

2017

# Annual Report

SACRAMENTO STEPS FORWARD

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**SACRAMENTO  
STEPS FORWARD**

Ending Homelessness. Starting Fresh.



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# Welcome



Sacramento came together in 2015 to create a comprehensive strategic plan to address homelessness that was titled More. Better. Different.

The plan included specific recommendations that were intended to meet aspirational goals established by the U.S. Department of Housing and Urban Development in their plan, Opening Doors.

Sacramento Steps Forward and the Continuum of Care, working in partnership with the County of Sacramento, City of Sacramento, and the Sacramento Housing and Redevelopment Agency, have been working to systematically develop and implement the recommended changes since 2015, to the overwhelming benefit of those we serve.

And while efforts continue, our progress thus far has been great. Today we have a formal intake process, a common vulnerability assessment tool, a coordinated referral system, and an improved data management system that helps us to develop best practices.

Thanks to these changes, our community is serving more people than ever before.



However, our success has been muted by a poverty crisis and housing crisis that is driving increases in homelessness and constricting the scale of our response.

In the year ahead, Sacramento Steps Forward will tackle this new challenge in the same way we overcame the old – through collaboration, innovation, and connecting people to services. We know it won't be easy - it never is - but, we are confident that we can step forward.

Sincerely,

Matthew S. Keasling  
Chair, Board of Directors



## SACRAMENTO STEPS FORWARD

Ending Homelessness. Starting Fresh.

Sacramento native Lisa Ling produced a nationally televised investigative news story in 2009, aired on the popular daytime show Oprah, about a large unsanctioned homeless tent city along the American River.

The story revealed the deplorable conditions in which people were living and drove an immediate response from Sacramento Mayor Kevin Johnson, who created a new

policy committee named Sacramento Steps Forward to address the crisis. Mayor Johnson assumed the role of Committee Chair and invited the County of Sacramento, cities, business, and faith leaders to join the conversation as problem solving equals.

Shortly thereafter, due to a crippling recession and depleted tax revenue, the Sacramento County Board of Supervisors and City Council came together and in a move to cut costs, began the process of shifting operational responsibility for the Continuum of Care to a non-profit organization. In addition and separate from the non-profit, they sought to create a Joint Powers Agency to establish countywide policies and priorities that would facilitate coordinated homeless services.

The non-profit would become responsible for Continuum of Care management, the Homeless Management Information System, grants management, fundraising, private and public sector collaboration, data and evaluation, system level program planning and implementation, and community engagement and collaboration.

Sacramento Steps Forward was incorporated as a non-profit organization in 2011 to assume those responsibilities and was designated as the Continuum of Care lead agency by the U.S. Department of Housing and Urban Development. The Joint Powers Agency was not created.

# About Us



Sacramento Steps Forward is a non-profit organization that is committed to ending homelessness in our region through collaboration, innovation, and connecting people to services.

Walking side-by-side with our partners, we seek to provide people experiencing homelessness with the support and services they need to find stability and long term housing.

Sacramento Steps Forward is designated as the lead agency for the Sacramento Homeless Continuum of Care by the U.S. Department of Housing and Urban Development (HUD).

Additionally, Sacramento Steps Forward operates four distinct programs: Outreach and Engagement, Training and Education, Data Analytics and Research, and Community Engagement, that support Sacramento's efforts to end homelessness.

Sacramento Steps Forward is governed by a volunteer Board of Directors who represent a diverse cross section of community leaders.

The Continuum of Care is governed by a community stakeholder Advisory Board.



## **CONTINUUM OF CARE**

Sacramento Steps Forward is the U.S. Department of Housing and Urban Development (HUD) designated lead agency for Sacramento's Continuum of Care (CoC) where its responsible for managing the application, award, and compliance for grants issued by HUD under the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH). As lead agency, SSF is responsible for convening the CoC Advisory Board and implementing HUD mandated programs such as the Coordinated Entry System and the Homeless Point-in-Time Count.

## **OUTREACH AND ENGAGEMENT**

Sacramento Steps Forward Navigators are a professional outreach team who meet clients where they are and provide case management through a person-centered model, helping them end their cycle of homelessness by overcoming barriers and accessing and utilizing programs for which they are eligible.

## **TRAINING AND EDUCATION**

Ending Homelessness Together is a training program developed by Sacramento Steps Forward that provides professional level training to homeless service providers and activates the people power of volunteers and neighborhood organizations to end homelessness using best practices.

