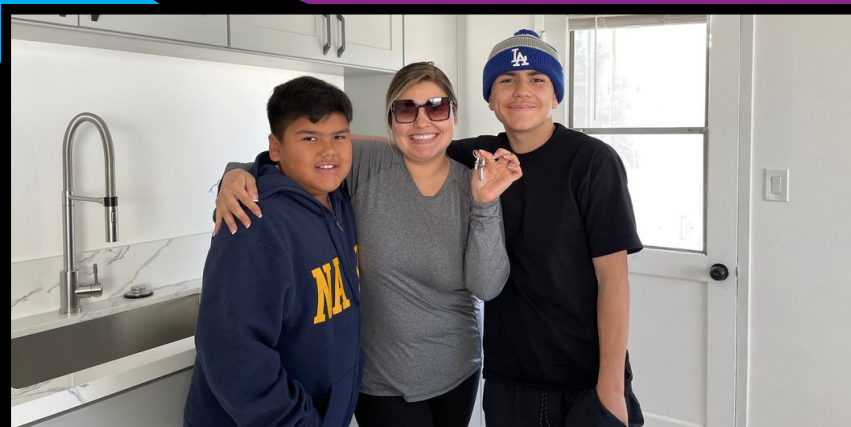




EQUITY & INCLUSION

2023 ANNUAL REPORT



THANK YOU

Dear PATH Community,

As we release our first annual equity and inclusion report, I am overwhelmed by the incredible work that has been accomplished this past year. With dedicated resources and an experienced team, our PATH community is addressing social justice issues head on.

Solutions to homelessness are intertwined with social change; and our commitment to equity and inclusion helps us advance our mission of ending homelessness, while centering the lived expertise of the communities we serve. We have more work to do and with the foundation we have established and the roadmap for the future, we know what steps are needed to get there.

I'm eager to continue taking those steps with the entire PATH community – our board, team, participants and supporters.

In partnership,

Jennifer Hark-Dietz (she/her/hers)
Chief Executive Officer



Dear PATH Community,

I am delighted to reflect on my first year as Chief Equity & Inclusion Officer at PATH. Since joining the organization in October 2022, the compassion and dedication of the community have been truly rewarding to witness. Our strides in diversity, equity, and inclusion (DEI) are evident in our inaugural **Annual Equity & Inclusion Report**, showcasing accomplishments and goals for future growth.

I would like to extend my utmost gratitude to the Equity and Inclusion team for their tireless efforts in developing initiatives and strategies to advance our commitment to DEI. Getting to work with this remarkable group of change makers is the highest reward. The greater PATH community also deserves recognition for continued growth and innovation. Together, we're challenging assumptions, changing systems, and celebrating triumphs in our daily equity work to end homelessness in California. Thank you for an incredible 2023, and I look forward to another year of impact as a community.

In solidarity,

Matthew Soto, Ed.D. (he/him/his)
Chief Equity & Inclusion Officer



ABOUT PATH

Founded in 1984, PATH's mission is to end homelessness for individuals, families, and communities. PATH does this by providing supportive services and building affordable and supportive housing across the state. With staff in over 150 cities across California, PATH provides supportive services including case management, street outreach, interim housing, housing navigation, and supportive housing to over 25,000 people each year. Learn more at www.epath.org. Our family of agencies, PATH, PATH Ventures and PATH Partners, represents one of the most significant and impactful homeless service providers and affordable housing developers.

PATH is dedicated to racial and social justice by centering equity in our service delivery and maintaining a diverse and inclusive work environment for the communities we serve. We seek awareness and insight from witnessing the stories of our clients and learning from the experiences of our staff to ensure impactful systems change. If people are empowered, they can bring their authentic, whole selves to work and when people feel like they belong, they can become part of a unified effort of ending homelessness for all.

Mission & Vision

PATH's mission is to end homelessness for individuals, families and communities. PATH envisions a world where every person has a home.

Values

CREATIVE COLLABORATION: We strategically align resources with others while utilizing the knowledge and expertise of our team.

