

# Bringing It All Together: Aligning Our Heads, Our Hearts, and Our Institutions for Equity

Sacramento Continuum of Care (CoC) Board Racial Equity Training Series  
Developed and Presented by Tamu Green, PhD  
May 25, 2021

**Welcome! Please type into the chat your name, organization and pronouns. Please indicate if you are a CoC Board member or Racial Equity Committee member. We are NOT recording.**

# Getting Centered



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# Guidelines for Our Brave Space

Be Present

Step Up, Step Down

Confidentiality - Share the Learning, Not the Person

Disagreement is Okay, Animosity is Not

Amnesty - Kindness to Self and Others

You will need a notepad (paper or electronic)

Tasty snacks and beverages are highly encouraged!



# The CoC Training Series

**February** I Am a Good Person: I Can't Possibly Have Bias. And Other Myths About How Our Brains Work.

**March** Acknowledging Our Shared Inheritance: Government-Sanctioned Bias, Systemic Racism, and a Renewed Demand for Change

**May** Bringing It All Together: Aligning Our Heads, Our Hearts, and Our Institutions for Equity

Learn more about the REQ training series [here](#).

# Why are we conducting this training?

- Addressing structural inequities and institutional bias can feel overwhelming until the process is demystified
- Transforming our institutions and the ecosystem in which they live can profoundly impact outcomes for Black, Indigenous, and other People of Color (BIPOC)
- Knowledge increases our ability to recognize levers for change and to advocate for their implementation
- Real world examples make the terminology and concepts more accessible



# We Strive to Become a Learning Community...

Race as a social construct

Racial disparities

Racial equity

Color-blindness

Cultural humility

White privilege

White dominant cultural norms

Internalized racial oppression

Interpersonal racism

Institutional racism

Structural racism

Racial equity lens

Social determinants of health

Intersection of homelessness and structural racism

Historical impact of housing policy on homelessness

Contemporary manifestations of housing discrimination

# That Takes Action

- Normalize Conversations
- Staff and Leadership Diversity
- Race-Explicit Strategy/Goals
- Evaluation Metrics
- Client/Community Engagement
- Tailored/Inclusive Programs
- Equitable Funding
- Racial Equity Champions



**“As our services expand, so does our impact. We’re working to improve housing stability for supportive housing residents, economic mobility for low-income families, and quality of life for all our residents.”**

Maria Elena Marquez-Brookes, Vice President of Resident Services



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# Themes for Action within the Homelessness System

- Listening sessions and interviews
- Prioritization
- Internal training
- CoC board and leadership diversity
- Uplift BIPOC contracting





# Themes for Action with Homelessness Partners

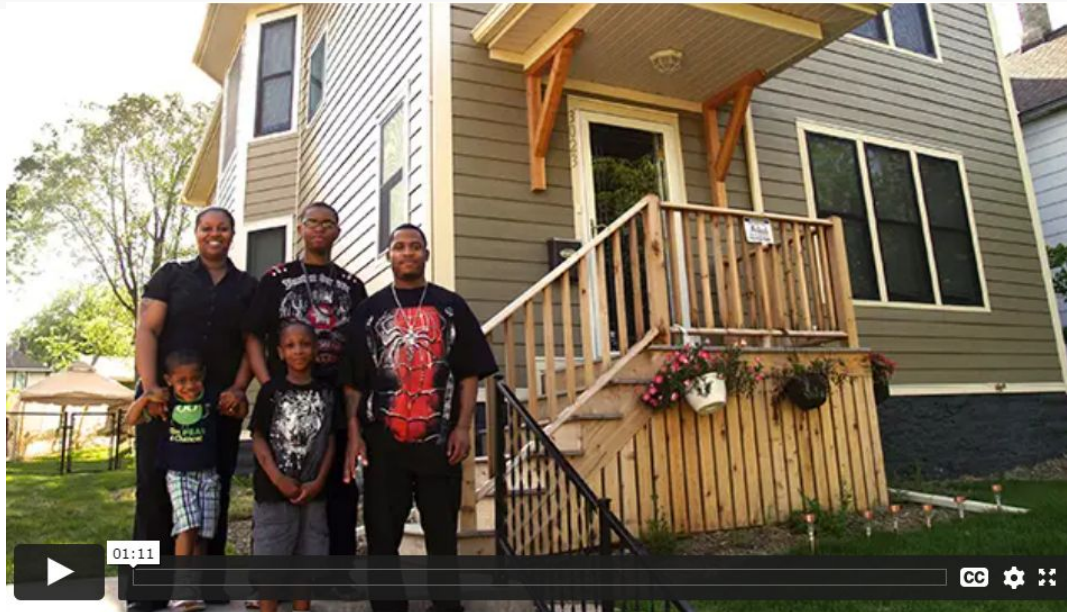
- Identify the institutions and systems that are major contributors to BIPOC homelessness
- Engage in strategic partnerships with a racial equity focus
- Joint support on policies, budgets, and other key recommendations
- Strengthen prevention





