THE UNIFIERS

"One Team. One World. One Love."

California Innovative Playbook for Government Change Agents (Cal-IPGCA) Cohort 2021

::Eliminating Youth Homelessness::

::Moving Beyond Racism::

The Unifiers

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FOREWARD

The California Innovative Playbook for Government Change Agents (Cal-IPGCA) Cohort 2021 Innovation Priorities are designed to evolve hierarchical systems into dynamic whole systems that can respond to our state's COVID-19 enterprise-wide challenges and support the re-imagining and rebuilding of essential functions that drive our state workforce and economy.

INNOVATION PRIORITY:
Eliminating Youth Homelessness

The COVID-19 pandemic has revealed an alarming truth—homeless children and young adults have become the pandemic's invisible population. These young people seek a secure environment as they scramble to find food, shelter, and a sense of safety. Beyond the ravaging impact of the pandemic, as the world's 5th largest economy, California cannot camouflage the most pernicious crisis in our midst—the ultimate manifestation of poverty is homelessness. California is struggling to ensure proper housing, healing, and humane treatment for so many of its own people. Pre-pandemic, the count of unhoused individuals in California already totaled over 150,000. We need to answer the Governor's 2019-20 call to focus on one part of the unhoused population and address it with intentionality. We propose to examine and shift homelessness at its origin—with our youth—where change is possible with open roads to be explored.

Every day, the California Dream is dimmed by the wrenching reality of families, children, and seniors, unfed and sleeping on a concrete bed. Military veterans who wore the uniform of our country in a foreign land are abandoned here at home. LGBTQIA youth are fleeing abuse and rejection from their families and communities. These faces of despair are failed by our country's leaders and our nation's institutions. As Californians, we pride ourselves on our unwavering sense of compassion and justice for humankind—but there is nothing compassionate about allowing fellow Californians to live on the streets, huddled in cars or makeshift encampments. And there is no justice when sidewalks and street corners are not safe and clean for everybody. The COVID-19 pandemic has renewed the urgency of this pursuit to homeless children as it has driven them underground; if not in school, where are they? This is a question we should not have to ask as most of us "shelter-in-place" in homes that are warm and safe. Yes, we each have real challenges to face, but we have food to eat and, in many cases, jobs to return to as well as public resources to support our pathway of return. None of this is a truth for our youth who are unhoused through no fault of their own.

INNOVATION PRIORITY GOAL
To Eliminate Youth Homelessness

We propose the creation of a "Rise-Up Ambassador Corps" for unhoused and at-promise children and youth. This Rise-Up Ambassador Corps will develop an integrated, holistic systems approach by providing mentors and networks that span communities and by creating ports of entry for wrap-around administration of social services. Rise-Up Ambassadors will encourage children who are unhoused to step outside the "what is" in their world and see "what can be."

INNOVATION PRIORITY:
Moving Beyond Racism

In January 2019, a video published by the Smithsonian National Museum for Natural History, titled "One Species, Living Worldwide, states, "the DNA of all human beings living today is 99.9% alike. We all have roots that extend back 300,000 years to the emergence of the first modernistic humans in Africa. In constructing the root cause of racism, we cannot assign specific physiological attributes to racial inequality. To define this concept we must look to today's hierarchical structures that continue to perpetrate a class system that has endured for thousands of years. Institutional power combined with race and prejudice is a system of advantage for those considered white and of oppression for those who are not considered white."

The Government Alliance on Racial Equity states: "Racial equity is realized when race can no longer be used to predict life outcomes, and outcomes for all groups are improved."[1] A tipping point occurs when a series of changes or incidents becomes significant enough to cause a larger, more important change to occur. This then causes a cultural paradigm shift in attitudes, behaviors, and actions. The George Floyd incident was the national, and even global, tipping point where the human outcry for equality for all has become a united voice, across all cultures, heard and actioned world-wide.

[1]Julie Nelson, Director, Government Alliance on Race and Equity, Advancing Racial Equity and Transforming Government, September 2014

INNOVATION PRIORITY GOAL
To Move Beyond Racism

To address systemic racism at a depth of "root cause." This call for emergency response requires an action plan that insists on tangible change. The intent: To create a literal "movement" that harnesses a wave of racial integration uniting the diverse cultures of California as One System, One State, One World!

INTERSECTIONALITY BETWEEN INNOVATION PRIORITIES

Problem Statement:

The legacy of racist practices contributes to the current status of housing insecurity for youth and adults.

The Moonshot:

We will implement a collaborative system that results in the prevention and resolution of homelessness and racial inequities, giving power to those who are seeking shelter, safety, and employment.

URGENCY FOR CHANGE

During 2020, our nation saw rampant violence that erupted in hate crimes and violent killings based primarily on racial differences. In speaking on racism during a Cal-IPGCA leadership forum, DOR Director Joe Xavier reminded us that even though the COVID-19 pandemic created racial tensions in our society, it did not create the racial injustices that have been witnessed both before and after the onset of the pandemic—rather, it highlighted it.[2] As we look toward invoking change to address racism, Director Xavier challenged us to ask ourselves, how we can harness and create meaningful systems change at the individual level?

Racial injustice and systemic racism have resulted in inequities affecting people of color in all aspects of daily life, including infant mortality, housing insecurity, health, education, income for adults, and life expectancy. Two of Governor Newsom's Innovation Priorities that we have selected in our role as change agents for the State of California include creating the Rise-Up Ambassador Corps for youth who are unhoused as well as eliminating the root cause of racial bias at an individual level to move humankind beyond racism. "Human" has been defined as the collective people, whereas the definition of "kind" includes kinship, generosity, and consideration. Our intention is to move the collective human experience beyond racism through a shared kinship, generosity of spirit, and empathy.

If not now, when? Now is the time.

Racism and racial biases are complex within a whole spectrum of human experience. The urgency of addressing racism and the need to move beyond racism was punctuated by the murder of George Floyd. The viral videos viewed by people across the globe repeatedly displayed the racist violence that continues to exist in the nation decades after the Civil Rights Movement. Anti-Chinese sentiment and notions of Yellow Peril also resurfaced with increased attacks on Asians and Asian Americans who were being blamed for the pandemic.

The focus on diversity, equity, and inclusion measures varies across State agencies and departments. Measures may include sensitivity training for State employees or the formation of committees that attempt to evaluate the existence of racism and social inequity practices within the workforce. While the spotlight on the elimination of racism is welcomed, the solution may be complex depending on the work culture.

[2]Interview. Joe Xavier, Director, Department of Rehabilitation. JAN 21-Change Leadership (cal-ipgca.org)

URGENCY FOR CHANGE

Bringing awareness to diversity, equity, and inclusion is necessary to create a safe and secure workplace. Current training curriculums are inadequate because bias is individualized and is largely unconscious and automatic.[3] Cognitive neuroscience research shows that most decisions made, especially about people, are heavily contaminated by conscious and unconscious biases.[4] When individuals with those contaminated decisions create systems, the biases become enveloped into a systemic problem. The responsibility then shifts from the individual and puts the impetus on the "system" to correct. Unfortunately, for many individuals, biases have been socialized and normalized through our everyday surroundings, such as media, cultural productions, or social media, to name a few, making the biases difficult to uncover.

Currently, there is proposed legislation to establish an Office of Equity in California designed to work to eliminate racism. There is also support for an increase in State departments joining the Capitol Collaborative on Race and Equity (CCORE). CCORE was developed in 2018 and includes California government entities working together to learn about, plan for, and implement activities that embed racial equity approaches into culture, policies, and practices. Specific CCORE initiatives include the following[5]:

- Training cohorts provide CCORE participants with foundational technical lessons and experiential learning.
- CCORE entities receive support to make lasting systems change, tailored to their unique needs and opportunities.
- Cross-agency networking and enterprise-wide executive engagement amplify racial equity progress to the highest level of State government.

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[3] "Meaningful Metrics for Diversity and Inclusion" [2018/10/16]. INCLUDE-EMPOWER.COM. Accessed March 25, 2021. https://cultureplusconsulting.com/

[4] "'A-ha' Activities for Unconscious Bias Training." INCLUDE-POWER-.COM. https://cultureplusconsulting.com/2018/08/16/a-ha-activities-for-unconscious-bias-training/

[5] Capitol Collaborative on Race & Equity (CCORE). https://sgc.ca.gov/programs/hiap/docs/20200415-Info_Sheet_Capitol_Collaborative_on_Race_and_Equity_April_2020.pdf

URGENCY FOR CHANGE

While training components at the system and individual levels include a focus on racial equity, training curriculum does not always address the root cause of racism. Training without a component that delves deep into the biases of Californians that result in unemployed or underemployed people of color and increased youth who are unhoused merely creates a temporary fix to the problem rather than addresses the root cause of racism. Once the root cause of racism is identified, training programs with wellness components can provide opportunities for healing.

With the establishment of an Office of Equity, greater participation by State agencies in CCORE, or other social justice movements, it is imperative that initiatives are developed and implemented to identify the root cause of racism. A second critical initiative would include identifying or developing tools to measure racism at the individual level. The Office of Equity could leverage and collaborate with other organizations, such as members of State Civil Rights Coalition and State Employees International Union (SEIU), to utilize an all-inclusive collective of organizations to assist with gathering meaningful data, construct a cohesive long-lasting system to eliminate racism, thus effectively serving all Californians without reinventing the wheel. Team Unifiers proposes a mandated healing program in all state agencies that utilizes trained counselors to help employees at all levels of employment to move beyond conscious and unconscious racism.

