



**SACRAMENTO
STEPS FORWARD**

Annual Report

2019
& 2020



SACRAMENTO STEPS FORWARD



Table of Contents

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“We remain committed to sharing knowledge, leading conversations about the equitable provision of resources, and creating actionable best practices for addressing homelessness.”

Lisa Bates
CHIEF EXECUTIVE OFFICER

”

| | |
|---|-------|
| Introduction Letter | 3 |
| About SSF..... | 5 |
| Core Services..... | 6 |
| Leadership & Engagement..... | 7 |
| Homeless Response System Planning.. | 8 |
| Sacramento City and County Continuum of Care (CoC) | 9–10 |
| Coordinated Entry & Outreach | 11 |
| Data Management & Analytics | 12 |
| Grant/Fund Management | 13 |
| Covid-19 Response | 14 |
| Homelessness in Sacramento | 15–17 |
| Working Together | 17 |
| Financials 2019 | 18 |
| Acknowledgments: SSF Team | 19 |



Introduction



The past two years have been a time of immense transition and change for Sacramento Steps Forward.

With our new and growing team, we have invested in building a diverse staff to usher in new resources to improve the homeless response system and expand our data and analytics capabilities to allow for greater transparency and collaboration.

Our team has also met the unprecedented challenges posed by COVID-19. We played a critical role in the collaborative region-wide effort to protect the health and safety of our unhoused neighbors.

Since our founding in 2011, we have remained steadfast in our commitment to serving the most vulnerable people in our community —those without a safe place to call home.

We bring together our partners to create and implement innovative system-wide solutions. We provide data critical to everyday operations as well as strategic decision making. We are leading efforts that encourage collaboration and data driven policies needed to end homelessness.


We remain committed to sharing knowledge, leading conversations about the equitable provision of resources, and creating actionable best practices for addressing homelessness.

In these pages, we outline some of the major accomplishments from 2019 and 2020 that we believe have impacted the community and people we are serving the most. As we take the opportunity to reflect on our work, we acknowledge there is much more to be done.

We are excited to collaborate with our community to take steps forward in our efforts to end homelessness.

In the coming year, we are focused on championing data-driven best practices, leveraging resources and deepening equity across our system, and bringing elected leaders together for shared discussions and policies.

We thank you for your continued support and partnership as we work together to end homelessness.



Lisa Bates
Chief Executive Officer
Sacramento Steps Forward





About SSF

> Our Mission

To accelerate our community's ability to compassionately end homelessness through convening partners, data-driven best practices, and improving system performance.

> Our Vision

An equitable community where everyone has a safe place to call home.

> Our Values

RACIAL EQUITY

We prioritize racial equity in all aspects of our work to cultivate a just ecosystem where race does not predict success.

TRANSPARENCY

We strive to serve with integrity and accountability as the foundations for our data-driven work.

CONTINUOUS LEARNING

We embrace a culture of constant learning that is curious, adaptive, and innovative.

HUMAN-CENTERED

We champion compassionate solutions for our unhoused neighbors, working to preserve dignity and build trust.

