

Investing in Tomorrow's Leaders: Bolstering Upward Career Movement for Front-Line Staff



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Working in direct service is tough. Low pay, long hours, and a stressful work environment face front-line staff every day, and BIPOC employees are most negatively impacted. Learn how to support front-line staff with their career paths and goals, even on a limited budget. Explore ways to nurture the professional development and advancement of direct service staff to alleviate burnout and high turnover in your organization.



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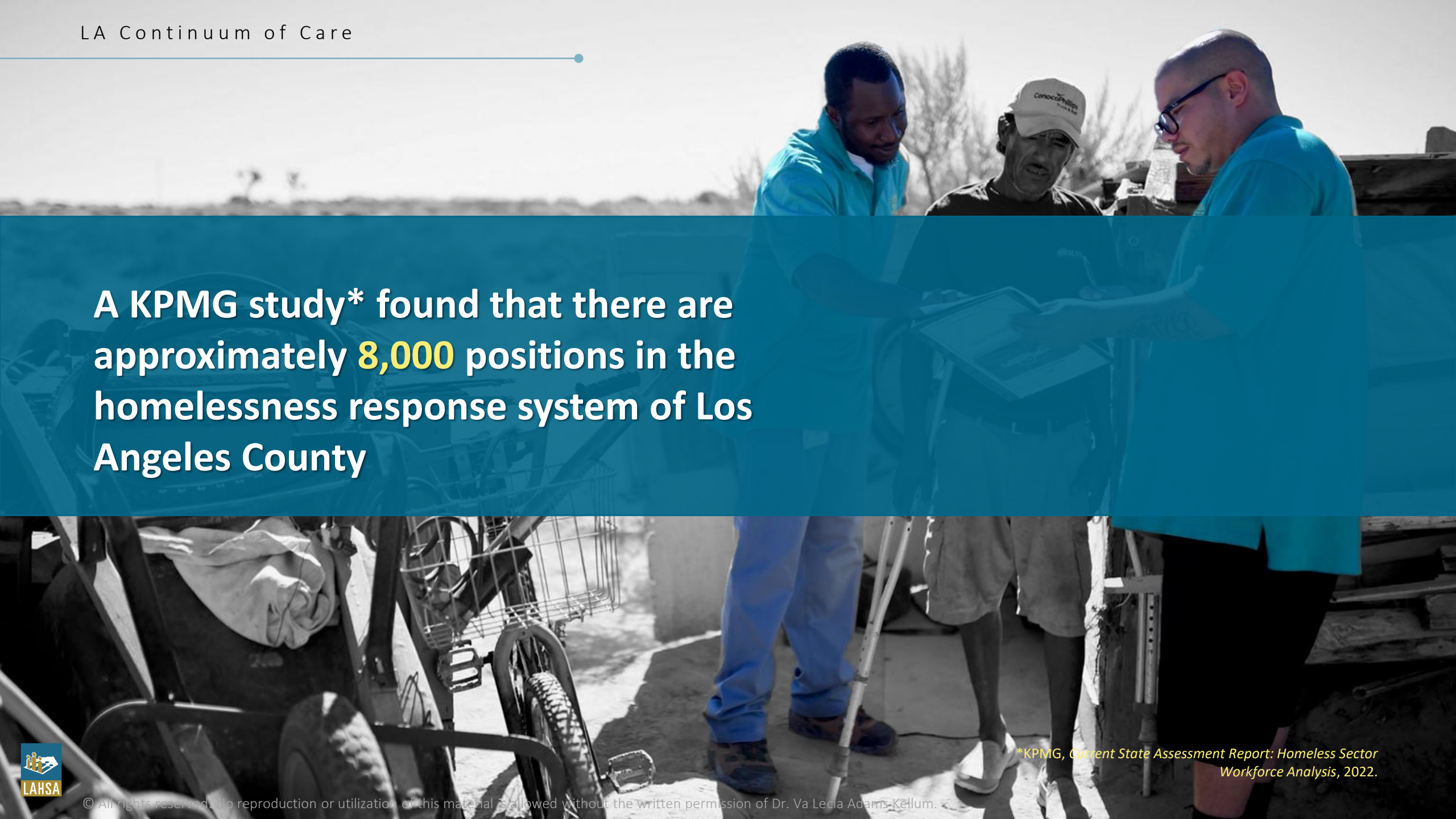
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Bringing People Home.

A photograph of three men in an outdoor setting. The man on the left is wearing a blue jacket and looking at a tablet. The man in the middle is wearing a white cap and shorts, using crutches. The man on the right is wearing a blue shirt and glasses, also looking at the tablet. In the foreground, there is a bicycle and some equipment.

A KPMG study* found that there are approximately **8,000** positions in the homelessness response system of Los Angeles County

National Alliance to End Homelessness Workforce Survey Results



The homeless workforce sector faces a deficit of at least \$4.8 billion to adequately pay current workers. An estimated 350,500 people work in the homeless services sector, The average permanent housing employee is paid \$42,912 and the average emergency shelter employee is paid \$27,830. They would require salary increases of 15 and 77 percent respectively to afford the average cost of a one-bedroom apartment.



