



RACIAL EQUITY ACTION LAB

ACTION MENU

LOCAL AND REGIONAL STRATEGIES
TO END RACIAL INEQUITIES IN
HOMELESSNESS

OCTOBER 2020



FEDERAL RESERVE BANK
OF SAN FRANCISCO



ACKNOWLEDGEMENTS

The Racial Equity Action Lab Planning Team would like to thank the following community stakeholders for their invaluable participation and input in identifying key strategies that local communities may adopt to eliminate racial and ethnic disparities among people experiencing homelessness in the Bay Area.

Design Team

- Regina Cannon, C4 Innovations / Supporting Partnerships for Anti-Racist Communities (SPARC)
- Naomi Cytron, Federal Reserve Bank of San Francisco
- Consuelo Hernandez, County of Santa Clara, Office of Supportive Housing
- Ashley Hart McIntyre, Marin County Department of Health and Human Services
- Erica McWhorter, Contra Costa County Health Services Department, Health, Housing and Homeless Services Division
- Gabe Mestaz, Santa Clara County Lived Experience Advisory Board
- Tomiquia Moss, All Home
- Miranda Ramirez, Solano County Behavioral Health
- Del Seymour, San Francisco Local Homeless Coordinating Board
- Susan Shelton, Alameda County EveryOne Home
- Pablo Zatarain, Fair Housing Napa Valley

Key Informants

- Darlene Flynn, City of Oakland Race & Equity Department
- Gail Gilman, All Home
- Lily Harvey, Homebase
- Consuelo Hernandez, Santa Clara County Office of Supportive Housing
- Christopher Martin, Housing California
- Erica McWhorter, Contra Costa County Health, Housing and Homeless Services
- Gabe Mestaz, Santa Clara County Lived Experience Advisory Board
- Tomiquia Moss, All Home
- Miranda Ramirez, Solano County Behavioral Health
- Del Seymour, San Francisco Local Homeless Coordinating Board
- Pablo Zatarain, Napa Fair Housing

Racial Equity Action Lab Planning Team

- Melissa Jones, Bay Area Regional Health Inequities Initiative
- Will Dominie, Bay Area Regional Health Inequities Initiative

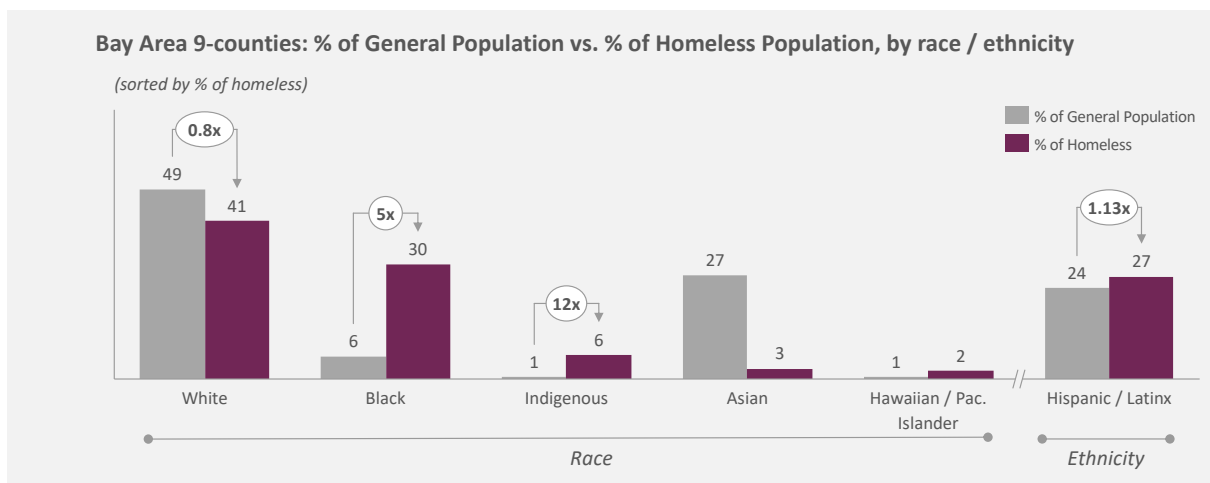
- Darris Young, Bay Area Regional Health Inequities Initiative
- Nick Large, Homebase
- Gillian Morshedi, Homebase
- Steven Shum, consultant
- Nikole Thomas, Homebase
- Matt Vander Sluis, Bay Area Regional Health Inequities Initiative

BACKGROUND

Homelessness and the COVID-19 pandemic have starkly disproportionate impacts on communities of color in the Bay Area—particularly among Black and Indigenous communities. Latinx and Pacific Islanders also face heightened risks of homelessness. These disparities can be seen starkly in Figures 1 (regional) and 2 (local) below from All Home’s analysis of PIT Count and ACS data.

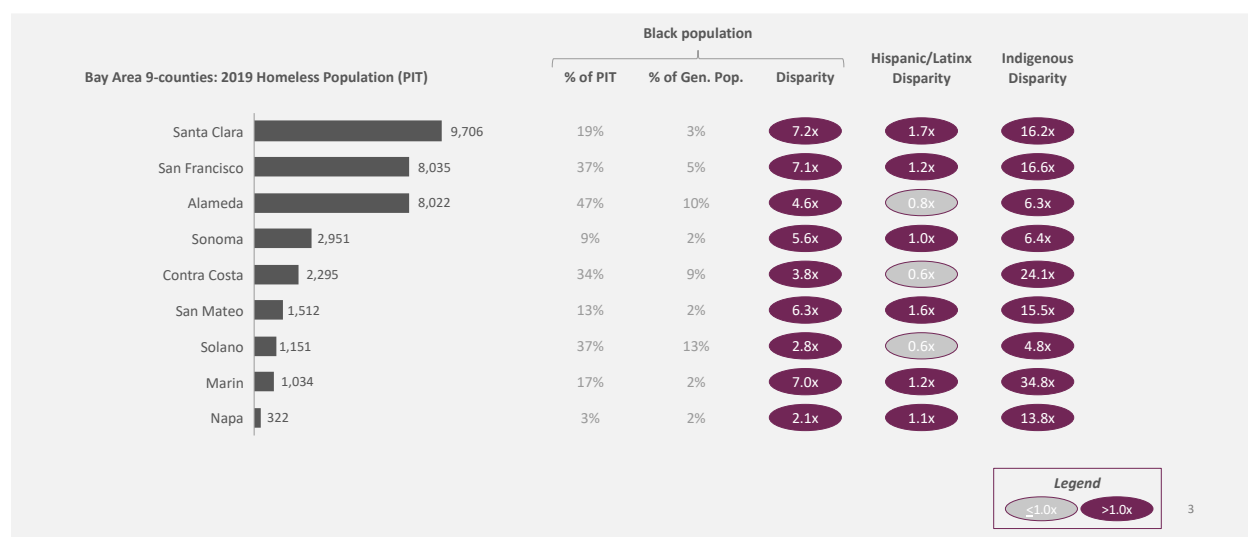
As localities develop their approaches to reducing the number of unhoused people and respond to the public health crisis of the novel coronavirus and contain its spread into vulnerable communities, the Bay Area Regional Health Inequities Initiative (BARHII), Homebase, All Home, and the Federal Reserve Bank of San Francisco have worked with the Design Team and key informants above to compile best practices from across the region and nation and key strategies for addressing racial inequities in the homeless response systems. We intend this as a living document that continues to evolve with inputs from the teams in the Racial Equity Action Lab, and as new practices are tested across the region.

Figure 1: Regional Disparities by Race/Ethnicity



Source: All Home Analysis of 2019 HUD and 2018 ACS 1 Year Data

Figure 2: County/COC Disparities by Race/Ethnicity



Source: All Home Analysis of 2019 HUD and 2018 ACS 1 Year Data

Anti-Black racism has played a particularly critical role in driving inequities in homelessness and COVID risk. Black people face heightened risks due to current inequitable policies and practices and a legacy of historic discrimination that we have the obligation to change. As a result of these decisions:

- Black people in the Bay Area make up only 6% of the general population yet are overrepresented as 30% of unhoused people.
- Black people are among the highest risk for COVID-19 infection in California and die from the disease at 1.3 times the rate of the general population.