## **DATA ANALYTICS AND RESEARCH**

The Sacramento Steps Forward Data Analytics and Research Team administers and analyzes data from the Homeless Management Information System and other sources to develop strategies and best practices to end homelessness.

## **COMMUNITY ENGAGEMENT**

Sacramento Steps Forward plays a leading role in shaping Sacramento's response to the crisis of homelessness by partnering with the County of Sacramento, cities, local communities, elected officials, and the media. As subject matter experts, we use facts, data, and real life stories to help inform decision makers and the public.

# Success Happens



Sitting on a park bench speaking to a television reporter, pride and despair flickered through Clifford and Gary's eyes like a broken film reel.

Ramrod straight postures equal to their military service yawned and slouched as they shared their journey into an experience with homelessness.

Once proud men, chock full of stories and antics from a life well lived, were nearly broken. Hope was fleeting. Then they met Sacramento Steps Forward.

Once deployed, a SSF Navigator set to work with the brothers on that same park bench.

The three men quickly warmed to each other and small talk transitioned to a strategic process of phased engagement, where unsubsidized and subsidized housing options are weighed and measured to find a housing solution right for them.

A few phone calls later a local apartment complex manager, long friendly to SSF, opened his doors to house the brothers within days.



Working with the Department of Veterans Affairs, SSF helped the brothers apply for HUD-VASH vouchers.

Volunteers of America and the Sacramento Veterans Resource Center rounded the effort out with beds and supplies for the new apartment.

Months later, their new apartment has all the trappings of home. The heater blasts, keeping their trademark wire thin frames warm. They visit the apartment office daily, welcomed by staff who love hearing a mix of life stories, jokes, and tall tales.

Despair was vanquished and their pride remains. Hope and dignity were restored. Their experience with homelessness is over.

Clifford and Gary are home.

# Outreach & Engagement



The Sacramento Steps Forward (SSF) Outreach Team employs professional Navigators who meet clients where they are. Through this person-centered, phased engagement model, the team members help clients to overcome barriers and access and utilize those programs for which they are eligible to end their cycle of homelessness. Navigators operate under contract in a variety of settings and can be deployed to fixed site locations or within specific geographic boundaries.

**The success of our team is measurable and significant. 754 individuals and families served by SSF Navigators successfully moved off the street last year.**

Of those, 288 moved into subsidized housing programs, 97 into transitional housing programs, and 23 returned to friends or family outside of our community.

**Outside of subsidized programs, Navigators helped 346 people problem-solve their way out of homelessness using client-centered, phased engagement strategies championed by SSF.**



## NAVIGATION CONTRACTS

CARES Community Clinic	Downtown Sacramento Partnership	Sacramento Public Library
County of Sacramento	Florin Road Partnership	Sacramento Regional Transit
City of Sacramento	Mack Road Partnership	Sacramento Sheriff's Department
City of Rancho Cordova	Midtown Business Association	Sutter Health
Dignity Health	River District	

# Training & Education



Ending Homelessness Together is a new pilot training program developed by Sacramento Steps Forward that activates the people power of volunteers and neighborhood organizations to end homelessness using best practices. This new training program integrates with existing training programs to provide a single, comprehensive training center dedicated to ending homelessness.



[EndingHomelessnessTogether.com](http://EndingHomelessnessTogether.com)

## Live Training

Ending Homelessness Together live training was provided to 57 people representing 19 agencies in 2017.

Attendees of our pilot one-day training course were provided with the techniques, resources, and information they need to organize and operate programs to end cycles of homelessness.

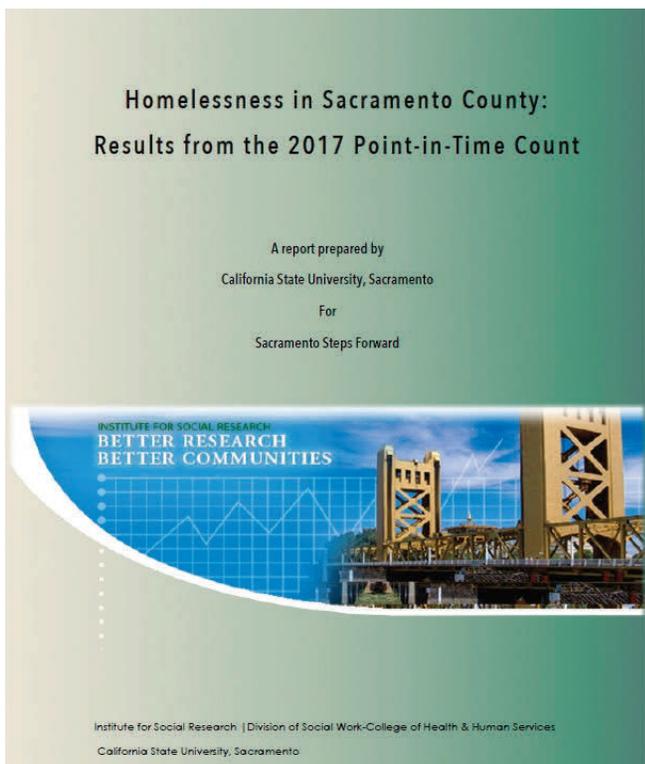
Additional trainings to be offered in 2018.