Additionally, Team Unifiers envisions the Rise-Up Ambassador Corps mentoring program for youth who are unhoused. The mentoring program would include a wellness component led by professional coaches who are trained in trauma-informed care. The healing component will encourage victims to step past "what is in their world" and to see "what can be."

INNOVATION PRIORITY:
Rise-Up Ambassador Corps

According to the California Coalition for Youth, the term "homeless youth" generally refers to unaccompanied minors ages 12 through 17 and young adults detached economically and emotionally from their families, ages 18 through 24, who are experiencing homelessness or living in unstable or inadequate living situations.[6] Due to the inability to accurately determine the number of youth experiencing homelessness in California, the following are some known facts presented by the California Coalition for Youth:

During 2008-09, federally funded runaway and homeless youth (RHY) programs provided about 81,000 services, ranging from shelter beds to street outreach contacts. Many more homeless youth in the state likely did not receive RHY services.

Based on the national survey estimates and California's youth population, it is likely that 200,000 youth under the age of 18, and thousands of 18–24 year-olds, are homeless for one or more days during a year. This information was compiled by the California Homeless Youth Project in 2010.[7]

According to the California Department of Education (CDE), the demographics of homeless students in 2020 was disproportionate compared to the enrollment demographics. Enrollment demographics indicated Latino students made up 55 percent of the overall student enrollment and Black students made up 5.3 percent. Whereas demographics of California's homeless students in 2020 indicated there were 70 percent Latino and 9 percent Black.[8]

Child homelessness has been identified as an adverse childhood experience (ACE), a stressful experience, that includes abuse, neglect, and a range of household dysfunction, such as witnessing domestic violence, or growing up with substance abuse, mental illness, parental discord, crime in the home, and community trauma and adversities like juvenile justice involvement, foster care involvement, deportation, food insecurity, disproportionate school expulsions, suspensions, and bullying.[9]

In these communities, trauma and adversities are faced disproportionately more by Black, Indigenous, and People of Color (BIPOC) communities. All ACEs can cause toxic stress and lead to a variety of negative outcomes, including adult homelessness. For adults experiencing homelessness, 33.3 percent had an ACE score of 8.[10] Therefore, in addition to addressing the homeless youth situation, it is also important to address racism that has adversely affected adults as well. This is an important consideration since the homeless youth situation is complex and typically involves the entire family or lack of family presence or support.

[6] California Coalition for Youth, "California's Homeless Youth". Accessed March 3, 2021. https://calyouth.org/advocacy-policy/californias-homeless-youth/.

[7] Ibid

[8] Jones, Carolyn. EdSource, "California schools see big jump in number of homeless students". October 20, 2020. Accessed March 4, 2021. https://edsource.org/2020/california-schools-see-big-jump-in-number-of-homeless-students/641752

[9] ACEs teach us why racism is a health equity issue: Dr. Flojaune Cofer (Part One). November 18, 2018. Accessed March 9, 2021. October 20, 2020. Accessed March 4, 2021. https://www.acesconnection.com/g/Parenting-with-ACEs/blog/aces-teach-us-why-racism-is-a-health-equity-issue-dr-flojaune-cofer-part-one

[10] Infographic: Adverse Childhood Experiences and Adult Homelessness. February 24, 2016. Accessed March 9, 2021. https://www.homelesshub.ca/blog/infographic-adverse-childhood-experiences-and-adult-homelessness

INNOVATION PRIORITY:
Beyond Racism

Although the reasons for homelessness are complex and differ from youth to youth, one set of circumstances that may contribute to homelessness includes the unemployment or underemployment of parents or responsible caregivers. The lack of a family-sustaining wage may be rooted in racism and social inequity. Although diversity, equity, and inclusion initiatives may be addressed in current hiring and upward mobility practices, efforts and actions to promote equity in the workplace are inconsistent. Individuals in positions to hire or promote may make biased decisions, both conscious and unconscious.

Unconscious bias occurs involuntarily from past experiences, which can include adverse experiences or trauma from discriminatory practices that are sometimes reinforced through media, education, cultural productions, etc. Due to the constant and daily reinforcement of those biases, the bias becomes hidden in plain sight. While there are training curricula that address biases, the healing component is missing from well-meaning diversity, equity, and inclusion training. The lack of a healing component may result in some changes within the work environment; the training experience misses the opportunity to transform the hearts and minds of individuals. Diversity, equity, and inclusion cannot primarily be legislated. Ineffective diversity, equity, and inclusion training can result in feelings of resignation, cynicism, and resentment by our coworkers and colleagues with explicit bias. The cycle of racism therefore continues with no permanent change.

To help develop a true wheel of justice, Team Unifiers proposes development and implementation of the following:

- Racial equity action plans at each State agency
- Racial equity tools
- Mandated diversity, equity, and inclusion training with a healing component for all State classifications
- Accountability measures

As reflected in an interview with CDSS Chief Operating Officer, Pete Cervinka, during the Cal-IPGCA 2021 Leadership Forum, the government may not be able to solve all problems, but it can lead the way.[11]

[11] Interview. Pete Cervinka, Chief Operating Officer California Department of Social Services. FEB 4 – Digital Upskilling (cal-ipga.org).

OPPORTUNITY FOR CHANGE
Current State—A Snapshot of Where We are as a Nation

The following statistics provide a snapshot of the homelessness experience in the United States (U.S.) as reported in the U.S. Department of Housing and Urban Development Office of Community Planning and Development "2020 Annual Homeless Assessment Report (AHAR) to Congress":[12]

On a single night in 2020, roughly 580,000 people were experiencing homelessness in the United States. Six in ten (61%) were staying in sheltered locations—emergency shelters or transitional housing programs—and nearly four in ten (39%) were in unsheltered locations such as on the street, in abandoned buildings, or in other places not suitable for human habitation.

For the fourth consecutive year, homelessness increased nationwide. Between 2019 and 2020, the number of people experiencing homelessness increased by two percent. This increase reflects a seven percent increase in people staying outdoors, which more than offset the modest (0.6%) decline in people staying in sheltered locations.

Nearly 6 of every 10 people experiencing unsheltered homelessness did so in an urban area, with more than half of all unsheltered people counted in the Continuums of Care (CoCs)[13] that encompass the nation's 50 largest cities (53%). More than one in five people who experienced unsheltered homelessness was in a CoC with a largely suburban population (22%), and one in five was in a largely rural area (20%).

2020 marks the first time since data collection began that more individuals experiencing homelessness were unsheltered than were sheltered. Between 2019 and 2020, the number of unsheltered individuals increased by seven percent while the number of sheltered individuals remained largely unchanged. Increases in the unsheltered population occurred across all geographic categories.

The number of unsheltered people in families with children increased for the first time since data collection began. In 2020, just under 172,000 people in families with children were experiencing homelessness. While most people in families with children were in sheltered locations (90%), the number of unsheltered people in families increased by 13 percent. This increase offset a decline in sheltered people in families with children, so the overall level of family homelessness was essentially the same in 2020 as in 2019.

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[12] The US Department of Housing and Urban Development (HUD) releases the Annual Homeless Assessment Report to Congress (AHAR) in two parts. Part 1 provides Point-in-Time (PIT) estimates, offering a snapshot of homelessness—both sheltered and unsheltered—on a single night. The one-night counts are conducted during the last 10 days of January each year. The PIT counts also provide an estimate of the number of people experiencing homelessness within particular homeless populations such as individuals with chronic patterns of homelessness and veterans experiencing homelessness.

To understand our nation's capacity to serve people who are currently or formerly experiencing homelessness, this report also provides counts of beds in emergency shelters, transitional housing programs, safe havens, rapid rehousing programs, permanent supportive housing programs, and other permanent housing.

The point-in-time counts of homelessness and the housing inventory information are based on data from January 2020 so do not reflect the health or economic consequences of the COVID-19 pandemic for levels of homelessness or characteristic of people experiencing homelessness.

[13] Local planning bodies responsible for coordinating the full range of homelessness services in a geographic area, which may cover a city, county, metropolitan area, or an entire state.

OPPORTUNITY FOR CHANGE
Current State—A Snapshot of Where We are as a Nation

Between 2019 and 2020, the number of unsheltered veterans increased by six percent, offset by a three percent decline in sheltered veterans. Overall, the number of veterans experiencing homelessness remained unchanged, following considerable reductions in the population in prior years. Increases in unsheltered veterans occurred in all geographic types.

On a single night in 2020, 34,000 people under the age of 25 experienced homelessness on their own as "unaccompanied youth." Most (90%) were between the ages of 18 and 24. Compared to all individuals experiencing homelessness, unaccompanied youth were more often non-white (52% of youth vs. 46% of all individuals), Hispanic/Latino (25% vs. 20%), female (39% vs. 29%), or identifying themselves other than as male or female (4% vs. 1%).