# What is a Racial Equity Statement?

# The McKnight Foundation Statement on Diversity, Equity, and Inclusion



<https://www.mcknight.org/news-ideas/mcknight-foundation-statement-diversity-equity-inclusion/>



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# The California Arts Council Racial Equity Statement

As California's state arts agency, the California Arts Council is committed to racial equity both internally through our work environment, and externally through our programming.

- We are committed to ensuring that every policy enacted reflects democratic principles of equity and justice.
- We understand that enacting policy in a just and equitable manner considers critical issues of implicit bias and discrimination that requires concerted and purposeful action.
- We believe that bringing together Council, staff and other partners with differing backgrounds and life experiences will enhance our ability to increase opportunities for all arts service organizations to succeed.
- Policies, programs, and activities will be administered to identify and avoid discrimination and barriers to access, and to avoid disproportionately high and adverse effects on communities of color.



# The California Arts Council Racial Equity Statement (cont'd)

- Accountability to our grantees is of central importance to us. We understand the significance of evaluating the impact of our policymaking on grantees over time and utilizing this evaluation in the development of new policy initiatives. We are committed to the just and equitable disbursement of resources.
- We will obtain the following information when relevant and appropriate in order to utilize data to evaluate the impact of our equity goals: population served and/or affected by race, color, national origin, and income level, which will include diverse communities across the state such as: communities of color, racially and ethnically diverse individuals, tribal communities, immigrant and refugee communities, and communities that have principal languages other than English.

<https://arts.ca.gov/about/racial-equity-statement/>



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# Funders Together to End Homelessness



1. Advocate that funders support prevention strategies
2. Engage people of color with lived expertise of homelessness
3. Engage in short- and long-term strategies to center racial equity
4. Commit to learning more about the systemic racism and anti-black, anti-native, and other forms of violence and oppression
5. Commit to diversity of speakers
6. Commit to providing ongoing training and learning
7. Commit to improve organizational skills and capacity to address racial inequity in homelessness
8. Use an intersectional lens and analysis



# Developing a Racial Equity Statement

- Why would an organization want to develop a racial equity statement?
- What are the benefits of having a statement?
- What might be some pitfalls to avoid?
- What does it take to put a statement into action?





# What is a Decision Support Tool?





# The What and Why of a Decision Support Tool

- A series of questions to ask when considering proposed actions about programs, policies, or practices
- A methodical process that occurs at every decision point
- Intentionally slows down decision making to impede implicit biases and expose explicit biases
- Allows for greater confidence in decision making
- Validates fully vetted decisions