Therefore, **at the local level, our goal is to eliminate racial and ethnic disparities that exist within homeless crisis response systems, particularly for people at elevated risk for COVID-19, in ways that contribute to our overarching regional efforts.**

At the regional level, our goal is to eliminate racial and ethnic disparities and COVID-19 risks among people who are unhoused — especially the disproportionate number of Black people who are homeless — by expanding housing opportunities and housing choice across the Bay Area. By focusing our efforts to address racial and ethnic disparities, we are confident that the region will be stronger and better prepared to address the needs of all people experiencing homelessness and at-risk for COVID-19.

ACTION MENU: AT A GLANCE

Guiding Principles

In order to achieve our goal of eliminating racial inequities among people experiencing homelessness, the Design Team was guided by the following principles that shaped each of the strategies we identified to address racial and ethnic disparities in the homeless response system.



Communities have an opportunity to adopt local and regional strategies from the Action Menu as they decide how to use new and existing funding from federal, state, and local government to expand housing opportunities and address the needs of individuals and families experiencing homelessness.

We are hopeful that Bay Area communities are guided by the same principles that informed the Design Team:

- **Target support to those facing the highest risks**, particularly Black people who are disproportionately represented in the homeless response system and other systems of care.

- **Ensure that people with lived experience of homelessness – particularly Black people – play a leadership role** in overseeing program and policymaking within the homeless response system and other systems of care.
- **Get people into permanent housing.** If we really want to shift individual and family trajectories for achieving successful outcomes, we need to expand affordable housing opportunities for the most vulnerable.
- **Expand partnerships with other systems of care**, including health, behavioral health, justice, and child welfare to coordinate resources to support housing stability for the most vulnerable.
- **Dismantle the root causes of homelessness**, including the acknowledgement that historical and systemic racism in housing, land use, property rights, employment, criminal justice, and healthcare have made generational poverty and the lack of wealth accumulation significant barriers for communities of color to achieve stable housing opportunities.

Racial Justice and Intersectional Orientation

We are hopeful that this Action Menu plays a strong role in guiding Bay Area communities as they plan and implement program and policy strategies to reduce racial disparities and COVID-19 risks among Black, Indigenous, Latinx, and Pacific Islander communities.

We also recognize that other factors shape our access to stable housing. People who identify as lesbian, gay, bisexual, or queer face barriers to housing and face discrimination in the homeless system. Transgender-identified people face especially significant inequities in the homeless system and other systems of care. LGBTQ+ people of color often face compounding barriers of homophobia/transphobia and racism that push them into unstable housing or homelessness. And data is emerging that LGBTQ+ people – particularly LGBTQ+ people of color – are at elevated risk for COVID-19. However, it is already clear that people of color and people from marginalized communities are disproportionately impacted by both our homelessness crisis and the coronavirus pandemic. Additionally, we know that pregnant people, families with young children, seniors, people with disabilities, people with mental and physical health conditions, and others face heightened health risks.

It is critical, therefore, that the planning, design, and implementation of our strategic response to the region’s homelessness crisis address the intersectionality of race, gender, sexuality, disability, and health vulnerabilities – and that our strategies are tailored to account for different life circumstances and medical vulnerabilities.

Organization of Action Menu

The action menu is organized as a list of key strategies that Bay Area communities may adopt to reduce racial and ethnic disparities and COVID-19 risks among people experiencing homelessness – especially the disproportionate number of Black people who are homeless across the region.

We identified **4 categories of strategies** that communities may adopt to reduce locally identified racial and ethnic inequities within their homeless response system.



Key Considerations

When reviewing the list of key strategies contained in the Action Menu, please note that each strategy should be tailored to meet the local context and specific needs of your community – including the racial and ethnic disparities among unhoused people. We encourage you to pursue strategies that center the experiences of communities who are overrepresented in your homeless response system and who are at elevated risk for COVID-19 infection and illness.


It is tremendously important for local communities to implement strategies that are culturally relevant and responsive to the needs of those who are overrepresented in the homeless system – especially if we expect to make meaningful progress in eliminating long-standing racial and ethnic disparities. All of our strategies acknowledge and respond to the cultural needs of the most vulnerable and marginalized. As a result, the interventions that communities adopt cannot be race-neutral if we intend to achieve our key goals.

There is not one single strategy that will achieve the goal of eliminating racial inequities among people experiencing homelessness. To address racial equity in addition to the


root causes of homelessness, local communities should consider adopting cross-system and regional approaches that engage other systems of care and a broader coalition of community stakeholders – including those with lived experience of homelessness. The overall work of racial equity and justice requires sustained multi-year investment from both the public and private sectors, dedicated resources, a commitment to proven strategies, and strong coordination and collaboration.

We encourage local jurisdictions/COC's to use the following pages, which show all the strategies at a glance, as a survey tool to consider what has already been completed (or is ongoing), what is underway, and what has not yet started within their systems. Subsequent pages (which are linked in the summary table) contain details and examples to help understand strategies and how they have been used.

STRATEGY 1: DEVELOP LEADERSHIP FOR RACIAL EQUITY

		STATUS
<div style="text-align: center;">  </div> <p>Develop Leadership for Racial Equity</p>	<p>Strategy 1.1 – Establish local committee comprised of people with lived experience of homelessness, especially people of color, with power to oversee program and policy design, implementation, and evaluation of homeless system.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
	<p>Strategy 1.2 – Establish racial equity committee to guide assessment and reform process to address racial disparities in the homeless system.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
	<p>Strategy 1.3 – Convene racial equity committee to track progress in eliminating racial and ethnic disparities in homeless response system.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
	<p>Strategy 1.4 – Hire and promote staff that reflects the racial, ethnic, and lived experience diversity of client population for homeless system. Ensure leadership – including boards and commissions – also reflects this diversity.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
	<p>Strategy 1.5 – Provide culturally relevant and responsive training and educational support to staff of the homeless system to build organizational capacity to eliminate racial inequities.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
	<p>Strategy 1.6 – Provide educational support to community at-large about racial disparities among people experiencing homelessness and strategies to eliminate these racial inequities.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>

STRATEGY 2: Identify and Prioritize Disparities for Action

		STATUS
<div style="text-align: center;">  <p>Identify and Prioritize Racial Disparities for Action</p> </div>	<p>Strategy 2.1 – Analyze performance of homeless system with respect to racial inequities (e.g. comparing representation in homeless system with general population, population in poverty, etc.). Examine disparities among racial and ethnic groups for their outcomes in the homeless system, particularly referrals to permanent housing and returns to homelessness.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
	<p>Strategy 2.2 – Establish accountability measures to eliminate overrepresentation of people of color experiencing homelessness.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
	<p>Strategy 2.3 – Develop racial equity plan for addressing disparities in the homeless response system by expanding housing opportunities for the most vulnerable.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
	<p>Strategy 2.4 – Examine racial disparities in homeless system alongside racial disparities in other systems of care, particularly health, behavioral health, child welfare, and justice systems, in order to improve cross-system coordination and partnerships.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>

STRATEGY 3: EXPAND HOUSING OPPORTUNITIES

- *Challenge Inequities within the Homelessness System*
- *Partner with other Systems to Advance Equity*
- *Expand Housing Opportunities for People of Color*

STATUS

3

Expand Housing Opportunities:
Challenge Inequities within Homelessness System

[Strategy 3.1](#) – **Reform outreach and engagement activities:** Strengthen culturally relevant outreach and engagement activities to support local efforts to achieve racial equity.

Not Started
Underway
Completed/
Ongoing

[Strategy 3.2](#) – **Reform assessment activities:** Analyze Coordinated Entry System and assessment tools to ensure process is serving the most vulnerable people and reducing racial disparities.

Not Started
Underway
Completed/
Ongoing

[Strategy 3.3](#) – **Reform interim/crisis intervention activities:** in light of COVID-19, move unhoused people into non-congregate settings. Focus on serving the most vulnerable while also reducing racial disparities.

Not Started
Underway
Completed/
Ongoing

[Strategy 3.4.1](#) – **Reform permanent housing activities: Support tenant access into housing** – with culturally relevant services, low-barrier eligibility criteria, Fair Chance Campaign, etc.