The number of individuals with chronic patterns of homelessness increased by fifteen percent between 2019 and 2020. While increases were reported among both sheltered and unsheltered populations, the sizable increase in the number of unsheltered people with chronic patterns of homelessness (21%) was the key driver.

African Americans and indigenous people (including Native Americans and Pacific Islanders) remained considerably overrepresented among the homeless population compared to the U.S. population.

- People identifying as Black or African American accounted for 39 percent of all people experiencing homelessness and 53 percent of people experiencing homelessness as members of families with children but are 12 percent of the total U.S. population.
- Together, American Indian, Alaska Native, Pacific Islander and Native Hawaiian populations account for one percent of the U.S. population but account for five percent of the homeless population and seven percent of the unsheltered population.
- In contrast, 48 percent of all people experiencing homelessness were White compared with 74 percent of the U.S. population.
- People identifying as Hispanic or Latino (who can be of any race) are about 23 percent of the homeless population but only 16 percent of the population overall.
- Unsheltered homelessness also increased among African Americans, by nine percent or 5,210 people between 2019 and 2020.
- The number of Hispanic or Latino people experiencing homelessness increased by five percent. This reflects a considerable increase in the number of Hispanic/Latino unsheltered people, which increased by 10 percent between 2019 and 2020.

OPPORTUNITY FOR CHANGE
Current State–A Snapshot of Where We are as a Nation

It should be noted that characteristics of unaccompanied homeless youth differ from those of the overall population experiencing homelessness as individuals as noted here:[14]

- Just under 40 percent of unaccompanied youth experiencing homelessness were women or girls (39%). By contrast, only 29 percent of all individuals experiencing homelessness were women or girls.

- Unaccompanied youth experiencing homelessness were slightly more likely to be African American (35%) than all individuals experiencing homelessness (34%). African American unaccompanied youth accounted for a larger share of the sheltered population of unaccompanied youth (43%) than the unsheltered population (26%).

- One-quarter of unaccompanied homeless youth were Hispanic or Latino (25%), compared with 20 percent of all homeless individuals. Hispanic youth make up a larger percentage of the unsheltered population (29%).

- Multiracial youth accounted for 11 percent of all unaccompanied homeless youth, compared with 6 percent of all homeless individuals.

- Compared with all homeless individuals, unaccompanied youth were more likely to identify as a race other than White or African American (17% vs. 12%).

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[14] IHUD's Point-in-Time (PIT) count data collection includes information on the number of young adults and children, people under the age of 25, who are experiencing homelessness "unaccompanied"—that is, without a parent or guardian present. Children and youth who experience homelessness on their own are just 23 percent of all people under the age of 25 experiencing homelessness.

In addition to not experiencing homelessness with a parent, unaccompanied youth are not themselves parents homeless together with one or more children. Thus, unaccompanied youth are a subset of the population that experiences homelessness as individuals.

OPPORTUNITY FOR CHANGE
Current State–The California Snapshot

The "2020 Annual Homeless Assessment Report (AHAR) to Congress" provided State-specific data; it is noteworthy that:

- **California accounted for more than half of all unsheltered people in the country** (51% or 113,660 people). This is nearly nine times the number of unsheltered people in the state compared to the next highest number, Texas.[15]

- **One of every three people in the United States experiencing homelessness as an individual was found in California**, 34 percent. California accounted for more than half (52%) of all individuals counted in unsheltered locations.

- **California reported the largest numbers of homeless unaccompanied youth** (12,172 people), accounting for over a third of all unaccompanied youth nationally (36%).

"The 2020-21 Budget: The Governor's Homelessness Plan"[16] confirmed that California has more people experiencing homelessness than any other state in the nation.[17] As of January 2019, California had more than 151,000 individuals experiencing homelessness, which represented about 27 percent of the total homeless population in the nation (California's overall population, however, is about 12 percent of the nation). In reflecting on the statistical snapshot of homelessness in the United States, including California, there are inconsistencies in reporting. Data is considered underreported because of several challenges including:

- Accurate and complete counting is impacted by the transitory nature of the homeless population. Youth who are unhoused are highly mobile and often try to avoid detection or contact with adults and may avoid engaging with social service programs.

- Differences in a clear definition of homelessness. There is no single, consistent definition for youth who are unhoused among federal statutes; there are different definitions – and age ranges – for social services, education, and housing programs.

  o An example often noted is that individuals, including youth and families, may be "couch-surfing" with friends and family. While not considered homeless by the general public, these individuals represent a dimension of the homelessness crisis.

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[15] In the 2020 point-in-time count, Texas reported 13,212 people or just six percent of the national total of people in unsheltered locations.

[16] Released by California Legislative Analyst's Office, Gabriel Petek, Legislative Analyst, February 11, 2020.

[17] According to the U.S. Department of Housing and Urban Development's (HUD's) annual point-in-time homelessness count.

OPPORTUNITY FOR CHANGE
Current State—The California Snapshot

Depending on the source, the definition of youth who are unhoused may include those who are:

- Economically and/or emotionally detached from their families.
- Experiencing homelessness or living in unstable or inadequate living situations. Such living situations include sleeping on friends' couches, staying in shelters, and living under bridges, in abandoned buildings, and on the streets.
- Runaway minors who have left home for one or more nights without permission.
- Expelled youth who are told to leave home.
- Abandoned or deserted.
- Prevented from returning home.

Additionally, they may have aged out of foster care or been released from juvenile justice or other public systems with nowhere to go.

Youth who are unhoused are vulnerable. Homelessness exacerbates or can lead to serious mental and physical health problems including but not limited to the following:

- Chronic health conditions, including asthma, other lung problems, tuberculosis, diabetes, hepatitis, sexually transmitted disease, and HIV/AIDS.
- Elevated risk of mental health challenges, including anxiety disorders, depression, post-traumatic stress disorder, and death by suicide.
- Substance use: 30 to 40 percent of homeless youth report alcohol problems in their lifetime, and 40 to 50 percent report drug problems.[18]
- Physical or sexual victimization.
- Engagement in high risk or illegal activities.
- Delays in educational attainment.

[18] California Coalition for Youth, https://calyouth.org/advocacy-policy/californias-homeless-youth/

OPPORTUNITY FOR CHANGE
Current State—The California Snapshot

The factors impacting youth homelessness are complex and differ from those impacting other homeless populations. Youth homelessness is unique because young people:

- Are physically, emotionally, psychologically, and socially still developing —they are adults-in-progress with unique strengths and assets.
- Enter homelessness with little or no work experience.
- Are often forced into leaving their education prior to completion because of their homelessness.
- Experience high levels of criminal victimization, including sexual exploitation and labor trafficking.
- Often enter homelessness without life skills such as cooking, money management, housekeeping, and job searching.

Our youth are unique and already impacted by social insecurities and curiosity as they grow older. Add homelessness or any of these negative impacts and it will impact this youth well into adulthood.

OPPORTUNITY FOR CHANGE
The Intersectionality Between Youth Homelessness & Racial Inequity as a Public Health Crisis

Regardless of challenges in headcounts and data collection, as well as discrepancies in reporting, there is no doubt that homelessness is a public health crisis. While there are many circumstances that contribute to homelessness for youth, we are looking at the intersectionality between youth and racial inequity—health crises that impact California, the nation, and the global community.

When considering youth who are unhoused in California, poverty may not be the biggest indicator of whether someone experiences homelessness in their lifetime. Racial inequities may also be a stronger indicator of homelessness. There are persistent systemic racial inequities that affect the health and well-being of individuals, children, youth, and families in our communities.

OPPORTUNITY FOR CHANGE
The Intersectionality Between Youth Homelessness & Racial Inequity as a Public Health Crisis

Why define racism & youth homelessness as public health crises?

The recent California, nationwide, and global protests for justice relating to police killings of unarmed Black people, including George Floyd, Breonna Taylor, Tony McDade, Jacob Blake, amongst many others, as well as the global COVID-19 pandemic have resulted in a collective spotlight on the impact of racial injustice. This has brought forth calls for justice, education, compassion, and shifts in policy to support greater inclusion and diversity.

Public health is defined as "the art and science of preventing disease, prolonging life and promoting health through the organized efforts of society" (Acheson, 1988; WHO). Activities to strengthen public health capacities and service aim to provide conditions under which people can maintain to be healthy, improve their health and wellbeing, or prevent the deterioration of their health. Public health focuses on the entire spectrum of health and wellbeing, not only the eradication of particular diseases.[19]

The health and well-being of youth who are unhoused are jeopardized by the sheer nature of being homeless. They are greatly impacted by decreased access to quality health care, financial and housing stability, and over-policing that may result in juvenile justice involvement.

We propose that initiatives to end homelessness and go beyond racism must begin by investing in inclusive, diverse, equity-based approaches to dismantling systemic racism. Program design, policy advocacy, and outreach efforts must apply a racial equity lens to truly move the needle and create greater opportunities for equity, independence, and empowerment.

[19] World Health Organization, Regional Office for Europe,
https://www.euro.who.int/en/health-topics/Health-systems/public-health-services

OPPORTUNITY FOR CHANGE
The Cost of Homelessness

Homelessness is expensive. Homelessness impacts the economy, environment, criminal justice, healthcare, and the well-being of our friends, family, colleagues, and community.

