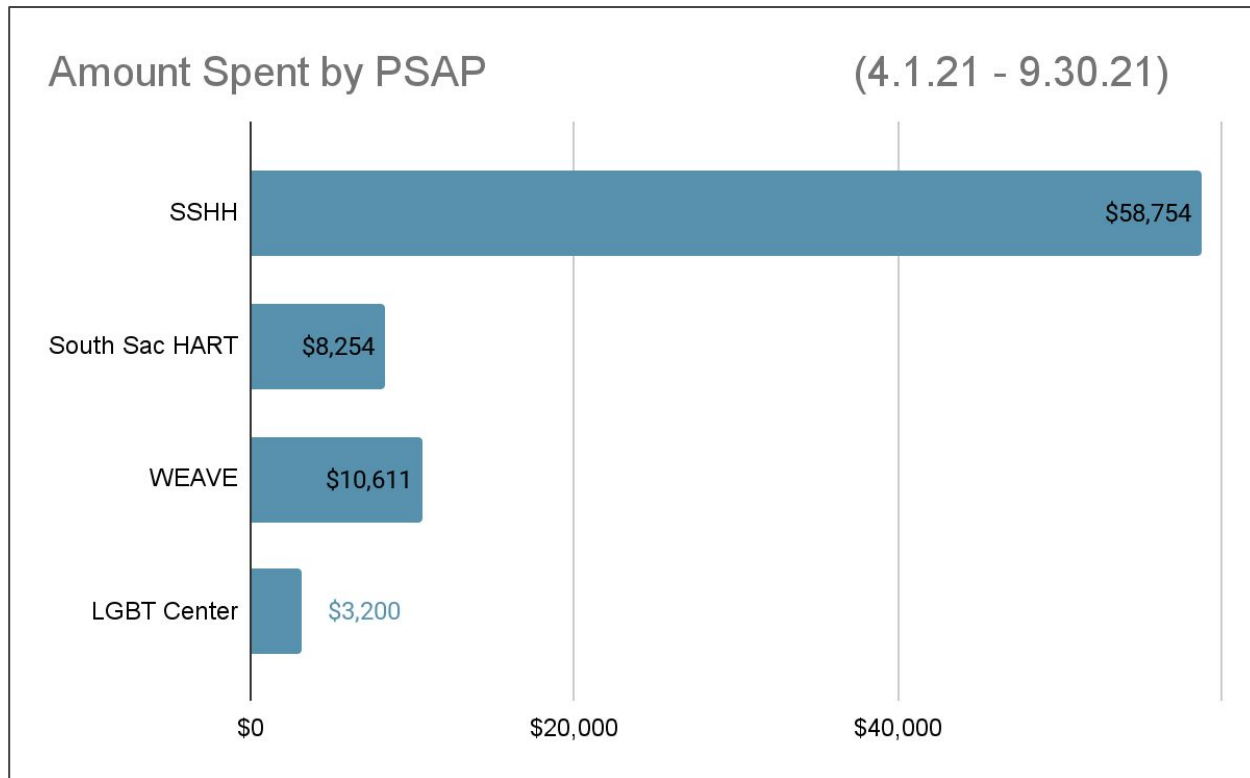
4

8

19

17

Outcomes: Diversion



74 total requests
(52 approved)

