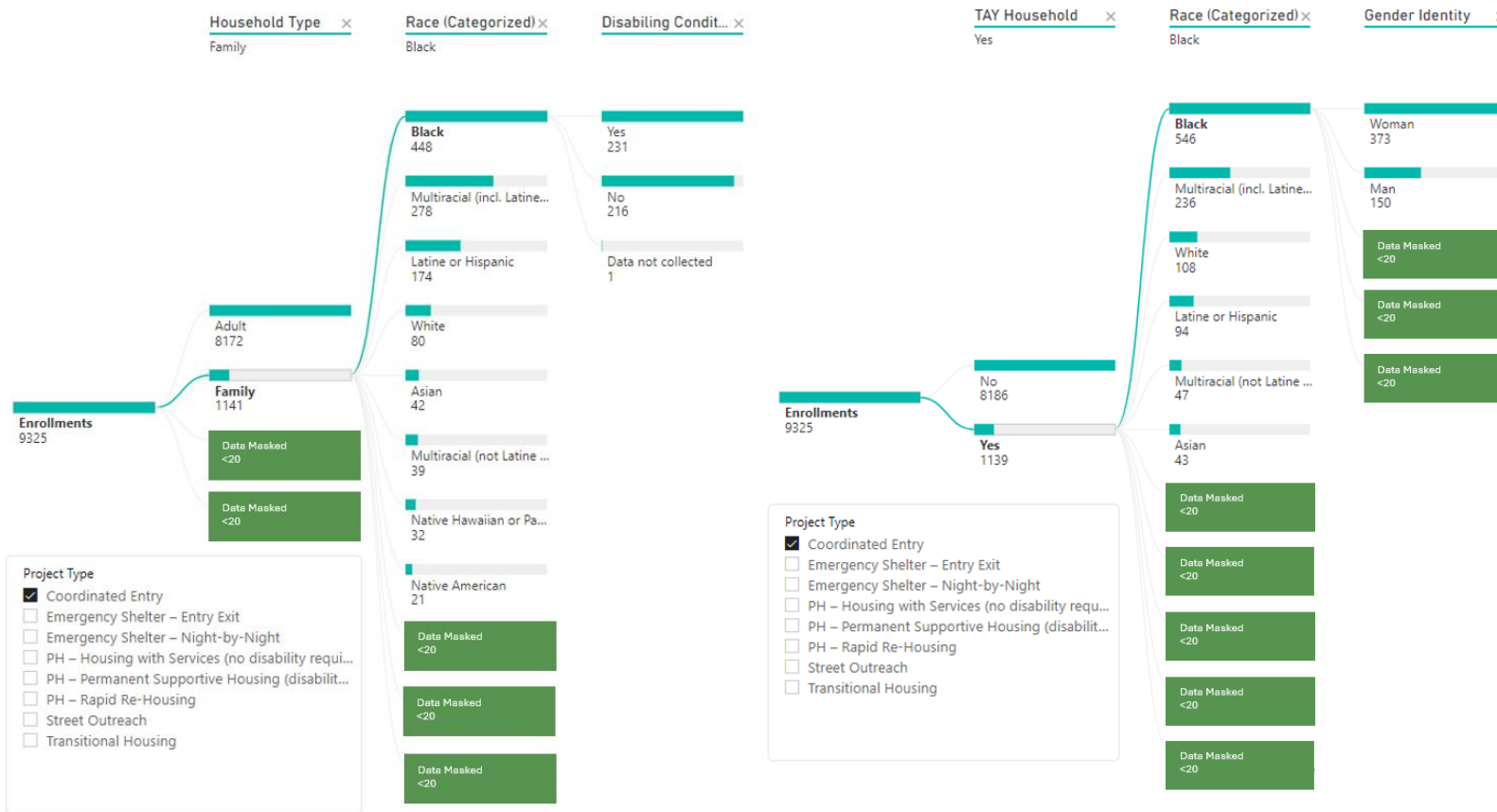


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Department of Homelessness and Supportive Housing

Intersectional Data on Coordinated Entry- HRS

[HSH]