1

TIER 1: BASIC CAPACITY

2

TIER 2: PUBLIC INPUT AND IMPACT

3

TIER 3: EQUITY ALIGNMENT

4

TIER 4: COUNCIL PROCESS

5

TIER 5: POST-DECISION CONSIDERATIONS



Tier 1: Basic Capacity	Tier 2: Public Input & Impact		Tier 3: Equity Alignment	Tier 4: Council Process	Tier 5: Post-Decision Considerations
<p>Clearly state the desired action and its high-level expected benefit:</p> <p><b>Timeline</b></p> <p>What is the desired timeline for this action?</p> <p><b>Staffing, Partners, and Funding</b></p> <p>What is required to fully support this action – staffing, partners, and funding? Are all three available during the desired timeline?</p> <ul style="list-style-type: none"> <li>Is there an opportunity to acquire staffing, partners, and/or funding?</li> <li>Is there a lesser priority from which staff, partners, and/or funding can be redirected?</li> <li>If the timeline is adjusted, will staffing, partners, and/or funding be available?</li> <li>If the timeline is adjusted, will there be an adverse impact?</li> <li>From where can resources of staffing, partners and/or funding be redirected to cause a lesser impact?</li> </ul> <p><i>Based on the responses, evaluate whether the action should move to Tier 2.</i></p>	<p>Who is expected to benefit from this action?</p> <p>What might be the unintended consequences/ drawbacks from this action?</p> <p>Has there been an opportunity for input on this action from:</p> <ul style="list-style-type: none"> <li>Those potentially impacted in the field?</li> <li>Those potentially impacted as community members?</li> <li>Council, staff, partners, funders (specifically, to what extent are other funders involved in meeting this need), elected officials?</li> </ul> <p><b>At the local level, does this action:</b></p> <ul style="list-style-type: none"> <li>Promote ownership?</li> <li>Build capacity?</li> <li>Align with CAC values?</li> </ul>	<p>Beyond the local level, does this action:</p> <ul style="list-style-type: none"> <li>Leverage resources?</li> <li>Cultivate partnership?</li> <li>Grow awareness of the CAC?</li> <li>Address root causes of inequity?</li> <li>Instill faith in government transparency, accountability, and stewardship?</li> <li>Align with or expand on the priorities of the Governor and the State of California?</li> <li>Demonstrate innovation?</li> <li>Position the CAC as a national or international leader?</li> </ul> <p><i>Based on the responses, evaluate whether the action should move to Tier 3.</i></p>	<p>Has research been conducted to identify best practices for racial equity?</p> <p>If it is appropriate to conduct a Racial Equity Impact Assessment (see Appendix C), what is the timeline and staffing?</p> <p>Will this action disadvantage:</p> <ul style="list-style-type: none"> <li>Small organizations?</li> <li>Certain regions of the state?</li> <li>Potential beneficiaries with disabilities?</li> <li>Potential beneficiaries who communicate in languages other than English?</li> <li>Potential beneficiaries who face social stigma, trauma, and/or safety concerns?</li> <li>Potential beneficiaries with fewer technological resources and/or expertise?</li> </ul> <p><i>If yes to any, what adjustments or accommodations could be made to offset the disadvantage?</i></p> <p><i>Based on the responses, evaluate whether the action should move to Tier 4. Decisions made by staff skip to Tier 5.</i></p>	<p>Prior to calling for a vote:</p> <ul style="list-style-type: none"> <li>Was the item open for discussion at a prior Council meeting?</li> <li>Were Council members able to forward their unresolved questions or concerns to the appropriate committee for research and recommendations?</li> <li>Were those unresolved questions or concerns considered at a committee meeting that was open to the public?</li> <li>Was a public input period offered online or through alternative means for those who could not access a meeting?</li> </ul> <p><i>If the vote passes, move to Tier 5.</i></p>	<p>For this action, what is the Council's role?</p> <p>For this action, what is staff's role?</p> <p>Is there a committee or working group to which this action should be assigned or that should be created?</p> <p><b>Communication</b></p> <p>Once the decision has been made, decide how the decision and progress on the action (if applicable) will be communicated to:</p> <ul style="list-style-type: none"> <li>Those potentially impacted in the field</li> <li>Those potentially impacted as community members</li> <li>Council, staff, partners, funders, elected officials</li> </ul> <p><b>Evaluation</b></p> <p>How will we know if the expected benefit is achieved? How will we know if anyone is better off?</p> <p>How will the public be engaged in evaluative efforts?</p> <p>What are the key benchmarks that would indicate satisfactory progress on this action?</p> <p>What is the reporting mechanism for progress?</p> <p>What is the support mechanism if progress is stalled?</p>



# What is a Racial Equity Impact Assessment?

- Using a racial equity impact assessment process and tool can help jurisdictions assess the actual or anticipated effect of proposed policies, institutional practices, programs, plans and budgetary decisions.
- Conducting a racial equity impact assessment can also help ensure that policymaking occurs in an environment that is transparent and engaging of communities and constituents.