\$2,500

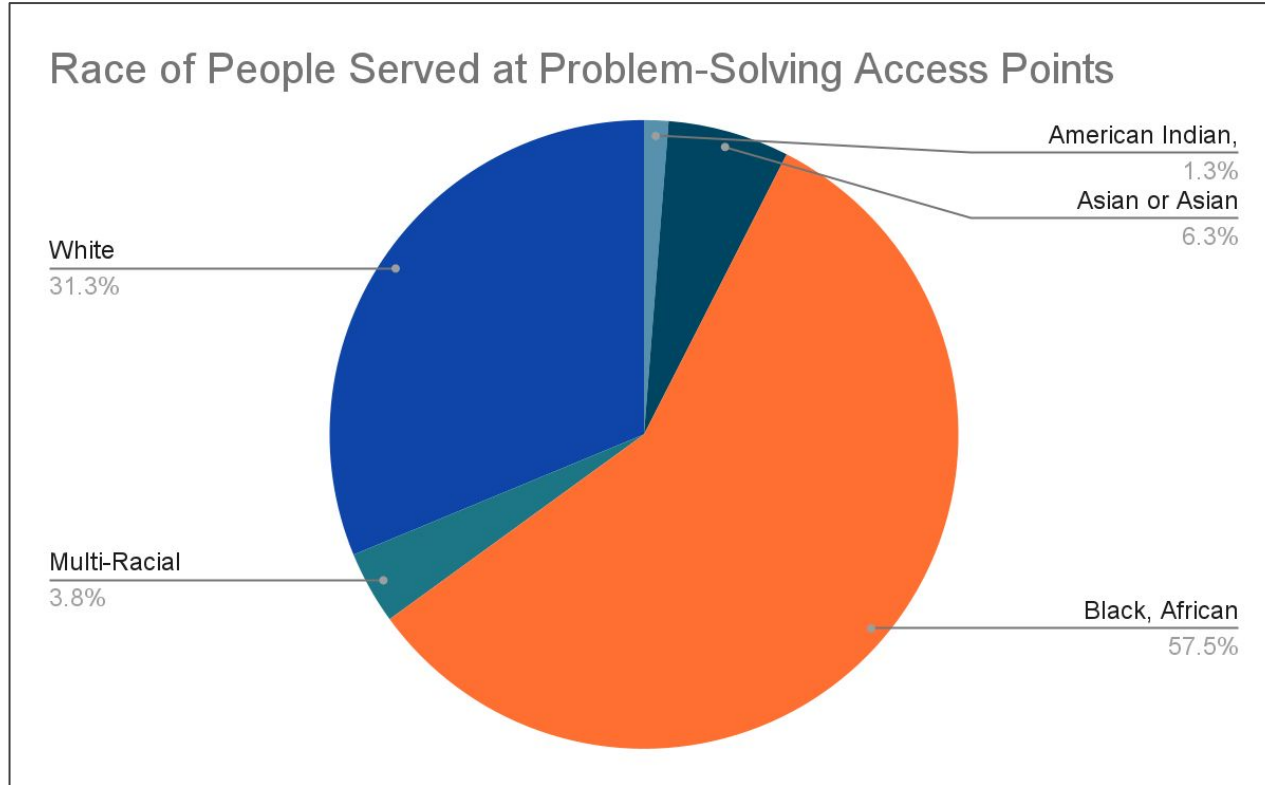
The average amount
of assistance
provided to a
household

10 Days

Median Length of time to to process requests
for financial assistance
(initial request to check issuance)