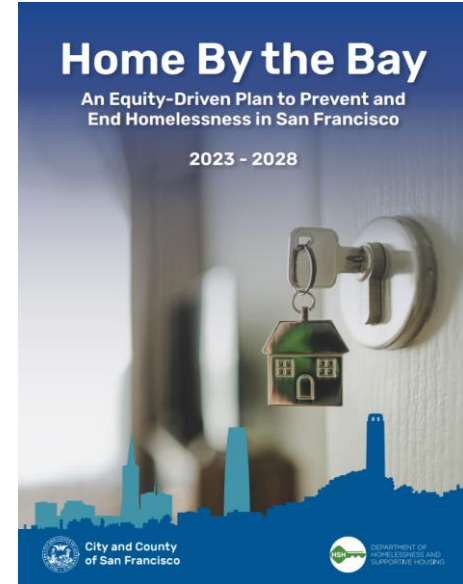
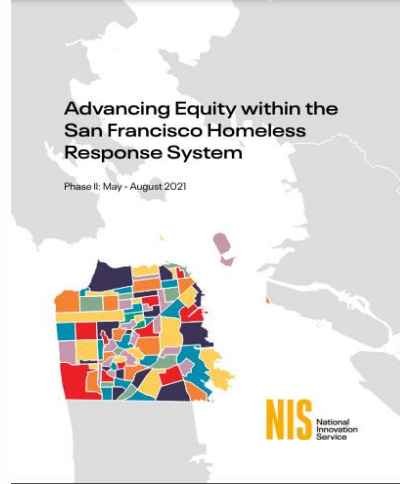


HSH Equity Framework

THE EQUITY JOURNEY FOR HSH NOW INTEGRATES THE RACIAL EQUITY PLAN TO COMPLIMENT AND UPLIFT THE 5-YEAR STRATEGIC PLAN OF “HOMEBYTHEBAY” RELEASED IN 2023. HERE IS A CROSS WALK OF HOW MANY ACTIVITIES FROM THE R.E.A.P WILL REMAIN RELEVANT TO THE WORK OF THE EQUITY OFFICE AT HSH.

HSH Equity Office Crosswalk	Diverse and Equitable Leadership	Mobility and Professional Development	Organizational Culture of Inclusion and Belonging	Retention and Promotion	Hiring and Recruitment	Total
Advancing Racial Equity and Housing Justice	23	1	37	4	3	68
Enhancing System Performance and Capacity	4					4
Strengthening Response to Unsheltered Homelessness	1			2		3
Increasing Successful and Stable Entries into Permanent Housing	4			1		5
Total	32	1	40	4	3	80

R.E.A.P >> HBTB Journey



Action Area	Focus
1	Hiring and Recruitment
2	Retention and Promotion
3	Discipline and Separation
4	Diverse and Equitable Leadership
5	Mobility and Professional Development
6	Organizational Culture of Inclusion and Belonging

Internal , HSH in relation to CCSF

Action Area	Focus
1	Advancing Racial Equity and Housing Justice
2	Enhancing System Performance and Capacity
3	Strengthening Response to Unsheltered Homelessness
4	Increasing Successful and Stable Entries into Permanent Housing
5	Preventing People from Experiencing Homelessness

External and Internal, HRS in relation to CCSF

GUIDING PRINCIPLES OF HSH EQUITY OFFICE

Strategic

Goal oriented & integrated

Structural

Building capacity & performance management

Sustainable

Long term & enduring

Shared

Cross functional & Advisory

GOALS

- To achieve an equitable culture amongst our staff, providers and networks that fully reflects the intersectional communities served.
- To enrich our strategic plan with diversity and inclusion integrations through learning, development and increased self-awareness along with reporting and analysis.
- To build and scale capacity to showcase efforts and results to leverage the power of diversity to affirm equity in the mission of the organization.
- To demonstrate equity modelling with sustainable programs & activations, particularly to ensure measurable reductions in racial inequities and other disparities in all efforts to preventing and ending homelessness.

EO Collaboration: Guiding Questions

- What is the function of your work within the HRS? Who are you serving?
- What communities are limited in access, unable to access, and/or disproportionately entering your services?
- What are the barriers to access for these communities?
- What role do you play in providing solutions that address these inequities?
- What other stakeholders/partners are needed to implement solutions?
- What metrics ensure that disparities are being addressed?
- Who will hold you accountable?

The Equity Office

Is...

- An Initial Incubator
- An Equity Strategist
- Introspective Advisory
- Thought Provoking Guidance
- Intervention for long term success
- A Journey and NOT a Destination

Is Not...

- Quick fixes & Reactive
- Confrontational
- About changing you
- Problems, Problems, Problems
- Project management

Equity Recommendations

Action Planning for Equity Protocol

Expanding diversity and increasing inclusive participation, feedback and engagement.



Increase Diversity

Fostering an equitable and inclusive work culture to ensure required outcomes



Ensure Equity

Nurturing diverse voices through intentional & safe localized collaborations



Promote Inclusion

Elevating partners for development & implementation through connections with community



Enhance Outreach and Engagement

FY23-24: What is a racial equity practice that your dept/division has learned or implemented in the last year?

Racial Equity Training and Engagement

[What was the **racial disparity** your dept/division was focused on?]

Racial equity training series for all staff addressing racism: Systemic; Institutional, Interpersonal (internal), interpersonal (external) and internalized levels.

[Why was this a priority for your dept/division? Was it in your last progress report, or did it emerge later in the year?]

