

# Centering Racial Equity in the Work to End Homelessness: Aligning Vision with Practice at the Systems Level

June 16, 2022



# WELCOME & HOUSEKEEPING

Chandra Crawford  
Chief Equity Officer  
National Alliance to End Homelessness



# Housekeeping Notes

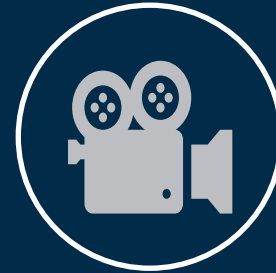


All attendees are muted, please use the **Chat Box**

- Share information and ideas
- Dialogue with your colleagues



Please use the **Q&A Feature** to submit Questions



Webinar is recorded. Slides will be available.



[Home](#) / [Resources Overview](#) / [The SYSTEM Series](#)

# The SYSTEM Series

May 10, 2022 | Toolkits and Training Materials

REGISTER FOR JUNE 16 WEBINAR: CENTERING RACIAL EQUITY IN THE WORK TO  
END HOMELESSNESS

REGISTER FOR JUNE 23 WEBINAR: INVOLVING PEOPLE WITH LIVED EXPERIENCE  
IN COC DECISIONS

The **SYSTEM (Strengthening Your System to Energize Momentum) Series** is designed to help communities more effectively end homelessness by providing tools to help communities:

- Identify areas where they can make the most meaningful improvements to their systems;
- Continuously execute on those improvements for the greatest impact, and
- Leverage their Notice of Funding Opportunity (NOFO) application for the CoC Program competition to kick-start efforts to build a more effective system.

The 2022 SYSTEM Series update includes updates on emerging priorities that all effective homeless response systems must be prepared to address, as well as insights on issues and areas the Alliance expects the U.S. Department of Housing and Urban Development (HUD) to prioritize in its forthcoming NOFO.

# SYSTEM Series: Why?

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- Communities facing ongoing housing crises coupled with the pandemic.
- Trying to help people in crisis navigate a challenging housing market while working to improve homeless outcomes.
- Desire to strengthen your homeless response system.
- Want to understand what makes your response system effective, efficient, and equitable.
- Want to identify your community strengths and gaps and how to best utilize scarce resources.

# Today's Speakers

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- Va Lecia Adams Kellum, Ph.D., President & CEO, St. Joseph Center
- Nichele J. Carver, Associate Director, Homeless and Special Need Housing, Virginia, Department of Housing and Community Development



*Centering Racial Equity in the  
Work to End Homelessness*

*June 16, 2022*

Partners for Better Communities



DHCD is committed to creating safe, affordable and prosperous communities to live, work and do business in Virginia.





# Virginia



European-American/White  
64.9%



African-American/Black  
19.9%

Experiencing  
homelessness

- 29%
- 32.5%

**How do you change your agency or team's cultural norms, policies, and practices, to DISMANTLE your homeless services system so you can rebuild it with racial equity as a guiding principle?**

You have got to clean your own house first  
before you tell other people that they aren't  
doing it right.

Dan Webster

# The Remix of the HSNH Team

- Talked about equity in our hiring processes and whatever we could change we did.
- Advertised in non-traditional places.
- Changed the questions to gather info. that mattered for the actual job.

# Outside Assistance

- We had a soft launch of “We about to do this really hard work, so buckle up” with all of our CoC/Balance of State LPG.
- Put out and RFP specifically looking for a group that could do the work and understood the need to have equity interwoven in our homeless services system.
- We build in technical assistance for
  - Our HSNH Unit
  - Our HSNH Leadership team
  - Our HSNH staff without the leadership team
  - The entire homeless services system in the commonwealth

# Technical Assistance Hours

- Capacity building for organizations
- Goal setting for moving into action/application
- Strategizing around challenges or getting unstuck in racial equity work
- Reflection on how the work is going and evaluating the impact
- Helping organizations to do racial equity work better and deeper
- Putting into action the things the agency said they wanted to do
- Providing accountability partners to help you get to the place you want to be in actively addressing racial equity
- Building the muscles and the practices to hold themselves & their communities accountable going forward



Communities  
accessed TA and  
started making  
measurable  
changes.