Not Started
Underway
Completed/
Ongoing

[Strategy 3.4.2](#) – **Reform permanent housing activities: support and expand culturally relevant services to maintain housing stability** for the most vulnerable.

Not Started
Underway
Completed/
Ongoing

3

Expand Housing Opportunities: *Partner with other Systems to Advance Equity*

<p>Strategy 3.5 – Reform returns to homelessness activities: analyze characteristics of people who return to homeless system to develop comprehensive support system to rehouse and provide culturally relevant services.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
<p>Strategy 3.6 – Defund the police, decriminalize homelessness, reinvest in equity. As Bay Area communities consider cutting police budgets to reinvest in social programs, encourage communities to reallocate their funding to benefit unhoused people experiencing mental health or substance use crises.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
<p>Strategy 3.7 – Accelerate coordination between homeless system and other systems of care – particularly health, behavioral health, justice, and child welfare systems – to prioritize housing and services for vulnerable individuals. Highlight partnership opportunities to leverage cross-system resources to address racial disparities.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
<p>Strategy 3.8 – Partnership with health and behavioral health systems: Improve cross-system coordination and dedicate resources to ensure that medically vulnerable clients who are experiencing homelessness are connected to housing and services to support their overall stability and wellness.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
<p>Strategy 3.9 – Partnership with justice system: Improve cross-system coordination and dedicate resources for housing and services for people coming out of incarceration, particularly people of color with health and behavioral health conditions who are better served in community settings.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>
<p>Strategy 3.10 – Partnership with child welfare system: improve cross-system coordination and dedicate resources for housing and services for homeless families and young adults involved in the child welfare system – taking into account racial and ethnic disparities.</p>	<p>Not Started</p> <p>Underway</p> <p>Completed/ Ongoing</p>

3

Expand Housing Opportunities: *Expand Housing Opportunities for People of Color*

<p>Strategy 3.11 – Partner with other racial equity initiatives: align racial equity efforts in homeless system with other communitywide racial equity initiatives (GARE, health system redesign, etc.) to expand housing opportunities for people of color.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 3.12 – Produce new affordable homes. Support land use and affordable housing policies (inclusionary zoning, by-right and streamlined approval for affordable housing, additional funding, etc.) to reduce affordable housing shortfalls that have disproportionately impacted communities of color.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 3.13 – Preserve affordable homes (e.g. earmarked funding, “right of first refusal”, community land trust model, etc.) to protect communities of color from displacement pressures that may lead to homelessness.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 3.14 – Protect tenants. In the short term, strengthen and implement emergency measures such as eviction moratoria, rent caps, source of income protections, etc. to keep low-income households stable in housing. Over the longer term, support stronger tenant protections such as rent control, just cause eviction protections, relocation assistance, and right to counsel.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 3.15 – Support fair housing activities to overcome historic segregation, achieve integrated housing, promote fair housing choice, and foster inclusive communities free from discrimination – particularly for people of color experiencing homelessness.</p>	<p>Not Started Underway Completed/ Ongoing</p>

STRATEGY 4: TAKE COLLECTIVE ACTION

- *Regional Strategies*
- *Statewide Strategies*

STATUS



Take Collective Action:
Regional Strategies

<p>Strategy 4.1 – Build regional infrastructure to coordinate technical support and resources to eliminate racial disparities among unhoused people by expanding affordable and supportive housing opportunities.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 4.1.1 – Leverage and grow leadership of Bay Area Housing Finance Authority to address region’s homelessness crisis, including racial disparities in county homeless systems.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 4.1.2 – Convene at the regional level to address racial and ethnic disparities in the Bay Area’s local homeless systems. Advocate for policies, programs, and funding to eliminate racial inequities among those experiencing homelessness.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 4.1.3 – Convene at the regional level to share strategies and best practices re: addressing racial equities in local homeless systems.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 4.1.4 – Provide culturally relevant training and educational support to homeless systems and other systems of care to address racial and ethnic disparities.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 4.2 – Analyze current state of the region’s racial and ethnic disparities among those experiencing homelessness. Develop regional accountability measures for eliminating racial inequities.</p>	<p>Not Started Underway Completed/ Ongoing</p>

4

Take Collective Action: *Statewide Strategies*

<p>Strategy 4.3 – Develop regional strategy to expand affordable and supportive housing for the most vulnerable people in the homeless system – with a focus on addressing racial inequities.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 4.3.1 – Support BAHFA’s role in providing additional funding – with voter approval – to support local efforts to expand ELI affordable housing and supportive housing targeted to reduce racial disparities.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 4.3.2 – Support All Home’s regional strategy for offering homeless prevention to supplement local prevention efforts. Regional activities will be targeted to the most vulnerable who are at highest risk for homelessness – accounting for infection risk and racial and ethnic disparities.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 4.4 – Support efforts to establish consolidated leadership of State-funded homeless housing and services. Ensure Statewide commitment to addressing racial inequities among people experiencing homelessness.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 4.5 – Coordinate efforts with statewide policy organizations addressing homelessness, including Housing CA, CSH, BARHII, etc. to expand advocacy agenda for racially equitable policies, programs, and funding.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 4.5.1 – Support statewide efforts to allow communities to target strategies and programs based on race, sex, color, ethnicity, or national origin.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 4.6 – Support State funding to analyze racial and ethnic disparities in California-funded homeless housing and services programs. Develop statewide accountability measures for eliminating racial inequities.</p>	<p>Not Started Underway Completed/ Ongoing</p>
<p>Strategy 4.7 – Support statewide effort to create an ongoing and dedicated source of funding to address the State’s homeless crisis. Ensure funding is committed to eliminating racial disparities in homeless systems.</p>	<p>Not Started Underway Completed/ Ongoing</p>

ACTION MENU: DETAIL

DEVELOP LEADERSHIP FOR RACIAL EQUITY: Strategy 1.1 – **Establish local committee comprised of people with lived experience of homelessness**, especially people of color, with power to oversee program and policy design, implementation, and evaluation of homeless system.

1.1.1. **Establish and sustain local committee consisting of people with lived experience** of homelessness to provide feedback on the performance of the homeless response system, similar to consumer advisory boards created for other systems of care. Ensure that committee members and are compensated for their time.

1.1.1.1 **Support leadership development** of local committee members; provide training and support to committee members to prepare them for overseeing homeless response system, including introduction to the system’s governance and management structure, funding, programming, system performance – in addition to an overview of racial equity framework, discussion of the root causes of homelessness, etc.

1.1.1.2 **Learn from local examples**, including [Santa Clara County’s Lived Experience Advisory Board \(LEAB\)](#) supported by Destination: Home. LEAB provides program and policy oversight role (e.g. supporting funding, input on system performance, development of community plan to end homelessness, etc.). The LEAB website offers resources for other communities interested in starting their own advisory board.

1.1.1.3 **Learn from example of HUD’s Youth Homelessness Demonstration Program’s** governance structure where youth action committees have been able to inform and shape the agenda and direction of the continuum of care process for addressing the community’s homeless response, making the overall response more inclusive of the needs of young people.

1.1.2 Through consumer advisory board, **convene regular focus groups of people with lived experience of homelessness** – encouraging participation that represents the racial and ethnic diversity of the unhoused community – to provide input on key segments of the homeless response

system. Ensure that focus group participants are compensated for their time.

DEVELOP LEADERSHIP FOR RACIAL EQUITY: Strategy 1.2 – **Establish racial equity committee** to guide assessment and reform process to address racial disparities in the homeless system.

