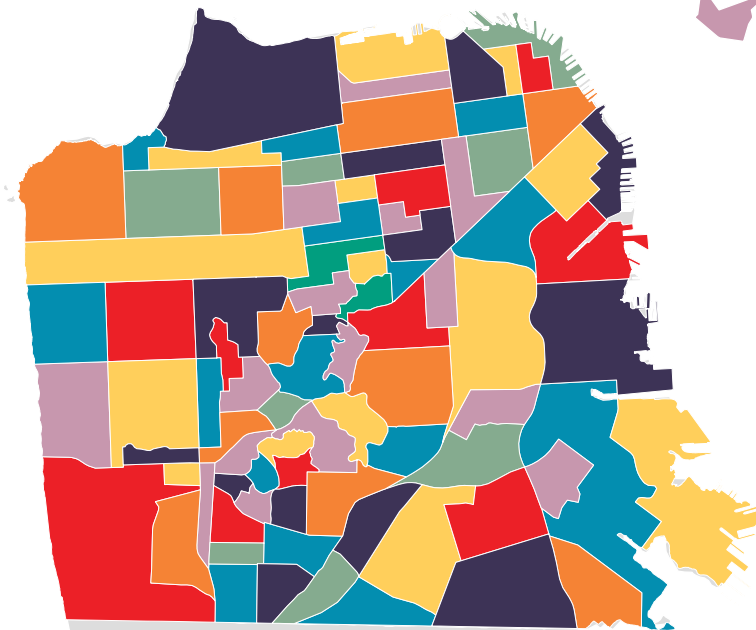


Advancing Equity within the San Francisco Homeless Response System

Phase II: May - August 2021



NIS National
Innovation
Service

Tipping Point Community Chronic Homeless Initiative (CHI) worked with the NIS Center for Housing Justice to center the experiences and wisdom of community partners to build understanding on current barriers to advancing racial equity and identify the pathway forward towards accountability and actions to advance deliberate practices to advance equity across the homeless response.

The NIS Center for Housing Justice designs equitable public institutions in partnership with impacted communities to drive systems transformation.

Learn more about the team [here](#).

This work was completed in partnership with:
[Tipping Point Community](#)

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Introduction

A series of urgent, concrete and resourced opportunities like investments from Proposition C, Mayor Breed's Recovery Initiative and the current call for reform of the Coordinated Entry System, have created an actionable moment for change in the work to prevent and end homelessness in San Francisco. It is in this moment that the community of advocates, individuals with lived experience, providers, funders, policy makers and government have an opportunity to align and harness the community and organizing power that could result in more equitable experiences and outcomes within the homeless and housing system.

Guided by the belief that now is the time, the NIS Center for Housing Justice facilitated a series of engagements with individuals and stakeholder groups to establish clarity regarding community-level racial equity priorities, the City and County of San Francisco's Department of Homelessness and Supportive Housing's (HSH's) role and decision making authority across those priorities, and the series of actions needed to practice accountability.

This effort is situated in-between the launch of initiatives, leadership and role changes at HSH, and continued work of groups like the HSH's Strategic Framework Advisory Committee, the Local Homeless Coordinating Board, the Black, Indigenous, and other People of Color (BIPOC) Provider Group, the Homeless Emergency Service Provider Association, the [San Francisco Human Services Network](#), and the Supportive Housing Provider Network to advocate for racial equity priorities. The NIS Center for Housing Justice transitioned into this work keenly aware of the community's fatigue with doing equity-explicit advocacy without action; of past experiences of collaboration that have left folks disheartened, untrusting, and hesitant to engage any further; and of the visible gap between the value of lived experience leadership and the presence of individuals with lived experience participating in conversations, decisions and advocacy.

And yet, through these engagements, stakeholders shared their hope that change is possible. There is a vision for a more equitable homelessness and housing response system and a belief in those presently engaged in the effort to advance equity as the ones with the power to take the action needed. Over and over again, stakeholders engaged in this process, reflected the desire to be in authentic communication and collaboration, to be transparent and actionable across levers of decision-making authority, and to double down on centering BIPOC and Lesbian, Gay, Bisexual, Transgender, Queer and other (LGBTQ+) providers and community leaders to be in more equitable partnerships as the community advances equity priorities. The following report reflects both insights gathered throughout the past several months in service to building the foundation and the next steps needed to build the accountability structure necessary to take action.

Background

“How is this work any different than what has been tried over the past 30 years? How is this any different?”

