

Corporation for Supportive Housing

Bending the Arc Toward Equity

The CSH Race Equity Framework and Journey Toward
Transformative Organizational Change

2021





If we can do this work right, it's part of the long-term sustained impact shifting power from institutions to people.

– CSH Staffer

In Appreciation

WE ARE INDEBTED TO the early ambassadors of our equity work at CSH – both past and present – who championed efforts to advance diversity, equity and inclusion (including members of the former CSH Diversity Committee). We are grateful to our national and local partners and consultants for lending their time and expertise as we progressed in our learning journey. We are especially grateful to our Board of Directors for their leadership and commitment to race equity.

This work would not be possible without the advisement and expert counsel of our partners with lived experience of homelessness, and, in particular, our Speak Up! Advocate leaders, whose expertise and passion helped to fuel this important work. Specifically, Abigail Aziza Stone and Tiffany Duvernay-Smith. Our efforts to-date would not be possible without their immeasurable contributions and dedication.

Lastly, we thank the members of the Racial Equity Design & Implementation Team (REDIT) for their exhaustive efforts to advance transformative organizational change and to continue to hold us accountable as we move forward. We are a better organization because of it.

With thanks to:

CSH Board of Directors

Stephen Norman, *Chair*, Rachel Diller, *Vice-Chair*, Carolyn Powell, *Secretary*, Jeffrey I. Brodsky, Deborah Burkart, Maurice Coleman, Deborah De Santis, Pete Earley, Dorothy Edwards, Donald S. Falk, Roland Lamb, Judge Steven Leifman, Qahir Madhany, DeAnna Minus-Vincent, Paula Morabito, Matthew Morton, Michelle Norris, Dr. Jim O'Connell, and Sherry Seiwert.

Current & Former Members of REDIT

Brandon Aquino, Karen Bartos, Kate Bitney, Taryn Boland, Nicole Brookshire, Mercedes Brown, Ross Clarke, Jesse Dean, Deborah De Santis, Joan Domenech, Liz Drapa, Dexter Egleston, Shellon Fraser, Stephanie Harms, Janis Ikeda, Sonya Jelks, Pascale Leone, Johnna Lowe, Marcella Maguire, Rachel Matthews, Kara Mergl, Maygen Moore, Saba Mwine, Brooke Page, Gabriel Schuster, Lisa Sepahi, Leah Sininsky, Susan Starrett, Monique Taylor, Rae Trotta, and Katrina Van Valkenburgh.

With additional thanks to CSH's Senior Leadership, Kiya Kennebrew and Stephanie Mercier, former CSH staff members including members of the former CSH Diversity Committee, Ann Oliva (Center on Budget and Policy Priorities) and Regina King Cannon (C4 Innovations) and our consultants, antwuan wallace, and Marc Dones (formerly with National Innovation Service).

Letter from CSH Leaders

Corporation for Supportive Housing (CSH) has worked for more than three decades to advance supportive housing for people most affected by cycles of crisis and institutionalization and people experiencing abject poverty. At the start of our work, we responded to the vast public policy failures in the decades preceding the 1990s.

As we collaborated with communities in our work, it became increasingly clear that the individuals and families most impacted by systems engagement and institutionalization were disproportionately Black, Indigenous and People of Color (BIPOC). This led us to the growing understanding that the root of the problems we were working to solve lay beyond failures in public policy and rather in the perpetual, systemic and structural racism built into the fabric of this country.

While this is true in many sectors, it shows up particularly strongly in our work, given our country's long and intentional history of housing-related discrimination. To this day and across generations, the impacts of racially-based housing discrimination have resulted in lower rates of homeownership, higher education, and wealth among BIPOC and elevated rates of homelessness and environmental-related health conditions, to name a few.

We cannot build thriving communities centered on housing aligned with services without focusing on equity and addressing fundamentally racist policies, practices, and institutions.

To do our work effectively and equitably, CSH committed to becoming an anti-racist organization and participate in the process to disentangle the grip of racism from national, state, and local systems and institutions. We believe supportive housing can be a lasting and equalizing force that recognizes structural racism and addresses systemic policies that maintain these disparities. This is our work and our path forward.

Operating from a racial equity framework demands that CSH must also turn the lens inward. Deep introspection requires examining our work and partnerships, making uncomfortable topics and conversations the norm, bringing marginalized voices and perspectives to the table, and ensuring that BIPOC employees, people, businesses, and communities have a real stake in charting the path forward.

We built the Race Equity Framework you are about to explore from a series of events and conversations between CSH staff and the Board of Directors and some of our housing and funding partners. We are proud of the CSH Board and staff for committing to making race equity core to how we operate and work.

We acknowledge that operating an anti-racist organization is a journey and one that we cannot travel on alone. This Race Equity Framework is the next step on this journey. We invite you to review, send us feedback, share what you are doing, and join us in this effort.

Deborah De Santis
President and Chief Executive Officer

Stephen Norman
Chair, Board of Directors

Executive Summary

Our Why

Housing remains a critical necessity and one of the most powerful predictors of health, education, economic and other key outcomes in the United States. Yet, for most of this nation's modern history, housing has been systematically denied to BIPOC.

Centuries of systemic racism have led to the systematic denial of wealth-building opportunities and upward mobility for BIPOC. Decades of government sponsored and sanctioned discriminatory policies and practices in the forms of redlining, Black Codes, Jim Crow laws, restrictive covenants and exclusionary zoning laws have all led to profound racialized consequences including racism serving as a key driver of homelessness. Black, Latinx and Indigenous people are dramatically overrepresented among those experiencing homelessness and cycling through institutional settings such as jails, hospitals, nursing homes and more.

Given the United States' pervasive legacy of racism, it is imperative that organizations working to eliminate homelessness actively work to disrupt patterns of inequality and the ways in which their own practices may further disadvantage marginalized groups and communities. They must actively deploy anti-racist strategies that seek to address the root causes of inequities and not just their symptoms. It is for these reasons that CSH is refocusing its work with supportive housing to be an effective approach that leans in to

transforms systems and builds more resilient communities. This type of radical transformation requires an honest assessment of our own organization and others leading the work to end homelessness and a deep audit of how our own policies and practices work to uphold the unequal distribution of power and resources.

This Race Equity Framework offers practical approaches for organizations and practitioners seeking to center racial equity in their work to end homelessness and advance housing solutions that are grounded in equity. It draws from our organization's experiences to-date with a particular focus on efforts in the past four years. Our objectives are to:

- Share the learnings and provide useful resources from our efforts to build a multi-cultural and inclusive race equity culture at CSH through the redesigning of organizational structures, processes, and policies.
- Articulate our organization's stated race equity commitment, vision, values and goals.
- Illustrate our approach to operationalizing race equity across our lines of business and our work in communities and the public systems we engage.
- Invite our partners to join us in our efforts to dismantle structural racism and continue to hold us accountable to our words and actions.

We all come to this work with varied experiences, and because the terms and definitions used are ever-evolving, we wanted to ground this paper with a shared understanding of the following key terms:

- **Diversity:** The experience and fact of having people who identify from varying demographics.
- **Equity:** The guarantee of fair treatment, access, opportunity, and advancement while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. Equity exists when all groups have access to the resources and opportunities necessary to eliminate gaps and improve the quality of their lives.
- **Inclusion:** The act of creating environments in which any individual or group can be their authentic self and feel respected, supported, and valued to fully participate.
- **Belonging:** The feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group or place. Belonging means more than having access, it means having a meaningful voice, and being afforded the opportunity to co-create in the design of things.
- **Anti-racism:** The work of actively opposing racism by advocating for changes in political, economic, and social life.
- **BIPOC:** BIPOC: An acronym that means Black, Indigenous, People of Color. BIPOC is valuable as a way of thinking about how violence against Black and Indigenous address the root causes of inequity, people is foundational to the United States which has resulted in overrepresentation in

homeless, justice, child welfare and other crisis and institutional settings.