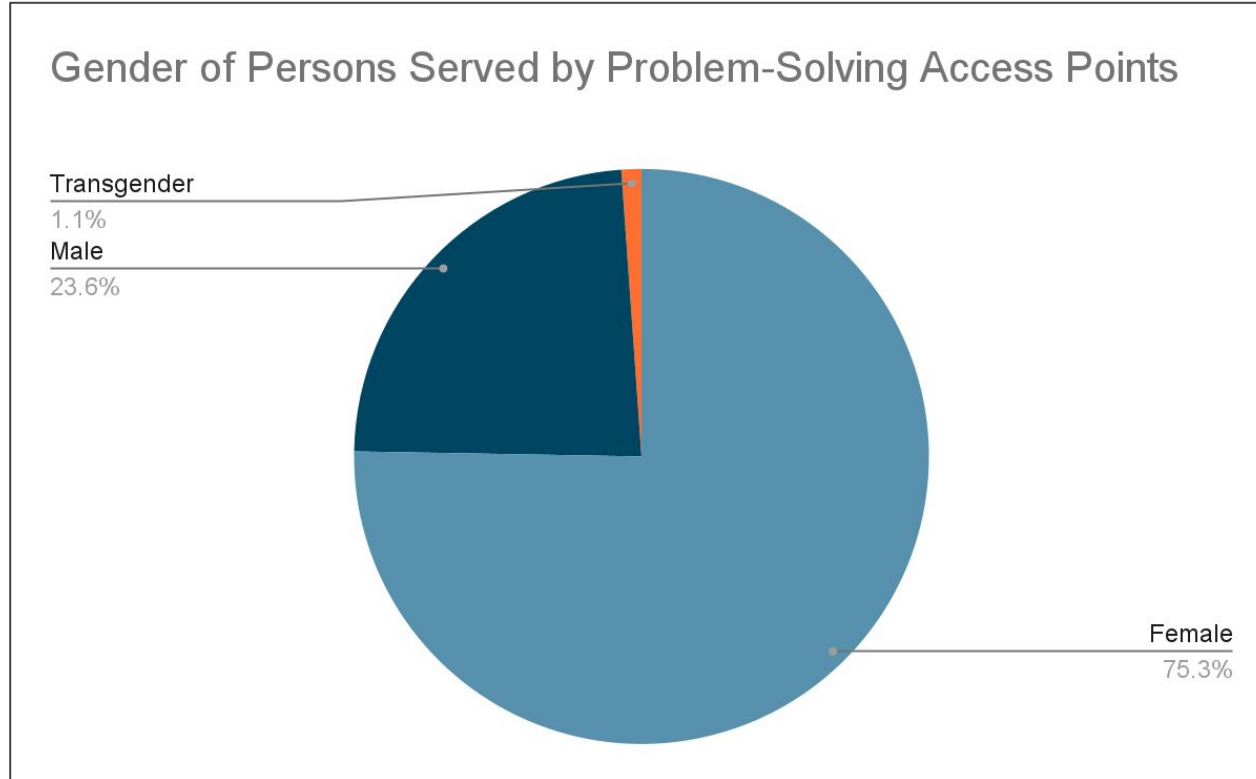


Create Visible and Diverse Access Points



89 people served

Create Visible and Diverse Access Points



89 people served

Problem-Solving Access Points

- ★ Sacramento Self-Help Housing
- ★ Weave
- ★ South Sacramento HART
- ★ Sacramento LGBT Center



Challenges

- Housing navigation can be time consuming and unfunded
- Collecting documentation for financial assistance requests
- Refining our definition of *at-risk of homelessness*
 - being more clear on eligibility for clients with *rental arrears*
 - Intentional filtering of clients towards the SERA program
- Clients keeping appointments
- Imbalance of fund distributions for the year
- Difficulting with consistent scheduling



Successful Strategies

- Eliminated wait time to be assessed with the VI-SPDAT
- 2-1-1 collecting interest data and utilizing HMIS
- Utilized a phased assessment approach to connect clients to new services through a central front-door
 - Shelters
 - VSPs
 - Problem-Solving
- Engaged the community and entity partners in new strategies to improve system access



Areas for Improvement

- Track non-financial services in HMIS to indicate a resolved housing crisis
- Provide problem-solving training to develop skills for non-financial related problem-solving
- Clearly define and communicate accounting processes with PSAPs / ensure appropriate documentation is collected earlier with minimal requests of clients
- More fluid communication and updates when checks are sent out / improve delivery time
- More opportunities (resources) to connect clients to services through 211
- Identify opportunities to increase access and expand problem solving strategies throughout the community



Opportunities

1. Expand access to problem-solving funds from additional access points (outreach, shelters, 2-1-1, etc.)
2. Amplify community's ability to problem-solve housing crises with and without dedicated funding via system-wide training
3. Incorporate additional resources available at the front-door
 - a. Housing and/or System navigation services
 - b. Expanded shelter offerings







Coordinated Entry Equity Demonstration Round 2: Expression of Interest

Why is it urgent for your community to participate in Round 2 of the Racial Equity Demo?

Our community is experiencing grave racial inequities that are now well documented and understood through the work of our system mapping, gaps analysis, and racial equity action plan.

In Sacramento County and across the country, people of color experience homelessness at disproportionately higher rates because of historic and ongoing inequities.