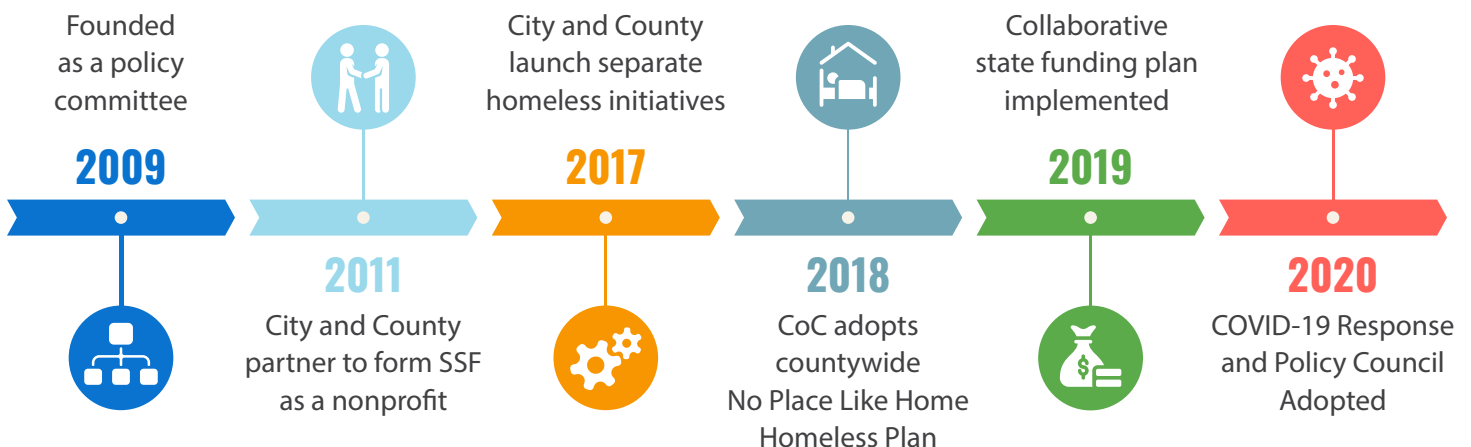
COMMUNITY-INSPIRED SOLUTIONS

We listen and learn from our partners and uplift the voices of those with lived experience to build inclusive, effective solutions.

> Our Core Services

Leadership & Engagement | Homeless Response System Planning | Coordinated Entry & Outreach
Data Management & Analytics | Grant/Fund Management

> Our History



Core Services

1

LEADERSHIP & ENGAGEMENT

As a leading voice in the Homeless Response System, we are committed to collaborating with our partners and facilitating system connections to build upon our current systems. We focus on strengthening our community's response to homelessness through the use of data and analytics to drive system-level changes, prioritizing racial equity, and enhancing access to services.



2

HOMELESS RESPONSE SYSTEM PLANNING

Designated by the community as the Sacramento City and County Continuum of Care (CoC) lead agency to receive U.S. Department of Housing and Urban Development (HUD) funding and undertaking planning activities, SSF supports the membership of the CoC board with information, expertise, data, coordination and recommendations for action. The board is a 25-member body of local stakeholders that makes decisions about funding and guide conversations about homelessness policy and programs. SSF is also responsible for a variety of HUD-mandated tasks, including administering the Point-in-Time Count and the coordinated entry system.



3

COORDINATED ENTRY & OUTREACH

SSF operates the Sacramento CoC coordinated entry system and convenes the CoC Board Coordinated Entry System Committee. Our work is focused on building equitable access to housing resources. In addition, our skilled navigators match people experiencing homelessness to the best resources available to meet their needs.



4

FUNDING & GRANT MANAGEMENT

SSF assists the Sacramento CoC with investing and managing state and federal funding. We support a rigorous CoC public process to decide what activities and projects should receive funding. Our staff then works with selected agencies and their projects to ensure compliance with funding requirements. We provide guidance about how funds can be used appropriately and assistance with reporting how that money has been invested.



5

DATA MANAGEMENT & ANALYTICS

SSF is the lead agency that administers the Homeless Management Information System (HMIS), a local system used to collect client-level data on housing and services for people experiencing homelessness. Our data not only focuses on system performance that allows us to monitor the need for system-wide changes, but also at a project level to help evaluate project performance. Using this data, we produce federally-mandated reports and provide insight to shape new initiatives and changes to existing programs that will help end homelessness.



1

Leadership & Engagement

> Major Accomplishments



STRENGTHENED PARTNERSHIPS

In the last two years, we have diversified and deepened strategic partnerships with a wide range of Sacramento organizations working to serve people experiencing homelessness. This includes teaming up with a leading research institution to complete our Point-In-Time Count, working with healthcare entities, bringing together a network of volunteer agencies, and welcoming new partners into our coordinated entry system.



CONFRONTED RACIAL DISPARITIES

SSF supported the creation of the Sacramento CoC's Racial Equity Committee that has been tasked with examining the ways in which Black, Indigenous People of Color (BIPOC) experience homelessness and navigate our local homelessness system. The committee, comprised primarily of BIPOC, many with lived experience, will develop an action plan to guide the decision-making process of the CoC Board over the next three to five years.



EVALUATED SACRAMENTO'S SYSTEMS

We have undertaken an extensive examination of our region's Homeless Response System. This includes mapping the current system; identifying gaps in services; delving into system data with a racial equity lens and evaluating the coordinated entry system. Our unbiased data has provided a deep understanding of successes and opportunities for improvement. We have started implementing meaningful changes to the way we provide aid to our unhoused neighbors, including improving access to system resources.