- Community leader & workshop participant

The NIS Center for Housing Justice was engaged by Tipping Point and HSH to identify opportunities to advance racial equity in the San Francisco homeless response system in two phases of work- the first phase focusing internally at HSH as an organization, and the second phase focusing on efforts across the broader community, with HSH as a key, but not the only, stakeholder. Since November 2020, each of the activities the NIS Center for Housing Justice engaged in with both HSH and the broader community held the aim of uprooting the persistent barriers that have perpetuated racist processes and outcomes, impeding progress towards advancing equity. This section provides context for what was learned across and through the activities the NIS Center for Housing Justice completed in this phase of work, and how they interconnect to build a foundation necessary to authentically advance equity in the San Francisco Homeless response system.

Methods

Building upon the work within the [first phase of engagement](#) that centered on advancing equity within HSH, the NIS Center for Housing Justice applied a similar approach to engage the broader community. The process aimed to center the experiences and insights of members of historically marginalized communities—particularly people who identify as Black, Indigenous or other people of color, including intersections of LGBTQ+ identity.

The NIS Center for Housing Justice aimed to accomplish this by completing a policy audit of materials available (e.g. reports, local data and outcomes), facilitating conversations with key stakeholders on the established community equity priorities and barriers to implementation, and conducting workshops with community members to begin to co-design an equitable accountability structure to advance the established equity priorities. To ensure continuity during the change in HSH senior leadership in May, the NIS Center for Housing Justice team intentionally continued

and connected ongoing support offered to HSH leadership and staff during this second phase of work. The NIS Center for Housing Justice conducted this process in this way to model equitable decision-making practices that center transparency, communication, accountability and transformative relationships in moving equity work forward.

Community Engagement Process

The NIS Center for Housing Justice conducted its community engagement with San Francisco stakeholders during the COVID-19 pandemic, using virtual and online tools to facilitate conversations with key community stakeholders. We talked to people one-on-one in an interview-style format, offered a recorded virtual briefing of findings and arranged virtual workshops to co-design toward structural accountability.

The NIS Center for Housing Justice's engagement outreach started with a list of recommended system stakeholders from across the City and County of San Francisco that originated from current and past efforts, including the Our City of Home SF Oversight Committee, the HSH Strategic Framework Workgroup, HSH leadership, the Homeless Emergency Services Providers Association (HESPA), the Supportive Housing Provider Network (SHPN), the Human Services Network (HSN) and the Local Homeless Coordinating Board (LHCB). The list included co-chairs, senior staff, homeless service providers and policy and advocacy groups and centered BIPOC leaders. Due to the limitations of timing of this engagement, the NIS Center for Housing Justice focused its engagement efforts on the established advisory networks, working groups and specifically BIPOC-led agency leadership. Each group had previously established and identified a set of priorities that are racial equity-specific or about impacting broader equity outcomes within the system.

Limitations

While the NIS Center for Housing Justice did reach out to a broad and varied group of community members in conducting the audit; we recognize that time and distance have meant that we did not speak to everyone who could have offered insight. We also recognize the limitations of not partnering with persons with lived experience. The NIS Center for Housing Justice had originally scoped this second phase of work to include a launch of an advisory board of persons with lived experience. Because of capacity limitations and the impact of leadership transitions, the NIS Center for Housing Justice made an assessment of the timing and situation and concluded that bringing an advisory group into the current status of collaborative efforts in San Francisco had the potential to cause unintended harm when NIS steps away. The risk of causing harm through tokenization within the limited engagement opportunities we had to offer was great enough to not proceed. The last section of this report provides explicit recommendations for how the homeless response system can build the infrastructure for authentic and equitable collaboration which will be crucial for advancing equity efforts.

The NIS Center for Housing Justice also recognizes that this engagement took place during the COVID-19 pandemic. Pandemic fatigue, grief, and loss have undoubtedly played a role. We have not taken a close look at this role, but feel it in the ways people can show up. Additionally, all of the correspondence the NIS Center for Housing Justice has had with San Francisco community members has been conducted in a virtual environment. The work is both deeply personal and emotional, and the limitations of human interaction via computer and telephone have been deeply felt.

Activities

NIS Center for Housing Justice CHJ Approach	Summary of Activities
System Materials Audit	<p>Review of Materials:</p> <ul style="list-style-type: none"> • Homeless Services and Housing Systems <ul style="list-style-type: none"> • Funding Resources • Contracting & Procurement Documents • CES outcome data • Racial Equity Specific Reports & Recommendations <ul style="list-style-type: none"> • SPARC Report • SHPN Equity Priorities • HESPA Equity Priorities • HSH Equity Action Plan • OCOH Focus Group Summary
Community Engagement	<p>Community Engagement</p> <ul style="list-style-type: none"> • In-depth interviews & community conversations • Equity Briefing of Findings • Co-Design Workshops <ul style="list-style-type: none"> • July 1 - Vision & Values • July 15 - Accountability Structure
HSH Specific Support	<p>HSH Coaching</p> <ul style="list-style-type: none"> • Onboard new HSH leadership with established equity priorities • Chief Equity Officer - NIS Center for Housing Justice participating on hiring panel interviews • Bi-weekly meetings with HSH team members working deeply with advancing equity efforts within HSH including facilitation training; support with sharing the findings from Phase I report • Coaching HSH staff on implementing strategies outlined in the NIS Center for Housing Justice HSH Phase I Equity report <p>HSH ORE Phase II Process Support</p> <ul style="list-style-type: none"> • Engage HSH staff & community partners to inform a process roadmap to support the creation of the Office of Racial Equity Action Plan - Phase II