STRATEGIC LEADERSHIP: We identify opportunities and remove barriers to operate effectively and efficiently.

EMPOWERMENT FOR ALL: We provide the resources for our community of partners and the people we serve, and invest in our team, to work together to achieve success in ending homelessness.

PASSIONATE COMMITMENT: We advocate for solutions, promote adaptability, implement best practices, and inspire others to reach their goals.



EQUITY & INCLUSION AT PATH



In 2018, PATH established its first diversity, equity and inclusion committee, with a small group of dedicated PATH staff members. In 2021, the committee worked with consultants from *Racial Equity Partners*, and developed PATH's first strategic DEI Action Plan. With seven priorities to guide this mission-critical work, this action plan launched the foundation of the Equity & Inclusion division. Today, the Equity and Inclusion Division exists with an organization-wide commitment to creating inclusive policies focused on equitable solutions to ending homelessness in California. The E&I Division oversees several key organizational initiatives (some listed below).

Communications

**Cultural
Celebrations**

**PATH
Academy**

**Community
Partnerships**

**Org Wide
Assessments**

**DEI
Council**

Data & Reporting

**Agency Wide
Training**

Timeline

2018

Discovery Phase: PATH began imagining the journey to enhance our commitment to DEI. This led to the first DEI committee who began doing critical work to examine the organization as a whole.

2021-2022

Design Phase: PATH worked with *Racial Equity Partners*, expert consultants in racial equity and homelessness, and developed a full organizational assessment and DEI Action Plan.

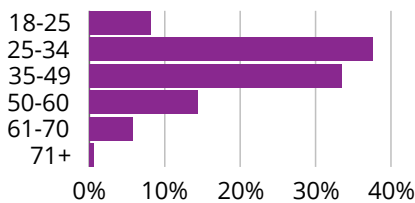
2023

Development Phase: PATH established its first Equity & Inclusion Division, comprised of a DEI team, DEI Council, Workforce Development and Culture team, and Chief Equity and Inclusion Officer.

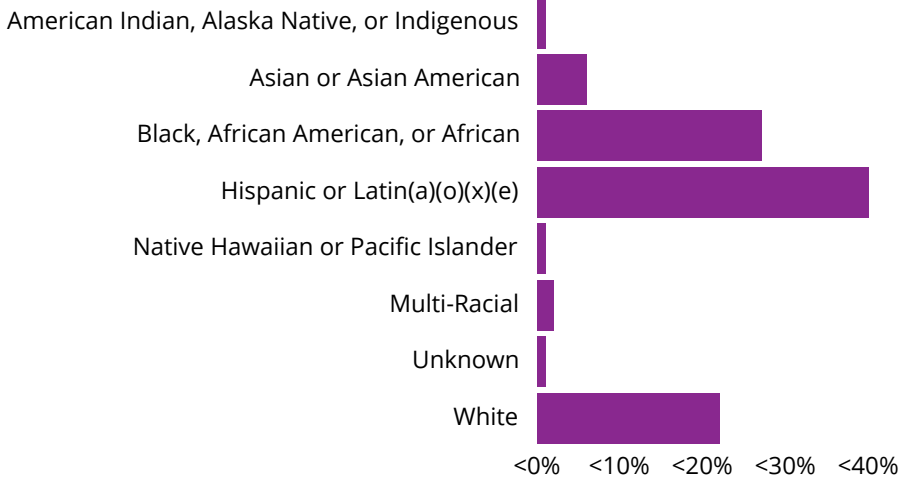
WORKFORCE DEMOGRAPHICS

PATH staff consistently represent many of the diverse communities we serve. Comprised of an ethnically diverse workforce and a predominantly female leadership team, we exemplify the significance of representation in our service delivery to participants.* We look forward to continuing to build pathways for staff of color to reach senior leadership positions at PATH.