Addressing the racial inequities and other disparities within the Homelessness Response System(HRS) as per the strategic plans internally and externally. Yes, it was on the last progress report, and it has only emerged to be scaled further. It focuses on addressing R.E.A.P and Home By The Bay strategic plans addressing the HSH internal and external needs.

[What **steps** did your dept/division take? What was the **outcome**?] The department conducted in-person mandatory trainings for each of the dynamics of racism after holding community listening sessions with CBOs and external partners along with internal staff. With 95% attendance on average across the 4-training series, with a class size of 35-50 with learnings shared with leadership to embed in ongoing programs and guidance.

[What did your dept/division **learn**? What worked, and what would you do differently?]

The department overcame the knowledge gap of racism dynamics on their heavy impact on homelessness of further marginalized communities in San Francisco and helped built mechanism and thought leadership on integration racial equity to existing and emerging programs and services.

[What **follow up** will you be doing on this in the next year, if any?]

The 4- part training series will be focused on CBO and external partner communities to bring awareness and access to addressing racial disparities and other inequities within the HRS along with conducting cadenced surveys and focus groups to measure and gauge continued racial equity practices.

FY23-24: What is a racial equity practice that your dept/division has learned or implemented in the last year?

Diversity and Equity Celebrations and intersectional talks within HSH

[What was the racial disparity your dept/division was focused on?]

Building cultural inclusivity and racial fluency amongst HSH internal communities to build humility and competency to better service provider engagement and to enhance

[Why was this a priority for your dept/division? Was it in your last progress report, or did it emerge later in the year?]

To better retention and career pathways for HSH staff, particularly for Black and BIPOC HSH employees to provide equitable and engaging employment. It was on the last progress report continuing employee morale and retention.

[What steps did your dept/division take? What was the outcome?]

Holding monthly diversity intersectional talks inviting community leaders, CBO partners and artists to share their lived experiences, wisdom and intersectional housing interactions along with holding community listening engagements with CBO and HSH staff partners. Creating the “Equity Matters” newsletter and launching New Employee Equity Onboarding to engage in further equity journeys at all levels along with engaging in peer learning cohorts with O.R.E and all-staff meetings centered in equity integrations.

[What did your dept/division learn? What worked, and what would you do differently?]

The need to continue and build such spaces and conversations to continue seeing bettered retention, broadened new hire/transfer HSH immersion and bringing greater CBO participation to share their experiences.

[What follow up will you be doing on this in the next year, if any?]

Create a calendared cadence of diversity talks along with integrated forums of engagement with HSH, CBO and CCSF partners.

FY23-24: What is a racial equity practice that your dept/division has learned or implemented in the last year?

Affirming Trans Access to Housing Training Symposiums- CBO and HSH Tracks

What was the racial disparity your dept/division was focused on?

Building gender diversity awareness to affirm housing access and programs to TGNCI+ clients particularly those at intersectional burdens of race and gender identity in San Francisco.

Why was this a priority for your dept/division? Was it in your last progress report, or did it emerge later in the year?

In the overall mission of Ending Trans Homelessness, a city-wide initiative focused on historic investments in housing subsidies, behavioral health and social services, and acquisition of a Permanent Supportive Housing site for trans and LGBTQ+ youth, it was key to build cultural humility for providers and awareness of supporting equitably the TGNCI+ clients who they would end serving.

[What steps did your dept/division take? What was the outcome?]

The department partnered with Office of Transgender Initiatives to hold in-person training symposiums for CBO partners from Nov 2023 through June 2024, with total of 650+ individual service providers across 52 CBO partners that work with HSH today. HSH staff focused ATAH training symposiums were also held along with individual TGNCI+ employee engagements.

[What did your dept/division learn? What worked, and what would you do differently?]

The department learnt that the learning curve to build affirming gender access is steep and the continued conversation mechanisms with the external ecosystems is critical. We also devised an online module for continued learning of the training content.

[What follow up will you be doing on this in the next year, if any?]

The ATAH symposiums will continue digitally in the new year and build further discussions for ETH workstreams to better and enhance programs

FY23-24: What is a racial equity practice that your dept/division has learned or implemented in the last year?

BIPOC Equity Fund for capacity building for emerging organizations

What was the racial disparity your dept/division was focused on?

Emerging organizations within the Homelessness Response System led by BIPOC leaders and communities experience further disparity and constraints in serving immediate marginalized populations and addressing the economic imbalance amongst HSH funded partners by bringing modest parity to BIPOC led organizations.

Why was this a priority for your dept/division? Was it in your last progress report, or did it emerge later in the year?

The continued overbias of HSH intersectional reporting showed the limitations of BIPOC led organizations in serving populations of color, given funding and operational supports from systems of support needed us to create the BIPOC equity fund over 3 years ago. This was not on the last progress report.

What steps did your dept/division take? What was the outcome?