Homelessness impacts all of us, whether or not we find ourselves living on the street, under a bridge, or not knowing where we will sleep tonight. Homelessness is a community-wide problem and therefore requires a community-wide solution.

Homelessness is an economic problem. People without housing are high consumers of healthcare, public resources, and social services programs, resulting in consumption rather than contribution to community resources. It has been said that many of us are one paycheck away from being homeless.

Homelessness is an environmental and ecological problem. Trash, human waste, and other refuse from homeless encampments pollute waterways and our public spaces.

Homelessness impacts and overly burdens our juvenile justice and criminal justice systems. Individuals who are unhoused spend more time incarcerated than the general population because of violations for quality-of-life crimes resulting from their homelessness. Laws that specifically target individuals who are unhoused include regulations against loitering, sleeping in cars, and panhandling. This results in costs to taxpayers throughout the state and in cities with high instances of homelessness.

Homelessness is a human tragedy that impacts the health, safety, and wellness of the most vulnerable in our community. Chronic homelessness can lead to extremely adverse mental and physical health effects. Serious healthcare issues cause homelessness and also result from homelessness. It has been said that many of us are one illness away from being homeless.

OPPORTUNITY FOR CHANGE

What the Future Holds—A New Vision of California: Eliminating Youth Homelessness & Moving Beyond Racism

Through the data snapshots, we know where we are as a nation and in California. How do we use this data—including the voices of our youth impacted by homelessness and racism—to eliminate homelessness and move beyond racism as a State and, specifically, as a model employer?

To move forward and scale up a youth-appropriate service delivery system, California must strategically invest resources so our youth have access to the support they need to grow up healthy, develop as adolescents with strong support systems and resources, and thrive in their transition to adulthood so they can experience independence, equality, and opportunity.

Through the following initiatives, we envision a State that not only moves the needle, but serves as a model on a national and global stage to eliminate youth homelessness and move beyond racism:

- Build the Rise-Up Ambassador Corps mentoring program for youth who are unhoused, including leveraging of the SACNet Skills Bank to engage State employees as mentors and advocates for youth participating in the program.
- Support legislation to create an Office of Racial Equity in California.
- Ensure a wellness focus in mandated diversity, equity, and inclusion training for state employees.

We are ideally positioned as community change leaders to act beyond our words and make a difference so that youth in California can grow and develop into leaders who will carry the torch for change for future generations.

INCENTIVES FOR CHANGE

Supporting California's most vulnerable and marginalized communities reveals multiple incentives at the micro and macro level. These incentives include empowerment, saving resources, general fund savings, advancing good governance, political advantages, organizational investments, and enhanced stewardship of trust.

Homelessness and racism are factors that decrease resiliency in our communities and state. For example, mentoring students who are unhoused allows mentees and mentors to learn, grow, and thrive. Mentoring is a strategy to prevent and end homelessness for youth and young adults. Mentors in the areas of child welfare, behavioral health, and juvenile justice in particular will save resources currently used for response versus prevention, and it will enhance the stewardship of public funding and trust. Addressing racial equity is another worthwhile strategy within efforts to prevent and end youth homelessness.

Erasing racism has enormous benefits for the entire state of California and its employees. The development and execution of a statewide Diversity and Inclusion Survey coupled with high level and specific annual training administered and required by California Department of Human Resources (CalHR) would begin to acknowledge and close the gap on racism and diversity in California state employment.

This survey should be required for all levels of staff, and the subsequent required training should be tailored to the results of a specific department's survey. This will ensure that the state of California's workforce is inclusive of the public that we serve.

Additionally, a diverse workforce ensures increased sense of belonging, productivity, and overall employee satisfaction. The State of California desires to be an employer of choice. By requiring a standardized and statewide diversity survey and training will help ensure that goal is accomplished. Based on the 100% participation in Diversity and Inclusion Training, CalHR may acknowledge State departments as Diversity, Equity, and Inclusion Ambassadors. This effort will lay the foundation for a more diverse and inclusive workforce today and in the future.
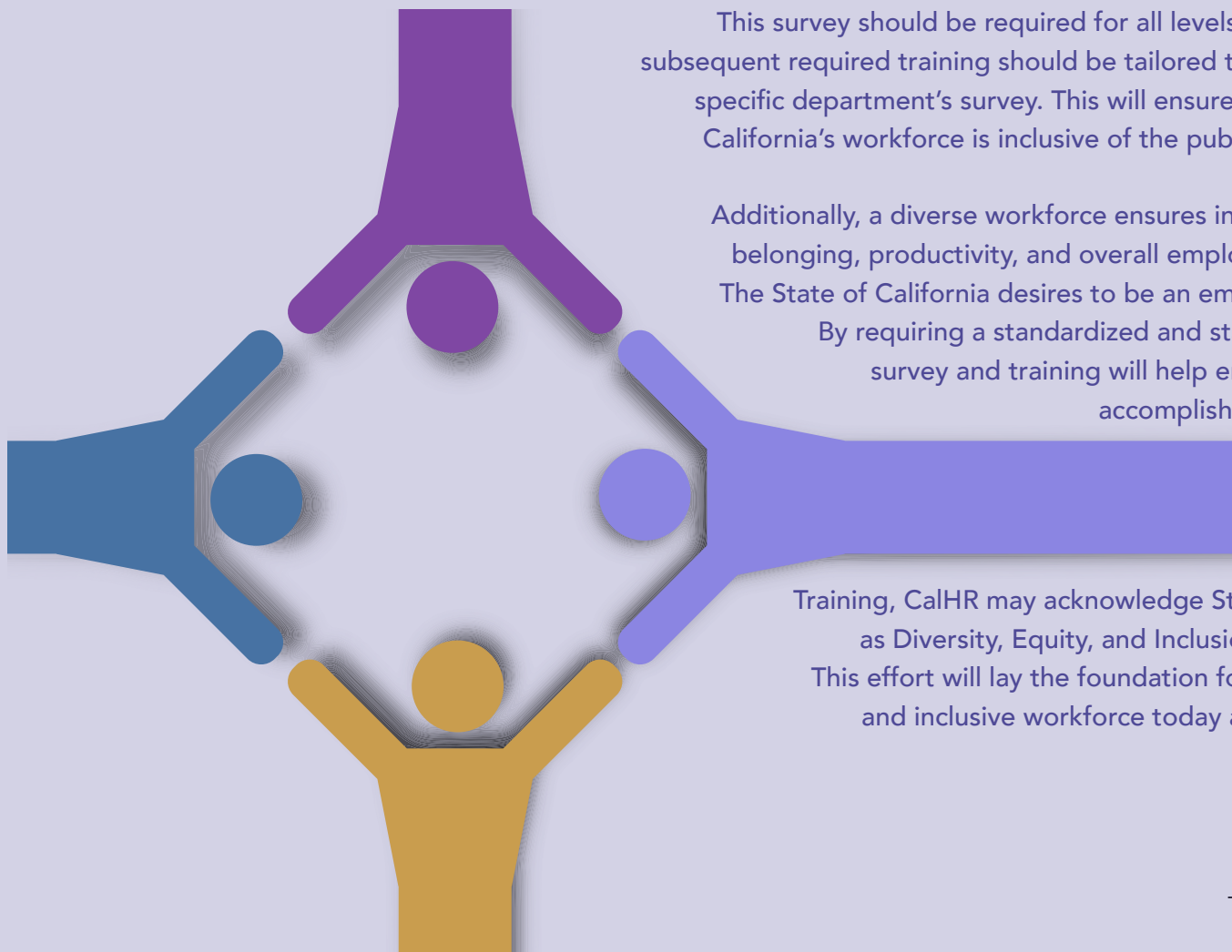
RESOURCES TO SUPPORT CHANGE

In the past, programs like the California Mentoring Initiative established by Governor Wilson (Executive Order W-132-1996) struggled because of an overly broad scope. The Cal-IPGCA Association members and the SACNet Skills Bank will provide the initial driving force to develop the mentoring program and engage with stakeholders and partners to ensure an effective implementation and appropriate initial and ongoing evaluation of program outcomes.

The Rise-Up Ambassador Corps mentoring program will depend on human and financial resources to function; it may require new budget appropriations. Development of State-mandated diversity, equity, and inclusion training with a wellness focus also may require new budget appropriations to ensure mandated attendance.

Curriculum development and training is an essential function of CalHR. Currently CalHR offers the following three courses on diversity and inclusion:

1. DIVERSITY AND INCLUSION - HOW TO BE AN ALLY

Description: We have taken the time to learn what implicit bias is and how it can show up at work. In this workshop, we will spend time defining the term "Ally" and the daily actions we can execute every day to ensure that the underrepresented populations in our organizations get the support, development, and attention they work so hard to achieve.

2. DIVERSITY AND INCLUSION - WHY IT MATTERS FOR LEADERS

Description: This interactive course presents the foundational understanding and importance of diversity and inclusion of diversity and inclusion for leaders. Leaders will explore unconscious bias and how it impacts their environment and work relationships with colleagues and staff. They will discover how their own values, culture, and experiences affect interactions with colleagues, attitudes about work, and understanding of workplace values. Leaders will gain a deeper understanding of their role in promoting a diverse and inclusive work environment.