## YouTube Channel

The Ending Homelessness YouTube channel launched in November 2017 to provide an easily accessible online training platform that uses plain language to explain complex topics.

"Essentials of Helping" has been viewed 377 times and features three professional navigators who explain building relationships, setting boundaries, and how to help end a cycle homelessness.

Sacramento Steps Forward is on the leading edge of homeless data analysis and research which empowers Continuum of Care decision making and provides stakeholders with the factual information they need to find real solutions.

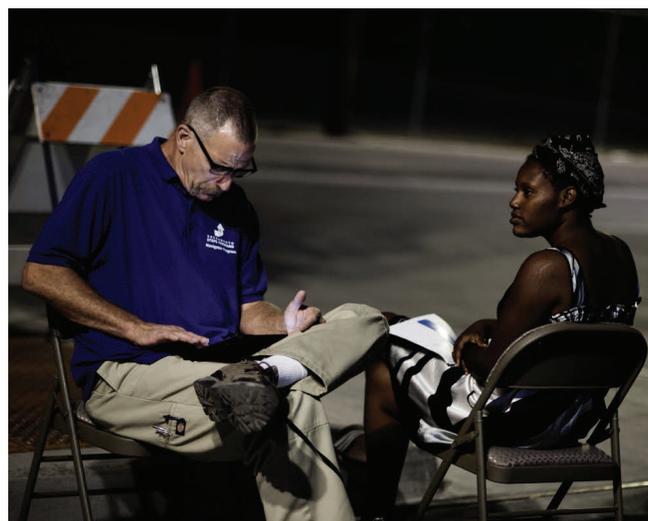


## Point-in-Time Count

Sacramento Steps Forward conducted the biennial Homeless Point-in-Time Count on January 25, 2017. According to the final report, the total number of people experiencing homelessness increased to 3,665, a rise of 30 percent since 2015. Among people who are unsheltered, the number has increased by 85 percent to 2,052. This increase reflects a rising tide of homelessness in urban cities on the west coast of the United States. The full report, which was published in partnership with California State University Sacramento's Institute for Social Research is available at [SacramentoStepsForward.org](http://SacramentoStepsForward.org)

## HMIS

HMIS is a database used to confidentially store client-level information on the characteristics and service needs of homeless persons and to aggregate data for research and analysis. At SSF, this data allows for performance management and evaluation, production of the HUD Annual Systems Report, and identifying trends and best practices that can be shared throughout the Continuum of Care.



# Continuum of Care Overview



The Continuum of Care (CoC) Program was designed by the U.S. Department of Housing and Urban Development (HUD) to promote community-wide commitment to the goal of ending homelessness.

As a part of the nationwide program, HUD awards grants annually to non-profit providers, state and local governments to quickly rehouse homeless people.

As required by HUD, the Sacramento CoC is governed by a local stakeholder advisory board which is responsible for reviewing program performance, approval of the HEARTH Act grant application and establishing CoC policies.

Sacramento Steps Forward was designated by HUD as the CoC lead agency in 2011 and since that time, in collaboration with the Advisory Board, has increased Sacramento's HEARTH Act grant award by 35 percent or \$5.2 million.

## Continuum of Care Advisory Board - 2017

Joan Burke, Chair, Loaves and Fishes

Beth Hassett, Vice Chair, WEAVE

Bill Knowlton, Secretary, Mack Road Partnership

Emily Bender, Sacramento LGBT Center

Sarah Bontrager, City of Elk Grove

Cindy Cavanaugh, County of Sacramento

Katherine Cooley, City of Citrus Heights

Cathy Creswell, Sacramento Housing Alliance

Dion Dwyer, Downtown Sacramento Partnership

John Foley, Sacramento Self-Help Housing

Katie Freeny, El Hogar Guest House

Emily Halcon, City of Sacramento

Jason Henry, Veterans Resource Centers of America

Lt. Todd Henry, Sacramento County Sheriff's Department

David Husid, Cottage Housing

Erin Johansen, TLCS, Inc.