HSNH team  
reviewed racial  
equity work  
discussed in  
community based  
applications and  
assigned points.





Using our  
momentum to  
keep moving  
forward!

**Nichele J. Carver**  
**Associate Director**  
**Homeless and Special Needs Housing**

**Virginia Dept. of Housing and Community Development**

**[nichele.carver@dhcd.virginia.gov](mailto:nichele.carver@dhcd.virginia.gov)**

**(804) 371-7113**

# Centering Racial Equity in the Work to End Homelessness: Aligning Vision with Practice at the Systems Level

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Va Lecia Adams Kellum, Ph.D.  
President & CEO

June 16, 2022

# ST. JOSEPH CENTER OVERVIEW

St. Joseph Center's mission is to provide working poor families, as well as homeless, men, women and children of all ages, with the inner resources and tools to become productive, stable and self-supporting members of the community.



St. Joseph Center (SJC) was founded on July 8, 1976 by two Sisters of St. Joseph of Carondelet. Though we are a separately incorporated 501(c)(3) non-profit organization, we retain an affiliation with the Sisters as a "Sponsored Institution."



# ST. JOSEPH CENTER IMPACT: FY2020-21

 14,891  
SERVED



 2,351  
CONNECTED TO  
HOUSING

 1,134  
NEWLY HOUSED

 3,791  
ENGAGED THROUGH  
STREET OUTREACH

 12%  
INCREASE IN OVERALL  
PEOPLE SERVED


 33,841  
MENTAL HEALTH  
SERVICES PROVIDED


 30,073  
VISITS TO THE  
FOOD PANTRY

 42,322  
MEALS SERVED

 72%  
INCREASE IN  
MEALS SERVED

 95%  
RETAINED  
PERMANENT  
HOUSING

 43  
JOB TRAINING  
GRADUATES

 91%  
JOB TRAINING  
GRADUATION RATE



# RACIAL DISPARITIES LANDSCAPE





# RACIAL INEQUITY DEMOGRAPHICS DATA

United States

	General Population	Deep Poverty (<50% FPL)	Homeless
White	61.6%	69.9%	48.3%
Black	12.1%	24.4%	39.4%
American Indian and Alaska Native	1.1%	1.6%	3.3%
Asian and Native Hawaiian and other Pacific Islander	6.2%	5.7%	2.8%
Hispanic/Latinx (of any race)	18.7%	26.8%	22.5%

Source:

2020 US Census

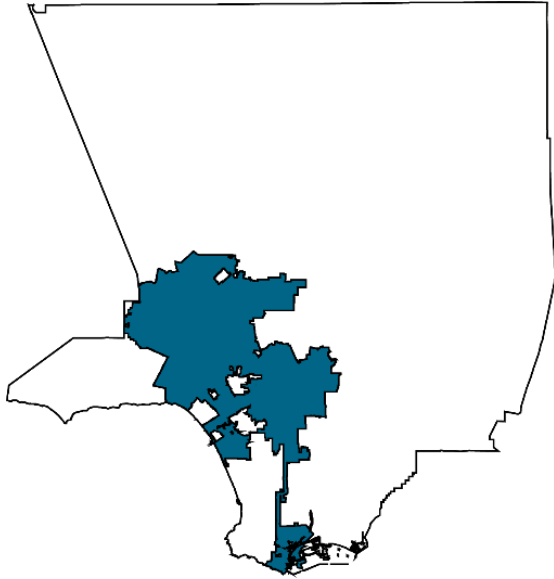
2019 US Census American  
Community Survey  
2018 SPARC Study