What We Know

Sourced from publicly available data, CSH's Racial Disparities and Disproportionality Index (RDDI) makes starkly evident the overrepresentation of Black, Indigenous and Latinx/o people not only among those experiencing homelessness, but also in the feeder systems that drive homelessness, including the child welfare and justice systems.

Uneven access to culturally-responsive supports and racially-conscious trauma-informed care further widen the gaps among population groups accessing services. Our resolve must be to fix the broken and disconnected systems that continue to produce inequitable outcomes and not lay blame on the people these systems were designed to assist.

Our Resolve

Our resolve is what our partners in the field can expect of us for years to come. We commit to:

- **Build an Anti-racist, Race Equity Culture:** The work of advancing racial equity requires us to be as James Baldwin describes "critical lovers" of our institutions; to examine and interrogate all our lines of business in pursuit of transformative change.
- **Be Data-driven:** Because we cannot fix what we do not measure, we know that

data must be integral to our work. We also recognize the limitations of data to accurately reflect population segments not traditionally captured in data surveillance. CSH resolves to continue to provide tools that are designed to guide practitioners in ethical and actionable usage of quantitative and qualitative data in service of achieving more equitable outcomes.

- **Focus on Thriving:** CSH resolves to ensure that people affected by racism and institutionalization achieve more than a stable home; they must achieve a home in a community of their choice where they can thrive .
- **Bridge Access to Capital for BIPOC Developers:** Because BIPOC are woefully underrepresented in the affordable and supportive housing industries, CSH resolves to bridge access to capital and build the capacity of BIPOC developers through financing and technical assistance, while working with local government partners to center equity within their own funding decisions.
- **Provide Training and Technical Assistance (T/TA) Grounded in Equity:** CSH resolves to design and provide T/TA rooted in equity that values collaboration with people with lived experience and advances equitable solutions rooted in data, research, and promising and evidence-based practices.

Early Observations on this Journey

CSH's work is far from over, and in many aspects, it never will be. We are still early on

[1] Compact for Thriving Communities (communitiesthriving.org)

in our journey, but some early observations of our work include:

- Valuing shared leadership and creating intentional spaces for diverse perspectives in decision-making processes. We attain true inclusion and belonging when staff at all levels build their comfort to co-design and co-create solutions as well as voice concerns without fear of retribution or reprisal.
- Measuring what matters and resourcing what we are committed to achieving. Race equity work is a significant and multi-year investment that requires sustained commitment. It is imperative that staff, supervisors and managers in particular are provided with skills-building, coaching and trainings to support them in their own personal development in order to foster an inclusive and equitable work environment.
- Centering the leadership and expertise of BIPOC staff and people with lived experience, and as part of that- recognize and compensate the emotional labor involved in this work. The work of advancing racial equity is difficult and taxing, especially for BIPOC staff. This must be done in a trauma-informed way.
- Building our tolerance for discomfort. Equity requires discomfort, and growth sits at its edge. Comfort should not be our goal, but rather building our tolerance for discomfort. We understand that harm will occur and mistakes will happen along the way, but that cannot be a justification for inaction. "When we know better, we do better."

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- Evolving in our understanding of racial equity. This work is generative. Racial equity work is complex and nuanced and can be both transactional and transformative. We are constantly evolving in our understanding of the work required and redefining ourselves in the process of becoming an anti-racist institution.
 - Staying focused is imperative. The work of undoing racism means tackling centuries of systematized inequitable structures, and we can easily feel overwhelmed by trying to take on too much, too fast. It is important to set reasonable and measurable targets and celebrate small wins along the way. White dominant cultural norms and values remain the default settings in our institutions – including CSH – so we must train ourselves to recognize when they are in operation and remain resolute in our efforts to disrupt them.



Systemic racism is a machine that runs whether we pull the levers or not, and by just letting it be, we are responsible for what it produces.

*Ijeoma Oluo,
So You Want to Talk About
Race*

Chronicling the Journey

Our organization’s transformative journey towards racial equity began years before the 2020 reckonings for racial and economic justice that were punctuated by a global health pandemic and racialized police violence. However, these events further catalyzed our efforts to more directly address our nation’s most pervasive and most pernicious force: structural racism. It was after the murder of George Floyd that CSH declared that it endeavored to be an anti-racist organization.

Put simply, anti-racism is defined as the work of actively opposing racism by advocating for changes². At CSH, we view our anti-racism as a continuous practice – less about who we are, but always about what we do. We view anti-racism as a verb, not a noun because it is the conscious decision to make frequent, consistent, equitable choices daily. Choosing the anti-racist approach daily moves our organization toward more productivity, better ingenuity and a more inclusive work culture.

Earlier efforts driven by staff, leadership and our Board of Directors alike called on our work to be centered in racial equity – meaning that our work to end homelessness and housing insecurity must get to a place where one’s racial or ethnic identity has no influence or bearing on how they fare in society and to proactively adopt a race equity culture that deliberately counteracts social and racial inequities both inside and outside of our organization³.

With no defined blueprint for organizational transformation arching toward racial equity, it has been said that there is no “right way” to enter this journey but most important just to start. After careful exploration, we adopted the approach taken in **Demos’ Racial Equity Transformation** that centers on four key, non-linear phases to drive this work: Foundational Analysis, Organizational Assessment, Learning, Implementation.

Foundational Analysis

According to Demos, foundational analysis is the crucial starting point for understanding “why” we are centering race equity in the first place – for both internally and externally facing work. It is our rationale for why we cannot fulfill our organizational mission without addressing the crippling and destabilizing effects of systemic racism. It is us getting to a firm understanding of how racism permeates through our work and daily lives and seeing the undoing of racism

[2] [Race Forward “Race Reporting Guide” \(2015\)](#).

[3] [Equity in the Center: Awake to Work to Work Glossary of Terms](#).

as mission critical. As such, CSH's commitment to equity is firmly rooted in our strategic plan as a starting point. Our 2019–2021 strategic plan, **Scaling Supportive Housing Through Systems Integration**, called for a fundamental shift toward equity to go upstream to address the root causes of racialized inequities in the sectors we engage rather than just addressing their symptoms.



Organization Assessment

In this phase, staff are surveyed to assess their understanding of racial equity concepts as well as understand how CSHers experience our organizational and workplace culture and what it means to be a CSHer.

In the Spring of 2019, CSH contracted with C4 Innovations to conduct an internal organizational assessment of our racial equity practices and culture and make recommendations on actions needed to make progress on our internal priorities related to

racial equity. C4 brought on the **National Innovation Service (NIS)** to support their efforts and the two identified four key themes through this process: 1) CSH has many organizational strengths to support racial equity implementation, 2) CSH has a lack of Diversity—Board, Senior Leadership, and staff, 3) Individual and Organizational racial equity competencies and skills do not currently match the level needed to fully implement racial equity internally and externally and 4) CSH has started the conversation but there is no clear direction with goals and outcomes. Many recommendations emerged from this assessment and can be found in the Appendix.

The C4 assessment was followed by a series of Listening Sessions to learn how CSHers were integrating racial equity into their external work with clients and in community, as well as their interactions with colleagues and external partners, and to solicit further input on the overall building of a race equity culture and framework. This qualitative data served as the bedrock from which the framework established its short and long-term goals and an overall vision for our race equity work. The findings from both the organizational assessment and subsequent listening sessions served as a baseline for the development of our racial equity vision, values and stated goals.

Using the 2019 assessment as a baseline, and starting in early 2022, CSH will continue to annually assess the organizational culture to better understand the current state of the organization as well as our aspirational state

and to actively address the challenges and barriers that surface.