- 1.2.1 **Establish and sustain racial equity committee** – comprised of homeless system staff, providers, people with lived experience of homelessness, other systems of care, etc. – to lead community’s efforts to eliminate the overrepresentation of people of color in the homeless response system.
- 1.2.2 **Support institutional leadership development of committee members to oversee system-wide efforts** to achieve racial equity and justice in homeless system, including introduction to racial equity framework, root causes of homelessness, change management, etc.
 - 1.2.2.1 Learn from HUD guidance on [Equity Capacity Building: Hiring, Supervision, Training](#).
- 1.2.3 **Leverage learnings from locally sponsored racial equity initiatives**, including [Government Alliance on Race & Equity \(GARE\)](#) initiative to help government agencies understand the importance of elevating issues of race and equity and implicit bias, both in policy and practice.
- 1.2.4 **Leverage learnings from racial equity efforts from other local systems** of care.
 - 1.2.4.1 Learn from Marin County’s [All In Marin: Department of Health and Human Services Strategic Plan to Achieve Health and Wellness Equity 2018](#).
- 1.2.5 **Leverage learnings from citywide and countywide offices of racial equity**, including [City of Oakland](#) and [San Francisco](#). These offices are valuable resources for supporting the committee’s overall efforts to center the experiences of people of color in order to address systemic racism and injustice among those experiencing homelessness.

DEVELOP LEADERSHIP FOR RACIAL EQUITY: Strategy 1.3 – **Convene racial equity committee to track progress** in eliminating racial and ethnic disparities in homeless response system.

- 1.3.1 **Enlist committee to track progress on accountability measures** (e.g. milestones, goals, etc.) based on data analysis of homeless system

(please see *Strategy 2: Identify and Prioritize Racial Disparities for Action*) to ensure that system is addressing racial equity and justice.

DEVELOP LEADERSHIP FOR RACIAL EQUITY: Strategy 1.4 – **Hire and promote staff** that reflects the racial, ethnic and lived experience diversity of client population for homeless system. Ensure leadership – including boards and commissions – also reflects this diversity.

1.4.1 **Invest in staff with lived experience of homelessness**, particularly people of color, to lead and manage the homeless crisis response system.

1.4.1.1 **Ensure that lived experience is a valued qualification** in the hiring and promotion processes for staff in the local homeless system; adjust minimum qualifications to reduce barriers to those with lived experience.

1.4.1.2 **Learn from HUD guidance** on [Equity Capacity Building: Hiring, Supervision, Training](#).

1.4.2 **Create opportunities for education and mentorship** to support the development of people of color in staff and leadership roles.

DEVELOP LEADERSHIP FOR RACIAL EQUITY: Strategy 1.5 – **Provide culturally relevant and responsive training** and educational support to staff of the homeless system to build organizational capacity to eliminate racial inequities.

1.5.1 **Train providers and administrators in racial equity framework and practice, cultural humility and sensitivity, and trauma-informed practice** to be prepared to serve people of color experiencing homelessness, and to work diligently to eliminate racial and ethnic disparities.

1.5.1.1 **Learn from example of Los Angeles Homeless Services Authority (LAHSA)** [Report and Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness](#) that identified a broad range of curriculum to support staff and leadership in ongoing trainings, including the following topics:

- Cultural competency
- Trauma-informed care
- Implicit bias
- Institutional racism
- History of racism and discrimination, specifically against Black people, its economic impact, and the resulting trauma for Black people with lived experience

- Needs of homeless populations, especially Black LGBTQ people
- Case management approaches for engaging people experiencing homelessness by understanding each person's unique situation and particular needs and interests, and by focusing on a human resilience model

1.5.1.2 **Learn from HUD guidance** on [Equity Capacity Building: Hiring, Supervision, Training](#)

1.5.2 **Use experienced trainers, including people of color and people with lived experience**, for culturally relevant training and educational support.

DEVELOP LEADERSHIP FOR RACIAL EQUITY: Strategy 1.6 – **Provide educational support to community at-large** about racial disparities among people experiencing homelessness and strategies to eliminate these racial inequities.

1.6.1 **Create data dashboards and trainings** that spotlight the percentage of people of various races/ethnicities who are entering homeless system and their outcomes, in comparison to the percentage of people of those races/ethnicities in the general population. Acknowledge that these disparities are the result of systemic racism and ongoing policy decisions that have reinforced these inequities, and that we have an urgent role to reform programs and policies. Make these findings and updates widely available to staff of the homeless system and community members.

Detailed Strategies: IDENTIFY AND PRIORITIZE RACIAL DISPARITIES FOR ACTION

IDENTIFY AND PRIORITIZE RACIAL DISPARITIES FOR ACTION: Strategy 2.1 – **Analyze performance of homeless response system with respect to racial inequities** (e.g. comparing representation in homeless system with general population, population in poverty, etc.). Examine disparities among racial and ethnic groups for their outcomes in the homeless system, particularly referrals to permanent housing and returns to homelessness.

2.1.1 **Leverage learnings from assessment tools** designed to help communities evaluate racial disparities in their homeless systems, including HUD's [CoC Analysis Tool on Race and Ethnicity](#) and National Alliance to End Homelessness' [Racial Equity Network Toolkit](#) to conduct analysis of homeless system outcomes based on race or ethnicity of a homeless person or family. NAEH's *Toolkit* was updated to help

homelessness systems gather data to identify and address racial inequities in COVID-19 testing, treatment, and appropriate service delivery.

- 2.1.2 **Leverage learnings from analyses of racial disparities in local homeless systems**, including San Francisco’s [Initial Findings from Quantitative and Qualitative Research](#) and Santa Clara County’s [Race and Homelessness in Santa Clara County](#) reports conducted with C4 Innovation’s Supportive Partnerships for Anti-Racist Communities (SPARC).

IDENTIFY AND PRIORITIZE RACIAL DISPARITIES FOR ACTION: Strategy 2.2 – **Establish accountability measures** to eliminate overrepresentation of people of color experiencing homelessness.

- 2.2.1 **Leverage learnings from All Home’s Regional Impact Council Racial Equity Framework.** A key focus of All Home’s racial equity work in the Bay Area is to eliminate “disproportionality for people experiencing homelessness by race to their proportion in the general population.” For example, African Americans represent less than 6% of the general population in San Francisco, but represent 37% of the homeless population. All Home’s *Racial Equity Framework* recommends that local communities adopt equity-based performance metrics to prioritize interventions at the county level to achieve outcomes that are proportionate to the subpopulation’s representation in the general population.

IDENTIFY AND PRIORITIZE RACIAL DISPARITIES FOR ACTION: Strategy 2.3 – **Develop racial equity plan** for addressing disparities in the homeless response system by expanding housing opportunities for the most vulnerable.

- 2.3.1 Based on local data analysis, **communities are able to identify key strategies for addressing racial equity** among individuals and families experiencing homelessness – by challenging inequities within the homeless system, expanding housing opportunities for people of color, and partnering with other systems to advance equity. Communities may also take collective action at the regional and statewide level to expand housing opportunities for people of color. Communities may support racial equity planning activities with program administration and private funding.
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- 2.3.1.1 **Learn from local examples, including Santa Clara County’s year-long effort – [Race and Homelessness in Santa Clara County](#)** – to improve and expand services for individuals and families of color experiencing homelessness. As a result of its local analysis, Santa Clara County adopted a racial

equity approach in its recent [Community Plan to End Homelessness, 2020 – 2025](#). The Plan’s stated goal by 2025 is to “address the racial inequities present among unhoused people and families and track progress toward reducing disparities.”

IDENTIFY AND PRIORITIZE RACIAL DISPARITIES FOR ACTION: Strategy 2.4 – Examine racial disparities in homeless system alongside racial disparities in other systems of care, particularly health, behavioral health, child welfare, and justice systems, in order to improve cross-system coordination and partnerships.

- 2.4.1 **Convene representatives of other systems of care that discharge clients into the homeless response system.** Share data across systems of care in order to coordinate resources to prioritize housing and services targeted to the most vulnerable – accounting for race and ethnicity. Please see *Strategy 3: Expand Housing Opportunities: Partner with other Systems to Advance Equity*.

Detailed Strategies and Next Steps: EXPAND HOUSING OPPORTUNITIES – Challenge Inequities in Homelessness System

Apply data on racial disparities to drive reform activities to key segments of the homeless response system, including the following:

- [Outreach and Engagement](#)
- [Assessment](#) (e.g. access, assessment, prioritization, referral, etc.)
- [Interim/Crisis Interventions](#) (e.g. shelters, transitional housing, etc.)
- [Permanent Housing](#) (e.g. rapid re-housing, permanent supportive housing, etc.)
- [Returns to Homelessness](#)

CHALLENGE INEQUITIES IN HOMELESSNESS SYSTEM: Strategy 3.1 – Reform Outreach and Engagement Activities: Strengthen culturally relevant outreach and engagement activities to support local efforts to achieve racial equity.

