

2022 National Conference on Ending Homelessness:  
**3.02 Building Capacity Among BIPOC Providers  
in the Homelessness Response System**

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President & CEO

July 26, 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



# GAPS IN LEADERSHIP



# WHY IS THERE A REPRESENTATIVE LEADERSHIP GAP?

- In the Nonprofits, Leadership, and Race survey, conducted by the Building Movement Project, respondents identified Boards of Directors and executive recruiters as “key barriers to the hiring of more people of color executive directors/CEOs.”
- To increase diversity in leadership, the organization needs to:
  1. **Address** the practices and biases of those governing nonprofit organizations
  2. **Educate** nonprofit decision-makers on the issues of race equity and implicit bias
  3. **Set** actionable and measurable goals for change
  4. **Adopt** racially inclusive and equitable policies and practices

“The nonprofit sector is experiencing a racial leadership gap. Studies show the percentage of people of color in the executive director/CEO role has remained under 20% for the last 15 years even as the country becomes more diverse.” – The Building Movement Project





# REPRESENTATIVE LEADERSHIP GAP: MYTHS VS. REALITY

Myth: It's about differences in background and/or qualifications

Myth: It's a lack of aspirations

Myth: It's about skills and preparation

Reality: It's an uneven playing field

Reality: It's the frustration of "representing"

Reality: It's not personal, it's the system

"Investments made in developing leaders of color may offer needed support, but they must be accompanied by work that addresses assumptions and implicit biases deeply embedded in nonprofit policies, practices, and structures." – The Building Movement Project

Source: Race to Lead: Confronting the Nonprofit Racial Leadership Gap, 2017

Source: Leading with intent: A National Index of Nonprofit Board Practices, 2015

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# SYSTEMIC INEQUITIES



# SYSTEMIC INEQUITIES

- Following the COVID-19 outbreak in the U.S., there were nearly 1,500 reported incidents of anti-Asian racism in just one month.
- In 2018, 38 percent of LatinX people were verbally attacked for speaking Spanish, were told to “go back to their countries,” called a racial slur, and/or treated unfairly by others.
- Black people make up 12% of the US and more than 40% of the homeless population. Likewise, and equally disturbing is the disproportionate number of Black people in prison now at 33% of that population.

Source: Jeung, R., & Nham, K. (2020). Incidents of Coronavirus-Related Discrimination. *A3PCON & Chinese for Affirmative Action*.

[http://www.asianpacificpolicyandplanningcouncil.org/wp-content/uploads/Press\\_Release\\_4\\_23\\_20.pdf](http://www.asianpacificpolicyandplanningcouncil.org/wp-content/uploads/Press_Release_4_23_20.pdf)

Source: Gonzalez-Barrera, A., Krogstad, J.M., Lopez, M.H. (October 2018). More Latinos Have Serious Concerns About Their Place in America Under Trump. *Pew Research Center*. <https://www.pewresearch.org/hispanic/2018/10/25/latinos-and-discrimination/>

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# SYSTEMIC INEQUITIES

- Black workers with a college degree are more likely to be unemployed than similarly educated White workers (3.5% vs. 2.2%).
- The average wealth of African Americans with a bachelor's degree or higher (\$271,000) is less than that of White high school graduates (\$368,000).
- LatinX make up 17% of general population in the U.S. but 24% of people living in deep poverty.

Source: U.S. Census Bureau (2019)

Source: Duke University Research Network on Racial and Ethnic Inequality, *The Color of Wealth in Los Angeles*, 2016

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# SYSTEMIC INEQUITIES

- Previous and current policies of racial displacement, exclusion, and segregation have left all BIPOC less likely than whites to own their homes regardless of level of education, income, location, marital status, and age.
- Historical occupation segregation has made Black people less likely than Whites to hold jobs that offer retirement savings. This helps create a persistent wealth gap between White and Black communities where the median savings of Blacks are on average 21.4 percent of the median savings of Whites.
- Lack of cultural humility, financial incentives, and geographical isolation have created barriers in providing mental health resources in Native American communities. Rates of suicide in these communities is 3.5x higher than racial/ethnic groups with the lowest rates of suicide.

Source: Tomaskovic-Devey, D., Zimmer, C., Stainback, K., Robinson, C., Taylor, T., & McTague, T. (2006). Documenting Desegregation: Segregation in American Workplaces by Race, Ethnicity, and Sex, 1966–2003. *American Sociological Review*. <https://doi.org/10.1177/000312240607100403>

Source: Leavitt, R.A., Ertl, A., Sheats, K., Petrosky, E., Ivey-Stephenson, A., Fowler, K.A. (2018). Suicides Among American Indian/Alaska Natives — National Violent Death Reporting System, 18 States, 2003–2014. *Centers for Disease Control & Prevention*. <http://dx.doi.org/10.15585/mmwr.mm6708a1external icon>



# SYSTEMIC INEQUITIES: RACIAL TRAUMA

- **Racial Trauma**, or race-based traumatic stress (RBTS), refers to the mental and emotional injury caused by encounters with racial bias and ethnic discrimination, racism, and hate crimes.
- In the U.S., Black, Indigenous People of Color (BIPOC) are most vulnerable due to living under a system of white supremacy.
- RBTS is a mental injury that can occur as the result of living within a racist system.