In Sacramento, Black/African Americans are three times more likely to experience homelessness than the general population. The disparity is even greater for Black/African American families with children. Meanwhile, American Indian and Alaskan Natives are four times more likely to experience homelessness than the general population -- yet under-represented in homeless-related program enrollment.

Sacramento Steps Forward and the Sacramento Continuum of Care (CoC) are committed to ending racial inequities in our homeless response system.

Our Racial Equity Committee (REQC) was initially established to develop a [racial equity action plan](#), which it accomplished through a [development process](#) that included interviews with BIPOC experiencing homelessness, community forums, racial equity trainings and courageous conversations, and research on best practices. The plan was unanimously adopted at the REQC's July 21, 2021, meeting and at the CoC Board's August 11, 2021, meeting.

This is the moment to seize on the momentum of this plan, when community interest is piqued, and the structures are in place for its implementation. Those structures include the ongoing work of the REQC as well as the other committees of the CoC -- Executive, Coordinated Entry System, Systems Performance, Governance, Project Review, HMIS and Data, PIT Subcommittee, and Youth Advisory Board. The day after the CoC Board adopted the Racial Equity Action Plan, the REQC co-chairs presented to the Coordinated Entry System Committee on the aspects of the plan that fall within this committee's purview.



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The Coordinated Entry System co-chairs have been invited to join the next REQC meeting to further this conversation on collaborative implementation.

There is excitement and energy to ensuring that access, assessment, prioritization, and referral are all conducted in ways that decrease barriers for BIPOC in our community. The urgency in becoming a part of the Coordinated Entry Equity Demonstration Round 2 is that the enthusiasm exists now and if we move forward without proper guidance and peer support, we run the risk of making mistakes that will dishearten the community from engaging in further racial equity efforts.

What is the level of support from your CoC leadership, membership, and other stakeholders?

The CoC board recognized the need in 2020 to develop a racial equity lens, even when that means publicly acknowledging that there are weaknesses in the system. It hosted an educational racial equity workshop for the community in September 2020 and then in November 2020, it committed substantial resources to create and support the work of a racial equity committee (the REQC).

In January 2021, we launched the REQC to uncover the scope, causes, and potential solutions of race serving as a predictor for homelessness in Sacramento, and racial equity became a formal [initiative](#) of Sacramento Steps Forward.

The board included in its budget \$25/hour stipends for members with lived experience of homelessness. The committee's work has been embraced by the broader stakeholder base, which has fully participated in a three-part racial equity training series and corresponding courageous conversations, stakeholder forums, monthly REQC meetings, and other community report-outs and workshops. It is now not uncommon for there to be 100+ engaged participants for many of our events.

What previous TA engagements has your community participated in?

Recognizing that we are still learning how to improve our homelessness system of care, our community has humbly taken advantage of TA in several forms. Within the past two years, we have worked closely with consultants from the Technical Assistance Collaborative to develop street outreach standards, through a partnership with the California Department of Housing and Community Development; Homebase to engage our CoC in system mapping, gaps analysis, CE evaluation re-design, and diversion/



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problem-solving initiatives: and Community Solutions to organize our system around the Built for Zero model, which emphasizes best practices in data collection and analysis, case conferencing, and racial equity.

Do you have a core team of individuals meeting regularly to have racial equity conversations that includes Black, Indigenous, Latinx and other people of color, and people with lived expertise of homelessness?

Recruitment and selection for the REQC was very intentional and resulted in a committee that is comprised nearly entirely of members who identify as BIPOC or part of a BIPOC family and nearly half who have lived experience of homelessness. The REQC meets monthly and a subset of the REQC meets on an ad hoc basis. The REQC co-chairs also meet monthly with staff.

The REQC is an asset not just to the CoC, but to the larger community. It is offered as a resource to our County Board of Supervisors and our local city councils to provide input into plans and policies, to give feedback on data and reports and get feedback, to make recommendations, to engage specific populations, and to help our decision makers think through implementation challenges. In this way, our core team of individuals goes far beyond just having conversations to tangibly influencing the policy and practice landscape in our region.