- 3.1.1 **Include participation of traditional and nontraditional providers** (e.g. homeless services providers, hospitals, clinics, child welfare agencies, jails, prisons, etc.), to support community-wide efforts to reach the most vulnerable individuals and families who are experiencing homelessness – accounting for race and ethnicity.

3.1.2 Learn from U.S. Interagency Council on Homelessness' [Core Elements of Effective Street Outreach to People Experiencing Homelessness](#).

3.1.3 Learn from Connecticut Coalition to End Homelessness' [Cultural Competency and Responsiveness Training Resources](#).

CHALLENGE INEQUITIES IN HOMELESSNESS SYSTEM: Strategy 3.2 – **Reform Assessment Activities**: Analyze Coordinated Entry System and assessment tools to ensure process is serving the most vulnerable people and reducing racial disparities.

3.2.1 **Redesign Coordinated Entry System** (which includes access, assessment, prioritization, and referral) to reduce system-wide racial and ethnic disparities and speed placements across a range of vulnerabilities.

3.2.1.1 **Learn from other communities** (e.g. LAHSA, Santa Clara County, Marin County, etc.) that are examining their existing assessment tools for prioritizing people for housing and services in order to address racial and ethnic disparities in the homeless system.

Disparities may reveal a need for a modified assessment system and modified prioritization policies intended to address racially discriminatory practices. For example, LAHSA has engaged independent researchers to analyze their assessment tool's effectiveness at capturing vulnerabilities and recommending housing and services interventions, while also addressing racial inequities.

3.2.1.2 **Examine policies and procedures** affecting access and interventions for subpopulations based on need. Evaluate and adjust prioritization policies to eliminate racial and ethnic disparities in outcomes for those served by homeless system.

3.2.1.3 **Learn from HUD guidance** on [Advancing Racial Equity through Assessments and Prioritization](#).

3.2.1.4 **Streamline Coordinated Entry Systems to eliminate rigidity** in housing placements and provide access to communities that are recently experiencing homelessness. Move beyond an exclusive focus on chronic homelessness to include rapid and lower intensity interventions for those who need lower levels of housing and support.

CHALLENGE INEQUITIES IN HOMELESSNESS SYSTEM: Strategy 3.3 – **Reform Interim/Crisis Intervention Activities**: In light of COVID-19 pandemic, move unhoused

people into non-congregate settings. Focus on serving the most vulnerable while also reducing racial disparities in homeless system.

3.3.1 In the past several months, **Bay Area communities have focused their short-term activities** to rehouse sheltered and unsheltered people from congregate settings into non-congregate settings using Federal CARES Act, State of California, Federal Emergency Management Agency, etc. funding to target those at-risk of COVID-19 infection and illness (due homeless status, disability, underlying health conditions, etc.). Ensure that interim rehousing activities are not exacerbating racial disparities.

3.3.1.1 **Learn from the State of CA's [Project Roomkey](#)** activities.

3.3.2 **Examine policy and procedures for accessing interim/crisis interventions** – such as shelter and transitional housing – to determine barriers that may cause racial and ethnic groups to avoid or be barred (e.g. rules on previous behavior or residence, culturally biased dress codes, racial balance of program staff, etc.).

3.3.2.1 **Review data on who was banned or terminated** from interim/crisis interventions to determine program or policy changes to achieve racial equity.

3.3.2.2 As part of exit process, **provide survey options for clients** to share feedback anonymously re: shelter and transitional housing operations – including racial and cultural treatment.

CHALLENGE INEQUITIES IN HOMELESSNESS SYSTEM: Strategy 3.4.1 – **Reform Permanent Housing Activities: Support tenant access into housing** – with culturally relevant services, low-barrier eligibility criteria, Fair Chance Campaign, etc.

3.4.1.1 **Provide culturally/economically relevant services** (e.g. credit repair, financial literacy, justice involvement, employment, education, etc.) to help unhoused individuals and families navigate the housing search and application process to access permanent housing successfully. Ensure that services are culturally appropriate for communities of color and people with limited English proficiency. All Home's *Regional Impact Council Racial Equity Framework* recommends the provision of culturally appropriate service delivery system to provide targeted interventions for people of color overrepresented in homeless system to remove specific barriers to stable housing.

3.4.1.2 **Encourage permanent housing providers** including rapid re-housing and permanent supportive housing providers in the homeless system, publicly-funded affordable housing providers,

and public housing authorities (e.g. public housing, Section 8 program, etc.) to adopt low-barrier eligibility criteria to “screen in” individuals and families with poor credit histories, poor rental histories and past evictions, and justice involvement. Encourage providers to adopt new policies and practices to address the community’s goals for serving the most vulnerable – accounting for race and ethnicity. Establish clear expectations within performance contracting, capital funding and asset management processes, and administrative review as appropriate.

Learn from HUD’s guidance on [Housing First in Permanent Supportive Housing](#) and CSH’s [Housing First Approach to Property Management](#).

- 3.4.1.3 **Encourage housing providers to sign onto Fair Chance Campaign** to reduce barriers to access housing for people with justice involvement. Several local communities, including the [City of Oakland](#), [Berkeley](#) and [San Francisco](#) have passed Fair Chance ordinances.

Learn from the National Housing Law Project’s [An Affordable Home on Reentry](#).

CHALLENGE INEQUITIES IN HOMELESSNESS SYSTEM: Strategy 3.4.2 – **Reform Permanent Housing Activities: Support and expand culturally relevant services to maintain housing stability** for the most vulnerable.

- 3.4.2.1 **Target culturally relevant services, particularly for communities of color, to stabilize housing tenancy** for formerly unhoused individuals and families considered the most vulnerable and marginalized. All Home’s *Regional Impact Council Racial Equity Framework* recommends culturally appropriate service delivery system to support people of color overrepresented in homeless system.
- 3.4.2.2 **Provide intensive support to formerly unhoused individuals and families at highest risk of housing instability**, including individuals and families facing eviction, surrendering housing, etc. Support may include intensive case management, rental assistance, emergency financial support, legal advocacy, etc.
- 3.4.2.3 **Coordinate with other systems of care** (e.g. health, behavioral health, justice, child welfare, employment, social services, etc.) **to provide targeted support** in a culturally appropriate and relevant manner. Please see *Strategy 3*:

Expand Housing Opportunities / Partner with other Systems to Advance Equity for additional detail re: models of cross-system coordination opportunities.

CHALLENGE INEQUITIES IN HOMELESSNESS SYSTEM: Strategy 3.5 – **Reform Returns to Homelessness Activities**: Analyze characteristics of people who return to homeless system to develop comprehensive support system to rehouse and provide culturally relevant services.

- 3.5.1 **Analyze characteristics of people who return to homelessness**, and determine whether structural racism (e.g. undiagnosed disabilities, housing discrimination, justice involvement, family configuration, etc.) or program design is contributing to housing instability. Develop strategies to address these structural or program inequities contributing to returns to homelessness.
- 3.5.2 **Develop comprehensive support system** (e.g. credit repair, financial literacy, justice involvement, employment, education, etc.) to target culturally relevant rehousing and support services to newly unhoused individuals and families returning to the homeless system. Help individuals and families navigate the housing search and application process and provide intensive case management to support household's housing stability in a new setting.
- 3.5.3 As part of exit process, **provide survey options for households to share feedback anonymously** re: operations of rapid re-housing and supportive housing programs – including racial and cultural treatment.

CHALLENGE INEQUITIES IN HOMELESSNESS SYSTEM: Strategy 3.6 – **Defund the Police, Decriminalize Homelessness, Reinvest in Equity**. As Bay Area communities consider cutting police budgets to reinvest in social programs, encourage communities to reallocate their funding to benefit unhoused people experiencing mental health or substance use crises.

- 3.6.1 **Reallocate resources from police response to social services and housing response**. Criminalizing homelessness oftentimes includes police enforcement that punishes unhoused people, such as bans on public camping or panhandling, or encampment eviction processes that move people from one location to another – without addressing their actual need for housing or services.
 - 3.6.1.1 **Learn from [local examples of alternative interventions centering housing and social services](#)**, including City of Oakland's Mobile Assistance Community Responders of Oakland (MACRO) Program to handle calls related to mental

health and homelessness, and the City of Berkeley's Specialized Care Unit to be deployed for non-criminal calls.