2020 HUD AHAR





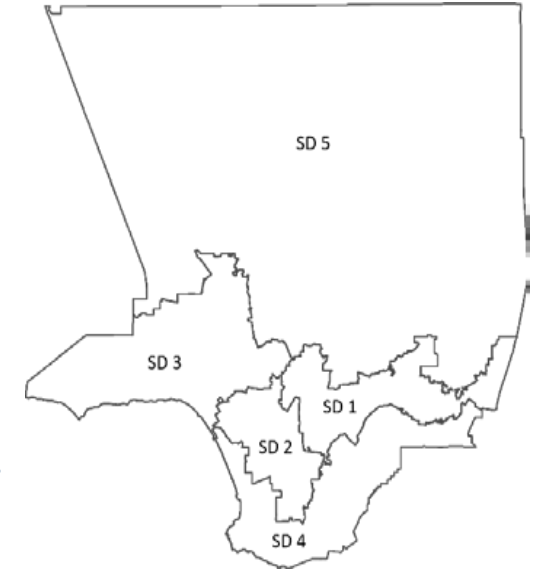
# PEOPLE EXPERIENCING HOMELESSNESS 2020



City of  
Los Angeles

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46,290

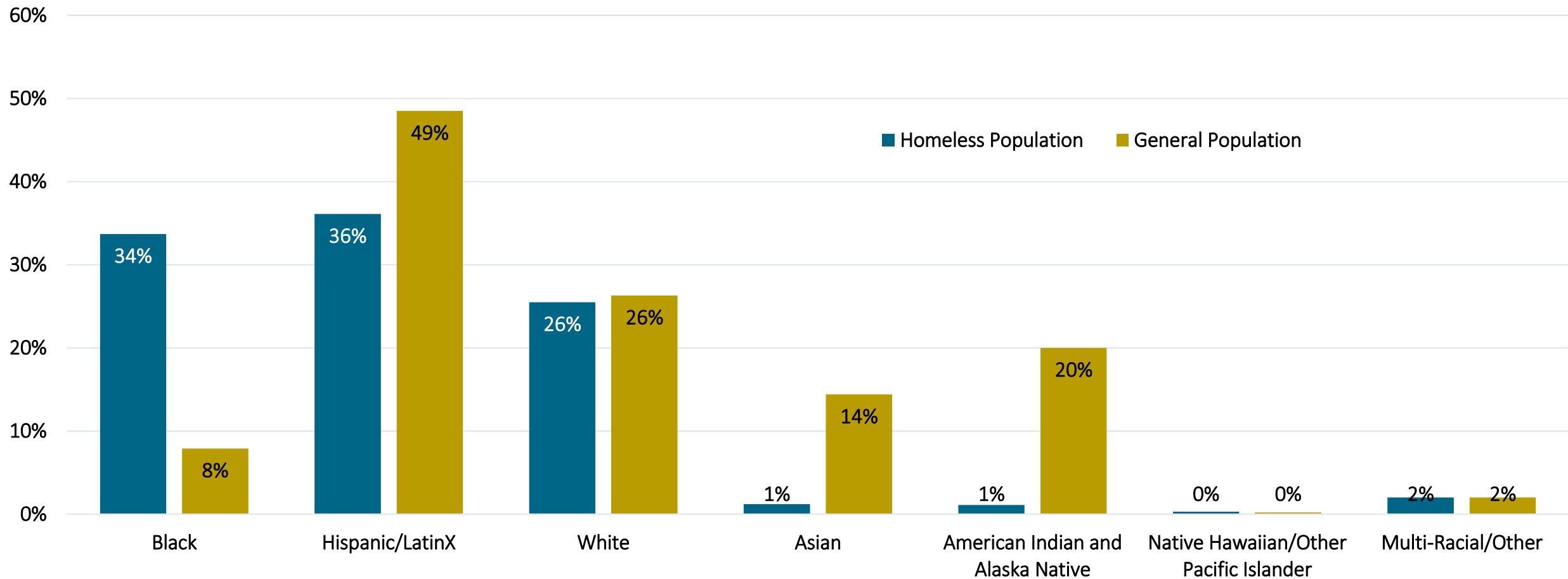


County of  
Los Angeles

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66,433

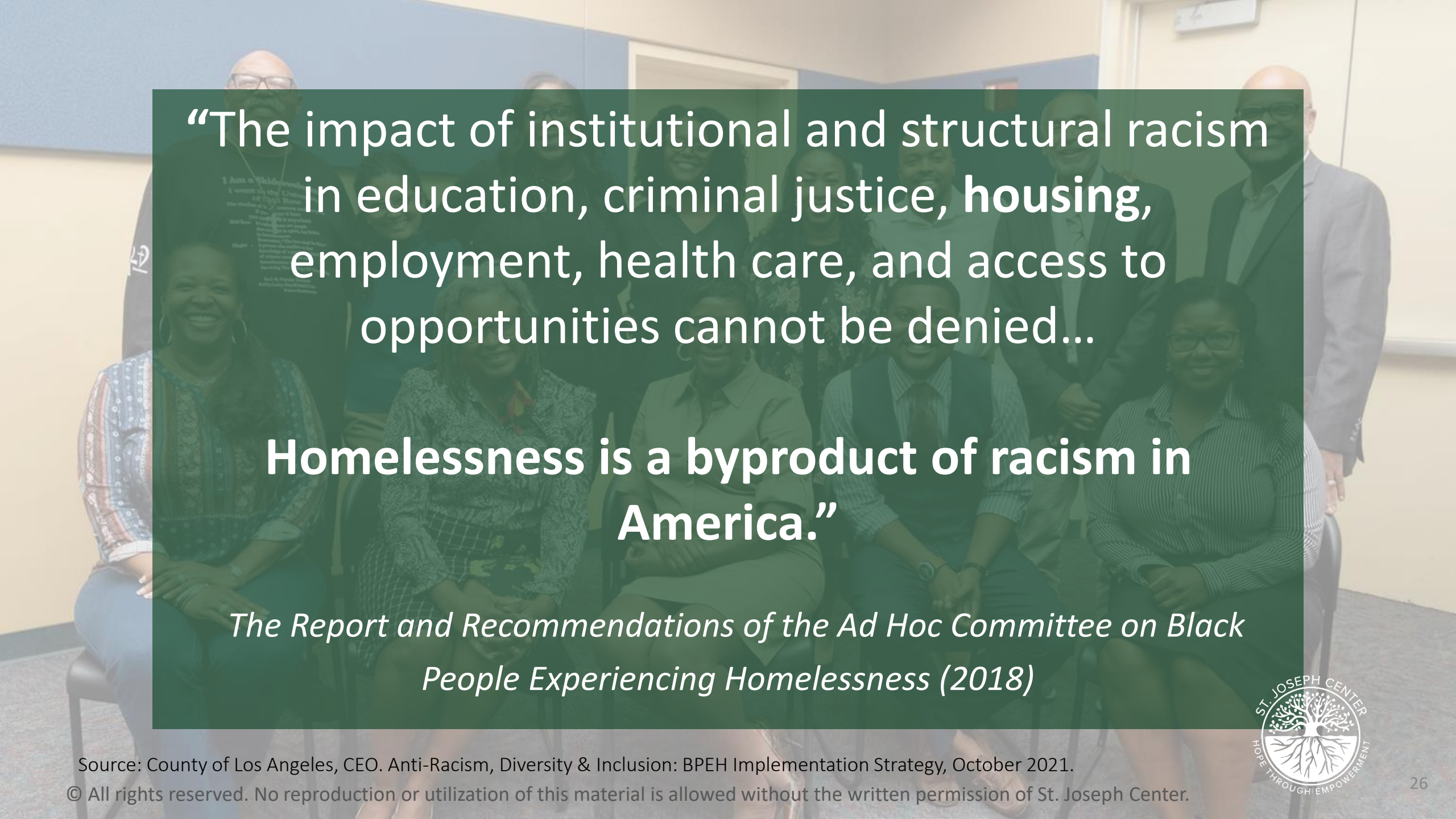
# HOMELESS POPULATION VS. GENERAL POPULATION BY RACE & ETHNICITY, LOS ANGELES CONTINUUM OF CARE, 2020



Sources: Homeless population data represent estimates from the 2020 Greater Los Angeles Homeless Count for the Los Angeles Continuum of Care (LA CoC) and excludes the Glendale and Pasadena Continuums of Care. General population data taken from the U.S. Census Bureau.  
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# HOW LOS ANGELES IS ADDRESSING RACIAL DISPARITIES AMONG PEOPLE WHO ARE HOMELESS





“The impact of institutional and structural racism in education, criminal justice, housing, employment, health care, and access to opportunities cannot be denied...

