

#NAEH2024

# Developing and Retaining a Diverse Workforce, and Organizational Leaders

---



Keith Anyon  
Vice President, Administration

# Grant's Pass, Oregon v. Johnson



# WHAT IT MEANS

- In issuing its opinion in *Grants Pass v. Johnson*, it is now easier for communities across the nation to fine, ticket or arrest our unsheltered neighbors, regardless of whether or not adequate shelter is available.
- The Court determined that the “cruel and unusual punishment” clause of the Eighth Amendment does not prohibit the City of Grants Pass from enforcing criminal punishments against people experiencing homelessness for sleeping outside, within the city limits.

# MY STORY



# ADVOCACY



# NAEH NOTES ON ADVOCACY AROUND THIS DECISION

- According to HUD System Performance Measure data from 2023, more than 18,000 Americans per week became homeless for the first time.
- What solves homelessness is housing, together with supportive services which help stabilize people in housing. These investments benefit the entire community, not just those who are experiencing homelessness.



# IT STARTED WITH A FIELD TRIP



# SINCE 1976

- We started with 1.5 FTE staff, we now have 377 and counting.
- We began operating by using donations to fund our work, and in the fiscal year ending June 30, we are a \$40 million/year agency.
- Since joining the agency in 2016, I helped to transform St. Joseph Center from not looking like those we serve, to an agency that does.



# DEMOGRAPHICS OF THOSE WE SERVE

## 2024 Greater Los Angeles Homeless Count Los Angeles Continuum of Care



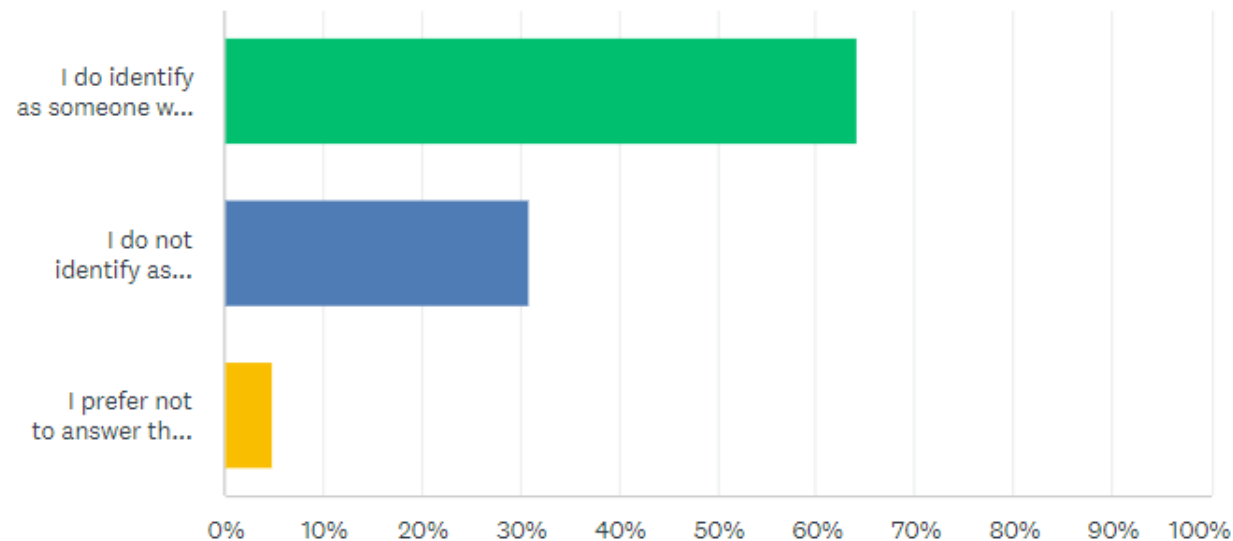
Population	Sheltered	Unsheltered	Total	Prevalence in Homeless Pop. (%)
<b>RACE / ETHNICITY:</b> <i>The categories below include persons who identify with the race/ethnicity category alone <u>or in combination</u> with other races/ethnicities; persons with multiple identities will be represented in multiple categories. Categories were updated based on HUD HMIS Data Standards.</i>				
American Indian, Alaskan Native, or Indigenous	640	1,729	2,369	3%
Asian or Asian American	364	1,113	1,477	2%
Black, African American, or African	9,221	14,141	23,362	33%
Hispanic/Latina/e/o	8,920	22,028	30,948	43%
Middle Eastern or North African	15	142	157	0%
Native Hawaiian or Other Pacific Islander	224	350	574	1%
White	8,403	13,726	22,129	31%

# DEMOGRAPHICS OF OUR TEAM

• Asian or Asian American	1%
• Black, African American or African	50%
• Hispanic or Latina/e/o	33%
• Native Hawaiian or Pacific Islander	3%
• White	11%