Themes and Reflections

In order to move through the barriers that have hindered equity advances in the past, it is necessary to reflect inward and understand where and why equity efforts have not significantly progressed to date. White supremacy culture¹ is everywhere, and its roots are deep. The NIS Center for Housing Justice uses a reflection of white supremacy culture norms to elevate and situate the common barriers communities face in moving equity work forward.

The first part of this section, community-stated equity priorities, provides an overview of the established community-stated equity priorities that providers and system partners had shared prior to this engagement. The NIS Center for Housing Justice synthesized the information that was shared, and later will demonstrate how to use this synthesis to organize accountability work. The next part, barriers to implementing equity priorities, provides themes on persistent barriers that were reflected and how they are interconnected. This section also provides examples of white dominant culture root causes, specific examples, and the impact these barriers have had on advancing equity. Lastly in this section, co-design workshops: outcomes and impact, contains content on what emerged through the summer community co-design workshops on vision, values and designing around an accountability structure.

Community-Stated Equity Priorities



1 Okun, Tema and Kenneth Jones, 1999. "White Dominant Culture & Something Different: A Worksheet." <https://www.cacgrants.org/assets/ce/Documents/2019/WhiteDominantCulture.pdf>

Barriers to Implementing Equity Priorities

The NIS Center for Housing Justice synthesized the themes and presented the following as a framework for understanding the most pervasive barriers that have been identified as critical to address in order to move towards equity. The NIS Center for Housing Justice presented this information virtually on June 24th, 2021 as part of the Equity Briefing.²

2 Link to NIS Equity Briefing Recording; 7/24/21 <https://zoom.us/rec/share/7b7pckZyrxVboo2LDS6yTD0I2b1FRe2i-IJ1LBReouO8QC0BXxYB-rP18SIsITWF.xPhPjgkAwVPZxhw> Passcode: E98dB=M1

Distrust and Strained Relationships

We are in a relationship with each other whether we like it or not... we are going to need to develop a set of trusting relationships, act with integrity, if I say something, do it and I'm going to be honest with you if I cannot.

- Community Member

Past and current experiences of a lack of transparency, accountability, and strategic direction have resulted in distrust across system partners. It makes it difficult for community members to believe and live into the belief that this time, or the next time, things could be different.

White Supremacy Culture Root Causes behind Distrust and Strained Relationships

- Lack of accountability
- Lack of transparency
- Lack of clear and shared strategic direction
- Relationships are transactional
- Competition vs. Collaboration

Examples of Distrust and Strained Relationships

- Equity action requests by SHPN to HSH have not been responded to or acted on since June 2020. This has led to experiences of frustration and lack of hope that things will not change
- SPARC and Weinberg Foundation equity work was not advanced after publication
- BIPOC-led provider participation in racial equity work and trainings have felt

tokenized and have not led to impactful change

- Challenges with accessing real-time data requests from HSH lead to experiences of distrust
- Structural barriers to addressing equity requests (e.g. pay equity) are not communicated transparently. Agencies are simultaneously experiencing investments in the system that have not led to wage equity for staff, and struggling with retention and pay inequity amongst BIPOC staff

Impact of Distrust and Strained Relationships

- Continued negligence to the distrust compounds overtime increasing barriers to move towards system equity goals
- Frustration across the roles and strained relationships
- Disparate strategies on how to move forward

For San Francisco there is plenty of money, why isn't this happening? We can't stay ahead of wage issues and keep retention - does not feel collaborative at all.

- Community Member

Theme 02

Disorganized Power and Decision-Making

Unless we can reach policy makers, I'm not involved

- Community Member

Power sharing and decision making across the San Francisco homeless response system are disjointed and create conditions that inhibit transparency, accountability, and community collaboration. This perpetuates structural barriers and harm for people experiencing the system and its services.