Learning "Our Forever Work"

In this phase we explore and identify the core competencies and necessary skills for operationalizing our equity goals and truly walking the talk. This phase requires us to examine the multitude of ways that racism permeates our lives: personal, interpersonal, institutional, and structural/ideological and the deliberate unlearning of those deeply ingrained interpersonal and organizational norms to commit (and continuously recommit) to learning and practicing of new ones. As a learning organization, we recognize that the trainings and tool development to better equip staff are just part of the journey and not the destination. This phase is ongoing and always will be.

Starting October 2019, CSHers participate in monthly Racial Equity calls as a space to build connection and community with CSHers on our collective and individual journeys of anti-racism practice and to learn how to apply a critical race equity analysis to all aspects of our work. Focusing mainly on our work in community, the monthly race equity call topics have stemmed from Targeted Universalism practice, advancing health equity, the intersectional implications of race, age and disability in the age of COVID-19, using data to drive equitable cross-systems impact, as well as deepening our understanding of how pervasive racially-biased and discriminatory policies and practices have led to systems - level

disparities in the justice, aging, child welfare and homelessness sectors. In these spaces we spend time exploring CSH's role in advancing race-conscious housing interventions to promote racially equitable outcomes. To date, we have convened twenty monthly racial equity calls.

In early 2020, CSH contracted with the National Innovation Service (NIS) to deliver three 1 ½ day trainings to align CSHers on key terms and definitions related to race and racial equity, develop a clear understanding of the ways in which racism and racial equity impact supportive housing, develop a clear understanding of systems and related equitable systems transformation processes, and learn how to recognize/acknowledge bias and apply key anti-bias strategies and racial equity strategies. Additional coaching and training was provided to CSH managers, supervisors and senior leadership on inclusive management practices, with a focus on power and privilege within supervision. Also in 2020, CSH supported the registration and participation of nearly twenty white-identifying staff at all levels for the LA-based Social Ventures Partners' year-long "Anti-Racism for White People: Walking the Walk" course. Annual trainings, learnings and/or capacity-building opportunities to build our equity muscle will be a mainstay for CSH.

Braver conversations on equity are continuing to be the norm across the agency in team meetings, individual check-ins/supervision, and All Staff annual meetings and bi-weekly calls. While all of these efforts continue to be work in progress, we are making considerable

strides in ensuring that equity is integral to how we communicate, no matter how uncomfortable it may be.

Implementation

This is the phase where our commitment to racial equity moves into action. This is the institutionalizing of equitable and race-conscious practices, policies, competencies and standards. This is where equity is centered as part of job descriptions, staff orientation, performance reviews, and ongoing staff development, and where racial equity is deliberately woven into our signature products and lines and not seen as a “one-off”.

REDIT

Recognizing that race equity is both an outcome and a process, early on we understood that we needed a “framework” – a long-term change management strategy – to operationalize our race equity goals. To stand up this framework and build toward transformative organizational change required a team. In December 2019, the Race Equity Design & Implementation Team (REDIT) was formed. REDIT is a collective of CSH staff from diverse geographies, races, ethnicities, sexual orientations and gender identities, and positions who have helped to stand up a framework that will serve as the bedrock of our work to advance racial and social justice both internally and externally.

The team is broken up into seven committees based on our levers for transformative change as identified in the C4 organizational assessment.

REDIT Committees

Culture Committee

Examines our organizational culture (which is historically rooted in white dominant standards and values), and is responsible for helping to co-create and promote an anti-racist, race equity culture that fosters respect, safety, and opportunities for intentional engagement and authentic relationship-building.

Workforce Committee

Responsible for helping to shape a diverse and multi-cultural organization by identifying and dismantling barriers to hiring, development, advancement (promotions), and retention of BIPOC and People with Lived Experience (PLE) staff.

Fund Development Committee

Works to ensure our budgets, funding proposals, local and national partnerships as well as the values and priorities of our funders, reflect our commitment to racial equity.

Policy and Systems Change Committee

Functions to apply a critical racial equity analysis to best understand the disparate impacts of CSH and external policies and interventions on people, communities, and systems.

Community Investment Committee

Serves to help eliminate bias in our lending and investment products, practices and relationships to achieve a balanced portfolio that includes developers of color.

Consulting and Technical Assistance Committee

Responsible for ensuring that staff have access to the necessary tools and training so that race equity is infused within CSH's products, tools and services that produce equitable outcomes across communities. Works to reduce barriers that dissuade or prevent Minority Business Entities (MBEs), PLE, and non-traditional subcontractors, from successfully competing for CSH business to foster an inclusive and equitable purchasing environment.

Training and Education Committee

Responsible for helping to infuse a racial equity framework into the design, delivery, development and evaluation of our trainings.

Racial Disparities and Disproportionality Index (RDDI)

As an agency that works at the crossroads of multiple public systems, we see how the lack of multi-sector efforts to collect and analyze data has prevented holistic approaches to meaningfully addressing the root causes of racialized inequities. To address this critical gap, CSH developed the Racial Disparities and Disproportionality Index (“RDDI”) that looks at 16 unique systems to measure whether a racial and/or ethnic group is over/under represented in a particular public system (proportionality) as well as the systematic differences between groups and geographies (disparities). The RDDI allows practitioners to use disaggregated data to examine inequities in systems inflow, operations and outflows to advance targeted strategies to center racial equity in critical systems redesign.

Racial Equity Impact Assessment (REIA)

To ensure that our work does not further racial inequities, and, where possible, we can remedy existing racial inequities through our work, CSH created the Racial Equity Impact Assessment (REIA) tool. Recognizing that there is no race- neutrality when it comes to program and policy design, the REIA serves as a systematic analysis of how different racial, ethnic and other minoritized groups will likely be affected by a proposed action or decision, thereby pre-empting racial inequities before they occur. The REIA helps us to ground our work with clients and serves as a critical touchpoint throughout a project. It has three foci: 1) People (bringing those most impacted to decision-making tables), 2) Data (using

data in actionable and ethical ways to bring about change), and 3) Accountability (getting in right relationship with community to ensure equitable and sustainable practices and change efforts). The tool works to challenge the unconscious biases we all hold to pause and assess the kinds of disparate impacts that are likely to be produced by the work we undertake. CSHers are encouraged to use this tool at the start of every project or policy design.