The department put out a call for submissions from BIPOC-led and centering organizations and received submissions. 8 CBOs were finalized to receive a one-time fund of \$100,000 each, with existing contracts with them updated to include deliverables and fund spend plan. These organizations are getting support in centering organizational capacities, BIPOC staff and leader development, infrastructure improvement, improved tracking mechanisms and robust client engagements.

What did your dept/division learn? What worked, and what would you do differently?

The need to support BIPOC- led and centering organizations beyond funding opportunities such as BIPOC equity fund prevail in providing technical support, leadership mentoring and continued support in scaling and sustaining their work programs. Bettering and condensing the timeline to get funds to the organizations to execute towards capacity building would be a key focus moving forward.

What follow up will you be doing on this in the next year, if any?

Continue the BIPOC equity fund and build BIPOC leadership within HRS. Engage with HSH staff to build conversations around program efficiency.

FY24-25: What is a racial equity practice that is a **priority for your dept/division to learn or implement this upcoming year?**

Racial Equity Trainings and Engagements- CBO and HSH communities

[What is the **racial disparity** your dept/division needs to address?]

To address the disparities of race and gender within the CBO communities to better affirming access to housing and remove barriers to entry.

[What **specific steps** will your dept/division going to take? What steps have you already taken, if any?]

Build a training curriculum focused on the 4 elements of racism: Systemic; Institutional, Interpersonal (internal), interpersonal (external) and internalized levels for the CBO community with easy navigation and learning modules.

[Who will your dept/division **engage** in this? Who will lead the work for your dept/division? Who will advise?]

The department will engage with its consultant partner- TalentPoole along with Programs, Contracts and Data divisions with engagements and trainings led by the HSH Equity Office.

[What **guidance or support** do you need, including from ORE, DHR, CSC?]

Continued guidance and partnership from ORE, DHR and DPH on best practices of furthering racial equity across the homelessness response system.

[What **outcome(s)** are you hoping for in one year?]

Complete awareness and integration of HomeByTheBay strategic plan by external and internal parties, along with equipping CBOs with addressing the real-time racial disparities

FY24-25: What is a racial equity practice that is a **priority for your dept/division to learn or implement this upcoming year?**

Equity Protocols and Framework guidance to align with HSH strategic framework

[What is the **racial disparity** your dept/division needs to address?]

To enrich our strategic plan with diversity and inclusion integrations through learning, development and increased self-awareness along with reporting and analysis by addressing the racial disparities amongst served HRS clients along with HSH staff feedback.

[What **specific steps** will your dept/division going to take? What steps have you already taken, if any?]

Delivering on the 5-year strategic plan “Home By The Bay” with concrete metrics of measurement requires continued conversations that are premised on equity frameworks and integrating them to Equity Office priorities. Cadenced conversations with each division leaders to monitor and celebrate progress of HBTB team activities.

[Who will your dept/division **engage** in this? Who will lead the work for your dept/division? Who will advise?]

The department will engage with each of its divisions to identify, plan and implement the CBO-focused training sessions, led by the Equity Office with guidance from our equity consultant partner- TalentPoole.

[What **guidance or support** do you need, including from ORE, DHR, CSC?]

Continued guidance and partnership from ORE, DHR and DPH on best practices of furthering racial equity across the homelessness response system.

[What **outcome(s)** are you hoping for in one year?]

Complete awareness and integration of Home By The Bay strategic plan by external and internal parties, along with Long Range Planning

FY24-25: What is a racial equity practice that is a **priority for your dept/division to learn or implement this upcoming year?**

Building equity focused intersectional data dashboarding

[What is the **racial disparity** your dept/division needs to address?]

Building data equity to remain relevant to equitable change, with race and gender as primary base variables. Understanding how dynamics of race and ethnicity further exacerbate homelessness in already vulnerable communities (including gender, sexual orientation, disability, prior incarceration, and TAY/aging/family households)

[What **specific steps** will your dept/division going to take? What steps have you already taken, if any?]

Gather data relevant to HRS client engagements, dashboard development with demographic driven visualizations.

[Who will your dept/division **engage** in this? Who will lead the work for your dept/division? Who will advise?]

Data and Performance, led by Equity Office. Advisory from Planning and Strategy.

[What guidance or support do you need, including from ORE, DHR, CSC?]

Best Practices and efforts to serving the Homelessness populations of San Francisco.

[What **outcome(s)** are you hoping for in one year?]

Establishing baseline data, tracking progress, and seeing equitable change.

Resources

- [Home By The Bay: 2023-2028 Citywide Strategic Plan](#)
- [HSH Racial Equity Action Plan](#)
- [HSH Opportunities for Advancing Racial Equity Phase I – NIS Report](#)
- [HSH Opportunities for Advancing Racial Equity Phase II – NIS Report](#)