Latinx workers were more likely to worry about paying essential expenses. Notably, most Latinx workers (53 percent) and nearly half of Black workers (49 percent) worry about paying for housing, even as they contribute to systems that help others find housing. Further, non-necessities may seem so out of reach that they don't register as a concern—a person who is worried about keeping their housing may not be overly focused on whether they can afford vacations or retirement savings.



Among the survey respondents, Black and Latinx workers were more likely to be in frontline jobs (working directly with people experiencing homelessness). Additionally, these groups were less likely than White workers to be managers of frontline workers. Focusing on Latinx workers offers useful insights. Latinx workers were least likely to be managers of frontline workers—there was a 9-percentage point gap between Latinx and White workers indicating they held these positions. Further, Latinx respondents were also significantly represented within office jobs but not within the related management positions.

Among 2023 workforce survey respondents, 77 percent were women, most indicated that their salaries were low.



Racial disparities are also evident in this area. Black married couple households stand out and stand-alone—they are the only racial/ethnic group in which the majority of women (60 percent) are a sole, primary, or equal breadwinners within their homes. Black women's incomes matter. Their married couple households appear less likely to comfortably afford low salaries.

When asked, 39 percent of the unpartnered group said their salaries were simply not enough to cover their basic needs. This number was 11 percentage points higher than the “partnered” group.



Workforce Survey Links:

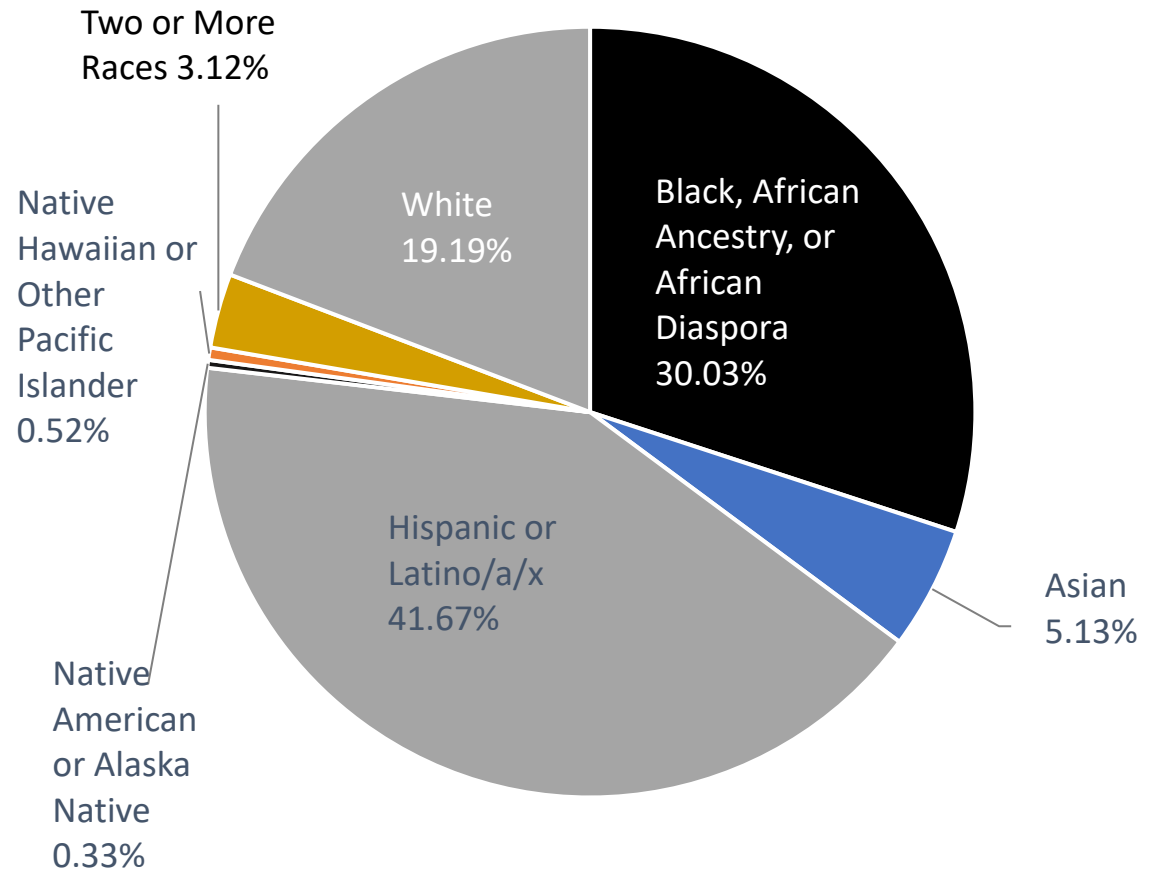
<https://endhomelessness.org/resource/new-estimates-suggest-that-4-8-billion-is-needed-to-bring-homeless-services-salaries-into-the-modern-era/>

<https://endhomelessness.org/resource/race-ing-to-thrive-homeless-service-workforce-survey-reveals-low-salaries-and-other-challenges-more-greatly-impact-people-of-color/>