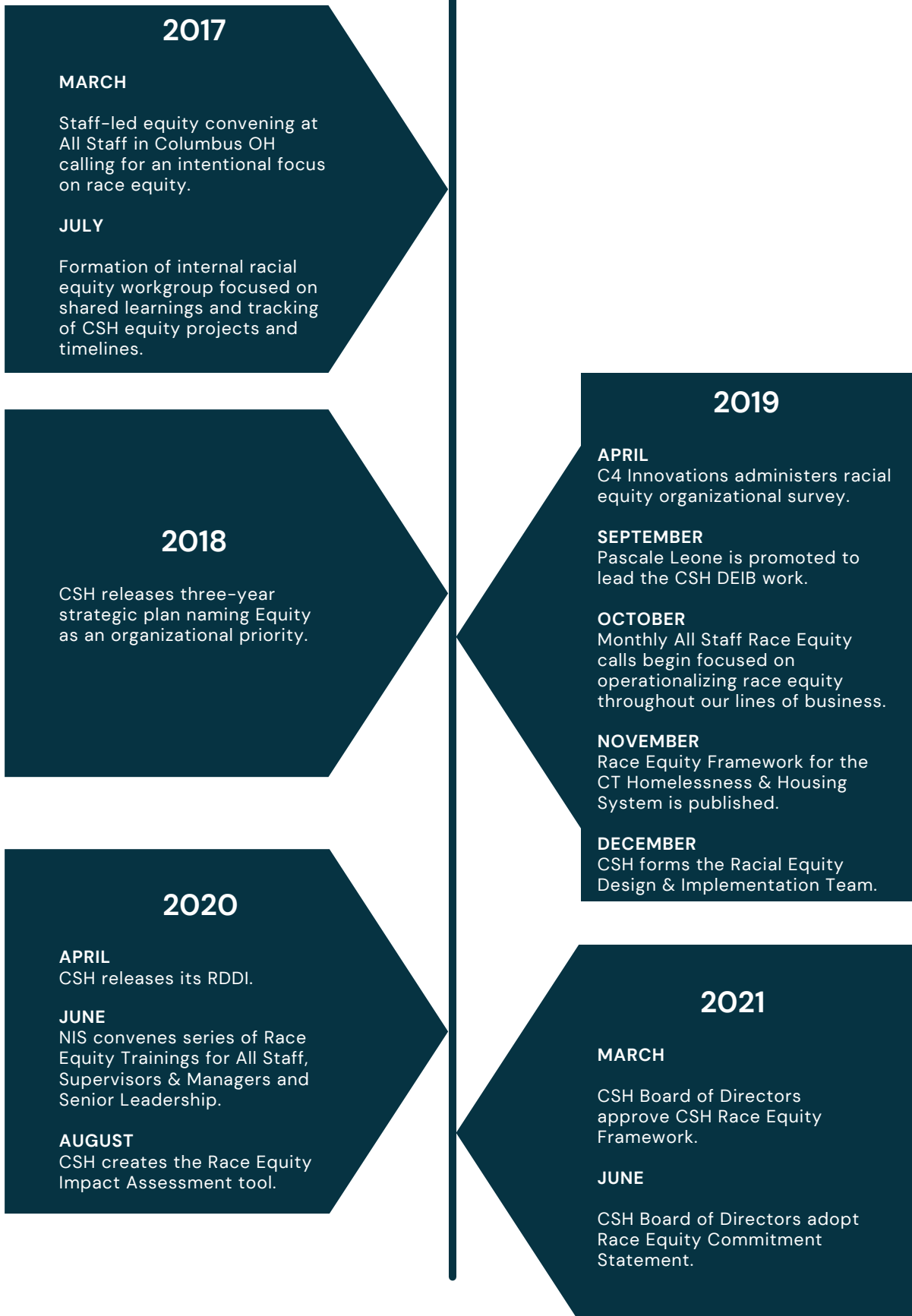
Glossary

Central to a collective journey that embeds race equity into everything we do is the need for a common shared language so that we are not talking past one another. In September 2019, we developed a race equity glossary that has been updated by REDIT and is available in the appendix included herein.

Doing it for the Culture – Celebrating Culture Monthly at CSH

Fostering an inclusive, multi-cultural and racial equity culture requires the intentional creation of space for identity-sharing and celebration. A key endeavor of our equity work was to build a culture where staff could show up as their full authentic selves and not leave their identity at the door each day. Since 2019, we have instituted monthly internal blogging, celebrating cultural heritage and other ways CSHers identify with the hope that understanding and celebrating the diverse identities of our colleagues will allow for deeper connections to each other, our work, and the communities we engage.

Early Progress and Timeline of Key Accomplishments



Our Race Equity Theory of Change

When we lead with racial equity in our work...

...we **center and amplify the voices** and experiences of those most impacted;

we work to **transform systems and communities** to advance racially equitable policies and programming that produce and **sustain racially equitable outcomes...**

we **co-create a more just and equitable world** where everyone experiences safety, fulfillment, dignity and joy in the communities we call home with the supports needed **to thrive.**

Board of Directors of CSH

Statement of Commitment to Racial Equity

As the Board of Directors for the Corporation for Supportive Housing (CSH), we acknowledge that we work, operate, and perpetuate oppressive systems that have historically advantaged white people and disadvantaged Black, Indigenous and People of Color (BIPOC). Racist structures baked into these systems continue to exist, resulting in the disproportionate representation of BIPOC in public systems and racially inequitable outcomes.

We acknowledge that racism and its manifestations is everyone's problem, and without working towards active and ongoing counteraction, we are all complicit in its perpetuation.

We affirm our responsibility as leaders of an organization striving to be anti-racist by seeking to address racism and its forms of oppression, discrimination, and bias and work to eradicate it. This requires intentional individual and collective work to undo the destructive impacts of systemic racism.

We affirm our obligation to hold the Board and organization accountable as partners on our race equity journey to advance anti-racism practice.

We affirm that our governance requires us to center racial equity and to dismantle inequities within our Board and organizational structures, decision-making practices, policies, programs, and services – both internally and externally.

Therefore, We Commit as Individuals, as a Board, and as Organizational Leaders:

1. To striving to be an anti-racist Board that acknowledges the harms, trauma, and violence of racism and forms of oppression against historically marginalized groups and commits to the lifelong practice of combatting them.
2. To building a more diverse, inclusive, and race equity organizational culture. We commit to a critical analysis of the CSH work environment and to work to open up equitable pathways for career advancement for BIPOC staff.
3. To being a learning Board, one that approaches the moral imperative to center race equity with genuine inquiry, humility, and lifelong learning. We commit to fostering courageous conversations at the Board and all levels of the organization.
4. To actively supporting the organization in its pursuits to advance racial equity through internal and external policies, practices, and programs, and evaluate and report on our progress.
5. To analyzing Board-level decisions through a racial equity impact analysis to assess how our governance practices and decisions may serve to uphold white supremacy and disproportionately burden people of color.
6. To dedicating time and resources for the recruitment and maintenance of a diverse and inclusive Board where all voices, identities, and perspectives are welcomed, heard and valued.
7. To centering and amplifying the voices, experiences, and expertise of those most impacted by homelessness, housing instability, and public systems engagement in the design and implementation of our policies and practices.

By my individual signature below, I indicate my commitment to the Board of Directors Statement above.

Name: _____

Signature: _____

Date: _____

About Our Race Equity Framework

The Distance Yet to be Traveled

It is still early in our journey. We are learning as we build. A key part of our work moving forward is ensuring that our anti-racism work is intersectional. A frame that analyzes how other and multiple oppressed identities (sexual orientation and gender identity, class and poverty, immigration status and disability) are intertwined with and compounded by racial oppression. This is a prism in which all CSHers must see their work.

About the Framework

What follows is not our comprehensive framework (that includes our race equity action plans complete with goals, objectives, strategies and action steps, key performance indicators and timetables), but rather a condensed version of our framework that includes our core values as they relate to the many domains of our work, goals and objectives. It is largely focused on the internal work needed to build a race equity culture at CSH centered on anti-racism practice, policies and procedures. It is with the understanding that to serve as a more effective and accountable partner in the field, we must first get our own house in order.

Race Equity Vision Statement

CSH aspires to be a courageous, innovative, anti-racist leader supporting the ability of communities and systems to effectively serve all racial and ethnic groups equitably. CSH believes the path to racial equity is grounded in the voices and experiences of those disparately impacted and will only be attained through deliberate practices, policies and programming that produce and sustain racially equitable outcomes. CSH envisions a more just and equitable world where everyone has the housing and services they need to thrive in the communities they call home.

Race Equity Statement of Shared Values

Central to the development of our race equity framework was a statement on our shared core values that clearly articulates what CSH is committed to, what we believe in and what we stand for. What follows are the set of shared values across our levers for change that were identified during our 2019 Listening Sessions and rolled up into the Framework. For staff, these set of core values embody our approach to operationalizing equity and the expectations of staff for how we live and breathe this work. For our external partners, our values serve to signal the fundamental race equity principles CSH operates by. The race equity vision statement and statement of shared values serve as the foundation upon which we build our framework.

CSH is committed to acknowledging the past, influencing the present, and driving towards an equitable future. We acknowledge the impact that racism has had on us personally, on our communities, and on the systems that perpetuate racial inequality. We must ensure that our work does not perpetuate racially inequitable outcomes by influencing the systems and structures that put Black, Indigenous and People of Color (BIPOC) at a disadvantage. In service of that commitment, we actively work to disrupt and dismantle inequitable structures to advance equity.