<https://cssp.org/wp-content/uploads/2018/08/Race-Equity-Impact-Assessment-Tool.pdf>



# Racial Equity Impact Assessment

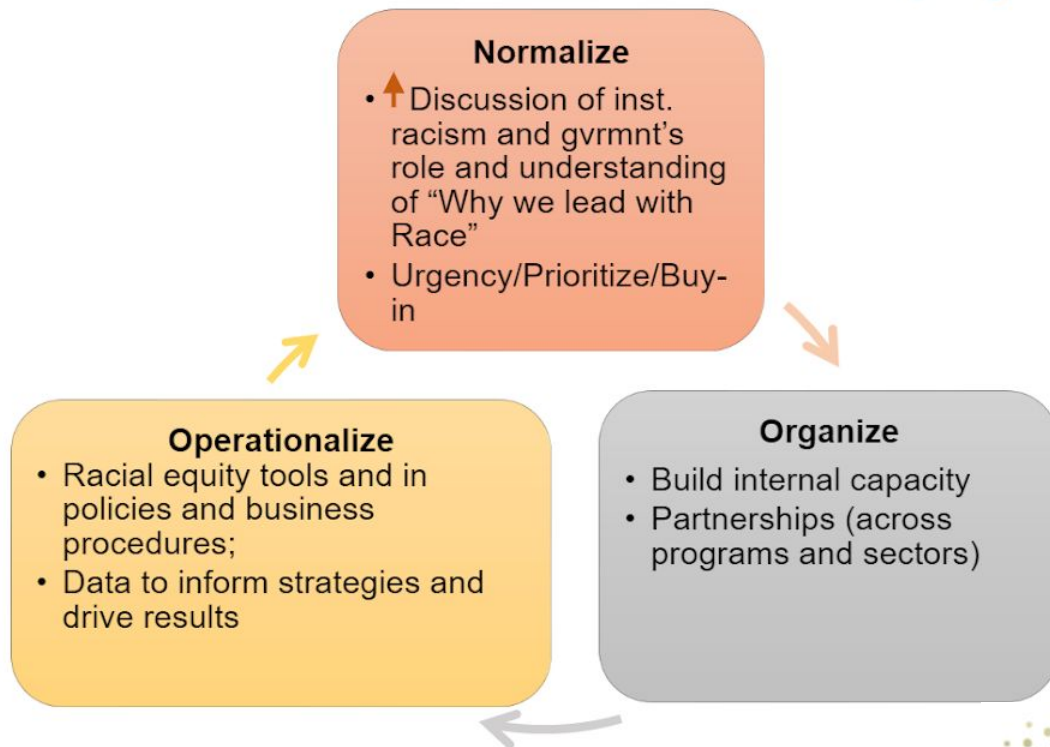
1. Identify Stakeholders
2. Engage Stakeholders
3. Identify and Document Racial Inequities
4. Examine the Causes
5. Clarify the Purpose
6. Consider Adverse Impacts
7. Advance Equitable Impacts
8. Examine Alternatives or Improvements
9. Ensure Viability and Sustainability
10. Identify Success Indicators



# What is a Racial Equity Action Plan?

# Racial Equity Action Plans.....

*Put a theory of change into action*





# Racial Equity Action Plans are.....

- A means to an end; NOT the end
- Both a process and a product
- Guided by a clear results statement/vision
- Structured to achieve meaningful and measurable results
- Transformative
- Policy documents
- Complementary to and leverage existing planning/policy documents
- used to create and maintain accountability