Our CoC's newly adopted Racial Equity Action Plan commits to increasing BIPOC and people with lived experience of homelessness in leadership roles throughout our community. We have already taken action to expand the number of members on our Systems Performance Committee in order to increase representation and efforts are underway to make similar changes on our other committees. Additionally, the new work plan for the REQC calls for this committee to ensure that racial equity strategies and tools are embedded into *all* of the CoC's committees. This will be accomplished by having officially designated liaisons between the REQC and the other committees.

In what ways is your community willing to do transformational equity work to prioritize input and strategies from people with lived expertise and Black, Indigenous, Latinx and people of color in ending homelessness, and how would you reimagine this for your community?

The REQC was tasked with developing an action plan to guide the decision-making process of the CoC Board over the next three to five years. This plan has been fully informed by



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BIPOC with lived experience of homelessness, as well as input and recommendations from stakeholders, studies, pilots, local systems evaluations, and the learnings of other communities.

Transformational -- versus transactional -- equity work requires root cause analysis, authentic power sharing, and trusting relationships. This is the very nature of the journey that our community has embarked upon. We recognize that we must have an equitable process in order to get to equitable outcomes. That means we are changing our system to ensure BIPOC are substantially afforded leadership opportunities, that decision-making is done in collaboration with the community, that data is disaggregated and contextualized, and that organizations that are BIPOC-led and BIPOC-serving are actively supported.

In addition to addressing our own sphere of influence, we are also reimagining ending racial inequities in homelessness by engaging partners and institutions that are further upstream, such as education, foster care, courts, and incarceration. These inequities were not created through any single mechanism and as such they require a concerted, sustained, and just effort that our community is committed to pursuing.

SNAPS COORDINATED ENTRY EQUITY DEMONSTRATION

COHORT 2 INFORMATION PACKET

THE COORDINATED ENTRY EQUITY DEMONSTRATION – OVERVIEW

For years, communities have seen how assessment tools, prioritization processes, and general practices within coordinated entry systems (CES) exacerbate and create racial inequities in the housing and services needs of clients and do not prioritize clients for appropriate housing in a racially equitable way. HUD is embarking on a second round of a new way of approaching this work through the “Coordinated Entry Equity Demonstration (DEMO).” A second cohort of Continuums of Care (CoCs) will work together to design more equitable CES processes, especially assessment and prioritization processes, to significantly improve the Homeless Response System experience and the housing stability outcomes for Black, Brown, Indigenous, and all people of color. We are excited to invite you to join this cohort of communities in the second iteration of the Coordinated Entry Equity Demonstration.

We understand the incredible amount of work you are doing to respond to COVID-19; we also know the stark racial inequities associated with COVID-19 and its impact on communities of color. You are likely thinking about how to do more equitable work, and this DEMO may be an opportunity to make a catalytic change.

EQUITY DEMO GOALS

In partnership with Black, Brown, Indigenous, and all people of color, as well as people with lived expertise of homelessness, 8-10 CoCs will identify system disparities through local data, agree upon focus area(s) and test racially equitable CES processes **in service of** significantly transforming **both** the system experience and the housing stability condition of those disproportionately represented in our homeless response systems.

We center racial equity and the voices, brilliance, and gifts of those with lived experience.

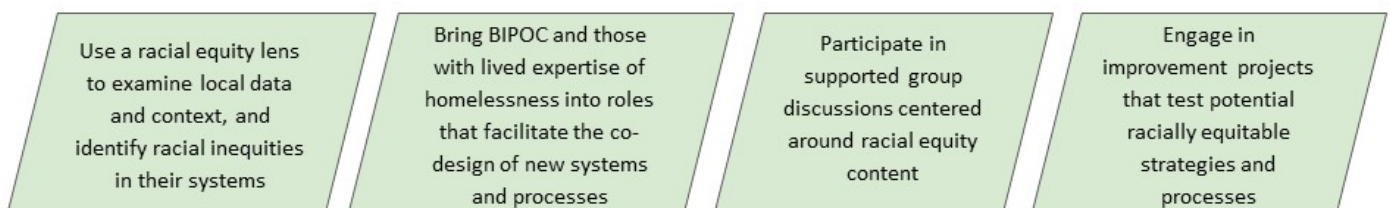
At the end of the day, we want to see significant changes in:

- Housing stability, especially for those disproportionately represented in the homeless response system, and
- The experience of those going through the homeless response system.