Lever	Shared Values
1 CSH Culture	<ul style="list-style-type: none"> • We value how each individual’s experience shapes our ever-evolving 1CSH culture and commit to cultivating a community of belonging. We are committed to creating an inclusive organization that fosters respect, safety, and opportunities for intentional engagement and relationship-building across projects, teams and regions. • We commit to being a learning organization. We strive to be active listeners to hear, acknowledge, and respect each other’s experiences. We acknowledge that people from diverse cultures and backgrounds are not responsible for providing the perspectives of an entire community. • We honor and celebrate diverse identities, cultures and experiences of all CSHers, and our external partners. We recognize that the work of anti-racism is our “forever work” and we are committed to continuous learning, improvement and supporting one another in this area. • We commit to building an anti-racist culture. We will continuously assess our progress and hold ourselves accountable.
Workforce	<ul style="list-style-type: none"> • We commit to dismantling barriers to the hiring and advancement (promotions) of BIPOC and People with Lived Experience, particularly for leadership roles that are a manifestation of structural racism and practices rooted in white dominant culture. • We value belonging, cultivating and developing staff – our greatest assets – and aim to increase the number of BIPOC in leadership positions. We will create opportunities for BIPOC and People with Lived Experience to influence organizational decisions and access to formal and informal career development supports. • We ensure that all staff are competent in issues related to racial inequity, structural and institutional racism, and how they impact our work and are equipped with the expertise, skills, capacity, and resources to incorporate a racial equity lens in all areas of our work.
Fund Development	<ul style="list-style-type: none"> • We ensure our budgets and proposals reflect our commitment to racial equity and position CSH as a leader in building and stewarding relationships in communities. • We engage in targeted fundraising efforts to support and expand racial equity as an organizational priority across all of CSH’s operations. • We acknowledge that past and current funders may not prioritize racial equity. We will seek and accept donations from funders whose values align with our own, and influence funders as we evolve in our journey towards becoming an anti-racist organization. • We commit to strengthening our impact through a collective impact approach, and will seek to advance a racial equity agenda through our role as a funder and partner.

Lever	Shared Values
Community Investment	<ul style="list-style-type: none"> • We acknowledge the impact that racism has had on lending practices and the supportive housing industry at large, and will seek to advance racial equity through our lending practices. • We work to eliminate bias in our lending and investment products, practices and relationships and aim to achieve a balanced portfolio that includes developers of color. • We use our lending and investment platform as an opportunity to invest in projects that are intentionally advancing a racial equity agenda.
Consulting and Technical Assistance	<ul style="list-style-type: none"> • We embrace the uniqueness of each community we serve and are committed to educating ourselves (through data and challenging our own individual preconceptions) about the racial inequities in these communities. We commit to sharing what we learn with ICSH. • We raise the issues of racial disparities and inequities in our engagements in order to increase the access and quality of care across the communities we serve. • We commit to ensuring race equity is infused within CSH both strategically and organically, including creating anti-racist products, tools and services that produce equitable outcomes across communities. • We commit to reducing barriers that dissuade and prevent MBEs, people with lived experience and expertise (PLE), small and non-traditional subcontractors from successfully competing for CSH business and to promote, and be accountable for, an inclusive and equitable purchasing environment.
Policy and Systems Change	<ul style="list-style-type: none"> • We commit to using data to measure and understand the impact that our policies, services and products have on people, communities, and systems. • We utilize a Racial Equity Impact Assessment to examine the impact of our work and ensure that our work reflects our values. • We value the insight, knowledge, and expertise that exists within our organization, our community partners and persons with lived experience and commit to working with our community partners to refine and design our policies, services, and products to advance racial equity. • We work with policy-makers, legislators and other key stakeholders to center racial equity in policy and systems design and change.
Training and Education	<ul style="list-style-type: none"> • We infuse a racial equity framework into the design, delivery, development and evaluation of our trainings. • We foster an inclusive approach to the design and delivery of internal and external training. • We proactively take steps to interrupt racial bias.

1CSH Culture



Goal 1: Create an equitable culture that values the individual experience and disrupts the dominant white cultural norms.

Key objectives:

- Institute shared/collaborative leadership of 1CSH Calls & Events
- Develop tools and pathways for personal and professional growth
- (Re)define what it means to be a CSHer

Workforce and Talent



Goal 2: Increase the rate of hiring and promotion of BIPOC to bring the demographics of CSH staff and leadership in line with the racial and ethnic diversity of the population we serve.

Key Objectives:

- Utilize staff, external consultants and industry best practices to develop/strengthen equitable HR policies and practices related to the recruitment, hiring, promotion, titles and compensation, professional development and retention of people of color. Track and report progress on key results on a bi-annual (every six months) basis.

Goal 3: Reimagine the structure used to evaluate, promote and support staff and leadership in the context of becoming an anti-racist organization.

Key objectives:

- Review CSH performance management practices to identify and remove racist practices that prevent CSH from becoming an anti-racist organization.

Fund Development

Goal 4: Financially position CSH to fund our journey in becoming an anti-racist organization and advance racial equity in all our funding proposals.

Key Objectives:

- Fundraise for the activities outlined in the racial equity framework.
- Clearly communicate our racial equity work and goals internally and externally.



Goal 5: Evaluate and refine our fundraising strategy to ensure CSH's supporters share our commitment to advancing racial equity.

Key Objectives:

- Establish written protocols to guide how we assess current and prospective funders through a racial equity lens.
- Incorporate the Racial Equity Framework into our fundraising strategy.

Goal 6: Create a pool of external partners with complementary goals in advancing racial equity.

Key Objectives:

- Build strategic and scalable opportunities to advance racial equity through partnerships.
- Leverage available investment resources and expand organizational capacity to advance racial equity through partnerships.

Community Investment

Goal 7: Eliminate bias in our lending and investment products, practices and relationships in order to provide equitable financial opportunities to BIPOC developers, and achieve a balanced portfolio.

Key Objectives:

- Eliminate bias, and increase diverse representation by examining the policies and practices that govern our lending operations.
- Incorporate a racial equity framework into our lending, underwriting and decision-making.
- Provide training and assistance to help Community Investment team members in understanding roles in centering race equity in their work.
- Proactively market, identify and increase lending to, and investments in BIPOC.
- Center race equity within our New Market Tax Credit (NMTC) investments.
- Center race equity within structured funds- “when CSH is at the table, equity is at the table.”



Consulting and Technical Assistance

Goal 8: Equip all staff, especially consulting staff, with the pertinent tools, skills and capacity-building opportunities to effectively address racial inequities in community engagements.

Key Objectives:

- Procure specialized facilitation training to navigate difficult conversations.
- Create peer sharing and learning opportunities and feedback sessions for staff working on TA projects.
- Develop a scoping guide to aid in the design and implementation of new projects.

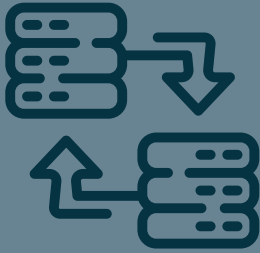


Goal 9: Identify, build, and lift up the work of local culturally specific organizations for TA engagements to make pathways for non-traditional, BIPOC community-based organizations and PLE.

Key Objectives:

- Act as a connector to bring in expertise and community voices for engagements
- Ensure equity in our contracting and subcontracting/granting opportunities by developing an equitable and inclusive procurement and (sub)contracting process.
- Expand the base of potential consultants and sub-contractors and bi-annually track the number and percentage of minority business enterprises engaged in contracts and prequalification.
- Institute regular evaluation of the health and effectiveness of CSH's subcontracting partnerships.

Policy and System Change

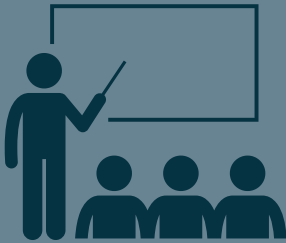


Goal 10: Create and implement a strategic policy approach that addresses institutional barriers across agencies and systems, while leveraging the essential elements of targeted universalism.