Detailed Strategies and Next Steps: EXPAND HOUSING OPPORTUNITIES – Partner with other Systems to Advance Equity

PARTNER WITH OTHER SYSTEMS TO ADVANCE EQUITY: Strategy 3.7 – Accelerate coordination between homeless system and other systems of care – particularly health, behavioral health, justice, and child welfare systems – to prioritize housing and services for vulnerable individuals. Highlight partnership opportunities to leverage cross-system resources to address racial disparities.

- 3.7.1 **Strengthen working relationship between homeless system and other systems of care** to encourage other systems to be aware and knowledgeable of the homeless response system's housing and services resources and its overall priorities.
 - 3.7.1.1 **Learn from example of CSH's [Frequent Users System Engagement \(FUSE\) Initiative](#)** that offers cross-system engagement and data matching framework to identify resources for creating supportive housing opportunities for unhoused people who are frequent users of hospitals, jails, shelters, and other crisis systems.
- 3.7.2 **Support other systems of care to be more “housing focused”** in order to serve their most vulnerable clients who are experiencing homelessness – accounting for racial and ethnic disparities. The health, behavioral health, justice, and child welfare systems have partnered successfully with the homeless system in several communities across the Bay Area (e.g. San Francisco's Direct Access to Housing Program, Napa County's Whole Person Care Initiative, Santa Clara County's Project Welcome Home, etc.) to create community-based housing to better serve some of their clients at risk for cycling between homelessness and system-level care. Additional information re: partnership models between the homeless system and other systems of care is shared below (*Strategy 3.8 to Strategy 3.10*).
- 3.7.3 **Encourage other systems of care to reinvest resources from crisis interventions** (e.g. hospital emergency departments, inpatient psychiatric facilities, jails, family separation, etc.) to community-based housing and services to ensure successful transitions for the most vulnerable and marginalized.
- 3.7.4 **Address impacts of historical and systemic racism** in upstream systems of care that discharge clients into the homeless response system. People of color have faced discriminatory policies and practices

that the homeless system and other systems of care have an obligation to change.

PARTNER WITH OTHER SYSTEMS TO ADVANCE EQUITY: Strategy 3.8 –

Partnership with Health and Behavioral Health Systems: Improve cross-system coordination and dedicate resources to ensure that medically vulnerable clients who are experiencing homelessness are connected to housing and services to support their overall stability and wellness.

- 3.8.1 **Coordinate discharge process** from crisis health and behavioral health systems (e.g. emergency department, inpatient care, psychiatric facility, etc.) to homeless system for unhoused individuals with physical and behavioral health issues – taking into account racial and ethnic disparities across systems.
 - 3.8.1.1 Learn from example of San Francisco’s [Direct Access to Housing Program](#) that targets supportive housing to unhoused people with complex medical, mental health, and/or substance use diagnoses.

- 3.8.2 **Integrate housing, health, behavioral health, and social services** to support housing navigation and tenancy sustaining services as key supports for achieving health and wellness for unhoused individuals with long-term physical and behavioral health issues.
 - 3.8.2.1 **Learn from example of Contra Costa County Health, Housing and Homeless Services’** ongoing outreach and training to medical and behavioral health providers about housing and services available through homeless system. For example, Contra Costa County posts [regular trainings](#) re: homeless system’s coordinated entry and CoC process for review by community partners on their website.

- 3.8.3 **Facilitate enrollment in Medi-Cal** and access to ongoing health and behavioral healthcare services – particularly for unhoused people of color with untreated, chronic health conditions.
 - 3.8.3.1 **Learn from example of Santa Clara County’s** efforts to coordinate care between the Office of Supportive Housing and health and behavioral health agencies working with unhoused individuals with long-term physical and behavioral health issues. [Medi-Cal outreach and health promotion](#) have been key components of Santa Clara County’s Whole Person Care-funded efforts to serve individuals experiencing homelessness with mental health and substance use disorders.

- 3.8.4 **Leverage Medi-Cal resources** (e.g. Whole Person Care, CalAIM process, etc.) from health and behavioral health systems to target culturally relevant housing navigation services and tenancy sustaining services to support people experiencing homelessness. Unhoused clients are often frequent users of crisis health services.
- 3.8.4.1 **Maximize use of Medi-Cal** to finance services that support housing stability and long-term recovery and wellness, including recuperative/transition care (e.g. medical respite/sobering center, etc.) as well as housing navigation and tenancy sustaining services for vulnerable people targeted for supportive housing. Bay Area communities have been piloting Medi-Cal funded care coordination activities with the Coordinated Care Initiative, Whole Person Care, Health Homes Program and preparations for CalAIM process.
- 3.8.4.2 **Learn from example of Napa County’s [Whole Person Care Initiative](#)** targeting housing and services – from medical respite to housing navigation and tenancy sustaining services – to support medically vulnerable individuals who are experiencing homelessness.
- 3.8.5 **Leverage existing health and behavioral health services** (e.g. Mental Health Services Act, Drug Medi-Cal, etc.) to target culturally relevant housing navigation services and tenancy sustaining services to clients with a serious mental illness, substance use condition, etc. who are experiencing homelessness. Unhoused clients are often frequent users of crisis services, and stable housing can serve as a platform for recovery and wellness.
- 3.8.5.1 **Learn from example of Santa Clara County’s [Project Welcome Home](#)** targeting supportive housing to homeless individuals who are frequent users of the County’s emergency services, mental health facilities and jail system.
- 3.8.5.2 **Learn from example of CSH’s [Social Innovation Fund Initiative](#)** in San Francisco targeting supportive housing to homeless individuals who are frequent users of crisis services identified through San Francisco Health Plan and Department of Public Health.
- 3.8.6 **Champion the health and behavioral health systems** as active partners of homeless response system’s efforts to achieve racial equity and justice.

PARTNER WITH OTHER SYSTEMS TO ADVANCE EQUITY: Strategy 3.9 – Partnership with Justice System: Improve cross-system coordination and dedicate resources for housing and services for people coming out of incarceration who are unhoused, particularly those with health and behavioral health conditions who are better served in community settings. Break the cycle of homelessness and incarceration.

3.9.1 **Coordinate discharge practices** from justice system – particularly with jail diversion and alternatives to incarceration programs – to ensure that people coming out of incarceration who are unhoused are supported in accessing community-based housing and services – accounting for racial and ethnic disparities.

3.9.1.1 **Learn from example of San Francisco County's** recent effort to provide supportive housing for people involved with the justice system who are experiencing homelessness as part of the City's response to the COVID-19 pandemic.

3.9.2 **Integrate homeless and justice systems** to support access to housing navigation, interim and permanent housing opportunities and tenancy sustaining services as key supports for achieving housing stability, preventing recidivism and breaking the cycle of homelessness and incarceration.

3.9.3 **Leverage existing resources from justice system**, including jail health and behavioral health, to support unhoused people with justice involvement who are reentering society with access to housing and services – accounting for racial and ethnic disparities.

3.9.3.1 **Expand evidence-based housing and services** solutions, like supportive housing, for people caught in the cycle of homelessness and incarceration; redirect resources from justice system to community-based housing and services for individuals with long-term mental health and substance use conditions.

Learn from example of Los Angeles County's [Just in Reach Supportive Housing Program](#) that diverts people in county jails with mental health and/or substance use disorders away from the justice system into stable housing and community-based treatment services.

3.9.4 **Reduce barriers to access housing** for people with justice involvement, including adoption of low-barrier eligibility criteria in homeless system and affordable housing settings, adoption of Fair Chance Campaign, etc.

- 3.9.5 **Support alternatives to incarceration, community-based programs, providers and networks led by people with lived experience** in both justice system and homeless system.

PARTNER WITH OTHER SYSTEMS TO ADVANCE EQUITY: Strategy 3.10 – **Partnership with Child Welfare System:** Improve cross-system coordination and dedicate resources for housing and services for unhoused families and young adults involved in the child welfare system – taking into account racial and ethnic disparities.

