

SNAPS COORDINATED ENTRY EQUITY DEMONSTRATION

COHORT 2 INFORMATION PACKET

THE COORDINATED ENTRY EQUITY DEMONSTRATION – OVERVIEW

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

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

EQUITY DEMO GOALS

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

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

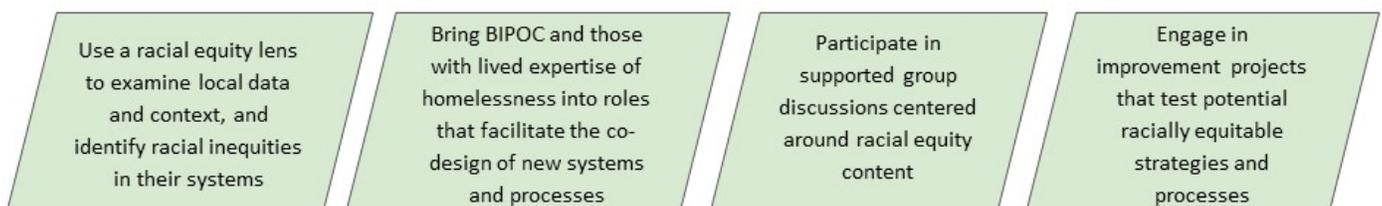
At the end of the day, we want to see significant changes in:

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

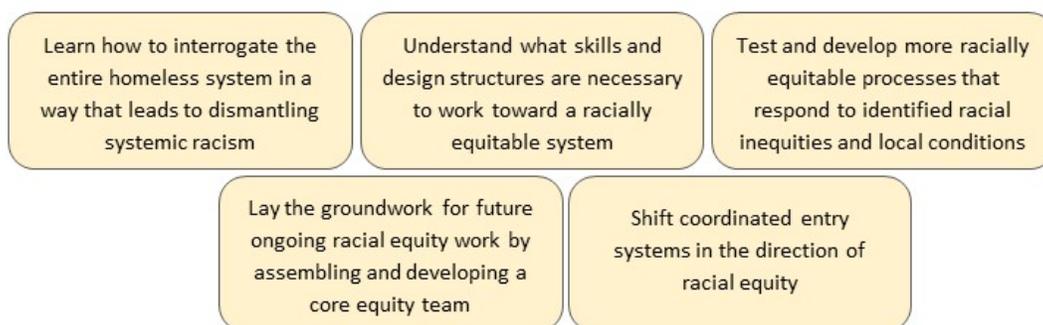
THEORY OF CHANGE

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

We believe that **IF** communities:



THEN we believe that communities will:



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

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

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

COMMUNITY EXPECTATIONS

Building a Core Team

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

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

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

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

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

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

community request

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

Data and the DEMO

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

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

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

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

What we need from you

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

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

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

For Consideration

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

SUBMISSION PROCESS

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

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

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

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

SELECTION PROCESS

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

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

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

NEXT STEPS & TIMELINE

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

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

Expression of Interest, Engagement Opportunities, and Selection Timeline

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