**Homelessness is a byproduct of racism in America.”**

*The Report and Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness (2018)*

# LOS ANGELES HOMELESS SERVICES AUTHORITY (LAHSA) AD HOC COMMITTEE ON BLACK PEOPLE EXPERIENCING HOMELESSNESS

LAHSA Commission launched the Committee in April 2018 in response to:

1. The persistent overrepresentation of Black people experiencing homelessness, and
2. The impact of the Ad Hoc Committee on Women & Homelessness

The Committee's purpose was to:

- 1) Examine the factors contributing to the overrepresentation of Black people among the population experiencing homelessness
- 2) Identify opportunities to increase racial equity within the homeless service delivery system
- 3) Develop recommendations to more effectively meet the needs of Black people experiencing or at risk of homelessness



Source: LAHSA, Report and Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness, December 2018.

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# COMMITTEE RECOMMENDATIONS

67 Recommendations aim to address the burdens the Committee identified, in areas of:



Cross-System Collaboration



Data & Research



Funding



Hiring & Training



Programs & Service



Policy & Advocacy

# KEY INSIGHTS: LOS ANGELES HOMELESS SERVICES AUTHORITY AD HOC REPORT ON BLACK PEOPLE EXPERIENCING HOMELESSNESS

- 1) Ensure service providers understand the impact of institutional racism and racial bias on Black people experiencing homelessness
- 2) Identify opportunities to increase racial equity within the homeless service delivery system
- 3) Importance of using a racial equity lens in this sector



Source: LAHSA, Report and Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness, December 2018.

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# DRILLING DOWN ON KEY INSIGHTS

Including Black people with lived experience in program and policy design, implementation, evaluation, and service delivery, is critical to ensuring services meet the needs of Black people experiencing homelessness.

The quality of interim housing varies across facilities, and for some, living in a shelter can be a traumatizing or re-traumatizing experience.

Rates of return to homelessness are higher for Black people than other race groups, despite being housed in CES permanent housing at comparable rates.

*They wanted to put 400 people that all had histories of trauma into one place....*

*Until homeless services really integrates trauma- informed care and deals with it from the perspective that looks at the whole piece—that looks at the racism—we are going to continue to repeat and spend money in ways that is not going to change the system.”*

*-Black Woman, Service Provider, South Los Angeles Listening Session Participant*



Source: LAHSA, Report and Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness, December 2018.

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# DRILLING DOWN ON KEY INSIGHTS (CONT'D)

Expand capacity building and training opportunities to ensure service providers understand the impact of institutional racism and racial bias on Black people experiencing homelessness.

Advance racially-equitable policies, programs, and funding across systems aimed at reducing disparities and ensuring sufficient funding supporting Black people experiencing homelessness.

Implement targeted improvements to service delivery within CES and other systems of care in which Black people experiencing homelessness are overrepresented, to address barriers and improve outcomes.

*“African Americans are disproportionately represented in homelessness because they are [over]represented in every area of disparity in our country. And that goes back to our roots of racism, oppression, and institutional racism. It doesn’t change with the category. It is almost expected.”*

***-Black Woman, South Los Angeles Listening Session Participant***



Source: LAHSA, Report and Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness, December 2018.

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# IMPLEMENTATION OF ADHOC RECOMMENDATIONS



# BLACK PEOPLE EXPERIENCING HOMELESSNESS (BPEH) IMPLEMENTATION STEERING COMMITTEE

Black People Experiencing Homelessness (BPEH) Implementation Steering Committee was established under the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative in October 2021.

The focus of this 15-member Committee is to develop and operationalize an action plan for implementing the Ad-Hoc's recommendations with the following:

- Prioritizes engagement and leadership of individuals with lived experience at all levels
- Includes engagement from core Ad-Hoc Committee members and “prioritizes community supports.”