- 3.10.1 **Coordinate community-based housing and services** support between child welfare system and homeless system for unhoused families and young adults involved with the child welfare system. Opportunity to reduce homelessness and child welfare involvement and increase economic security for families and young adults.
- 3.10.2 For unhoused families involved in child welfare system, **increase investment in family preservation initiatives and expand supports** to include housing specialists and rental assistance for rapid re-housing and supportive housing, in coordination with homeless system.
 - 3.10.2.1 **Learn from example of State of California Department of Social Services’ [Bringing Families Home Program](#)** targeting rapid re-housing and supportive housing to unhoused families in the child welfare system.
- 3.10.3 **Pilot supportive housing program tailored to address the specific needs of unhoused families** at highest risk for involvement with child welfare system – including families with long-term physical, mental health and/or substance use conditions – in order to avoid child removal by keeping families together.
 - 3.10.3.1 **Learn from example of CSH’s [Keeping Families Together Program](#)** that provided permanent supportive housing for New York City’s most vulnerable families experiencing homelessness. Families had been homeless for at least a year, with at least one case of child abuse or neglect with the City’s Administration for Children’s Services.
- 3.10.4 For unhoused young people with involvement in child welfare system, **increase investment in housing and case management programs** to enable young people to develop a sense of permanency and build the educational and employment skills they need for a successful transition to adulthood and self-sufficiency.
 - 3.10.4.1 **Learn from example of First Place for Youth’s [My First Place Program](#).** The program provides rent-free housing in shared apartments for child welfare-involved young people who

participate. The program offers a safe place to call home as a stabilizing factor that enables young people to focus on their education and employment goals, build community, and establish a foundation for long-term success in independent living.

PARTNER WITH OTHER SYSTEMS TO ADVANCE EQUITY: Strategy 3.11 – Partnership with other Racial Equity Initiatives: Align racial equity efforts in homeless system with other communitywide racial equity initiatives (e.g. GARE, health system redesign, etc.) to expand housing opportunities for people of color.

Detailed Strategies and Next Steps: EXPAND HOUSING OPPORTUNITIES – Expand Housing Opportunities for People of Color

EXPAND HOUSING OPPORTUNITIES FOR PEOPLE OF COLOR: Strategy 3.12 – Produce new affordable homes. Support land use and affordable housing policies (inclusionary zoning, by-right and streamlined approval for affordable housing, additional funding, etc.) to reduce affordable housing shortfalls that have disproportionately impacted communities of color.

- 3.12.1 There is a **large gap between the number of low-income households in the Bay Area, and the number of affordable housing units available**. California Housing Partnership Corporation estimates in its new report – [The Bay Area’s Housing Emergency Update](#) – that the region needs more than 235,000 affordable homes just to meet the existing need among low-income households.
- 3.12.2 **Support progressive land use policies** (e.g., inclusionary zoning, by-right approval and streamlined approval process for affordable and supportive housing, etc.) to expand housing development for the most vulnerable and marginalized. Learn from BARHII [guidance on inclusionary housing](#) and San Francisco Planning Department’s guidance on [streamlined approval for affordable housing](#).
- 3.12.3 **Advocate for additional funding to support capital development** of affordable housing, particularly affordable housing for extremely low-income households (earning less than 30% area median income) and supportive housing for the most vulnerable individuals and families experiencing homelessness. Local examples include San Francisco’s [recent bond – Prop. A](#) and San Mateo County’s [sale tax initiative – Measure K](#).
 - 3.12.3.1 **Apply equity lens to ensure strategic investment** of funding to expand affordable and supportive housing for the most vulnerable. For example, Santa Clara County targeted the

majority of its \$950 million [Measure A bond proceeds](#) to create extremely low-income affordable and supportive housing to address the needs of the most vulnerable and marginalized populations.

- 3.12.3.2 As communities evaluate new funding sources, they should be mindful of the progressive or regressive nature of potential revenue (e.g. business receipts tax, commercial impact fee, bond measure, sales tax, etc.) and their relative impact on high- and low-income households.
- 3.12.3.3 In addition to capital development efforts, **earmark funding and resources to support rental assistance** to secure existing affordable and supportive housing for the most vulnerable individuals and families experiencing homelessness.

EXPAND HOUSING OPPORTUNITIES FOR PEOPLE OF COLOR: Strategy 3.13 – **Preserve affordable homes** (e.g. earmarked funding, “right of first refusal”, community land trust model, etc.) to protect communities of color from displacement pressures that may lead to homelessness.

- 3.13.1 Support efforts to **earmark public and philanthropic funding to preserve existing affordable housing** – largely benefiting communities of color – in order to counter private real estate speculators in the multi-family and single-family housing markets during a COVID-related economic downturn.
- 3.13.2 Support local and statewide legislative efforts to **create a “right of first refusal”** for tenants, community members and affordable housing developers to purchase existing housing properties. Under this mechanism, community members may purchase and renovate occupied properties, preserving permanently affordable housing for residents.

With the expected churn in the private housing market due to the economic downturn and rampant private real estate speculation, [acquisition-rehabilitation initiatives](#) including [local and statewide “rights of first refusal”/COPA/TOPA measures](#) will give community stakeholders an opportunity to purchase properties before speculators are able to act.

- 3.13.3 **Support community land trust model** as innovative approach for preserving existing affordable housing through community ownership. Learn from Enterprise’s [Community Land Trust Initiative](#).

EXPAND HOUSING OPPORTUNITIES FOR PEOPLE OF COLOR: Strategy 3.14 – **Protect Tenants**. In the short term, strengthen and implement emergency measures such as eviction moratoria, rent caps, source of income protections, etc. to keep low-

income households stable in housing. Over the longer term, support stronger tenant protections such as rent control, just cause eviction protections, relocation assistance, and right to counsel.

3.14.1 **Strengthen or maintain eviction moratoria** (where possible given AB 3088 preemption) at the County-level to prevent widespread evictions of tenant households. Since AB 3088 does not cover just cause protections, jurisdictions should expand emergency just cause eviction protections to cover all evictions except for those that are related to health and safety.

3.14.2 **Expand outreach and educational programs re: tenant protections** to ensure tenants understand the rights granted them by recent legislation such as AB 3088 (emergency ban on evictions due to inability to pay), AB 1482 (California’s rent cap), and SB 329 (source of income discrimination protection).

Provide easy to understand, clear answers regarding overlaps among local, state and federal eviction protections. Outreach and education should be widespread, but also include specific geographic targeting by zip code based on high vulnerability for housing insecurity and COVID-19 related health and financial impacts.

Outreach and educational programs must be provided in multilingual, culturally sensitive formats, involving a broad coalition of providers, including those outside of the traditional housing and homelessness service sectors. Resource local community-based organizations (including a wide range of tenant groups, community groups, grassroots groups, and ethnic groups that go deep with communities and people <30% AMI) in conducting multi-lingual/culturally relevant outreach, education and organizing to connect tenants to their legal rights.

3.14.3 **Expand legal counsel and agency rental/homeowner assistance** to support renters and homeowners that are struggling to stay in their homes during the COVID-19 pandemic, targeting assistance to communities overrepresented in the homeless system. For example, Destination: Home has aligned their COVID relief/homelessness prevention efforts with AB 3088, the state eviction policy, by paying 25% of the rent of households at risk of homelessness from September 2020 to January 2021—making them eligible to keep their housing under AB 3088.

EXPAND HOUSING OPPORTUNITIES FOR PEOPLE OF COLOR: Strategy 3.15 – Support fair housing activities to overcome historic segregation, achieve integrated housing, promote fair housing choice, and foster inclusive communities free from discrimination – particularly for people of color experiencing homelessness.

- 3.15.1 **Support local fair housing efforts** to ensure that unhoused individuals and families – particularly people of color – are not subjected to discrimination and compelled to live in segregated housing conditions and communities.
- 3.15.2 **California’s recently passed AB 686 created a powerful local opportunity to advance fair housing practices.** Under this state law, *all* cities, counties and state agencies in California have an obligation to proactively combat housing segregation and promote fair housing in all activities related to housing and community development. They must also assess housing inequality and segregation as part of their Housing Element, (the mandatory plan in which each jurisdiction determines its vision and policies for housing, shaping who can live or stay in our cities) and commit to concrete actions to dismantle historical injustices and create equal housing opportunities. See [AB 686 guidance from the California Department of Housing and Community Development](#).