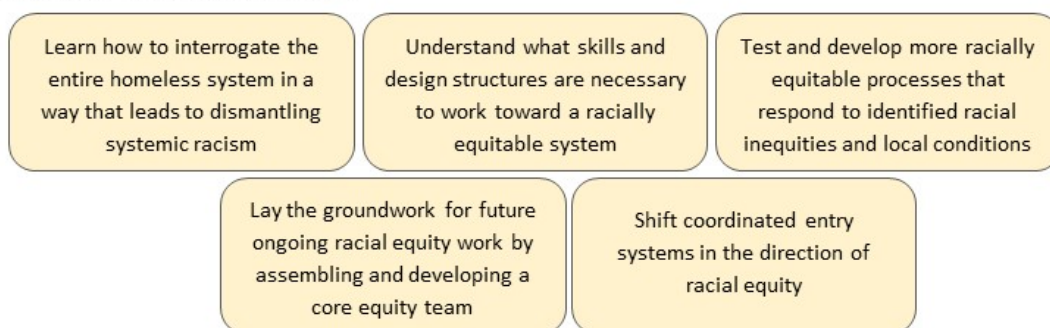
THEORY OF CHANGE

Overall Goal: To Improve the Experience and Housing Outcomes for Black, Indigenous and People of Color

We believe that **IF** communities:



THEN we believe that communities will:



PARTICIPATION IN THE DEMO

WHAT SUPPORTS WILL YOUR COMMUNITY RECEIVE AS A COHORT 2 COMMUNITY?

Each community will have a dedicated team of coaches (HUD Equity DEMO Coaches). Coaches are HUD Technical Assistance (TA) providers with data expertise and lived expertise to walk alongside you in partnership to offer guidance, support, coordination, and facilitation in pursuit of your community's racial equity goals. In addition to one-on-one calls with your coaching team, communities can access free racial equity learning opportunities and a community of peers undertaking similar work. Communities can expect to receive the following resources and learning opportunities:

- Supportive coaching, including data support
- Knowledge Bites (examples: Cultural Humility, Addressing Implicit Bias, Centering the Voices of People with Lived Experience, Power of Words, Addressing Implicit Bias, Collective Care)
- Racial Equity 101 (2-part series)
- Power Sharing / Power Mapping
- Peer Sharing Opportunities via monthly cohort calls
- Additional one-on-one calls with community peers as desired
- Support establishing Affinity Groups in your community if desired

COMMUNITY EXPECTATIONS

Building a Core Team

Communities will be expected to convene a Core Team as part of the DEMO. The Core Team established within each community will lead your community through identifying system disparities using local data, agreeing upon focus area(s), and engaging in rapid iteration to redesign projects to test racially equitable coordinated entry processes. The anticipated duration of the DEMO is 9-12 months, with frequent check-ins and action items between Core Team members, TA providers, and community partners. The Core Team should be comprised of a diverse group of people across race, ethnicity, age, gender, sexual orientation, and experience. We recommend that, at a minimum, you include the following stakeholders on your Core Team:

- Black, Brown, Indigenous, and all people of color
- People with lived expertise of homelessness
- HMIS/Data Lead
- CoC and Coordinated Entry Staff Leads

Your HUD Equity DEMO Coaches will also be part of your Core Team

The function of this transdisciplinary team is to: 1) Lead the design, implementation, and evaluation of equity redesign initiatives that result from the efforts of the DEMO, 2) Communicate performance data back to the community to build community will and support for change, and 3) Meet regularly with the coaching team, in addition to optional deeper-dive sessions.