Source: <https://ceo.lacounty.gov/ardi-test-page-not-in-use/bpeh/>

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# BLACK PEOPLE EXPERIENCING HOMELESSNESS (BPEH) IMPLEMENTATION STEERING COMMITTEE

A work group will get launched this Summer comprised of 25-35 cross-sector leaders who can help advance implementation of the priority recommendations.

Issue Area Tables will be established to focus on the following core issue areas aligned with the priority recommendations:

- Cross-Agency Coordination and Alignment
- Youth
- Prevention
- Coordinated Entry System (CES)
- Justice Involvement and Re-entry

Source: <https://ceo.lacounty.gov/ardi-test-page-not-in-use/bpeh/>

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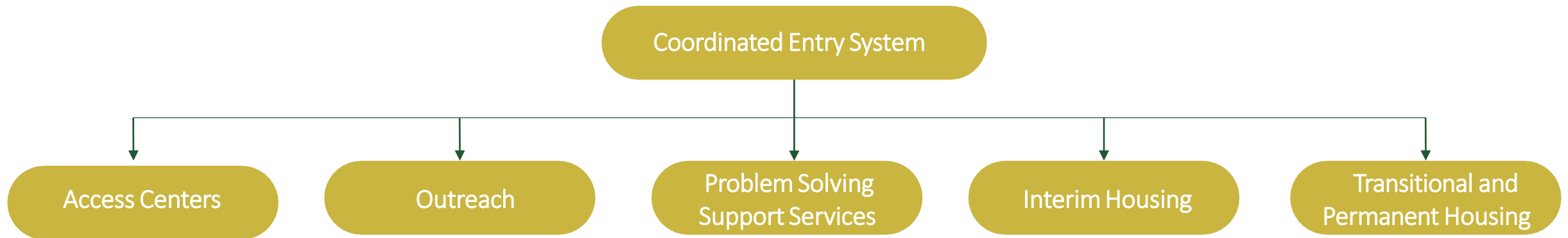


# COORDINATED ENTRY SYSTEM (CES)



# IMPLEMENTATION OF ADHOC RECOMMENDATIONS: COORDINATED ENTRY SYSTEM (CES)

CES, or Coordinated Entry System, is a network that was established to streamline linking people experiencing homelessness to the most appropriate housing intervention, while ensuring “that resources are **efficiently** and **equitably** distributed” (LAHSA).



Source: Coordinated Entry System Triage Tool Research and Refinement (CESTRR) Project: Revised VI-SPDAT Tool Pilot Study, 2020.

Source: <https://www.lahsa.org/ces/>

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# COORDINATED ENTRY SYSTEM TRIAGE TOOL RESEARCH & REFINEMENT (CESTTRR) PROJECT

Grounded in early research, Los Angeles has recognized a need for system improvement in the homeless service delivery process.

The CES Triage Tool Research & Refinement (CESTTRR) emerged to focus on researching equity issues related to LA's triage tools focused on:

1. Assessment
2. Administration
3. Application

**The purpose of the pilot study is to conduct a feasibility test of a revised triage tool across two areas:**

1. A shorter tool with revised question wording (32 questions reduced to 19) and
2. Best practices in tool administration focused on equity and trauma

Source: <https://cais.usc.edu/projects/cesttrr-project>

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# COORDINATED ENTRY SYSTEM TRIAGE TOOL RESEARCH & REFINEMENT (CESTTRR) PROJECT

## Recently completed the following:

- ✓ Identified pilot sites using Core Planning Groups (LAHSA, Home for Good, Department of Health Services (DHS)) suggestions:
  - ✓ La Family Housing
  - ✓ HOPICS
  - ✓ St. Joseph Center
  - ✓ Helpline Youth Counseling Inc
  - ✓ Kingdom Causes Bellflower
  - ✓ Department of Mental Health
  - ✓ Valley Oasis
  - ✓ Union Station
- ✓ Received support from the Hilton Foundation to secure funds to support the pilot.