<https://endhomelessness.org/resource/working-with-unsheltered-people-findings-from-the-alliances-workforce-survey/>

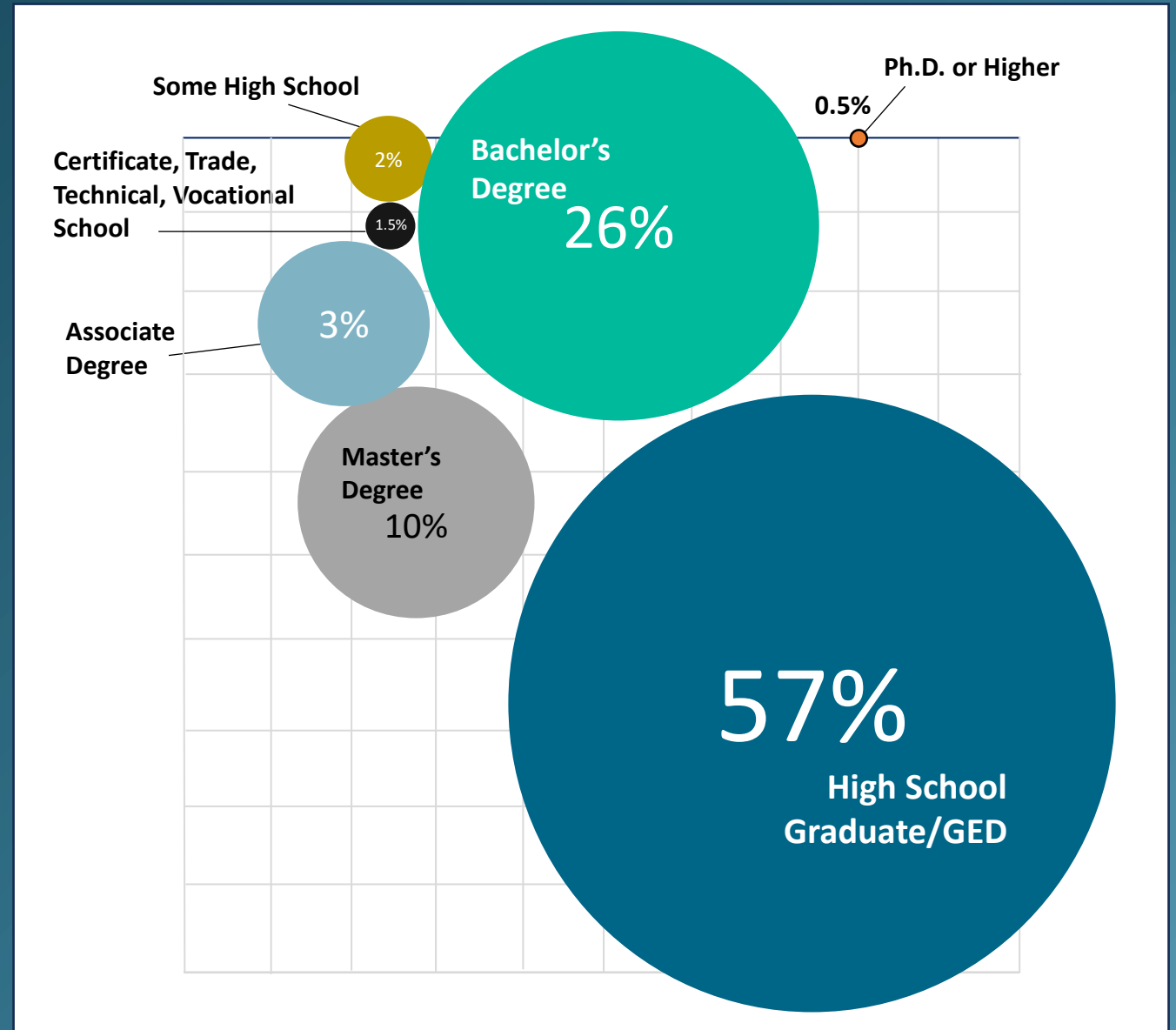


Race & Ethnicity



Education

- More than half (57%) of workers have a high school diploma or less.
- Roughly 40% of workers hold a bachelor's degree or higher.
- Approximately 3% of workers have an associate's degree.
- Fewer than 2% of the workforce has completed a trade school or certificate program.



KPMG, Homeless Sector Workforce Analysis, 2022.

Centralized Training Academy (CTA)

- Launched in 2016
- Essential skills training for the LA homeless response system
- 14,800+ Total Users
- 1,800 Monthly Active Users
- 134 Agencies Represented
- 120 Training Topics Delivered

Certification of Homeless Service Work

- Launched at Santa Monica College
- Approximately 70 applicants
- 27 students admitted
- 5 slots designated for persons working in the sector
- System involvement - both personal and professional
- Internships to begin Spring 2025

Measure A

Measure A guarantees that to improve recruitment & retention of homeless service and prevention workers, LA County will:

01

Set **sufficient pay rates**
& allow for **COLAs**

02

Allow for amendments to
implement **incentives &**
wage increases

03

Establish a County
labor council on pay
equity and career
development

04

Streamline review of
service payment rates