# Potential Areas to Address

- Training and Education
- Hiring, Recruitment, Retention, and Promotions
- Communications
- Contracts and Grants
- Partnerships
- Projects and Programs
- Technical Assistance and Capacity Building
- Stakeholder Policies and Practices for Community Trust-Building, Access and Engagement
- Data Collection, Analysis, and Reporting
- Interagency Collaboration
- Tribal Relations

***...With Budget and Positions to Support***

# California Coastal Commission - Tribal Relations

As spelled out in the Tribal Consultation Policy, the Commission will work collaboratively with California Native American Tribes to better understand the significance of local and regional cultural concerns.

The Commission will seek out and learn from indigenous peoples' unique historical, cultural and ecological knowledge of California's land and resources.

Tribal representatives will receive acknowledgement equal to that of elected officials during general public comment and public comment on specific hearing items.



# California Coastal Commission - Staff Training and Support

Submit formal budget requests to add environmental justice staff positions that will focus on policy implementation, community outreach and issue identification. This will include at least one senior level staff position.

Work with experts to develop an internal, required training program for all staff and Commissioners to address unconscious bias and related issues.

Provide training and financial support for staff members who are willing to serve as interpreters at community meetings and local events. Include such work in the description of the employee's job duties.



# California Coastal Commission - Public Participation

Whenever possible, agendize hearings that are relevant to disadvantaged communities at times and locations that are convenient for working families.

Provide language-appropriate training materials describing available online resources, how Commission meetings work, how to fill out comment cards, how to report violations and file appeals, and how to apply for grants.

Encourage broader participation by creating materials and supporting community workshops to show residents how to participate at Commission meetings.



# ACTION PLAN

## for Preventing and Ending Homelessness in California

Adopted March 2021 by the  
**California Homeless Coordinating  
and Financing Council**



### ACTION AREA 4

## Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities

### ► Objective 11

Mobilize State resources, technical assistance, and guidance to strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from Project Roomkey sites, from other temporary settings, and from unsheltered homelessness.

### ► Objective 12

Foster the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive to people exiting homelessness, to people at lowest income levels, and to people from historically marginalized communities.

### ► Objective 13

Improve access to short- and longer-term forms of rental assistance to encourage innovations, to support racially equitable and successful exits from homelessness, and to support housing development activities.

[https://www.bcsb.ca.gov/hcfc/documents/action\\_plan.pdf](https://www.bcsb.ca.gov/hcfc/documents/action_plan.pdf)

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse & Equitable Leadership & Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions



## MAYOR'S OFFICE OF **HOUSING + COMMUNITY DEVELOPMENT**

### PHASE ONE

# RACIAL EQUITY ACTION PLAN

## **THEME 11: A DIVIDE BETWEEN HOUSING AND COMMUNITY DEVELOPMENT**

The inter-agency divide between the Housing and Community Development and HBMR programmatic areas was mentioned by more than half of interview participants, as well as in a number of qualitative survey responses. The consultant documented a sense that the Housing division was segregated, "more white," and generally less open to conversations on racial equity. The consultant also noted that staff are well aware that educational and qualification requirements for employment differ between the two areas, and see this as a barrier to employment access, diversification, and racial and social inclusion.

<https://sfmohcd.org/sites/default/files/Documents/Racial%20Equity/MOHCD%20Racial%20Equity%20Plan%20Phase%201%20Draft%202020.12.28.pdf>



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# Case Studies for Racial Equity



# EMERGENCY RENTAL ASSISTANCE CASE STUDY

## Santa Clara County Homelessness Prevention System's COVID-19 Emergency Homelessness Prevention Program

**Strategy 1:** Identify and partner with community groups that community members trust.

**Strategy 2:** Co-design the program with community members and partners.

**Strategy 3:** Adopt thoughtful and creative strategies to reach the most vulnerable households.

**Strategy 4:** Dedicate outreach to landlords

**Strategy 5:** Leverage diverse funding streams to meet needs of extremely vulnerable households.

[https://nlihc.org/sites/default/files/Santa-Clara\\_Emergency-Rental-Assistance-Case-Study..pdf](https://nlihc.org/sites/default/files/Santa-Clara_Emergency-Rental-Assistance-Case-Study..pdf)