White Supremacy Culture Root Causes behind Distrust and Strained Relationships

- Power hoarding
- Centralized power without predictable participation and access - access to power and decision making is frequently determined by established relationships between providers and leadership vs. a transparent and participatory decision making structure that everyone has access to
- Lack of transparent decision-making

Examples of Disorganized Power and Decision Making

System Groups

- Within the community, there are multiple and separate organizing bodies - both governmental and community organized - that name strategies and direct priorities around homeless and housing (e.g. Mayor's Office, HSH, OCOH, LHCB). While these groups are interconnected in purpose, decision-making and priority-setting is siloed and actions/activities are often not aligned across the community

- Governmental departments are not clearly coordinating homelessness priorities (e.g. DPH, HSH and MOHCD)

Providers

- BIPOC-led agencies are not involved/ invited to funding decisions or advocacy - sense of "insider" conversations
- White led agencies typically are the loudest voices
- White-led organizations are better funded by the city and better able to "manipulate" or advocate with the city system, while BIPOC-led organizations do unfunded advocacy across the system with less resources

Government

- Role clarity of Mayor's Office vs. HSH - unclear who at HSH is positioned to make decisions or influence change, providers are frustrated that they can't advocate effectively or get clarity on priorities and goals
- HSH Strategic Framework Advisory Committee was established to address and set system wide vision and priorities, but not given authentic decision making power
- Unknown impact of ongoing HSH leadership transition

Communities who have been left out of the process, we looked at disparities of the funding and looked at the different contract funding for shelters and those that were serving the underserved, BIPOC orgs were substantially underfunded

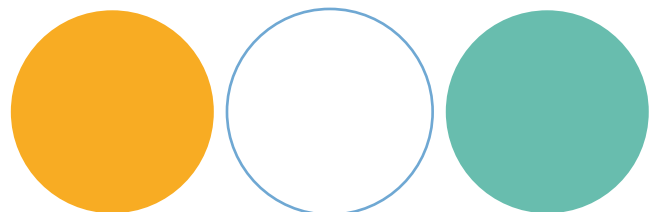
- Community Provider

Impact of Disorganized Power and Decision Making

- BIPOC providers have experienced marginalization and structural barriers to accessing resources (e.g. budget season) - direct impact on perpetuating racism and inequity
- White-led providers have more power and access than BIPOC-led providers
- Cyclical issues with pay inequity
- No systemic engagement with or advising by people with lived experience
- Lacking system-level strategy to advancing equity goals
- Systemic disorganization perpetuates structural barriers for people - especially BIPOC community members having access to the resources they need

...the first wave of approach was to engage organizations who are led by Black and Brown people... who are in the community are adding as "subcontractors" to orgs... feels like they got the token subcontractor to provide the "DEI experience"

- Community Member



Lack of Accountability Structure

Equity priorities have been communicated and expressed without a clear strategy toward change, or clarity on who is the responsible party to enact change. The first steps are there, but it has not led to action.

White Supremacy Culture Root Causes behind Lack of Accountability Structure

- “Equity washing” - equity priorities have been expressed without clear strategy and support to enact the necessary changes across the system
- Lack of role clarity for who is responsible for setting and advancing equity goals
- Transactional Relationships - lack of a sustainable structure to engage with people with lived experience of the system to plan and set local priorities

Examples of the Lack of Accountability Structure

- As stated above, HSH Strategic Framework Group is positioned to be a community-led advisory/decision making body, but is not authentically engaged as such - perceived as having no decision-making power, and therefore has no clear accountability mechanisms
- Serial leadership changes and slow-moving bureaucracy produce a lack of accountability throughout the system, from budgeting through implementation
- Providers perceive that HSH does not have a transparent accountability mechanisms to hold itself accountable to the community set goals

- Lack of role clarity and priorities from HSH to the community and groups of providers and other stakeholders has led to finger pointing and a lack of progress as opposed to true accountability
- Mayor’s office is difficult to access and there is no way to hold them accountable to improving equitable access

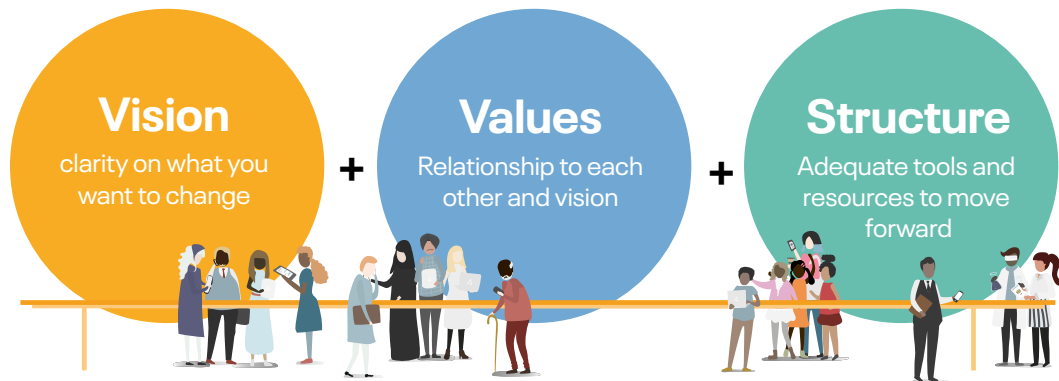
Impact of the Lack of Accountability Structure