# STAFF SURVEY - LIVED EXPERIENCE - JANUARY 2024

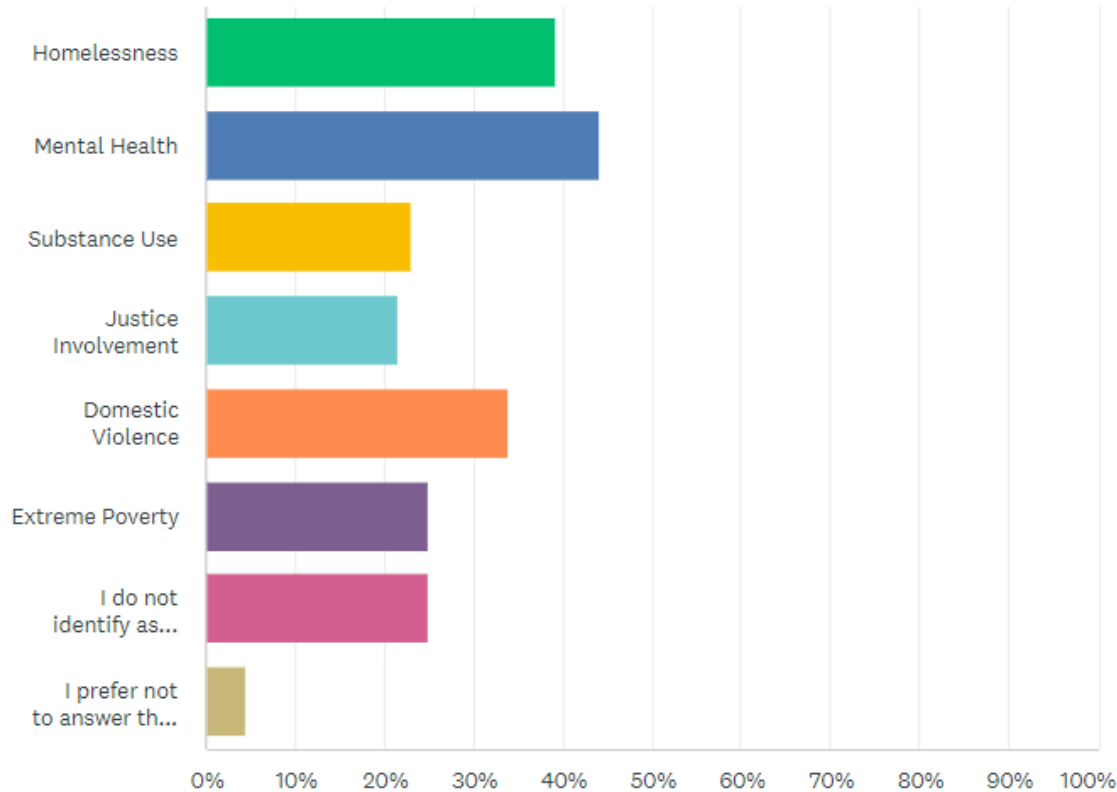
Would you describe yourself as someone with Lived Experience?



Responses	
I do identify as someone with Lived Experience	64%
I do not identify as someone with Lived Experience	31%
I prefer not to answer this question	5%

# STAFF SURVEY – LIVED EXPERIENCE – JANUARY 2024

Would you describe yourself as someone with Lived Experience in any of the following areas?



Responses	
Homelessness	39%
Mental Health	44%
Substance Use	23%
Justice Involvement	22%
Domestic Violence	34%
Extreme Poverty	25%
I do not identify as someone with lived experience	25%
I prefer not to answer this question	4%

# STAFF SURVEY – AGENCY CULTURE – JUNE 2024

- Strong advocacy around increased pay and compensation, even appeals for affordable housing solutions and access to homelessness prevention interventions.
- Retention incentives.
- Individual, strength-based training plan based on their role.
- An eagerness to know how staff can grow with the organization.
- Training for managers.
- Find more ways to recognize individual and team achievement.
- Increased communication, updated org chart and program guidelines.



# DEVELOPING A DIVERSE ORGANIZATION

- In the context of your organization, ask “Who are we?”
- Do we look like those we serve?
- Develop partnerships, pathways and pipelines to attract the widest possible candidate pool.
- Are you intentional in our recruitment and retention processes, what is your staff saying about these practices?
- Develop partnerships, pathways and pipelines to attract the widest possible candidate pool.
- Look at your job descriptions. Review the language used to describe the work, to see if that may be a barrier to attracting candidates or not.
- Review job qualifications realistically – do certain positions truly require a degree?
- We would all like to be staffed with seasoned experts – but are there ways for your org to teach people how to do the work, through internships or apprenticeships? What does “on-the-job training” look like at your org?
- What positions do you consider people with lived experience for, and which ones “not so much”?

# RETAINING A DIVERSE WORKFORCE

- Ensure that your compensation structure is fair and equitable.
- Consider offering a referral bonus to staff – your strong performers will refer more of their colleagues from other places they've worked, who also perform at a high level.
- Conduct periodic staff surveys, to understand who you are as an organization. Gain insight into what your staff need, in order to thrive in the work. Start with baseline data and measure feedback over time, to see strengths and your org's soft spots.
- Lift staff voices up into decision-making, by including that as a goal in your strategic plan and be accountable to that goal.
- Be trauma-informed – ensure that staff at every level are trained in Trauma-Informed Care and approach the work accordingly.
- Provide staff with more structured supervision as they join your workforce. This can be a safe space for team members to debrief, be validated and feel supported.
- Create individual, strength-based training plans based on team members' role. Expand their toolkit.
- Provide resources like an Employee Assistance Program that staff can tap into when the work and/or personal situations become heavy.