Key Objectives:

- Develop, train staff, and implement an equity-driven process based on a Racial Impact Assessment.
- Maintain a dynamic policy and advocacy agenda that is driven by and reviewed regularly for inclusion of what we learn from the community-based initiatives from our systems change work.

Training and Education



Goal 11: Integrate race equity into the design, delivery and evaluation of trainings.

Key Objectives:

- Create and share a training standards guide to implement a racial equity framework.



*Not everything that is faced can
be changed, but nothing can be
changed until it is faced.*

James Baldwin

Appendix A

Glossary of Terms

To review our online glossary of terms, please [click here](#). The terms used in this glossary reflect current practice and are subject to regular updating.

Appendix B

C4's Racial Equity Assessment

Recommendations for CSH

Theme 1: Support Racial Equity Implementation

- Find concrete and meaningful ways for CSH to tap into the areas of racial equity knowledge that staff shared that they have.
- Develop a racial equity competency and skills framework so that all staff can measure their progress and work with HR and their supervisors to improve their skills and competencies.

Theme 2: Increase Diversity among Board of Directors, Senior Leadership, and staff.

- Set specific goals for diversifying at every level.
- Develop an HR guide for recruitment, hiring, promotion, and retention of people of color.
- Use data to drive more equitable hiring and promotion.

Theme 3: Upskill staff competency to levels needed to implement racial equity internally and externally

- Develop a paid fellowship/internship program for people of color to broaden the pool of candidates in this field
- Provide racial equity training for all staff and targeted training for staff in supervisory positions.
- Develop racial equity core competencies and advanced competencies (depending on the staff's work and supervisory role).
- Make discussions of the impact of racial inequities on CSH work a standard agenda item for internal meetings across all lines of business.

Theme 4: Develop a clear race equity roadmap, goals, desired outcomes

- Incorporate race-explicit language and data into CSH Policies and Procedures, specifically in output and outcome metrics, in order to identify and track the impact race and racism has on experiences of staff.
- Develop and implement a Racial Equity Action Plan, building on the goals of the new Strategic Plan.
- Focus explicit attention on defining and cultivating a "Race Equity Culture" at CSH, that supports both autonomy and shared vision for Racial Equity implementation.
- Align with the needs of community groups organizing around racial equity. Become part of a larger system of racial equity work.
- Develop a clear and transparent communication plan to keep all staff updated about what the organization and regional teams are doing on racial equity.

Appendix C

CSH Racial Disparities and Disproportionality Index How-To

CSH Racial Disparities and Disproportionality Index

Today's emergency punctuates the deep racial and ethnic disparities in our communities and across the country. Efforts to build multi-sector partnerships to create and sustain change grounded in equity have long been hampered by system-level data silos. The lack of multi-sector efforts to collect and analyze data has prevented holistic approaches to meaningfully address the root causes of racialized inequities.

To address this critical gap, CSH developed a ***Racial Disparities and Disproportionality Index ("RDDI")*** that looks at 16 unique systems and measures whether a racial and/or ethnic group's representation in a particular public system is proportionate to, over or below their representation in the overall population (proportionality) and also allows for the examination of systematic differences between groups and geographies (disparities).

The Role of Data in Centering Racial Equity

Disaggregating data by race and ethnicity is key for system leaders and practitioners working to center racial equity in critical systems redesign. On average, systems tend to report data on whole populations, which overlooks key nuances in the differences in access, systems flow and outcomes across various population groups which may inadvertently exacerbate existing inequities. Disaggregating data by race and ethnicity helps to:

- call attention to racial trends, disparities and inequities that are masked by aggregated data, and
- allows for improved accountability in programming and policymaking.

Stratified data helps confront the intersectional implications of inequities. Racial equity is both a process and an outcome and must be centered in meaningful systems redesign work. Advancing racial equity means disrupting and dismantling structures that continue to produce inequitable outcomes.

Interpreting the Racial Disparities and Disproportionality Index

The RDDI determines disproportionality rates by measuring whether a racial group's representation in a particular public system is proportionate to their representation in the overall population.

- An index of 1 signifies equal representation,
- An index below 1 signifies underrepresentation, and
- An index above 1 signifies overrepresentation in a particular system.

In addition, the RDDI provides a standardized comparison between groups. The RDDI also

Appendix C Continued

includes a critical element distinguishing it from other standard indices. Whereas most other indices use white populations as the baseline comparison group for all other racial and ethnic groups (e.g., black rates / white rates; Native American rates / white rates, etc.), CSH's index compares each group to the aggregation of all other groups, and in effect de-centers "whiteness" as the standard from which all other groups are measured. CSH's Index can be viewed as the "likelihood of one group experiencing an event, compared to the likelihood of another group experiencing that same event."

Systems Included in the RDDI

The 16 systems analyzed by the RDDI are: Chronic Homeless • Non Chronic Homeless • Veterans • Homeless Families • Child Welfare Involved Families • Unaccompanied Transition Aged Youth (TAY) • Justice Involved Transition Aged Youth (TAY) • Prison • Jail • Developmental Disability (DD) Residential • Developmental Disability (DD) Waitlist (on the waitlist for services) • Developmental Disability (DD) ICF (in Intermediate Care Facility) • Mental Health (MH) Institutional (in institutional setting) • Mental Health (MH) Residential (in residential setting) • Aging • Substance Use

Limitations

Historically, data has been used in ways that further entrench racial inequities far more often than it has been used to shed light on or rectify them. Unacknowledged blind spots in datasets, analyses, and interpretations may result in the compounding of inequities, as overlooked populations are left unaccounted for. As with all datasets, the information that the RDDI is modeled on contains limitations, as does the analysis presented here. It is our goal in outlining those limitations to minimize that compounding effect, and to call for the generation of higher quality data that is more sensitive to inequity across systems

All of the data used in the RDDI is pulled from public data sources, typically from government agencies that administer services and report on the demographics of their recipients. Limitations inherent in this data fit into a few broad categories:

1. Non-comprehensive categorization within systems
2. Inconsistent categorization across systems
3. Scale dependencies in data
4. Inconsistent reporting periods or timeframes

While the background data on state demographics consistently refers to the same source (American Community Survey data), the racial and ethnic categories used in the ACS are not always mirrored in the public datasets that were used to calculate disparity index values for some systems. Page 3 of 3 As an illustrative example, ACS uses different categories for Asian and for Native Hawaiian or Other Pacific Islander. Some of the systems we account for in this analysis use broader categories than the ACS, however, resulting in groupings like 'Asian/Pacific Islander'. While it is established that Native Hawaiian people experience poverty at higher rates than Asian Americans, this distinction in experience is lost by grouping these categories together.

How to Use the Tool

By default, the RDDI shows each system's equity index as part of a stacked bar chart, organized by state. This can be broadly interpreted to show the cumulative disparity on a state by state basis, where larger portions of each stacked bar point to the primary drivers toward each state's cumulative total.

Users can manipulate the data in a variety of ways:

- Hover over a section of the bar chart to see a pop-up detail for any index component
- Click on a state to see the breakdown across systems in the lower half of the visualization
- Use the Race/Ethnicity filter to explore disparity as it pertains to specific groups
- Use the System filter to explore disparity within specific administrative systems
- Click the 'Download' button in the bottom right to export a .jpg or .pdf of your custom view

Where to next? Using Data to Advance Racial Equity

Data is the guide, not the destination. It is CSH's hope that this tool is used as a guide in service of achieving more equitable outcomes for those most impacted and disproportionately represented across crisis systems. Data matters, but only in service of designing a more just and equitable world.