Source: <https://cais.usc.edu/projects/cesttrr-project>

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A person wearing a grey hoodie and a black cap is seen from behind, looking at a sign on a wall. The sign is white with black text. To the left of the person, there is a framed certificate on the wall.

## WORKING WITH LIVED EXPERTS (LE)

At any given moment  
you can say:

"THIS IS  
NOT HOW MY  
STORY  
IS GOING  
TO END."

Source: Curwen, Thomas. Los Angeles Times, "Owning Their Pasts, Students Look to a Future in Homeless Services," January 2020.

<https://www.latimes.com/california/story/2020-01-23/homeless-careers-program-los-angeles>

Photo Cred: Francine Orr/ Los Angeles Times

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# CAREERS FOR A CAUSE

**Careers for a Cause (C4C)** is a workforce development program primarily for people with lived experience, which is taught at LA Southwest College and prepares participants with for careers in the homeless services sector.

- ✓ 8-week program
- ✓ Teaches soft skills related to client care
- ✓ Work readiness tools, such as resume writing and interview preparation
- ✓ Exposes students to the work with presentations led by field experts
- ✓ Receives a \$300/week stipend
- ✓ Case management provided during training
- ✓ Job seeking assistance following graduation
- ✓ St. Joseph Center provides technical assistance and administers stipend fund



# CAREERS FOR A CAUSE

- After 4 successful cohorts in partnership with LA Southwest College, Careers for a Cause has expanded county-wide.

“With the unanimous support of the Board of Supervisors in July 2021, \$2.6 million of American Recovery Plan (ARP) Act funding was allocated to C4C to serve 220 new participants through June 2023. As a result of the ARP funding, C4C is expanding throughout all five Supervisorial Districts in LA County.”

Source: <https://wdacs.lacounty.gov/la-county-program-connects-people-experiencing-homelessness-with-understanding-and-social-services/>

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## Meet Earl Williams

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A C4C Graduate, who has served as a Peer Specialist on St. Joseph Center's street-based E6 Outreach Team since March 2020.

Earl has lived experience with addiction, homelessness and incarceration. Today, he is thriving and serves as an example of what's possible to those he serves.

Source: Curwen, Thomas. Los Angeles Times, "Owning Their Pasts, Students Look to a Future in Homeless Services," January 2020.  
<https://www.latimes.com/california/story/2020-01-23/homeless-careers-program-los-angeles>

Photo Cred: Francine Orr/ Los Angeles Times

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# ST. JOSEPH CENTER'S APPROACH



# RACIAL EQUITY IN THE WORKPLACE

## What we've done:

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- ✓ Salary survey and analysis to stay in step with market and ensure people are able to withstand financial challenges due to COVID-19, including hazard pay
- ✓ A non-match requirement for 403B deposit
- ✓ Emergency fund to cover gaps in safety net
- ✓ Time off: 1 MONTH in the first year
- ✓ Sabbatical for Executive Team members

**70%** people of color on staff out of **389** total staff

**22%** people of color on Board out of **23** total members

**53%** people of color in leadership out of **30** total leadership staff

**17%** of people on staff with previous justice involvement





# WORKING & LEADING WITH LIVED EXPERTS (LE)

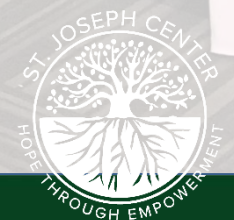
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## Co-creation of Programs

- Building into our program design the input and feedback of Lived Experts, making sure our programs are in line with the evolving needs.
- Holding focus group discussions with Lived Experts before and during the launch of any program.

## Black People Experiencing Homelessness Ad-Hoc Training

- SJC is leading a training program for Lived Experts with the following goals:
  1. Develop a framework and mechanism for the co-creation of homelessness policy and programs with people with lived experience.
  2. Increase the representation, input, and decision making of people with lived experience in solving homelessness.
  3. People with lived experience have the tools and training to successfully co-create homelessness programs and policies.



# THANK YOU

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**Q&A**