- BIPOC and LGBTQ+ community members continue to experience harm of systemic inequity and injustice
- Past equity efforts (SPARC) have not resulted in action and system impact
- Lack of accountability undercuts opportunities for building trusted relationships between HSH, providers and people with lived experience
- Finger-pointing -instead of collaboration or collective impact- between funders, public administrators, nonprofit providers, elected officials advancing equity

Co-Design Workshops: Outcomes and Impact

As the team from the NIS Center for Housing Justice reflected on the barriers that emerged through the policy audit and community engagement process, we sought to create a series of workshops that could begin to reset a foundation for addressing them. Collectively articulating vision and values, in a group process that could hold the tension and harm, alongside a call to healing and relationship repair was a way to start actioning toward trust together. So the first workshop focused on setting vision and values. The second workshop built from there and intended to begin articulating, again collectively and with an eye toward repair, what characteristics were necessary for the group to continue to invest in moving equity work forward. We called this approach a “Framework for Collective Accountability.”

A Framework for Collective Accountability



Co-Design Shared Vision and Values to Advance Equity

On July 1st, the NIS Center for Housing Justice facilitated a virtual engagement activity with workshop participants to articulate a vision and core values towards equity for BIPOC and LGBTQ+ people. While the group did not finalize a vision statement - the NIS Center for Housing Justice synthesized the feedback provided and drafted a proposed statement here that incorporates what was reflected in the discussion.

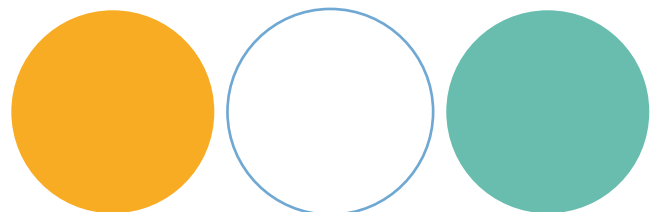
Proposed Equity Vision Statement:

We envision a transformed San Francisco homeless response system where the system functions to foster the physical and emotional safety for all individuals, centering BIPOC, where the ideas and expertise of all stakeholders are honored and there is a thriving practice of transparent communication. The community has a functional accountability structure that holds the entire system accountable for advancing equity goals set by the community.

In addition, the workshop participants identified the below values important to advancing equity:

- Value and center the expertise by BIPOC and LGBTQ+ people and providers most impacted by systemic oppression
- Trusting relationships -Practice Mutually Respectful, honest and transparent communication
- Foster safety for all individuals
- Assume good intent and hold each other accountable
- Willingly practice and honor vulnerability
- Lean into principled struggle
- Authentic power sharing and equitable decision making

In the next section we will discuss ways in which the community can practice living into these shared values as part of the actions taken forward.



Build An Accountability Structure to Advance the Equity Priority Actions

On July 15th, the NIS Center for Housing Justice hosted a second workshop with community stakeholders to review the established priorities to advance equity and collectively design the accountability

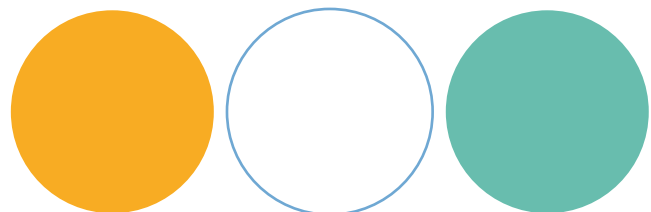
structure needed to advance equity. The following charts reflect the contributions to the workshop discussion that generated characteristics for both who should hold the structure and how it should operate.