Recommended strategies for data-driven approaches to center equity:

- Use disaggregated data to identify inequities in access, systems flow and disparate outcomes.
- Ground disaggregated data in structural and institutional explanations for how disparities occur.
- Examine and address systemic factors that perpetuate inequitable outcomes.
- Work inclusively with those who are disproportionately impacted to identify and address root causes of inequities.
- Build authentic, fiscally sustainable and long-standing cross-sector community partnerships (to include culturally and ethnically specific organizations) to examine opportunities for meaningful data-sharing and coordinated systems of care.
- Apply a targeted universalism framework that utilizes an inclusive process in order to develop strategies designed to achieve equitable outcomes for all and direct policy and systems change.
- Routinely monitor data so that interventions are able to be reoriented/ course-corrected based on outcomes data stratified by race and ethnicity.

Appendix D

Racial Equity Assessment and Impact Tool

When developing and implementing a new policy or practice, it is important to consider the potential disparate impact it may have on historically underrepresented and marginalized groups. A racial equity assessment & impact tool serves to measure proposed policies and/or practices to determine whether they may relieve or perpetuate existing inequities. This tool should be used prior to the implementation of a program or project and during the design phase. Specifically, this internal tool is designed to help CSHers:

1. systematically examine the role of bias in the perpetuation of systemic disparities and disproportionality for racial, ethnic and other marginalized identities;
2. root out/preempt potential barriers, impacts and/or unintended consequences for disparately impacted groups from proposed programs/ policies and other decision-making processes;
3. consider alternative policies that center an anti-racist, race equity approach and
4. work to reduce, eliminate and prevent racial disparities and inequities and advance race equity.

This Tool's Applicable Uses: Policy/Regulatory Analysis

- Program Design, Development, Implementation, Monitoring & Evaluation

Domains: Design & Development		
1. What is the proposed policy/ program? Click or tap here to enter text.		
2. What population(s) or sectors would this impact (check all that apply):		
<input type="checkbox"/> Affordable Housing <input type="checkbox"/> Aging (50+) <input type="checkbox"/> Asian <input type="checkbox"/> African American/ Black <input type="checkbox"/> Developers <input type="checkbox"/> Families/ Child Welfare <input type="checkbox"/> Health/ Behavioral Health <input type="checkbox"/> Homeless/ Chronic Homeless	<input type="checkbox"/> ID/DD <input type="checkbox"/> Indigenous/ Native American/ Alaskan Native <input type="checkbox"/> Justice <input type="checkbox"/> Juvenile Justice <input type="checkbox"/> Latinx/ Hispanic <input type="checkbox"/> Lending/ Community Investment <input type="checkbox"/> LGBTQ+	<input type="checkbox"/> Native Hawaiian, Other Pacific Islander <input type="checkbox"/> Supportive Housing <input type="checkbox"/> Youth <input type="checkbox"/> White <input type="checkbox"/> Other Click or tap here to enter text.

3. What state(s) and/or territories will be impacted by this policy/ program? (check all that apply)		
<input type="checkbox"/> Alabama (AL) <input type="checkbox"/> Alaska (AK) <input type="checkbox"/> Arizona (AZ) <input type="checkbox"/> Arkansas (AR) <input type="checkbox"/> California (CA) <input type="checkbox"/> Colorado (CO) <input type="checkbox"/> Connecticut (CT) <input type="checkbox"/> Delaware (DE) <input type="checkbox"/> District of Columbia (DC) <input type="checkbox"/> Florida (FL) <input type="checkbox"/> Georgia (GA) <input type="checkbox"/> Hawaii (HI) <input type="checkbox"/> Idaho (ID) <input type="checkbox"/> Illinois (IL) <input type="checkbox"/> Indiana (IN) <input type="checkbox"/> Iowa (IA) <input type="checkbox"/> Kansas (KS) <input type="checkbox"/> Kentucky (KY) <input type="checkbox"/> Louisiana (LA)	<input type="checkbox"/> Maine (ME) <input type="checkbox"/> Maryland (MD) <input type="checkbox"/> Massachusetts (MA) <input type="checkbox"/> Michigan (MI) <input type="checkbox"/> Minnesota (MN) <input type="checkbox"/> Mississippi (MS) <input type="checkbox"/> Missouri (MO) <input type="checkbox"/> Montana (MT) <input type="checkbox"/> Nebraska (NE) <input type="checkbox"/> Nevada (NV) <input type="checkbox"/> New Hampshire (NH) <input type="checkbox"/> New Jersey (NJ) <input type="checkbox"/> New Mexico (NM) <input type="checkbox"/> New York (NY) <input type="checkbox"/> North Carolina (NC) <input type="checkbox"/> North Dakota (ND) <input type="checkbox"/> Ohio (OH) <input type="checkbox"/> Oklahoma (OK) <input type="checkbox"/> Oregon (OR) <input type="checkbox"/> Pennsylvania (PA) <input type="checkbox"/> Rhode Island (RI)	<input type="checkbox"/> South Carolina (SC) <input type="checkbox"/> South Dakota (SD) <input type="checkbox"/> Tennessee (TN) <input type="checkbox"/> Texas (TX) <input type="checkbox"/> Utah (UT) <input type="checkbox"/> Vermont (VT) <input type="checkbox"/> Virginia (VA) <input type="checkbox"/> Washington (WA) <input type="checkbox"/> West Virginia (WV) <input type="checkbox"/> Wisconsin (WI) <input type="checkbox"/> Wyoming (WY) <u>U.S. Territories</u> <input type="checkbox"/> American Samoa (AS) <input type="checkbox"/> Guam (GU) <input type="checkbox"/> Northern Mariana Islands (MP) <input type="checkbox"/> Puerto Rico (PR) <input type="checkbox"/> Virgin Islands (VI)

Appendix D continued.

Determine the Inclusivity of the Design	Yes	No	Unsure
4. Are those most impacted (see question #2 e.g. youth, aging, justice etc.) a part of the design?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Are BIPOC* a part of the design?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Are PLE* part of the design?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Why should we support/ advance it? How does it align with our values? Click or tap here to enter text.			
8. Who are the other potential/known supporters? Why do they support it? Click or tap here to enter text.			
9. Who are the other potential/known opponents? Why do they oppose it? Click or tap here to enter text.			
Centering Race Equity	Yes	No	Unsure
10. Does it acknowledge historic and current discrimination, trauma, inequities and / or biases? a. If yes, how does it plan to mitigate them? Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Would you describe this policy/ program, or aspects of it, as anti-racist? a. If yes, how so? Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Is the program or policy realistic?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Is the program or policy adequately funded?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Does the program or policy include mechanisms to ensure successful implementation and enforcement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Assess the Benefit/ Burden a. Who would benefit in the short-term & how? Click or tap here to enter text. b. Who would benefit in the long-term & how? Click or tap here to enter text. c. What is the potential for harm and/or unintended consequences against historically disadvantaged identities (BIPOC/ LGBTQ+, etc.) from this program/policy? Click or tap here to enter text.			
16. What provision(s) could be changed or added to reduce/eliminate racial disparities and advance racial equity? Click or tap here to enter text.			
17. What data (quantitative or qualitative) are driving this? Click or tap here to enter text. a. What does that data tell you about the experiences of various racial/ethnic groups? Click or tap here to enter text. b. How are BIPOC and LGBTQIA* people particularly impacted? Click or tap here to enter text.			