Source: Helms, J. E., Nicolas, G., & Green, C. E. (2010). Racism and Ethnoviolence as Trauma: Enhancing Professional Training. *Traumatology*, 16(4), 53–62. <https://doi.org/10.1177/1534765610389595>

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# HOW TO BUILD CAPACITY: CAREER JOURNEY AT SJC

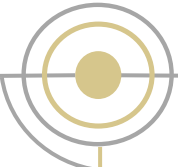


# CAREER JOURNEY

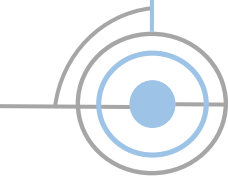


Getting a coach – John Coleman; Executive Services Core

'07-'08



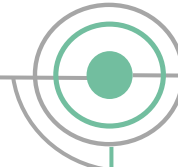
Recruitment, Application & Hiring Process



'08 -'09

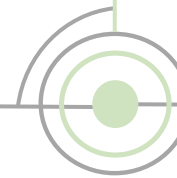


'09 -'10



Biggest challenge in first year + Board support

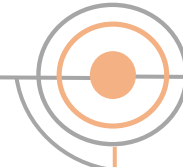
Investment in Leadership, Le Pouy, France



2012



'14 -'15



Exposure, training; Woman of the Year Award



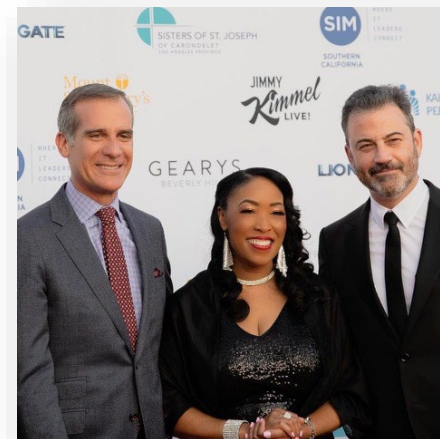


# CAREER JOURNEY CONTINUED

'16 – '17

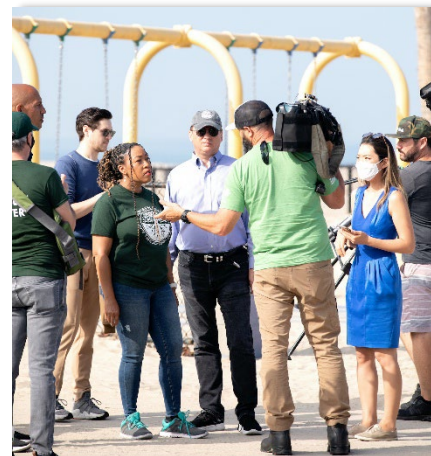


Funded innovations



2022

'19 -'20



Increased impact

Expanded partnerships





# 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 & HERO pay
- ✓ A non-match requirement for 403B Retirement deposit
- ✓ Emergency fund to cover gaps in safety net
- ✓ Time off: 1 MONTH in the first year
- ✓ Sabbatical for Executive Team members
- ✓ Flexibility with hybrid work model

**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



# RACIAL EQUITY IN THE WORKPLACE

## What we've done (cont'd):

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- ✓ Executive Leadership & Board of Directors in ongoing Diversity, Equity, & Inclusion (DEI) training
- ✓ Commitment to becoming an organization leading with racial justice
- ✓ Created a space and process for Executive Management to get input from staff who want to support diversity
- ✓ Lived expertise on Board of Directors
- ✓ Created Diversity, Equity, Inclusion & Transformation (DEI&T) Committee
- ✓ Updated Employee Handbook to increase policies that create racial equity



# WHAT YOUR AGENCY CAN DO



# WHAT NONPROFIT AGENCIES CAN DO

- Strategic intention from the highest level – CEO & leadership team must be committed to DEI work
- Soften degree requirements whenever possible
- Diversify staff at all levels
- Modifying employee eligibility requirements to be inclusive of those with lived experience
- Implicit bias training
- Intentional geographic recruitment
- Promote on your website a statement that speaks to the DEI work
- Mentor and increase opportunities for emerging leaders of color



# WHAT PHILANTHROPY CAN DO

- Fund an executive coach, public speaking classes, and leadership trainings
- Invite leaders to participate in extraordinary experiences that they wouldn't otherwise experience, or have been made available in the past to White colleagues
- Allow leaders of color to have exposure and be credited, invite onto panels
- Articulate on your websites your commitment to Black or BIPOC led organizations and leaders





# WHAT POLICY MAKERS & ELECTED OFFICIALS CAN DO

- Advance policies that address systemic racism and support policies that reverse historical discriminatory practices
- Make sure there is not an over emphasis in the criteria for funding large agencies
- Promote policies and funding opportunities that promote collaboration, co-location, and larger agencies mentoring BIPOC led organizations
- Give points, or extra points, for DEI initiatives, or agencies with higher percentage of POC reflecting the population served
- Reward agencies that diversify their Boards



# WHAT POLICY MAKERS & ELECTED OFFICIALS CAN DO

- Be strategic in partnering with agencies that are Black and BIPOC led and fund initiatives that advance racial justice
- Use social media, videos, or other forms of communication in the media to promote that partnership
- Articulate on your websites your commitment to Black and BIPOC led organizations and leaders fighting systemic racism – THEN DO IT!
- Include in newsletters descriptions and pictures of the great work that BIPOC led agencies are doing



# THANK YOU

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