Detailed Strategies and Next Steps: TAKE COLLECTIVE ACTION – Regional Strategies

In addition to local strategies, the Action Menu identifies collective actions that Bay Area communities – in coordination with partners such as BARHII, Homebase, All Home, Housing CA, Housing Now!, etc. – may take at the regional and statewide level to develop leadership, identify disparities, and expand housing opportunities to achieve racial equity and justice.

TAKE COLLECTIVE ACTION TO DEVELOP LEADERSHIP FOR RACIAL EQUITY:
Strategy 4.1 – **Build regional infrastructure** to coordinate technical support and resources to eliminate racial disparities among unhoused people by expanding affordable and supportive housing opportunities.

- 4.1.1 **Leverage and grow leadership of Bay Area Housing Finance Authority** (BAHFA) to address region’s homelessness crisis, including racial disparities in county homeless systems.
- 4.1.1.1 [BAHFA](#) was created in 2019 by AB 1487 (Chiu) to provide the nine-county Bay Area with the regional housing infrastructure and capacity needed to advance the “3 P’s” of production, protection, and preservation of affordable and supportive housing. Governed by Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC), BAHFA offers the region the tools and resources needed to address its affordable housing and homelessness

crises beyond what individual communities are able to do. BAHFA has role in regional coordination, technical assistance and funding for affordable and supportive housing — to meet the existing need for housing while addressing the region’s public health and economic recovery.

- 4.1.2 **Convene at the regional level to address** racial and ethnic disparities in the Bay Area’s local homeless systems. Advocate for policies, programs, and funding to eliminate racial inequities among those experiencing homelessness by expanding housing opportunities. For instance, increase coordination of homeless prevention initiatives across the region to better target support for households at risk of homelessness in communities of color.
- 4.1.3 **Convene at the regional level to share strategies and best practices** re: addressing racial inequities in local homeless systems.
 - 4.1.3.1 **Learn from example of ABAG’s [Housing Policy Toolkit](#)** that provides practical information to local communities about best practices for encouraging housing development, key issues to consider, and links to sample ordinances and legislation that they may implement.
- 4.1.4 **Provide culturally relevant training and educational support** to homeless systems and other systems of care to address racial and ethnic disparities. In order to build organizational capacity that is responsive to the needs of communities of color overrepresented in the homeless system, support region-wide training and educational support designed to eliminate racial inequities.

TAKE COLLECTIVE ACTION TO IDENTIFY AND PRIORITIZE RACIAL DISPARITIES FOR ACTION: Strategy 4.2 – Analyze current state of the region’s racial and ethnic disparities among those experiencing homelessness. Develop regional accountability measures for eliminating racial inequities.

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- 4.2.1 **Support Bay Area Housing Finance Authority’s role** in encouraging local communities to identify racial disparities in their respective homeless systems; encourage development of regional leadership bodies to establish accountability measures for eliminating racial inequities.
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- 4.2.1.1 **Build upon All Home and Homebase’s initial activities to collect, share and analyze homeless data regionally.** Local communities can participate and support All Home and Homebase’s existing efforts until data collection and analysis are institutionalized at the

regional level with BAHFA or other entities. Both organizations analyzed the racial and ethnic breakdown of homeless systems at the regional and county level.

TAKE COLLECTIVE ACTION TO EXPAND HOUSING OPPORTUNITIES FOR PEOPLE OF COLOR: Strategy 4.3 – Develop regional strategy to expand affordable and supportive housing for the most vulnerable people in the homeless system – with a focus on addressing racial inequities.

- 4.3.1 **Support BAHFA’s role in providing additional funding** – with voter approval – to support local efforts to expand ELI affordable housing and supportive housing targeted to reduce racial disparities. Support regional campaign through BAHFA’s bonding/taxing authority to establish region-wide source of dedicated funding to expand the creation of affordable and supportive housing; ensure that regional funding will supplement local efforts to create ELI affordable and supportive housing and explicitly target reductions in racial housing inequities.

- 4.3.2 **Support All Home’s regional strategy for offering homeless prevention** to supplement local prevention efforts. As local jurisdictions launch new rental assistance programs with COVID-related funds or other funds, their homeless prevention programs should be coordinated with a regional homelessness prevention strategy, including some form of prioritization (i.e. targeting people with the highest need for financial assistance, in neighborhoods of color, etc.) in order to avoid homelessness, reduce infection risks, and improve racial equity.
 - 4.3.2.1 **Support development of regional assessment tools** and dedicated funding for region-wide homeless prevention program to supplement local activities; ensure regional activities will be targeted to the most vulnerable who are at highest risk for homelessness – accounting for race and ethnicity. Utilize measures like high housing vulnerability or COVID infection rates to direct dollars to census tracts/zip codes where they will most effectively reduce racial inequities.

Detailed Strategies and Next Steps: TAKE COLLECTIVE ACTION – Statewide Strategies

TAKE COLLECTIVE ACTION TO DEVELOP LEADERSHIP FOR RACIAL EQUITY: Strategy 4.4 – **Support efforts to establish consolidated leadership of State-funded homeless housing and services.** Ensure statewide commitment to addressing racial inequities among people experiencing homelessness.

- 4.4.1 **Support legislative effort – Such as 2020’s AB 1845** (which was vetoed) to create Office to End Homelessness within the Governor’s Office overseen by Secretary of Housing Insecurity and Homelessness. The new Office would have both the authority to coordinate and to hold the State accountable for its response to addressing homelessness – providing a single point of contact to oversee and coordinate homelessness programs administered by other State entities, thereby removing unnecessary bureaucracy and consolidating the delivery of services. Ensure that new Office adopts racial equity approach to eliminating racial and ethnic disparities on homeless systems across the state.

TAKE COLLECTIVE ACTION TO DEVELOP LEADERSHIP FOR RACIAL EQUITY: Strategy 4.5 – **Coordinate efforts with statewide policy organizations addressing homelessness,** including Housing CA, CSH, BARHII, etc., to expand advocacy agenda for racially equitable policies, programs and funding.

- 4.5.1 **Support statewide efforts to allow communities to target** strategies and programs based on race, sex, color, ethnicity or national origin.

TAKE COLLECTIVE ACTION TO IDENTIFY AND PRIORITIZE RACIAL DISPARITIES FOR ACTION: Strategy 4.6 – **Support State funding to analyze racial and ethnic disparities** in California-funded homeless housing and services programs. Develop statewide accountability measures for eliminating racial inequities.

- 4.6.1 **Support legislative effort – akin to AB 2329** – that would require the State’s Homeless Coordinating and Financing Council to perform a needs/gaps analysis for California. This analysis would inform statewide investments to achieve significant reductions in homelessness. Data will be critical to establish accountability measures for the Governor, Legislature and State agencies on how to spend agency budgets more effectively and help set realistic benchmarks for eliminating disparities. With failure to pass AB 2329 in 2020, revisit legislation to require that the State is collecting meaningful race and ethnicity data re: performance of homeless systems across California – including who is coming into the homeless system and how they are being served. Ensure that data from homeless system can be disaggregated by race, ethnicity, gender, sexuality, etc. to create accountability measures for eliminating disparities that exist.

TAKE COLLECTIVE ACTION TO EXPAND HOUSING OPPORTUNITIES FOR PEOPLE OF COLOR: Strategy 4.7 – **Support Statewide effort to create an ongoing**

and dedicated source of funding to address the State's homeless crisis. Ensure funding is committed to eliminating racial disparities in homeless systems.

- 4.7.1 **Support *Bringing California Home Campaign***, statewide effort to create an ongoing and dedicated source of funding to address the state's homelessness crisis; ensure that funding is committed to eliminating racial disparities that exist in homeless systems across California. Bringing California Home's Steering Committee currently consists of Housing CA, Corporation for Supportive Housing, All Home CA, National Alliance to End Homelessness, Brilliant Corners, Episcopal Community Services, and Non-Profit Housing Association of Northern CA.