Resource Allocation			
18. Where are the resources coming from? (What resources are being used to plan, develop and implement the program? (maybe these are broken up by plan and implementation) Click or tap here to enter text.			
19. Where are the resources going? (Who or what organization will ultimately receive the resources and funds for the policy and program? (i.e. local nonprofits, individuals and households with children, government entities, etc.)) Click or tap here to enter text.			
Domains: Implementation, Monitoring & Evaluation			
Data Analysis	Yes	No	Unsure
20. Is quantitative data being collected?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a. (If applicable) How will the data be disaggregated? <input type="checkbox"/> By Race <input type="checkbox"/> By Ethnicity <input type="checkbox"/> By Age <input type="checkbox"/> By Gender Identity/Sexual Orientation <input type="checkbox"/> Unsure <input type="checkbox"/> Other key categories? Click or tap here to enter text.			
a. (If applicable) Will the data be monitored regularly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. (If applicable) Will the data be contextualized/ interpreted by those most impacted to explain how disparities occur?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. (If applicable) How will the data be monitored and by whom? Click or tap here to enter text.			
21. Is qualitative data being collected?			
a. (If applicable) What is the intended use of the qualitative data? Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. What are the race equity success indicators and progress benchmarks? Click or tap here to enter text.			
23. How will the impacts on racial equity be evaluated? Click or tap here to enter text.			
a. What is the project/policy's goal and timeline for eliminating racial inequities? Click or tap here to enter text.			
b. How will community stakeholder participation be retained in the process? Click or tap here to enter text.			
24. How will you ensure internal and public accountability? Click or tap here to enter text.			
25. How will this project raise awareness about racial inequity? Click or tap here to enter text.			

Appendix D continued.

This tool is based on and inspired by the following sources:

- Race Forward’s [Racial Equity Impact Assessment \(REIA\) Toolkit](#) (accessed July 2020)
- Government Alliance on Race and Equity, [“Race Equity: Getting to Results”](#) (accessed July 2020)
- The Annie E. Casey Foundation’s [Results Count™ Path to Equity: A Guide to the Accountability for Equitable Results Framework](#)

Definitions & Key Terms

- Anti-Racist Policies: Policies that actively seek to dismantle the racism embedded in our social, economic, and political systems and structures, which results in persistent racial inequities
- BIPOC: An acronym that stands for ‘Black, Indigenous, People of Color,’ it is meant to unite all people of color in the work for liberation while intentionally acknowledging that not all people of color face the same levels of injustice and oppression.
- LGBTQ+: The acronym that refers to Lesbian, Gay, Bisexual, Transgender, Queer (or Questioning) and others.
- PLE: People with Lived Experience/ Expertise
- Race Equity: Is achieved when one’s racial and ethnic background has no bearing on how they will fare in society, nor predict their social or economic well-being.

Appendix E

CSH staff recommendations for reading, watching and listening.

BOOKS

1. Richard Rothstein's [*The Color of Law*](#) incontrovertibly makes clear that it was de jure segregation—the laws and policy decisions passed by local, state, and federal governments—that actually promoted the discriminatory patterns that continue to this day.
2. Roxanne Dunbar-Ortiz's [*An Indigenous Peoples' History of the United States*](#)
3. Michelle Alexander's [*The New Jim Crow: Mass Incarceration in the Age of Colorblindness*](#) the bestselling book that helped to transform the national debate on racial and criminal justice in the United States.
4. Historian Carol Anderson's [*White Rage: The Unspoken Truth of Our Racial Divide*](#)
5. Ibram X. Kendi's [*Stamped from the Beginning*](#) – explores how anti-Black racist ideas were developed, disseminated, and enshrined in American society
6. Resmaa Menakem's [*My Grandmother's Hands*](#) is a call to action for all of us to recognize that racism is not about the head, but about the body, and introduces an alternative view of what we can do to grow beyond our entrenched racialized divide.
7. Ibram X. Kendi's [*How to Be an Antiracist*](#) concept of antiracism reenergizes and reshapes the conversation about racial justice in America.
8. Robin DiAngelo's [*White Fragility: Why It's So Hard For White People To Talk About Racism*](#)
9. Dorothy Roberts, [*Shattered Bonds: The Color of Child Welfare*](#) (Basic Civitas Books: 2002)

ARTICLES

1. Ta-Nehisi Coates' "[*The Case for Reparations*](#)." focuses on the economic underpinnings of slavery, Jim Crow segregation, and federally-backed housing policy to demonstrate how Black Americans were prevented from building wealth or passing it on to later generations. <https://www.theatlantic.com/magazine/archive/2014/06/the-case-for-reparations/361631/>
2. Tema Okun's [*White Supremacy Culture – Still Here*](#)
3. ***Ad Hoc Committee on Black Homelessness Report*** This exhaustive report summarizes key insights for necessary actions to advance equity and eliminate racial disparities impacting Black people experiencing homelessness in LA County
4. [*The Postwar Housing Boom Wasn't All Sunshine and Roses*](#) (thedailybeast.com); This article examines the impact of the GI Bill and the Housing Act of 1949 and how the lack of home ownership deprived African American families from achieving wealth.

Appendix E continued.

5. [How African American Land Was Stolen in the 20th Century | History News Network](#); Union General William Tecumseh Sherman declared that 400,000 acres formerly held by Confederates be given to African Americans, his order came to be known as the promise of “40 acres and a mule”. This article discusses the different discriminatory policies out in place to oppress Blacks and give them in poverty.
6. [Opinion: Why blacks have less land than they did 100 years ago — and what can be done about it - MarketWatch](#); This articles talks about the decline in Black ownership which Agriculture ascribed this decline to a long and “well-documented” history of discrimination against black farmers, ranging from New Deal and USDA [discriminatory practices](#) dating from the 1930s to 1950s-era exclusion from legal, title and loan resources.

VIDEOS

1. [The Color of Law – A Forgotten History of How our Government Segregated America](#) Video (1 hour 20 minutes): Discussion with Richard Rothstein and Tai-Nehisi Coates regarding Rothstein’s book, “The Color of Law – A Forgotten History of How our Government Segregated America”. Examines the forgotten history of how our federal, state and local governments unconstitutionally segregated every major metropolitan area in America through law and policy.
2. [Ted Talk by Brian Stevenson of the Equal Justice Initiative](#) Video: TED Talk Published March 2012 – In an engaging and personal talk -- with cameo appearances from his grandmother and Rosa Parks -- human rights lawyer Bryan Stevenson shares some hard truths about America's justice system, starting with a massive imbalance along racial lines: a third of the country's black male population has been incarcerated at some point in their lives. These issues, which are wrapped up in America's unexamined history, are rarely talked about with this level of candor, insight and persuasiveness.
3. [Racism Has a Cost for Everyone, Heather McGhee \(14 mins\)](#)
4. [What is Owed, Nikole Hannah-Jones \(25 mins\)](#)
5. [Cultural Humility: YouTube clip on cultural humility](#)
6. [Adam ruins Everything – Suburbs and Redlining Edition](#) Video (5 min): This video provides the candid truth about the development of the suburbs as part of the New Deal. Between 1934 – 1968, 98% of home loans were given to whites due to red lining policies. These policies color coded community area maps as either being red or green. Green areas were eligible for home loans, while red areas, mostly inhabited by people of color were not eligible for home loans
7. Starbucks' Powerful Racial Bias Training Video by filmmaker Stanley Nelson <https://www.delish.com/food-news/a21054718/starbucks-racial-bias-training-video/> (8 mins)

PODCASTS

1. Scene On Radio: Seeing White [Seeing White – Scene on Radio](#)
2. Brené with Aiko Bethea on Creating Transformative Cultures: [Brené with Aiko Bethea on Creating Transformative Cultures – Brené Brown \(brenebrown.com\)](#)



*“Racism is a house we
did not build but one we
all live in.”*

Isabel Wilkerson

*Caste: The Origins of Our
Discontents*

About CSH

The Corporation for Supportive Housing (CSH) is the national champion for supportive housing, demonstrating its potential to improve the lives of individuals and families by working with communities to create more than 385,000 real homes for people who desperately need them. CSH funding, expertise and advocacy have provided \$1 billion in direct loans and grants for supportive housing across the country. Building on 30 years of success developing multiple and cross-sector partnerships, CSH engages broader systems to fully invest in solutions that drive equity, help people thrive, and harness data to generate concrete and sustainable results. By aligning affordable housing with services and other sectors, CSH helps communities move away from crisis, optimize their public resources, and ensure a better future for everyone. Visit us at www.csh.org.



www.csh.org

Contact

CSH

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