Characteristic	Example
Visionary	<ul style="list-style-type: none"> • Knows how to not silo the effort - this work must be centered/lead with a community-wide vision on homelessness • Can see the road ahead, not just the obstacles directly in front • Authentic, real and bold
Resourced	<ul style="list-style-type: none"> • Dedicated staff time with reliable follow through • Can assess when white comfort or white supremacy norms are being centered and can pivot accordingly • Someone with empathy and understanding of equity as well as homelessness
Responsive	<ul style="list-style-type: none"> • Ability to hear feedback and use it to make needed change • Ability to let go of the system parts that are not serving unhoused community • Ability to be transparent and communicate quickly • Ability to explore solutions in real time without needing to have all the answers • The ability to make decisions and implement relatively quickly - including structural changes (e.g. policy maker)
Accountable	<ul style="list-style-type: none"> • Accountability when things do not happen as agreed upon by the group/team/structure • Shared responsibility for the work, implementation, changes as we go • Oversight commission with power and authority to oversee and hold accountability of HSH
Representative	<ul style="list-style-type: none"> • Group needs to include reps from community, city - including entities that can implement operational changes e.g. contracting processes • Majority BIPOC centering those who are impacted by homelessness • City decision-makers/agency leadership needs to be involved • Representatives should reflect the community and service recipients in race, gender, class, across all spectrums of the socio-economic spectrums. Characteristics must include the ability to take your own inventory and on it. There must be openness, authenticity and a willingness to create the next step together and set concrete goals to implement with respect. There must be enough time for input from multiple voices

Characteristic	Example
Accessible and Transparent Communication	<ul style="list-style-type: none"> • Meeting minutes are posted online; agendas are clear and representatives are trusted to co-create them • Monthly or 2x month meeting at the beginning to establish a strong partnership • A monthly report on progress against goals • Ability to ensure consistent communication across the various forums so that this information is not siloed in any one group/area
Set Goals and Tracks Progress	<ul style="list-style-type: none"> • Clarity about the groups role, function and desired goals • Clear understanding of the role of the group and intended impact • Goals set with timelines • A monthly report on progress against goals
Form	<ul style="list-style-type: none"> • A commission or body that has oversight of the actions and outcomes • Subcommittee structure that tracks to the lanes (of action)
Resourced	<ul style="list-style-type: none"> • Funded by not taking dollars from other deserving areas
Collaborative	<ul style="list-style-type: none"> • Bringing some the existing groups together to align this work across other efforts • Ability to ensure consistent communication across the various forums so that this information is not siloed in any one group/area

Based on these characteristics, the workshop participants discussed together if there was an existing structure that could initially hold this work - the HSH Strategic Framework Advisory Committee (SFAC) was proposed for this purpose given its established membership and purpose. The group acknowledged that some changes would need to be made to empower that committee for the purposes of authentic accountability and action. In addition, participants who were not familiar

with this group requested information and the opportunity to learn more about the current purpose of the group, governance structure and opportunities to be included as representatives. In the next section we move towards action and what it means to take what has been learned and co-designed and apply it to advance San Francisco equity goals.



Onward Towards Action

Recognizing that there may be future opportunities to reshape the structure for accountability - it is imperative that San Francisco's homeless response community not wait any longer to move on equity goals. And with that imperative, prioritize identifying and resourcing the structure and community partners who will hold the community accountable to advancing equity goals.

The community needs an immediate and actionable structure that places value on both process, connectivity and outcomes. The community also needs clear tasks with persons responsible and the functions to pivot when something isn't right. Eventually a Chief Equity Officer at HSH might be able to hold these pieces together, but until then, it will require innovative staffing to follow through on actions and strategies, to project-manage equity efforts. The work cannot wait for the other pieces to fall into place.

While each of the barriers to advancing equity in San Francisco will need to be addressed, this section provides detailed and concrete actions for an accountability structure and lanes of action that provide a platform to build wins and progress quickly; simultaneously setting the stage for progress over time and for the community to advance this work forward.

We recognize that there are other aspects to the barriers not explicitly provided in the operational next steps within this document. While addressing relationships are integrated across the priority actions, any significant shifts to governance, power and decision making will require more intentional, collaborative and detailed thought, design, and time than the scope of this document allows.

Build Out the Elements for Collective Accountability

As described within the framework for collective accountability, without establishing a shared vision towards equity, setting the values for how the community is in relationship with each other and a transparent and resourced structure to hold accountability, it will be impossible for San Francisco to make progress on its equity priorities in the homeless response system. Below are concrete recommendations.

1. Create a Collective Vision

Proposed vision statement:

We envision a transformed San Francisco homeless response system where the system functions to foster the physical and emotional safety for all individuals, where the ideas and expertise of all stakeholders are honored and there is a thriving practice of transparent communication. The community has a functional accountability structure that holds the entire system accountable for advancing equity goals set by the community.