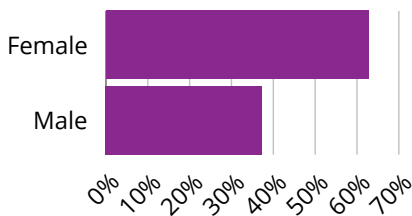
Age



Race/Ethnicity

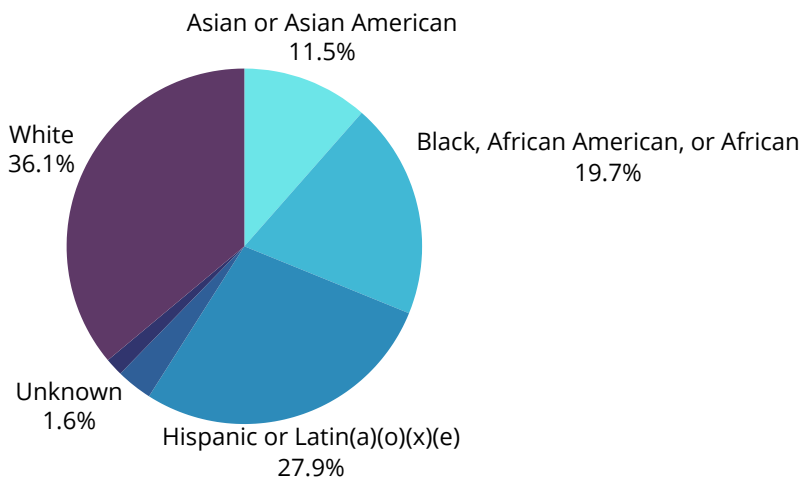


Sex

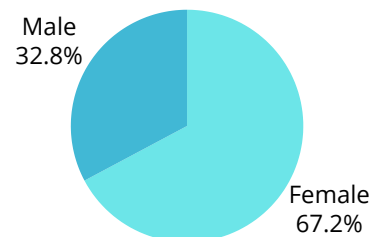


PATH Leadership* Demographics

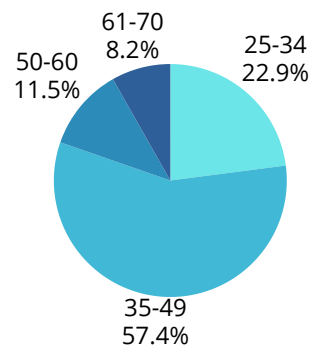
Race/Ethnicity



Sex



Age



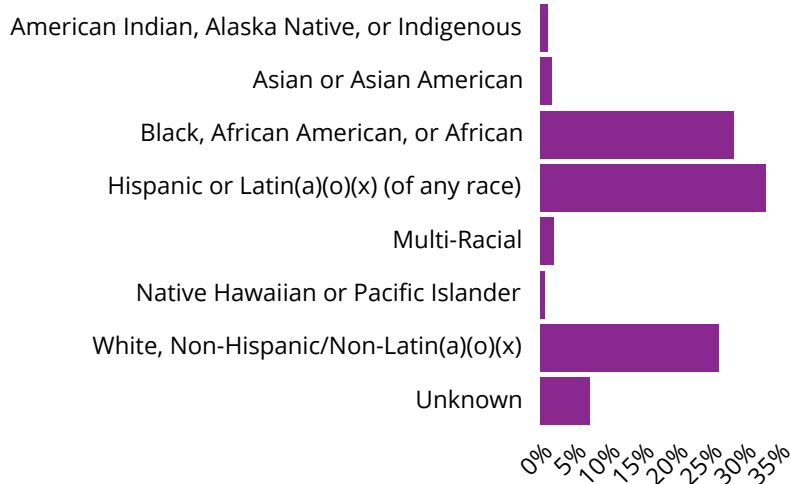
**In 2023, we assessed and developed more inclusive data tools to honor our diverse staff demographic. Prior to this, our collected data was limited. We acknowledge the gap in inclusive data (including information about gender identity, sex, sexuality, ability, and more), and look forward to reporting more accurate and affirming demographic data in 2024.*

**Leadership, in this data set, is defined as staff serving in Director, Senior Director, Regional Director and Chief/Executive roles.*