To inform your decision regarding participation and core team members, we anticipate the following time needed from your core team (7-12 people):

- Cohort calls every 4-6 weeks (all Cohort 2 communities), with a kickoff call anticipated in October 2021
- Weekly Core Team meetings (those may include HUD Equity DEMO coaches weekly or every otherweek, depending on team preference)
- Participation in monthly Knowledge Bites and occasional learning sessions that are offered per

community request

- Presentation on lessons learned at the end of the DEMO (late 2022)
- Optional participation in additional offerings (ex: Affinity Groups, special projects, participating on HUD Friday Office Hours to share learnings with CoCs across the country)

Data and the DEMO

To participate in the DEMO, communities must have the ability to share system-level data points on a quarterly basis with their coaches, and the rest of the Cohort as the DEMO unfolds in real-time. These data must be pulled from HMIS to be considered for DEMO participation. Coaches will work with communities to collect and analyze race and ethnicity data related to system-level milestones such as: exits to permanent housing, returns to homelessness, average household length of time in the homeless response system, and more. DEMO communities will use Stella P and other analysis tools to disaggregate data by race and ethnicity and explore racial and ethnic system disproportionalities. As referenced in the HUD resource [Data and Equity: Using the Data You Have](#), “...**data quality need not be perfect to begin or continue a systems analysis and racial equity review...**”

Using elements from a participatory action approach, DEMO communities will also be supported in implementing and analyzing qualitative and quantitative data collected by techniques designed by individuals with lived experience of homelessness and Black, Brown, Indigenous, and all people of color. The content of these qualitative inquiries is flexible and may vary by community. The goals of the qualitative analysis should focus on perceptions of individuals with lived experience and can include questions around the data collection process, how accessible services are to them, and whether the people serving them and the types of interventions appropriately account for their racial and ethnic experience.

CoCs will then need to pair the quantitative and the qualitative data to understand what is going on. Both aspects are critical to understanding whether there are racial disparities in the system and potential causes for those disparities. With that data, communities can then begin the effort of looking to solutions.

One of the things HUD is looking for in the DEMO are tested strategies and innovations that improve the outcomes of Black, Brown, Indigenous, and all people of color in local homeless response systems. Improvement will be measured by reviewing of system-level data points and qualitative results if a community chooses to measure qualitative data. HUD encourages communities to continue to include qualitative feedback to test as part of this system improvement process.

What we need from you

- Energy and openness to trying something new
- Engagement with cohort communities in a peer sharing space
- Ability for streamlined rapid testing (not stalled by long decision-making processes)
- Ability to compensate all team members for their time if they are not already compensated through existing positions/roles
- Access to HMIS or other system-level dataset(s) that provide information relevant to racial equity analysis
- A commitment to reporting system-level racial equity data on a quarterly basis
- A commitment to testing and implementing qualitative data collection mechanisms that further racial equity
- Willingness to explore and interrogate institutional and systemic racism along with dominant culture norms and inherent biases and prejudices.
- A commitment to participate in the following post DEMO activities:
 - Participation in an evaluation at the conclusion of the DEMO.
 - A commitment to annually conducting follow-up analyses of key data points related to racial equity over the next 1-5 years.

- An acknowledgment that these evaluative structures may use mixed methods and may change over the 1–5 year period, as the sector learns more about what strategies are most effective in reducing racial inequities in homeless response systems.
- The HUD Equity DEMO Coaches have committed to the following team values as a means to focus on common grounds:
 - Center Black, Indigenous, and all people of color in all homeless response system processes.
 - Center lived expertise and experience of homelessness.
 - Foster relationships that recognize basic human dignity.
 - Recognize and honor that Black, Indigenous, and all people of color have always had autonomy and agency over their own liberation.
 - Commit to one another to heal internalized racial oppression, whether inferiority or superiority, by creating spaces for others to unpack.
 - Do not stay quiet anymore; silence perpetuates suffering and oppression.
 - Bring every single piece of ourselves into discussion spaces. “Take me all or leave me all.” Openness and acceptance of full self.
 - Confront white supremacy and system disparities.
 - Address the way we perpetuate vs. dismantle systems that perpetuate racial inequities.
 - We commit to course correction as a way of doing this work. We will not get everything right, so we will keep trying to do better, and publicly communicating that.
 - Hold space for discomfort.

Communities will be invited to develop and establish the team values you will use throughout the DEMO.