“Equal access across the board—that’s where it starts,” said Maurice Harge, who has lived experience of homelessness and was interviewed by the Racial Equity Committee as part of a process to create a racial equity action plan to guide the Sacramento CoC.

2

Homeless Response System Planning



INVESTED IN COMMUNITY-DRIVEN PERMANENT HOUSING SOLUTIONS

Every year, the Project Review Committee (PRC) of the CoC creates local policies and scoring criteria for the annual HUD CoC Program competition, required for the renewal of over \$20 million a year in permanent housing programs, as well as access to funding for new projects. These programs provide the opportunity for over 2,000 people previously experiencing literal and/or chronic homelessness to remain in stable housing in our community every year. The work of the PRC is focused on meeting requirements outlined by HUD for annual local Notice of Funding Availability (NOFA) competitions, with an emphasis on the review and ranking of projects based on objective performance criteria supplemented by qualitative narratives to provide context.



TARGETED FOCUS ON SYSTEM PERFORMANCE

SSF supported the Sacramento CoC in the formation of a Systems Performance Committee focused on gaining a better understanding of the resources available and paving clear pathways to access. The committee is responsible for system-wide planning to ensure the overall housing and service system meets the needs of individuals, including unaccompanied youth, and families experiencing homelessness.



COMPLETED COMPREHENSIVE HOMELESSNESS CENSUS

SSF, the Institute for Social Research (ISR) and hundreds of volunteers completed a two-day unsheltered Point-in-Time (PIT) Count in 2019. The HUD-mandated count of both sheltered and unsheltered persons experiencing homelessness showed 5,570 people. In 2021, to protect public safety, the CoC did not conduct an unsheltered PIT Count.



“The CoC brings together those with lived experience of homelessness, the provider community, the faith community, the advocacy community, local government officials, SHRA, law enforcement, and the business community. This diverse body is well-positioned to educate our community about bringing a united response to ending homelessness.”

–Erin Johansen, 2021 CoC Board Chair



Sacramento City and County Continuum of Care (CoC)



A **Continuum of Care (CoC)** is a regional or local planning body that coordinates housing and services to meet the specific needs of people experiencing homelessness as they move to stable housing and maximize self-sufficiency.

Who comprises the Sacramento CoC?

The Sacramento City and County Continuum of Care (Sacramento CoC) is comprised of a **25-member board** which includes representation from local government, homeless services providers, people with lived experience, and the broader community of businesses, advocates, and faith-based groups.



SACRAMENTO 2021 CONTINUUM OF CARE BOARD

ERIN JOHANSEN
Chair, Hope Cooperative

ANGELA UPSHAW
Vice Chair, Berkeley Food and Housing Project

PIXIE PEARL
Secretary, California Homeless Youth Project

ALEXIS BERNARD
Turning Point Community

AMANI SAWIRES RAPASKI
Volunteers of America

APRIL MARIE DAWSON
Resources for Independent Living

BRIDGETTE DEAN
City of Sacramento

CHRISTIE M. GONZALES
WellSpace

CHRISTIE LYNN
Sacramento County Sheriff

CINDY CAVANAUGH
County of Sacramento

FATEMAH MARTINEZ
South Sac HART

JAMESON PARKER
Midtown Association

JENNA ABBOTT
The River District

CHEVON KOTHARI
Sacramento County Department of Health Services

JOHN KRAINTZ
Sacramento Homeless Organizing Committee

JOSEPH SMITH
Loaves & Fishes

JULIE DAVIS-JAFFE
Sacramento Employment and Training Agency

JULIE HIROTA
Saint John's Program for Real Change

MARYLIZ PAULSON
Sacramento Housing and Redevelopment Agency

MIKE JASKE
SacACT

SARAH BONTRAGER
City of Elk Grove

STEFAN HEISLER
City of Rancho Cordova

STEPHANIE COTTER
City of Citrus Heights

TARA TURRENTINE
Education for Homeless Children and Youth

TIFFANY GOLD
Waking the Village Youth Action Board

Where is the Sacramento CoC situated in the community?

The Sacramento CoC is situated at a nexus for homelessness related efforts and is both informed by and helps to inform the work of our community partners.



*In Sacramento, the CoC has designated SSF as the CoC Lead Agency serving as the Collaborative Funding Applicant, Homeless Management Information System (HMIS) Lead Agency, and operator for the Coordinated Entry System.