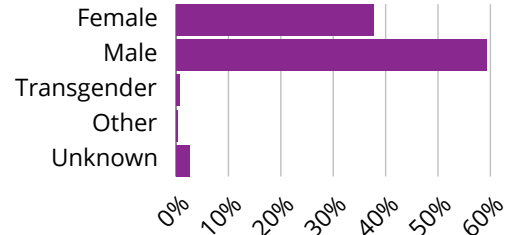
PARTICIPANT DEMOGRAPHICS

PATH is proud to serve participants in over 150 cities in California. As illustrated below, the demographics of our participants align with the diversity of the California homelessness crisis; and we leverage this data to help us build more inclusive and representative support programs for people experiencing homelessness.

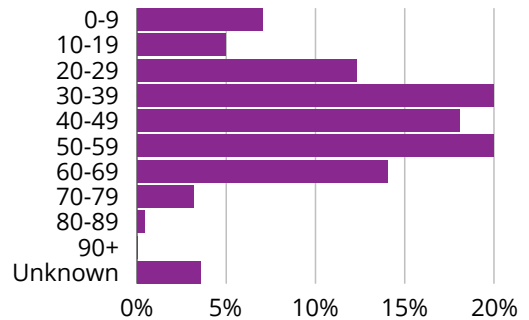
Race/Ethnicity



Gender



Age



11.3%

Veterans

38.8%

chronically
homeless

61.8%

have a disability

19.5%

survivors of
domestic violence

5.4%

transitional
aged youth

14.1%

children



HONORING DIVERSE COMMUNITIES AT PATH

In 2023, we began a three-part initiative: 1) honor national cultural heritage months; 2) partner with local community leaders and artists; and 3) provide the PATH community opportunities to engage with these celebrations through impactful and educational events.

For each heritage month, we commission a local artist, who identifies within the celebrated community, to develop graphic art to creatively honor each of the heritage months. These graphics are used in internal and external communications. In addition, we feature community leaders, content experts and activists throughout each heritage month. These events are well-received by the community, and help us celebrate diversity at PATH.

66

Trainings, Workshops
& Events Offered

115

Hosted Hours of DEI
Training & Events

2,806

Overall Employee Attendance at
DEI Events & Trainings



DEI COUNCIL

The DEI Council is comprised of staff from across the agency who advise company-wide initiatives that help to cultivate an environment of equity and inclusion. Council members work on projects that aim to increase equity and amplify perspectives of staff, participants, and community members. This year, the council was pivotal in spreading awareness of PATH's E&I initiatives. Council members attended critical meetings with community partners, interviewed their peers about PATH's culture, experienced intensive DEI training, spoke on panels, led discussions, and provided critical feedback for ongoing E&I initiatives.



Staff Experiences

"The council has been a great experience that has allowed me to network with my peers while working towards a common goal of instilling the core tenets of diversity, equity, and inclusion not just in our agency's official policies and procedures, but also within our day-to-day practices while interfacing with both colleagues and participants."



Chinwe Idika
PATH Santa Clara County

"This work is essential! There are also key areas of overlap with my work in the agency (resilience, for eg). I've also enjoyed this collaboration and would look forward to being a part of the continuing weaving of DEI into the fabric of PATH."



Steve Fiechter
PATH Los Angeles

"I appreciate having the opportunities and support to be a part of collective change. Diversity, equity, and inclusion is a birthright and not an option. My biggest takeaways are understanding the importance of educating others as well as providing a safe space for others to seek guidance. Thank you for the opportunity."



Shantal Bridgewater
PATH San Diego

PATH ACADEMY

PATH Academy is our one-year leadership development program that incubates statewide leaders in the fields of housing and homelessness through training, mentorship, and professional development. Our internally coordinated leadership program, now in its third cohort, cultivates future inclusive leaders within our organization. Our executive team play a pivotal role, and serve as mentors (or “pod leaders”) to our PATH Academy fellows.



Alumni Experiences

“PATH Academy was a great experience for me. It helped me learn the ins and outs of PATH and PATH Ventures. It taught me how successes have been achieved; and how we work to face other challenges. It was also great to meet so many others from different parts of the organization and learn from their backgrounds and journeys to PATH. The Academy recognizes that leaders act like leader before they’re leaders.”