For Consideration

- The ability to report on HMIS data through the [Longitudinal Systems Analysis](#), or LSA, is necessary to ensure we can measure and evaluate the effectiveness of our work together. The LSA is a report that should already exist in your system and should not require any additional report building or custom modifications to your HMIS. We can support you with this, but we will need to ensure that data is available prior to the launch of Cohort 2.
- If your community has substantial HUD technical assistance now, this might be a good opportunity to hold off and make space for communities who are not currently receiving a high level of technical assistance.

SUBMISSION PROCESS

To be considered for participation in Cohort 2, communities will need to submit an ***Expression of Interest*** that answers the following questions:

- Why is it urgent for your community to participate in this DEMO?
- What is the level of support from your CoC leadership, membership, and other stakeholders?
- What previous TA engagements has your community participated in?
- Do you have a core team of individuals meeting regularly to have racial equity conversations that include Black, Indigenous, and all people of color, and people with lived experience of homelessness?
- In what ways is your community willing to do transformational equity work to prioritize input and strategies from people with lived expertise and Black, Brown, Indigenous, and all people of color in ending homelessness, and how would you reimagine this for your community?

The Expression of Interest period is open from **July 28 – September 3**. During this time, we will be offering open “Office Hours” two times a week. These office hours are optional and are intended to allow you an opportunity to join members of the Equity DEMO team to ask any questions you have about the expression of interest process or to get more information about the goals, benefits, and expectations of the DEMO.

Expression of Interest forms must be submitted to SNAPSInfo@hud.gov on or before 5:00pm PT/8:00pm ET on Sept. 3rd.

SELECTION PROCESS

After the Expression of Interest period closes, the Equity DEMO team and SNAPS staff will review the submissions and select 8-10 communities who will be invited to participate in the Cohort 2 DEMO. Communities will be notified September 30-October 6, and the Cohort 2 DEMO will launch in October 2021 with a community kick-off call.

We will be intentional to ensure the inclusion of urban, suburban, and rural geographics across the United States. The selection process includes the review of the Expression of Interest submission. The Equity DEMO team and SNAPS staff may follow up with additional questions or to get clarification on your response.

- We will use a standardized set of criteria that includes four factors: 1) Stakeholder buy-in, 2) Capacity to engage and prioritize this effort locally, 3) Willingness to engage in racial equity frameworks, and 4) Inclusion of Black, Brown, Indigenous, and all people of color in decision making bodies
- Communities above the threshold within the four factors will be organized into regional groupings (urban, suburban, rural, etc.) to ensure diversity of geography and community characteristics
- Communities will be chosen at random within each regional grouping until we reach the 8-10 cohort size
- Communities under the threshold will not be considered for Cohort 2. Feedback will be provided to communities not selected.

NEXT STEPS & TIMELINE

Communities interested in being a part of Cohort 2 should do the following:

- ✓ Review the information in this packet!
- ✓ Join Equity DEMO team members on any of the weekly Office Hours to ask questions and obtain support during the expression of interest period
- ✓ Submit your Expression of Interest **NO LATER THAN 5:00pm PT/8:00pm ET on September 3, 2021** to SNAPSInfo@hud.gov

Expression of Interest, Engagement Opportunities, and Selection Timeline

July 28:	Expression of Interest is open
July 28-Aug 27:	Optional Office Hours every Tuesday and Friday during the open submission period, beginning on Friday, August 6 th . Tuesdays: 3:00-4:00PM (Eastern Time) Fridays: 12:00-1:00PM (Eastern Time) Link to Office Hours here Or call in #: 1.253.215.8782; 3444146889#
Sept. 3:	Expression of Interest submission materials due by 5:00pm PT/8:00pm ET
September 6-24:	Selection/decision period
Sept. 30-October 6:	Communities notified
Oct. 12-14:	Communities not selected for Cohort 2 will be invited to join a call with the HUD Equity DEMO Coaches for feedback
October 2021:	Cohort 2 Launches
Oct. 2021 - Sept. 2022:	Cohort 2 DEMO: 9-12 months, individualized by community