Actions:

- Review, refine and adopt a shared vision statement to serve as guidepost to advancing community equity work
- Publish this vision statement along with other accountability structure information and tracker/dashboards

2. Establish Shared Values

We achieve this vision by practicing shared values:

- Center the wisdom and priorities set by those most impacted by homelessness
- White-led institutions intentionally

share power with BIPOC

- Honest and transparent communication
- Principled struggle
- System-level accountability structure and practice

Actions:

- Review, refine and adopt the identified equity values.
- Review the value statement as a practice within regular meetings
- Apply the values within equity goals and metrics set and evaluate regularly for alignment
- Amend as the community practices and grows together as part of a continual learning and relationship building process

3. Implement a Functional Structure

During the summer co-design workshops, there were explicit actions named for how the community will continue the conversation and actions. Participants that came together for the equity workshop series represented community members invested in centering the safety and well-being of BIPOC and LGBTQ+ unhoused people. With respect to everyone's capacity and wanting to leverage the power of an existing group that could hold accountability to advancing equity, the group proposed leveraging the HSH Strategic Framework Advisory Committee (SFAC) as a place to start moving towards accountability for advancing equity goals and identified immediate next steps to move the

recommendation forward. Structural accountability creates a frame for expectations of roles, responsibilities, decision-making, work-flows and communication, and can be publicly held to account for what happens when goals and targets are not progressing. In addition, it is creating the container where experiences of harm are tended and healing is centered. The Strategic Framework Advisory Committee (SFAC) is a group that already engages many community leaders, and is a space where

HSH can situate and hold both long term and short term goals. Currently, however, the SFAC may not be organized in a way that meets the vision and values that have been articulated. The following provides recommendations that the SFAC can adopt for alignment with equity vision, values and goals.

To be in alignment with the characteristics described, the NIS Center for Housing Justice recommends the following adjustments to the existing structure:

Characteristic	Example
Visionary	<ul style="list-style-type: none"> Integrate vision and values in regular meeting practices e.g. review at the top of each agenda, build into reports, dashboard and other metrics set. Check in regularly (monthly; quarterly) to reflect as a group on how the community is living into the values Be clear if and when the group is making decisions based on feasibility as opposed to what is transformative; aim for transformative To measure impact and how aligned the community is with living into the values, conduct regular qualitative interviews and focus groups with different representative (providers, people with lived experience, system leadership, government partners) to measure progress
Resourced	<ul style="list-style-type: none"> Staff a position to project-manage/support the groups process and practices needed for equity accountability through a public-private partnership [See Keys to Success for additional suggestions]
Responsive	<ul style="list-style-type: none"> Staff support, and the collective group structure needs to be able to be adaptive when something is not working. Adaptation requires trust, which results in the ability to adjust and make changes as a unit or team¹ Spend time as a group making commitments to what it would mean to be adaptive including descriptions of what the groups sets as communication expectations
Accountable <i>(continues on following page)</i>	<ul style="list-style-type: none"> Ensure the committee has a clear and transparent governance and structure If such a governance structure does not already exist, use a community-inclusive co-design process to create the governance structure <ul style="list-style-type: none"> This governance and structure needs to be written policy, transparent and available to anyone easily (i.e. posted on the web), with clear timelines for accountability The governance and structure needs to be clear about what is needed for decision-making to occur, who has voting power, and how many votes are needed for a decision to be ratified The governance structure needs to have a clear process when HSH or the Mayor’s office can unilaterally make a decision vs. what requires equitable decision making

¹ adrienne maree brown describes this in her book Emergent Strategy as the way birds fly in murmuration, fish swim as a shoal, or bees swarm.

Characteristic	Example
Accountable (continued)	<ul style="list-style-type: none"> • Create a public-facing dashboard with equity priorities; metrics; timeline and responsible parties • Set a transparent and consistent timeline for updating the broader community on progress towards equity equity updates that is reliable and planned, so that everyone knows what date to jog toward giving updates on progress toward goals
Representative	<ul style="list-style-type: none"> • Assess whether the current representation aligns with equitable representation of the community of unhoused people served. (e.g. Ensure representation of Bayview community and provider leadership and people with lived experience are represented) • Ensure there is dedicated leadership from HSH who have both positional power with decision making authority and experiential power • Ensure any people with lived experience are compensated equitably for their time and contributions - including prep work. Please see section on Lived Experience Engagement for additional suggestions

Lived Experience Engagement

Inclusion of people with lived-experience, and the expertise of people who have been unhoused is critical to advance equity. It is the only way such efforts stay grounded in the reality of what people are experiencing as oppression and our common humanity. It is not optional; it is necessary. And though HSH does not have a lived-experience advisory group connected to the SFAC already, the committee can get started on building one, while building the other parts too. You just have to be honest that you are doing these things simultaneously and that you may have to revisit them from time to time. Consider what [struggles the current advisory boards](#) for HSH have faced and refrain from creating more lived-experience inclusion within the same structural barriers.