Jesse Gomez
PATH Santa Clara County

“Before PATH Academy, I would second guess myself, like I’m not good enough, and not smart enough. But now, I know that I deserve to have the seat at the table; and I am confident, and I am smart, and I am enough.”



Sneshia Striblin
PATH Los Angeles

“Homelessness is a statewide issue that has been decades in the making, and it is going to take people with all different backgrounds from all over the state in order to end it. PATH Academy has enabled me to build relationships with people from San Jose to San Diego, who are approaching the issue from a lot of different angles. Whether that be housing construction, housing navigators or housing specialists. We are all part of the solution.



Michael Busse
PATH Ventures



AGENCY-WIDE TRAINING

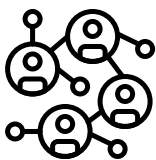
This year, we strategically developed a comprehensive training program at PATH, with a deliberate focus on DEI and evidence-based practices. Our commitment to live-facilitated training, empowers our teams to critically understand the complex realities of our homelessness crisis.

Our objective is to further enhance our curriculum, expanding our central focus to include areas of soft skills, leadership and supervision. We aspire to achieve 80% minimum completion for all live-facilitated trainings, including: Foundations of Inclusion, Verbal Intervention, Mental Health First Aid, Motivational Interviewing and Trauma-Informed Care*.

We are committed to investing in our workforce and equipping our teams with the knowledge, skills and awareness necessary to meet the evolving needs of our participants.



2023 Updates



PATH's training department was reassigned to the E&I Division. Previously, the training department functioned under the Quality Assurance & Compliance division. The department was rebranded as the Workforce Development & Culture team, and was transferred to the E&I division with an expanded emphasis on employee development and inclusion.



PATH also began the process of adopting a new Learning Management System (LMS). The team researched several vendors and chose *Eloomi* as our new LMS. The system will be fully integrated in 2024.



**Trauma Informed Care is currently offered as a virtual training, and will be launched as a live-facilitated session in 2024.*

COMMUNITY PARTNERSHIPS

PATH's E&I team has been successful in developing productive working relationships with various community partners this year. These partners have played an integral role by serving as guest speakers and critical thought partners. We are eager to build upon this initiative and develop more community allies for our mission of ending homelessness.

Highlights

We partner with an LA based organization, the TransLatin@ Coalition to train staff about transgender, gender-expansive, intersex (TGI) communities. We continue to run equity assessments across the organization with the TransLatin@ Coalition.



We partner with LAHSA's Equity Department to learn about organizational initiatives, best practices and resource sharing. We engaged in mutual site visits, learned about each other's programs, and strategized for ongoing collaboration.

We partner with San Diego's Ad Hoc Committee on Addressing Homelessness Among Black San Diegans to learn about their Action Plan and direct resources for our teams to better serve Black individuals experiencing homelessness.



Indigenous Circle of Wellness
Individual, Couple, Family Counseling

We partnered with Monique Castro, Founder and Executive Director of the Indigenous Circle of Wellness, to educate our staff about personal wellness and needs of Indigenous communities.

We partnered with several regional LGBTQIA+ organizations for a panel about the unique needs of LGBTQIA+ individuals experiencing homelessness, and strategies for building more inclusive programs.



THE CENTER

DEI ACTION PLAN PROGRESS

PATH introduced its inaugural DEI Action Plan in 2021. The recommended plan encompasses seven strategic priorities intended to serve as a driving force for augmenting our organizational commitment to DEI. We take pride in the progress made thus far in implementing this plan while recognizing the ongoing work required to achieve our targets in the upcoming years.