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# CENTERING RACIAL EQUITY IN HOMELESS SYSTEM DESIGN

Oakland-Berkeley-Alameda County Continuum of Care

- The Racial Equity Impact Analysis (REIA) findings transformed the homeless response system design in Alameda County.
- One place the influence of the REIA can be seen is in the program and system process recommendations.
- The program models describe the optimal structures, staffing ratios, and practices that will contribute to a more equitable homeless housing crisis response.
- Funders and providers should look to the program models as a template for program development, contracting, monitoring, and performance evaluation.



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# Program Model Recommendations

- All staff working in the housing crisis response system are trained to understand structural racism.
- Staff are trained to recognize the roots of homelessness in discrimination, racism, and political choices.
- All program information is translated into County threshold languages.
- All program information is disseminated at strategic community touch points. Recruitment and hiring processes for staff positions at all levels ensures diverse racial, ethnic, and linguistic representation.



# Program Model Recommendations (cont'd)

- Programs include a portion of staff who have experienced homelessness.
- Staff are trained in trauma-informed care and harm reduction.
- Client choice is honored and respected in all programs and centers.  
Housing assistance is client-driven and helps locate housing opportunities that fit the client's needs (near job opportunities and family/ social networks, etc.).
- Programs and staff will work to build on client assets, such as culture, religion, talents, and skills.





# Visioning for Racial Equity

# Visioning



- What do you want our community members experiencing homelessness to expect about racial equity?
- What is your vision for an equitable approach to homelessness in our community?
- What could your role be in manifesting that vision? What steps are you able to take? What support will you need? What support can you offer to others?
- How can the organization where you work or volunteer improve its equity efforts and impact? Who needs to be involved? How can other partners be supportive? What human and financial resources might be available?



# What will you do now?

- Key learnings and takeaways
- Resources
- Post-Training Professional Development
- Training Survey
- SSF CoC Upcoming Meetings/Events





# Resources: Tools, Manuals, Frameworks, and Best Practices



# Resources

[Racial Equity at Funders Together to End Homelessness](#)

[Racial Equity Learning Resources - California Arts Council](#)

[Contextual Notes to McKnight's Statement on Diversity, Equity, and Inclusion](#)

[Racial Equity Plan Manual](#)

[Changing the Conversation](#)

[Racial Equity | EveryOneHome.org](#)

# More Resources

[Multnomah County](#)

[Santa Clara County](#)

[Los Angeles County](#)

[San Francisco City & County](#)

[Racial Equity Action Plans:](#)

[A How-to Manual](#)

[National Culturally and Linguistically](#)

[Appropriate Services \(CLAS\)](#)

[Standards](#)

[Racial Equity Decision Support Tool](#)

[Racial Equity Impact Assessment](#)

[Racial Equity Toolkit](#)



# Post-Training Professional Development

Schedule 30 minutes on your calendar for this activity.

During your allotted time, scan the resource list on slides 41 and 42.

Delve into the 1-3 resources you are most interested in.

## **Answer these questions:**

- 1) I want to share this resource with \_\_\_\_\_ because \_\_\_\_\_ .
- 2) I want to learn more about \_\_\_\_\_.
- 3) I am feeling inspired to \_\_\_\_\_.



# Training Survey

Please help us by completing a short survey:

<https://forms.gle/MSCm71SWwT2EG7B48>



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# SSF CoC Upcoming Meetings / Events

Tomorrow, May 25th, 2021 - **Sacramento CoC Annual Meeting**

June 1st, 2021 - **REQ Training #3 Courageous Conversation**

June 21st, 2021 - **REQ Stakeholder Forum**

3rd Wednesday's 9AM to 11AM - [REQC Meetings](#)

Explore all [CoC Meetings](#)



# Thank you!



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