Olivia Kasirye, MD, County of Sacramento

Patty Kleinknecht, The River District

Diane Lampe, Sacramento County Office of Education

Lt. Dan Monk, Sacramento Police Department

Jonathan Porteus, PHD, WellSpace Health

Amani Sawires Rapaski, Volunteers of America

Sarah O'Daniel, Sacramento Housing & Redevelopment Agency

Charles Ware, Person of Lived Experience

Holly Wunder Stiles, Mutual Housing California

# Continuum of Care HEARTH Grant Award



## PROVIDERS AND PROGRAMS

**Cottage Housing:** Quinn Cottages

**Lutheran Social Services:** Saybrook PSH, Achieving Change Together (ACT), Building Bridges Program, Rapid Rehousing for Youth, Rapid Rehousing for Youth 2, Connections, Mutual Housing at the Highlands

**Mercy Housing:** Mather Veterans Village, The King Project

**Next Move:** Casas De Esperanza, Home At Last, Omega PSH Project, Step Up Sacramento

**Sacramento Housing and Redevelopment Agency:** Shelter Plus Care TRA, Shasta Hotel, Boulevard Court

**Sacramento Self-Help Housing:** Friendship Housing, Friendship Housing Expansion, Friendship Housing Expansion 2, Building Community, New Community

**Sacramento Steps Forward:** Sacramento HMIS, Sacramento Planning Grant

**TLCS:** PACT PHP Expansion, WORK 2016, PACT Permanent Housing Program (PPHP) 2016, New Direction Permanent Housing Program, Possibilities

**Volunteers of America:** ReSTART Permanent Supportive Housing

**Wind Youth Services:** The Doorway, Possibilities

# \$20,180,083

## GRANT AWARD

# 1,406

## HOUSING UNITS

Permanent Supportive: 1,326

Rapid ReHousing: 58

Transitional/Rapid ReHousing: 22

# 2,434

## INDIVIDUAL BEDS

### Within Housing Units

Permanent Supportive: 2,325

Rapid ReHousing: 79

Transitional/Rapid ReHousing: 30.

# 31

## HOMELESS PROGRAMS

Thirty-one homeless programs were awarded funding by HUD in 2017.

# 10

## SERVICE PROVIDERS

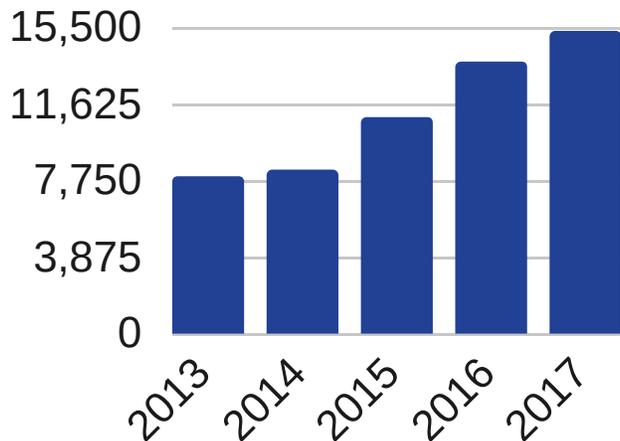
Ten homeless providers operate the 31 funded programs.

# Homeless Management Information System



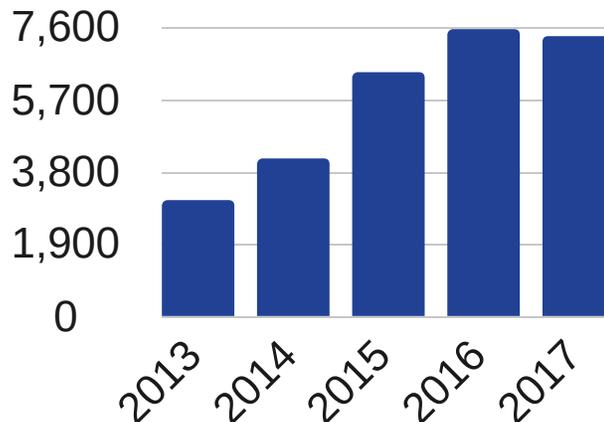
## 15,332

SERVED (TOTAL)



## 7,370

SERVED (NEW)



**Served (total)** captures the unduplicated number of people who were enrolled in homeless services and housing programs in 2017. This includes people who were served for the first time, returned to the system after a period of time away, and people who continue to be actively served after first entering the system in past years. Services captured by this figure include permanent supportive housing, rapid rehousing, transitional housing, emergency shelter, outreach and engagement, services only, and other programs.