3. DIVERSITY AND INCLUSION - WHY IT MATTERS FOR STAFF

Description: This course presents the foundational understanding and importance of diversity and inclusion. Participants will explore unconscious bias and how it impacts their environment and work relationships. They will discover how their own values, culture, and experiences affect interactions with colleagues, attitudes about work, and understanding of workplace values.

To complement the diversity and inclusion training outlined above, CalHR may consider specific training focused on diversity, equity, and inclusion in the recruitment, screening, and hiring process. A fair selection process is expected to support hiring employees for their knowledge, skills, and abilities and not based on their race, color, sex, age, national origin, or disability.

Best practices during recruitment, selection, and hiring of State employees include, but are not limited to the following:

- Ensure position announcements are easy to navigate;
- Use inclusive language in job posting to ensure content does not reflect unconscious biases;
- Develop hiring policy and procedures that hold hiring managers accountable for addressing diversity, equity, and inclusion in all steps of the hiring process;
- Implement blind hiring practices;
- Consider development of hiring policy and procedures to eliminate social media search to assess candidates' personal life to eliminate discrimination in the selection process;
- Ensure core values of the agency and essential functions of the position are considered when developing interview questions;
- Work with leadership to develop fair and clear selection criterion that is based on the essential functions and minimum qualifications of the job;
- Identify individuals to serve on hiring panels that reflect diversity to ensure fairness; and
- Use standardized interview protocol.

It is recommended that a training curriculum be expanded beyond the current levels of instruction to include a deep dive into implicit bias, a healing component, and more experiential training. Learning outcomes may include a demonstrated openness to new perspectives, assessment of one's personal perspective through courage and humility, identifying points of connection with those who are different, and demonstration of professionalism by working with inclusivity and cooperation.

In alignment with the Strategic Growth Council resolution passed on August 26, 2020, to achieve racial equity, including integrating racial equity into agency operations, CalHR must develop and deploy courses to eradicate structural racism across California. This includes implementing racial equity tools, establishing racial equity core teams, training on results-based accountability, and developing and implementing racial equity action plans.

PLANNING FOR CHANGE

Initiative: Build the Rise-Up Ambassador Corps mentoring program for youth who are unhoused, including leveraging of the SACNet Skills Bank to engage State employees as mentors and advocates for youth participating in the program. Planning includes the following actions:

- Identify a Champion in State leadership to sponsor the Rise-Up Ambassador Corps mentoring program;

- Create a Rise-Up Ambassador Corps mentoring program task force with representatives from State government, private industry, non-profit organizations, and individuals with lived experience;

- Develop a statewide resource guide that addresses housing, funding, employment, healthcare, educational, community service, and other supportive services for youth who are unhoused;

- Provide space for youth experiencing homelessness to identify their needs; follow the "nothing for me without me" advocacy model;

- Work with the SACNet Skills Bank development team to ensure there are opportunities for State employees to share their knowledge, skills, abilities, and passion for supporting youth who are unhoused; and

- Create a project management work plan to develop, implement, and evaluate the mentoring program including but not limited to the following:

  ◊ Project Charter and Guiding Principles;
  ◊ Time frames to complete the common goal;
  ◊ Benchmarks for success;
  ◊ Roles and responsibilities;
  ◊ Steps to engage State leaders to support the initiative within and between agencies and departments; and
  ◊ Measurable tasks with SMARTIE goals (i.e., Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, and Equitable).

PLANNING FOR CHANGE

Initiatives: Operationalize the Governor's Strategic Growth Council's Racial Equity Resolution and Racial Equity Plan; and Recruit more State departments to join the Capitol Collaborative on Race and Equity. Planning includes the following actions:

- Consider strategies to support the landmark Racial Equity Resolution committing State agencies and organizations to take action to promote racial equity which includes the following commitments:[20]

  ◊ Integrating racial equity into Council leadership operations, programs, policies, and practices.
  ◊ Identifying and implementing concrete measurable actions to achieve racial equity and to report on progress of the Council as a whole, as well as that of every member agency; and
  ◊ Working with State Boards, Departments, and Offices to align and advance the Council's commitment to racial equity.

- Through development and use of a multimedia campaign, grassroots efforts, outreach, and advocacy, support the declaration of racism as a public health crisis and the enrollment of all State departments to join the Capitol Collaboration on Race and Equity;

- Consider best practices that serve to uplift youth experiencing homelessness with emphasis for BIPOC youth; and

- Assess State of California employee knowledge on race and equity through interviews and surveys and then implement training accordingly.

Initiative: Ensure a wellness focus in mandated diversity, equity, and inclusion training for state employees. Planning includes the following actions from CalHR and all State agencies/departments:

- Create and refine State-mandated training on diversity, equity, and inclusion to include a wellness component that includes training on trauma, Adverse Childhood Experiences/Environments, intersectionality, and implicit bias;

- Commit to racial equity in hiring, training, management, professional development activities;

- For staff providing direct services, educate and implement staff and agency mission on youth best practices for service provision, including but not limited to racism, mental health, trauma informed care, LGBTQ+, and youth homelessness;

- Uplift and amplify young voices, including BIPOC youth by ensuring opportunities and platforms for feedback and input are available; and

- Educate self on personal implicit biases and encourage others to do the same.

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[20]California Strategic Growth Council, Racial Equity Resolution, August 26, 2020 www.sgc.ca.gov

ACCOUNTABILITY
Initiative to Eliminate Youth Homelessness

Initiative: Build the Rise-Up Ambassador Corps mentoring program for youth who are unhoused, including leveraging of the SACNet Skills Bank to engage State employees as mentors and advocates for youth participating in the program.

Once the Rise-Up Ambassador Corps task force has been established, the task force then needs to develop a project plan to develop, implement, and evaluate the mentoring program.

The task force must establish a charter, guiding principles, and reach consensus on logistics related to meetings, communication, and tools to support objectives and goals. The task force must establish time frames to complete the common goal, benchmarks for success, identify roles and responsibilities, delegate tasks, and engage State leaders to support the initiative within and between agencies and departments.

Accountability is critical to support success. This integral component ensures the timely completion of tasks, assignments, and efficient program design and implementation. Key elements of accountability include measurable tasks with SMARTIE goals (i.e., Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, and Equitable). By incorpsorating an equity and inclusion component to the SMART goals, the State's commitment to racial equity and inclusion is anchored by tangible and actionable steps.

Milestones for next steps include but are not limited to the following:

ASSIGNMENT	RESPONSIBLE	STEPS TO ACCOMPLISH	EST. COMPLETION DATE
Engage with Cal-IPGCA Association to Consider Next Steps	Team 4	1. Meet with Association to discuss deployment plan and identify next steps 2. Share multimedia campaign with Association	Summer 2021
Plan and initiate Rise-Up Ambassador Program Task Force	Team 4	1. Work with Association and 2022 Cohort teams on project tools 2. Develop project management plan	Fall 2021/Spring 2022
Recommendation: Identify Director-level sponsorship for Task Force	2022 Cohort Team	Identify sponsor and share the vision, goals, and objectives	Summer/Fall 2021
Recommendation: Accept and review nominations for task force membership	2022 Cohort Team	1. Create invitation and rubric for nominations 2. Review nominations with Director-Sponsor and Cal-IPGCA Association leadership	Fall 2021/Spring 2022
Recommendation: Draft Charter and Guiding Principles	2022 Cohort Team	Develop Charter and Guiding Principles	Fall 2021/Spring 2022
Recommendation: Support task force in developing and implementing Rise-Up Ambassador Corps program	2022 Cohort Team		Fall 2021/Spring 2022

ACCOUNTABILITY
Initiatives to Move Beyond Racism in State Government

Initiatives: Operationalize the Governor's Strategic Growth Council's Racial Equity Resolution and Racial Equity Plan; and Recruit more State departments to join the Capitol Collaborative on Race and Equity.

Milestones for next steps include but are not limited to the following:

ASSIGNMENT	RESPONSIBLE	STEPS TO ACCOMPLISH	EST. COMPLETION DATE
Engage with Cal-IPGCA Association to Consider Next Steps	Team 4	1. Meet with Association to discuss deployment plan and identify next steps 2. Share multimedia campaign with Association	Summer 2021
Recommendation: Consider strategies to support the landmark Racial Equity Resolution committing State agencies and organizations to take action to promote racial equity	2022 Cohort Team	1. Through multimedia campaign, grassroots efforts, outreach, and advocacy, support the declaration of racism as a public health crisis 2. Consider best practices that serve to uplift youth experiencing homelessness with emphasis for BIPOC youth 3. Assess State of California employee knowledge on race and equity through interviews and surveys, and then implement training accordingly	Fall 2021/Spring 2022
Recommendation: Consider next steps to support 2021 Team 4 initiative	2022 Cohort Team	Incorpsorate into 2022 Moonshot projects	Fall 2021/Spring 2022

Ensure Wellness Component in Diversity, Equity, & Inclusion Training

Goal: Ensure a wellness focus in mandated diversity, equity, and inclusion training for state employees. Recommendations for Cal-IPGCA Cohort 2022 include the following:

- Establish a charter, guiding principles, and reach consensus on logistics related to meetings, communication, and tools to support objectives and goals.
- Clarify time frames to complete the common goal, benchmarks for success, identify roles and responsibilities, delegate tasks, and engage State leaders to support the initiative within & between agencies & departments.