- Prioritize creating sustained and empowered opportunities for people with lived-experience:
 - Set a concrete deadline for when new opportunities will be created
 - Create a budget and dedicate resources to staffing and

compensation of lived experience roles

- Hire staff whose experience and skills can hold the relationships and position (don't just assign an available staff person who is not a good fit), give people with lived experience the ability to select this staff
- If HSH/City bureaucracy cannot hold this responsibility well, assess where to hold the responsibility and find a way to pay for it
- Jointly design the roles and responsibilities of the group once the initial group is on-board
- Be willing to revisit goals and priorities once there is a group of people with lived-experience on-board

Action 02

Organize and Activate Equity Priority Lanes of Action

The Strategic Framework Advisory Committee (SFAC) or otherwise identified group must imminently organize the identified priority actions in a way that allows the ability to track and develop action steps. Based on the equity priorities as discussed above, the committee should organize accountability metrics process across the three lanes:

- Build Community Relationships Rooted in Equity
- Develop Equitable Outcomes for System Operations
- Develop Equitable Housing Outcomes for Unhoused People

Actions:

- Use the three lanes to set goals and track progress will help hold accountability for the environment needed to move equitable processes and outcomes forward, as well as

tracking progress on the outcomes themselves. The lanes can always be modified later.

- Create a goal statement for each of the lanes; include metrics/targets, strategies, milestones (with timelines), and progress updates in a tracker that is transparent, update regularly and ensure it is always available to anyone in the group.
- Dedicate key project management staff time and resources to maintain this information and ensure it is up to date. Keep in mind that you can use a "[PerformanceStat](#)" model for this, but in equity work, these models need constant and planned vigilance to remain situated in the equity values, particularly the relational ones. For a sample top-level tracker, see [here](#).



Supportive Resources

Over the course of the NIS Center for Housing Justice’s engagement with Tipping Point, HSH, and San Francisco community members between October 2020 and July 2021, the team has supported the development of resources that can inform efforts and progress toward the three lanes of work. In addition, we have pulled together additional links to information that is relevant to each priority lane.

Priority Lane	Supporting Documents
Build Community Relationships Rooted in Equity	<ul style="list-style-type: none">• Equity Themes Briefing• Workshop: Creating Vision and Values<ul style="list-style-type: none">• Articulated Vision & Values• Workshop: Design & Activate around Equity Priorities<ul style="list-style-type: none">• Structure Co-Design Notes
Equitable Outcomes for System Operations	<ul style="list-style-type: none">• HSH Opportunities for Advancing Equity• SF ORE HSH Phase I Action Plan• HSH Equity & Procurement Process Roadmap
Equitable Housing Outcomes for Unhoused People	<ul style="list-style-type: none">• HESPA 5 Point Racial and Economic Justice Agenda• Shelter Grievance Advisory Committee• Coordinated Entry System Committee• Compassionate Alternate Response Team

Keys to Success

1. Dedicated Staffing.

We have seen communities try to take action on accountability without resources (e.g. dedicated staff time) to do so, and it does not work. Community visibility and tracking on how the community is accountable to its vision, values and goals should be prioritized and explicitly built into job descriptions; not fit in-between other tasks or secondary. That said, it does not have to be a long-term/permanent position, but it should not be an external consultant if there are power-dynamics that prevent that consultant from pushing through barriers & functional limitations. Get creative on how this position is paid for and who it reports to-- explore public-private partnership positions, modeled from positions and details like those available through the [Intergovernmental Personnel Act](#) for the federal government.

2. Publicly measure progress with distinct indicators & targets.

Without targets, goals are not actionable; and you will continue to spin and debate and be unable to see small movement. Make accountability a public process- get updates on an agenda that has a public transparency requirement. Always require people to report back-- it is ok to fail forward; it is not ok to not be accountable. Doing so will also give you the ability to look back over a longer period of time and see shifts that were not apparent in the short term.

3. Offer one another grace alongside accountability.

The pandemic has upended most people's lives. The emotional trauma and for many people, both in the physical experience of the virus in addition to an increasing amount of responsibility in community roles. Everyone has an important role to play to advance equity. Hold grace for one another, while also tackling decades of structural housing injustice and centuries of racism.

Closing and Gratitude

Aligning actions in service to the vision and values of an equitable San Francisco homeless response system are the conditions for authentic transformation. While it is impossible to erase the roots of violent history of structural and systemic oppression - taking these foundational actions can continue to build the momentum of transformative change and provide opportunities for authentic healing. It is critical that the next steps for San Francisco are centered on taking action. Progressive action will require taking risks, acting on imperfect plans and practicing vulnerability. All parts of the system play a role demonstrating real, concrete action and practicing transparent accountability to what is being asked explicitly by those who have been most harmed by this system.

The NIS Center for Housing Justice is grateful for the opportunity to partner with Tipping Point Community and the broader San Francisco community stakeholders we have had the opportunity to collaborate with over the past several months. We are changed by you; and close our work with gratitude for the wisdom, hope and vision that has been extended to us as partners on this journey.