**Served (new)** is a sub-set of Served (total) and captures the inflow into service and housing programs. It includes people who were served for the first time and individuals returning after time away.

**The Homeless Management Information System (HMIS)** is a local information technology system used to collect client-level data on the provision of homeless services. Data was extracted on June 11, 2018 and is subject to change due ongoing data quality management. Data may not be aggregated or re-calculated without using HMIS.

# Homeless Management Information System

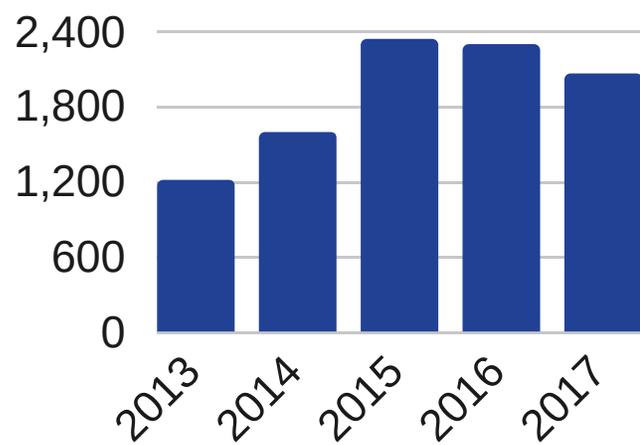
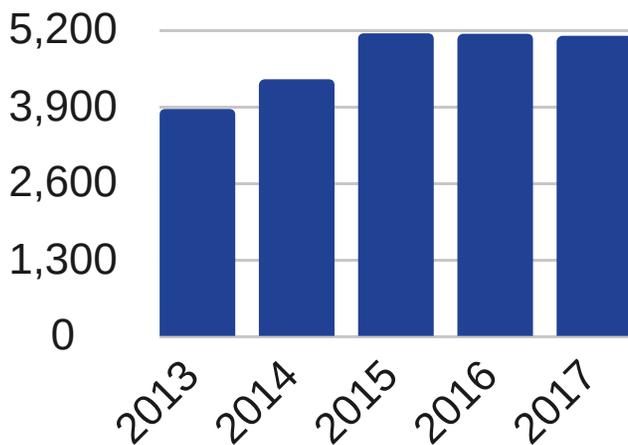


## 5,096

HOUSED (TOTAL)

## 2,061

HOUSED (NEW)



**Housed (total)** reflects the unduplicated number of people who lived in permanent supportive housing, rapid rehousing, and transitional housing in 2017. This figure reflects both newly housed individuals and those who were housed in previous years but continue to reside in longer term housing programs. Housed (total) is a sub-set of Served (total) on page 11.

**Housed (new)** is a sub-set of Housed (total) and captures the number of people who moved into permanent supportive housing, rapid rehousing, and transitional housing in 2017. Opportunities to move into new housing units are made available through vacancy and expansion funding, which changes each year. Housed (new) is a sub-set of Served (new) on page 11.

# Continuum of Care Lead Agency Support



## PROVIDER TRAINING

Contracts Updates & Mid-Year Project Review Recap  
Final Rule VAWA Reauthorization Act of 2013  
Financial Monitoring and Indirect Cost Rates  
Financial Provider Training: Eligible Costs, Program  
Income, & Match Documentation (Letters and Use)  
FY2017 NOFA Review and Rank Criteria  
FY2017 NOFA Technical Assistance and other Updates  
FY2017 NOFA Kick Off Conference  
FY2017 NOFA Debrief  
Homeless Management Information System  
HUD OIG Integrity and Ethics  
Lowering Barriers to Permanent Housing  
Rapid ReHousing Boot Camp

## TECHNICAL ASSISTANCE

Annual Performance Reports  
Client Record Compliance  
Eligible Costs  
Eligibility Documentation  
Environmental Review  
Financial Compliance  
Homeless Management Information System  
Housing Quality Standards  
Match Funding Documentation  
Program Compliance  
Rapid ReHousing Program Rental Assistance Waiver  
Rent Calculations

# \$10,672,279

## FUNDS MANAGED

Sacramento Steps Forward managed Continuum of Care grant funding on behalf of eight agencies who operated 24 different programs in 2017.