Accountability is critical to support success. This integral component ensures the timely completion of tasks, assignments, and efficient program design and implementation. Key elements of accountability include measurable tasks with SMARTIE goals (i.e., Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, and Equitable). By incorpsorating an equity and inclusion component to the SMART goals, the State's commitment to racial equity and inclusion is anchored by tangible and actionable steps.

ASSIGNMENT	RESPONSIBLE	STEPS TO ACCOMPLISH	EST. COMPLETION DATE
Engage with Cal-IPGCA Association to Consider Next Steps	Team 4	1. Meet with Association to discuss White Paper and identify next steps 2. Share multimedia campaign with Association	Summer 2021
Recommendation: Create and refine State-mandated training on diversity, equity, and inclusion to include a wellness component, including training on trauma, Adverse Childhood Experiences/Environments, intersectionality, and implicit bias	2022 Cohort Team	Meet with CalHR to discuss initiative and strategize on next steps, which may include review of current training materials, review of new legislation that may impact policy, identification of Subject Matter Experts, collaboration with representatives from information technology, legal, policy, and privacy	Fall 2021/Spring 2022
Recommendation: Consider next steps to support 2021 Team 4 initiative	2022 Cohort Team	1. Develop a comprehensive project management workplan to support the creation, implementation, and evaluation of effective diversity, equity, and inclusion training for State employees.	Fall 2021/Spring 2022
Recommendation: Consider next steps to support 2021 Team 4 initiative	2022 Cohort Team	Incorpsorate into 2022 Moonshot projects	Fall 2021/Spring 2022

METRICS

"What gets measured gets done" is true. The challenge is in identifying the tools to accurately measure biases that create and perpetuate racial inequality. Measuring biases is an important step to mitigate racist practices that contribute to youth homelessness and discrimination in the workforce. Youth who are unhoused may be impacted by reasons beyond their control, including parents or caregivers who are unemployed, underemployed or not earning a family sustaining wage to provide adequate shelter.

Oftentimes, data metrics are inadequate to measure and reflect the underlying truth of homeless communities, including the cause of their unhoused situation. Instead, data has been used to reinforce deficit-oriented ideas about communities of color. An example of deficit-oriented reflections of data includes the following:

In 2019-20, California schools reported that a total of 194,709 students lived at least part of the year on the street, in cars, shelters, motels, or "doubled up" with other families in houses or apartments. This was a significant drop from 2018-19 when almost 270,000 students in K-12 schools lacked stable housing and led the California Department of Education to believe that many students have gone unreported.[21] Challenges in data collection are problematic and makes it difficult to obtain a true representation of the homeless youth population, including demographic information.

While headcount data may not be valid, demographic data may be explored by direct contact with local programs that support the unhoused population. For example, Mustard Seed School, the only school in Sacramento providing educational support to youth who are unhoused, the race and ethnicity of the homeless youth appears to be evenly distributed between Black, Latinx, and White.[22]

The statistical data on youth who are unhoused does not uncover trauma and adverse childhood experiences that could easily lead to a recurrence of not only homelessness but also unconscious bias that can get folded into the youth's cognitive functions and attitudes which can continue the cycle of racial bias. In addition, the deficiency of statistical data to reveal implicit and explicit bias to stop the continued cycle of racism in the workplace is another area that needs to move beyond racism.

In regard to statistical data for the State of California (civil service) employees, the California Department of Human Resources (CalHR) provides an Annual Census of civil service employees' demographics. The data for the Annual Census of Employees in State Civil Service is collected from all state agencies and provides a five-year comparative analysis on civil service appointments, separations, and salary comparisons.[23] The statistics measure the demographic temperature of California's civil service workforce and does not provide conscious or unconscious biases that may occur in interviews.

There are, however, some facts that can be gleaned from the report published in 2020 on statistics for 2018.[24] For purposes of this report, the category of race and ethnicities are discussed and does not include other areas of diversity such as age, gender, or disability. What we know from the report:

- White civil service employees decreased by 3.6 percent from 2014 to 2018
- Other races and ethnicities (labeled Non-White) employees increased by 3.6 percent

Of the 19.5 million labor force, 18.7 million Californians were employed and civil service employees accounted for 1.2 percent of the employed.[25] Comparison of California's population with its labor force (taken from 2017 1-year estimates)[26] revealed the following disparities with a reverse percentage of those employed in civil service compared to the labor force and population percentages:

- White civil service employees are at 43.4% while the labor force is at 38.3% and a population representation of 37%.[27]
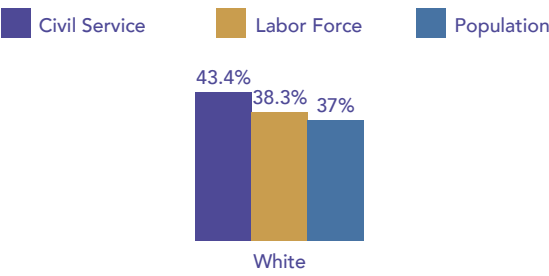
- Hispanic or Latino civil service employees are at 24.9% while the labor force is at 37.7% and a population representation of 39.1%.[28]

[21]"California schools report fewer homeless students, alarming advocates". EdSource: Highlighting Strategies for Student Success. January 27, 2021. Accessed March 26, 2021. https://edsource.org/2021/california-schools-report-fewer-homeless-students-alarming-advocates/647675

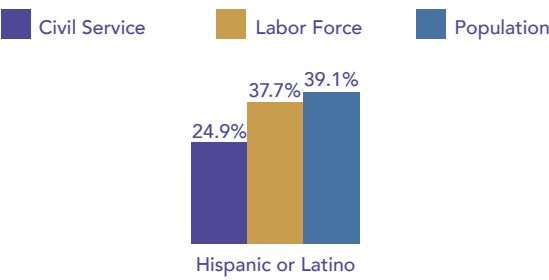[22]Interview. Erica Buckles. Mustard Seed School. March 12, 2021.

[23]Workforce Analysis and Census of Employees. https://www.calhr.ca.gov/state-hr-professionals/Pages/WFA-and-Census.aspx

[24]The workforce analysis of civil service employees in 2018 was published March 2020, and is its most recent report. https://www.calhr.ca.gov/Documents/ocr-census-of-employees-2018.pdf

[25]Summary of Civil Service Composition, Workforce Analysis and Census of Employees, 9. https://www.calhr.ca.gov/state-hr-professionals/Pages/WFA-and-Census.aspx

[26]Taken from American Community Survey 2017 1-Year Estimates: Public Use Microdata Samples. Referenced in the Workforce Analysis and Census of Employees report, 10. https://www.calhr.ca.gov/Documents/ocr-census-of-employees-2018.pdf

[27]Workforce Analysis and Census of Employees. Graph taken from the Race & Ethnicity in California's Civil Service Against the California Labor Force & California Population, 10. https://www.calhr.ca.gov/state-hr-professionals/Pages/WFA-and-Census.aspx

[28]Ibid

METRICS

In addition, there is a disparity of White civil service employees at the executive and upper management levels compared to all other race and ethnicities. (See charts below.) This is problematic in that diversity does not exist at the policy and decision-making levels.