Staff & Board Development

Progress made:

- Launched Foundations of Inclusion training for all PATH staff
- Redesigned DEI council and selected 30+ staff members to serve
- Hosted a DEI council panel at the 2023 Board of Directors Retreat
- Offered 66 opportunities for staff engagement via DEI events/trainings
- Developed quarterly E&I reports for PATH's Board of Directors
- Intentionally focused on representation/diversity for board recruitment
- Graduated the second cohort, and began third cohort of PATH Academy

Plan of action: Further develop our agency-wide training strategy, and continue to prioritize diversity and representation in board member recruitment

Lived Experience

Progress made:

- Developed the Lived Experience Advocate seat on PATH's Board of Directors and selected Zondre Johnson as the first Lived Experience Advocate board member
- Centered lived experience in DEI Council and PATH Academy member selection

Plan of action: Further develop a strategy for centering lived experience

Housing Placements

Progress made:

- Collected data about each of our sites (both live and in progress) to evaluate several key data points such as: racial demographics, school ratings, water quality, etc.

Plan of action: Data will be used for further analysis with PATH Ventures

Data & Research

Progress made:

- Reviewed data trends and strategized for ongoing analysis and reporting of equity data
- Published first E&I Annual Report

Plan of action: Continue to work with Data team to enhance DEI data strategy

DEI ACTION PLAN PROGRESS

Human Resources

Progress made:

- Updated position descriptions to include a DEI commitment statement
- Revamped annual evaluation to support a more equitable annual review process
- Implemented a three-phased compensation plan to address pay equity challenges
- Expanded data collection identity markers to include identity-affirming categories
- Redesigned name change/preferred name process to increase accessibility for staff
- Developed protocol for responding to DEI-related personnel concerns
- Added an additional PTO floating holiday to encourage staff wellness, and honor cultural celebrations that are not federally recognized or already observed by PATH

Plan of action: Continue to work towards improving existing processes and protocols that will help enhance inclusion at PATH

Communications

Progress made:

- Developed a full DEI communications strategy
- Added an E&I section of the main PATH website
- Published first E&I Annual Report
- Produced an impactful [PATH for All DEI Initiative video](#)

Plan of action: Continue to collaborate to enhance DEI communications

Advocacy

Progress made:

- Organized trainings, empowering staff to draw on their own lived and work experiences for advocacy
- Passed State bills to unwind the legacy of discrimination driving homelessness, including SB 423 (2023) to build more affordable housing in wealthy coastal areas and SB 903 (2022) to monitor how State prisons may be releasing people into homelessness
- Secured commitments within LA County ballot measure focused on increasing investment in Angelenos experiencing homelessness and homeless services workforce
- Rallied against problematic anti-camping ordinances in San Diego and San Jose

Plan of action: Continue to push for investments in the homeless services workforce at the Federal, State, and local level



E&I GOALS & OPPORTUNITIES

2023 was a transformational year for equity and inclusion efforts at PATH. We are proud of the progress that has been made as an organization, and look forward to more growth together. We established four areas of focus for 2024 and beyond.



Focus Area 1: E&I Strategy

Enhance agency-wide Equity & Inclusion strategy for internal and external partners

- Establish a focus on E&I in PATH's next 5-year strategic plan
- Develop an organizational E&I commitment statement
- Implement ongoing organizational equity assessments
- Create a strategy amplifying the perspectives of individuals with lived experience of homelessness
- Collaborate with internal and external partners to build a more robust E&I strategy
- Design agency-wide E&I engagement survey to learn of staff and participant needs

Focus Area 2: Training & Learner Engagement

Enhance cross-agency engagement and training portfolio

- Expand and enhance employee training portfolio with a focus on dynamic professional development and diversity, equity and inclusion
- Design manager training with a focus on effective supervision and sense of belonging
- Create incentive initiative for E&I learner engagement
- Develop plan for external community training for neighbors and landlords

Focus Area 3: Data

Utilize data to assess participant experiences and inclusive service providing

- Develop organization-wide committee to review data and program outcomes
- Collaborate with data & evaluation team to develop E&I data strategy

Focus Area 4: Accessibility

Assess and enhance agency-wide accessibility

- Develop working group to assess agency accessibility (including digital, physical spaces, team benefits, etc.)
- Strategize for inclusive practices that address the diverse accessibility requirements of staff, participants, and partners