# 13

## CALENDAR DAYS

Average number of days it takes for a sub-recipient service provider to be reimbursed after submitting a claim to Sacramento Steps Forward.

# 49

## SITE VISITS

Sacramento Steps Forward conducted 49 site visits to monitor HUD compliance at 23 CoC programs.

# 334

## PEOPLE TRAINED

Sacramento Steps Forward trained 334 individuals through 34 training opportunities.

# Financial Statements



## Income

Bank and Corporate Donations .....	655,150
Contract Income .....	551,713
Foundation Grants .....	95,000
Individual Donations .....	16,761
Local Government Funding:	
City of Sacramento .....	597,982
Sacramento County .....	783,054
Sacramento Housing & Redevelopment Agency .....	750,000
<i>(Sacramento City &amp; County Payment in Lieu of Taxes and Supplemental Annual Administrative Fees)</i>	
Federal Government Funding:	
Department of Housing & Urban Development .....	10,672,279
<b>Total Income .....</b>	<b>14,121,939</b>

## Expense

Grants, contracts & direct assist. ....	10,032,859
Personnel Expense .....	1,817,073
Direct Program Expense .....	1,499,765
Administrative Expenses .....	142,260
Facility & Equipment Expenses .....	113,548
Other expenses .....	4,880
Travel, Conference and Meetings .....	94,021
<b>Total Expense .....</b>	<b>13,704,406</b>

**Net income .....** **417,533**

## Assets, Liabilities & Equity

Total Assets .....	1,399,513
Total Liabilities .....	227,745
Total Equity .....	1,171,768

*In accordance with the United States Office of Management and Budget Uniform Guidance, Sacramento Steps Forward is audited annually by an independent auditor who is a Certified Public Accountant. At time of printing, the 2017 audit has not yet occurred so this statement reflects un-audited information. Numbers have been rounded to nearest dollar.*

# 2017 Team



## Sacramento Steps Forward Board of Directors

Matthew Keasling, Board Chair  
Taylor & Wiley

Ali Youssefi, Treasurer  
CFY Development, Inc.

Cassandra H.B. Jennings, Secretary  
Greater Sacramento Urban League

Rabbi Mona Alfi  
Congregation B'nai Israel

Brian Augusta  
Rural Housing Project and  
California Legal Assistance Foundation

Reverend Brian Baker  
Trinity Episcopal Church

Chet P. Hewitt  
Sierra Health Foundation

Pamela Maxwell  
U.S. Bank

Michelle Odell  
Kaiser Permanente

Keri Thomas  
Sutter Health

Fred Teichert, Emeritus  
Teichert Foundation

## Sacramento Steps Forward Executive Team

Ryan Loofbourrow  
Chief Executive Officer

Desli Beckman  
Chief Financial Officer

Michele Watts  
Chief Programs Officer

Nicholas Lee  
Chief Operating Officer

Ben Avey  
Chief Public Affairs Officer

## Staff

Adam Matheny

Andrew Geurkink

Azia Cherry

Becky Jones

Cedric Early

Cheryl Coley

Chris Weare, Ph.D.

Christine Wetzel

David Elliot

Frank Ainslie

Gabrielle Salazar

Janelle Harper-Small

Jazzmin Grigsby

John Barrett

Kate Casarino

Lindsay Moss

Manjit Kaur

Matthew Foy

Mayra Renteria

Michael Degner

Michael Phillips

Millie Finch

Nate Guerra

Pahoua Heu

Patrick Cornell

Peggy Lee

Peter Muse

Rosalyn Van Buren

Sara Christian

Stacey Fong

Tina Wilton

Tracey Knickerbocker

# With Special Thanks



## Sacramento City Council

Mayor Darrell Steinberg

Vice Mayor Rick Jennings, II  
District 7

Councilmember Angelique Ashby  
District 1

Councilmember Allen Warren  
District 2

Councilmember Jeff Harris  
District 3

Councilmember Steve Hansen  
District 4

Councilmember Jay Schenirer  
District 5

Councilmember Eric Guerra  
District 6

Councilmember Larry Carr  
District 8

## Sacramento County Board of Supervisors

Chair Don Nottoli  
District 5

Vice Chair Susan Peters  
District 3

Supervisor Phil Serna  
District 1

Supervisor Patrick Kennedy  
District 2

Supervisor Sue Frost  
District 4

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