Civil Service Race & Ethnicity by Salary Range[29]
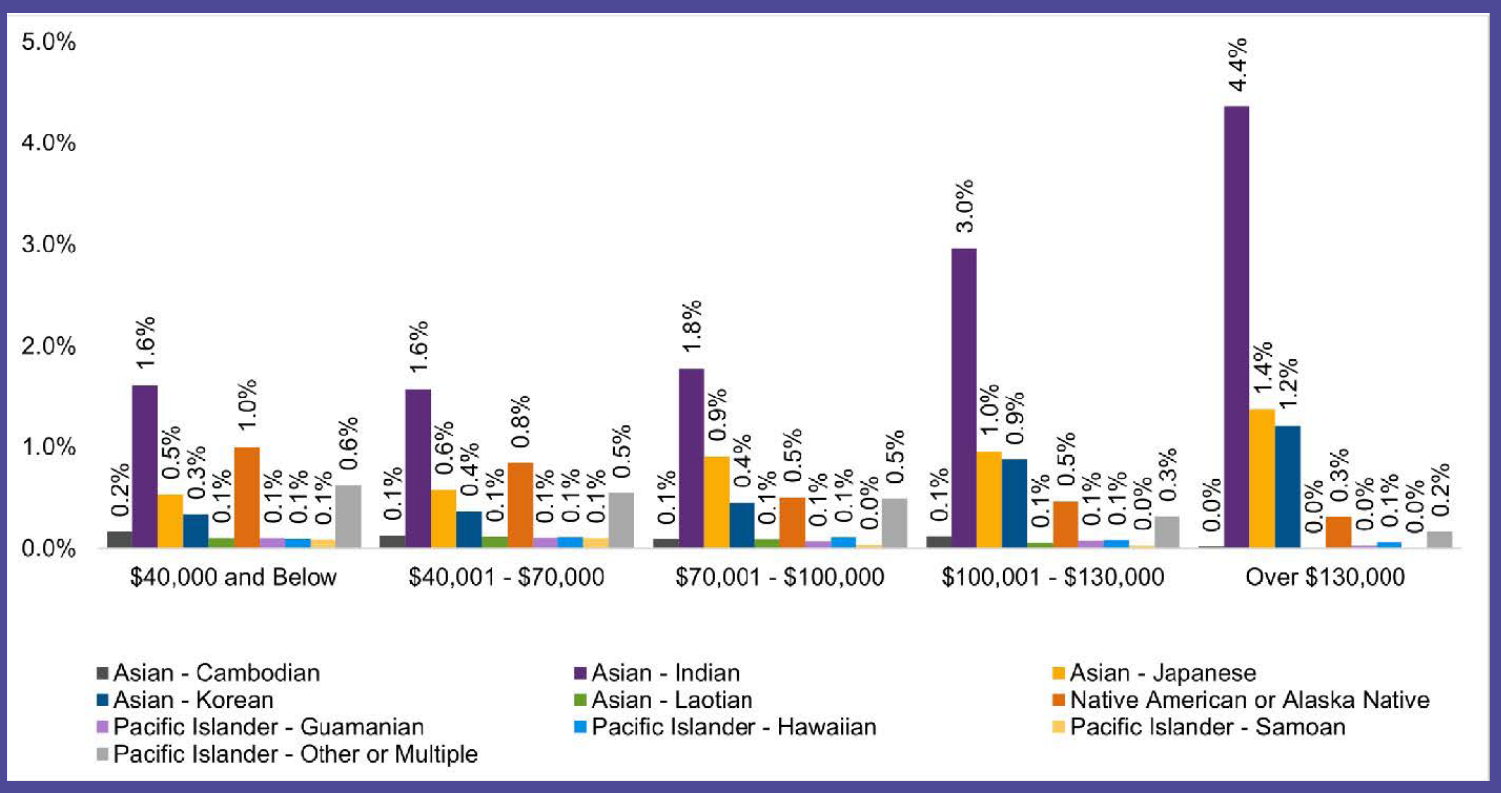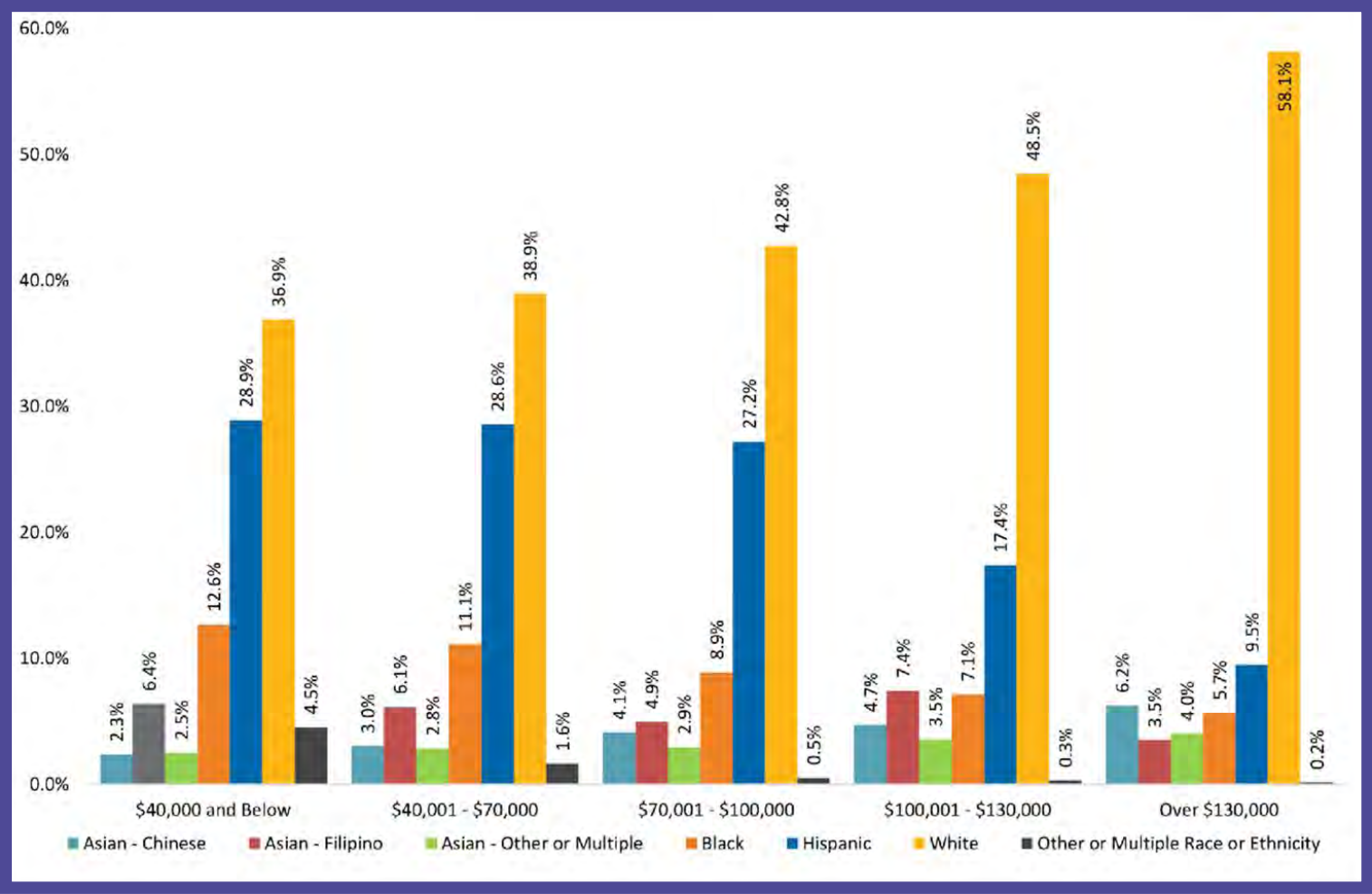
The workforce analysis indicated that the "highest proportion of White employees was over $130,000" whereas, the "highest proportion of Non-White employees was $40,000 and below."[30] While there are measures to make employment and upward mobility equitable, this disparity for those who are in the lower paying positions as opposed to those in higher paying positions is problematic.

One reason for this could be implicit bias during the interview process. During a leadership forum, Selvi Stanislaus said that due to the pandemic, Franchise Tax Board conducted blind interviews via telephone.[31] Perhaps this concept can be extended into all departmental interviewing processes to mitigate the possibility of both explicit and implicit bias affecting decisions during the hiring process. In addition, diversity, equity, and inclusion measurements should be in place on an ongoing basis.

An organization's diversity and inclusion metrics should serve three purposes: (1) diagnose risk areas and opportunities; (2) track the progress of initiatives; and, (3) calculate return on investment.[32]

[29]Ibid, 19

[30]Ibid., 18.

[31]Stanislaus, Selvi. Interview. Cal-IPGCA Leadership Forum. Feb 18-Risk Intelligence. https://cal-ipgca.org/index.php/leaders-forums/feb-18-risk-intelligence

[32]Meaningful Metrics for Diversity and Inclusion. https://cultureplusconsulting.com/2018/10/16/meaning-metrics-for-diversity-and-inclusion/ Accessed April 13, 2021.

I. Metrics for Diagnosis

- Representation: Assess percentage of employees from monitored groups compared with company, labor market, or industry benchmarks;
- Retention: Compare average tenure for employees from monitored groups to average tenure across the workforce or average tenure of members of the dominant group;
- Recruitment: Compare the number of applicants for open positions from monitored groups against the potential pool of applicants from monitored groups or labor market representation;
- Selection: Track appointments of individuals from monitored groups compared with appointments of applicants who are not members of a monitored group;
- Promotion: Track promotion awarded to individuals from monitored groups compared with promotions awarded to individuals who are not members of a monitored group;
- Development: Track lateral moves, appointments to acting roles, training and other learning and development participation, and other stretch assignment opportunities by identity group;
- Pay and Benefits: Compare financial and non-financial rewards earned by individuals from monitored groups to financial and non-financial rewards earned by individuals who are not members of a monitored group;
- Employee Engagement: Compare employee engagement scores for individuals from monitored groups with scores reported by individuals who are not members of a monitored group;
- Employee Focus Groups: Facilitate focus groups for the purpose of gathering information on the issues and challenges facing diverse talent;
- Exit Interviews: Hold interviews with employees about to leave an organization, typically to discuss the employee's reasons for leaving and their experience working for the organization;
- Employer Brand: Compare the quality and strength of your employer brand among different identity groups;
- Grievances and lawsuits: Track internal and external grievances, complaints, and lawsuits by identity group;
- Customer diversity, experience, and loyalty: Compare customer diversity to internal, industry, or market benchmarks. Track customer experience and loyalty by diversity dimension; and
- Supplier diversity: Track the diversity of suppliers and grant awardees by identity group. For example, women-owned, or indigenous-owned businesses.

II. Metrics for Tracking Progress

- Track improvement in the measures above, with the diagnosis measurement acting as a baseline

III. Metrics of Measuring Return on Investments

- Increased Engagement
- Increased Productivity
- Output per Employee

Therefore, we encourage the use of Seven Principles, which adheres to community centered, racial equity principles[33] as the foundation for results work, such as:

1. Leadership, staff, and community members are mutually responsible for identifying, collecting, and using data in a participatory, respectful process;
2. Punitive data culture is transformed to a transparent, non-punitive culture around data analysis and use;
3. Use a practice that does not "prove" or blame communities for institutional and systemic failures;
4. Data is shared with the community regardless of outcome;
5. Data is used consistently to inform practice;
6. Identify potential solutions of the root cause of racially disproportionate outcomes; and
7. Establish authentic, trusting relationships among those working on the data where members of the group will be encouraged and empowered to seek solutions together rather than blame team members.

In order to measure the effectiveness of the Rise-Up Ambassador Corps, metrics must be focused on the five most important areas for guiding student improvement:

1. Connectedness, learning engagement/motivation, and school attendance;
2. Family and environmental climate, culture, and conditions;
3. Safety, including violence perpetration and victimization/bullying;
4. Physical and mental well-being and social-emotional learning; and
5. Youth supports, including resilience-promoting developmental factors (caring relationships, high expectations, and meaningful participation).

In order to consider longitudinal impact of the Rise-Up Ambassador Corps, it will be critical to identify or develop a metric or tool that can measure the effectiveness of a healing component in the mentoring program as well as in state-mandated diversity, equity, and inclusion training. There is no current metric to track the effectiveness of a healing component in social service programs and employee training.

Identification of metrics to measure the efficacy of the Rise-Up Ambassador Corps mentoring program for youth who are unhoused and impact of comprehensive diversity, equity, and inclusion training for State of California employees presents an opportunity for development of an innovative metric architecture. The metrics should include the three (3) diagnostic principles of diversity, equity, and inclusion, use of the Seven Principles, and follow the foundations for student improvement. These metrics will be unique and developed with unique, innovative methods that will support the elimination of youth homelessness and go beyond social injustice.

[33] Bernabei, E. (2017). Racial Equity: Getting to Results. Retrieved from https://www.racialequityalliance.org/wp-content/uploads/2017/09/GARE_GettingtoEquity_July2017_PUBLISH.pdf

RECOGNITION TO SUPPORT CHANGE

*"Think of everybody you talk to as having a flashing sign on their chest saying:
Make me feel special!"* **–Arthur L. Williams, Jr.**

Individual & Interpersonal Recognition

This plan began with the Unifiers who had a vision of our state and, ultimately, our nation, where youth who are unhoused and the ills of racist bias and discriminatory practices that has plagued the U.S. for centuries, no longer exists. The innovation and creativity of the team formulated the ways we can serve our youth and peel away any conscious and unconscious bias in individuals, especially concerning those who have the power to hire or promote in the State that can create barriers for those seeking employment or promotions.

During the process of launching this moonshot, we asked Erica Buckles, a teacher from Mustard Seed School, about the services and outreach that they provide to transition homeless youth into public schools. Through the interview, we discovered that Mustard Seed School was the only school of its kind in California. This knowledge reinforces the need to create a robust ambassador corpss for youth who are unhoused to ensure successful reentry into the public school system and eliminate the recurrence of homelessness. A Unifiers' Appreciation Award, One Love Certificate, will be given to:

- Mustard Seed School
- Erica Buckles
- Individuals & Groups that Support the Unifiers' Initiatives

As part of the Rise-Up Ambassador Corps to end youth homeless, all youth who have completed counseling will receive a Unifiers t-shirt. Their success stories will be shared on campaigns to promote the ambassadorship across the state.

The California Department of Human Resources administers a number of awards programs, such as the Merit Award Program that consists of the Employee Suggestion Program, the Governor's State Employee Medal of Valor Award Program, and the Superior Accomplishment Awards Program, the Public Services Recognition Week, and the Superior Accomplishment Gift or Cash Award Recommendation. These existing programs can be used to recognize state employees that join and achieve excellent outcomes as a member of the SACNetwork Rise-Up Ambassador Corps for youth who are unhoused or the efforts of Beyond Racism: One System, One State, One World, One People, which strives to achieve strong, measurable outcomes related to racial justice.

Institutional Recognition

Recognition for institutions is vitally important to promote the broad transformation that is needed to eliminate homelessness and racism and, replace it with safety and belonging. These larger recognitions must be resourced appropriately to achieve the outcomes desired. Grant programs like the Education for Homeless Children and Youth and the California Equity Performance and Improvement Program must be expanded.

In April 2020, the California Endowment announced that it will be committing $100 million over the next 10 years to Asian American and Pacific Islander (AAPI) organizations across the state to support AAPI led organizations, providing resources to ensure grassroots organizations can build and expand a power infrastructure that advances health equity, racial justice and transformative solidarity. The Advancement Project provides Champions for Equity Awards every year.

In addition, the adoption of a Governor's mandate, called the Unifiers Initiative, will create a training/counseling component for all State of California Wellness Programs (a mandated statewide program) sponsored and delivered by the California Department of Human Resources. This training and counseling component will be mandatory for all employees. The outcome of the component is to ensure all Californians are, at minimum, aware of their biases. At the completion of this training, participants will be given a Unifiers pin that can be worn to show their solidarity with the effort to end racism.

Through social media and other forms of communication, the adoption of the Unifiers Initiative in California hopes to encourage other states across the nation to adopt similar legislation. This is an important step towards the elimination the hate and violence that has become rampant in recent years against people of color.
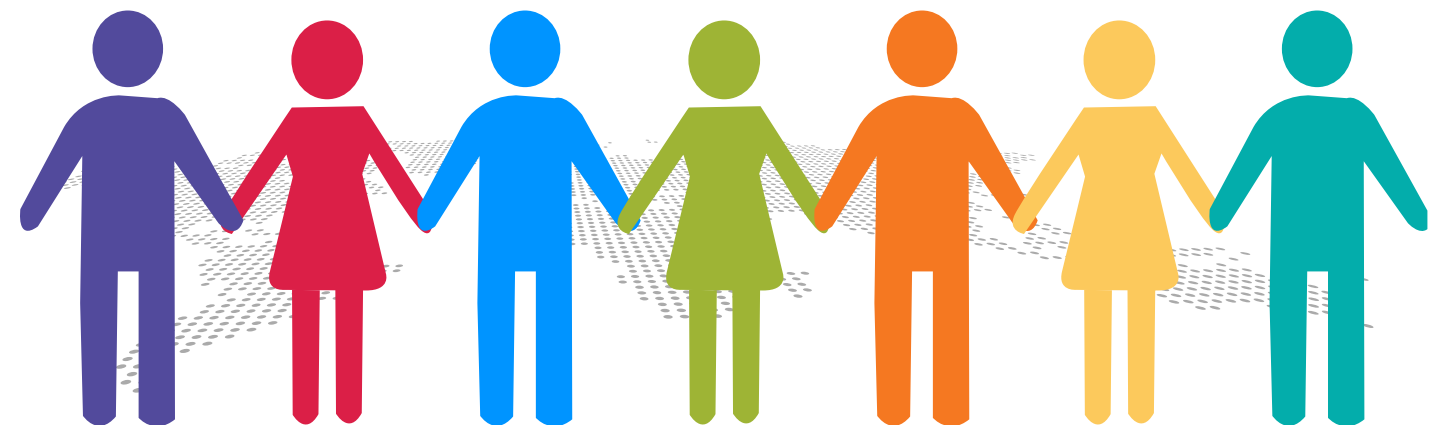
ACKNOWLEDGEMENTS

The Unifiers Team acknowledges the passion, generosity of spirit, and commitment of the Cal-IPGCA team. Thank you to Bekah Christensen, Michelle Schmidt, Kamyar Guivetchi, and the behind-the-scenes supporters, for six months of fellowship and support.

The team extends appreciation for the support and dedication of our facilitators and co-facilitators as we navigated the path of innovation; thank you Dean Lan (ORA), Sean Harrison (Department of Motor Vehicles), and Morgan O'Brien (Department of Water Resources).

Additionally, we appreciate the time and talent of our champions and hackers who contributed insight and energy to our innovation priorities with special recognition to our Department of Motor Vehicles (PoC Beta Testers). The contribution from the following individuals will be available for reference in the Cal-IPGCA library:

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Extra special appreciation is extended to Erica Buckles, Mustard Seed School and Dr. Ernest Uwazie, Chair, Division of Criminal Justice at California State University, Sacramento, for their invaluable insights and inspiration.

APPENDICES

APPENDIX A
Improving Workplace Culture Through Evidence-Based Diversity, Equity and Inclusion Practices

PDF — Authors: Stephanie J. Creary, PhD, Nancy Rothbard, PhD, Jared Scruggs, May 2021, The Wharton School of the University of Pennsylvania

APPENDIX B
The 2020 Annual Homeless Assessment Report (AHAR) to Congress

PDF — The U.S. Department of Housing and Urban Development, Office of Community Planning and Development

APPENDIX C
Key Federal Terms and Definitions of Homelessness Among Youth

PDF — U.S. Interagency Council on Homelessness, February 2018

APPENDIX D
The 2020-21 Budget: The Governor's Homelessness Plan

PDF — California Legislative Analyst's Office, February 11, 2020

APPENDIX E
Homelessness & Adverse Childhood Experiences

PDF — National Health Care for the Homeless Council, February 2019