Sacramento City and County Continuum of Care (CoC)

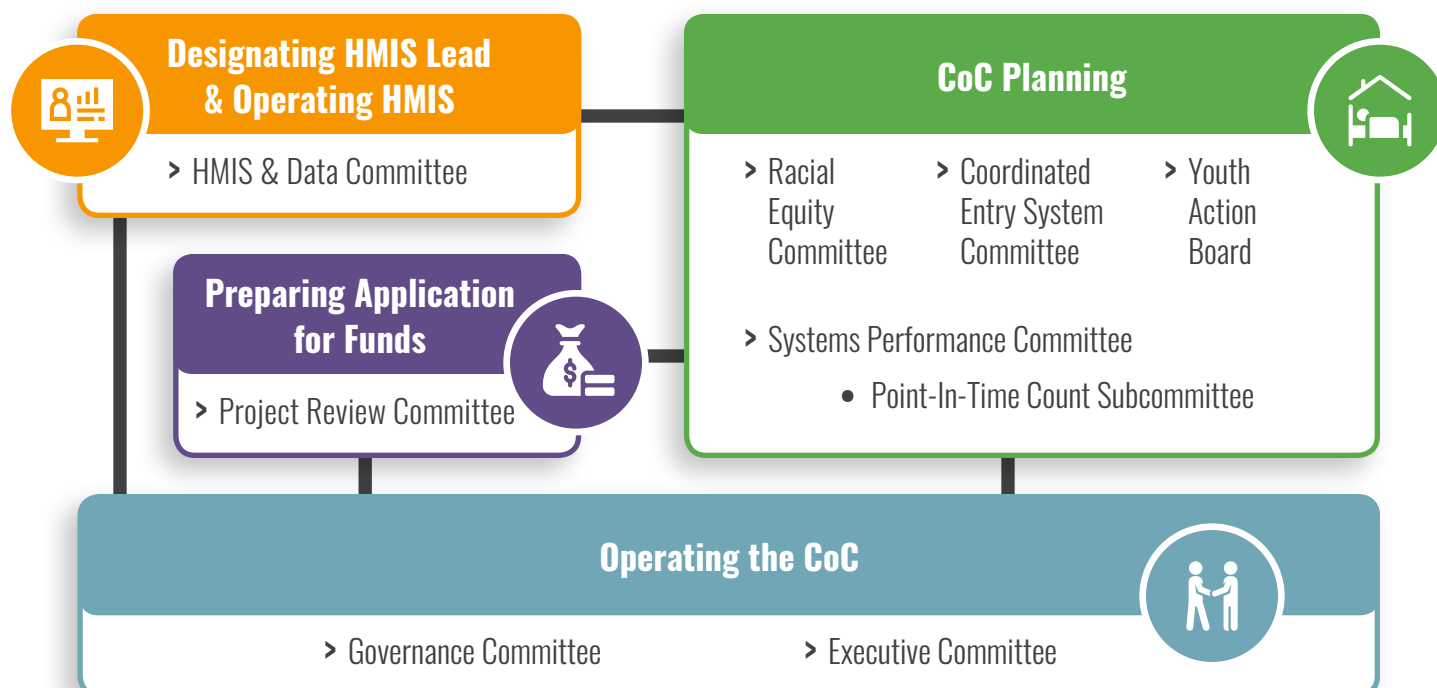
> What does the Sacramento CoC do?

The work of the Sacramento CoC is organized into **4 main components**:



> What committees comprise the Sacramento CoC?

The Sacramento CoC contains **9 committees**, each focused on supporting and implementing the work of the CoC.



3

Coordinated Entry & Outreach



INCREASED CES PARTICIPATION

Starting in 2019, SSF coordinated entry staff worked with Sacramento County Behavioral Health Services to integrate the two entities' permanent supportive housing referral processes. This led to increased collaboration between behavioral health and coordinated entry, enhancing intersystem connectivity for more successful housing outcomes.



INVESTED IN CREATING RAPID ACCESS TO RESOURCES

In 2020, SSF developed the Rapid Access and Problem Solving (RAPS) — a CoC-funded pilot project to streamline access to the coordinated entry system new problem-solving resources through partnerships. This work is aimed at building an expanded front door to ensure more equitable, expedient, and open access for our unhoused neighbors.



CREATED A FRONT DOOR FOR CRITICAL SHELTERS

Three new shelters (Capitol Park in 2019; Emergency Bridge Housing at The Grove in 2019; Meadowview Navigation Center in 2020) were incorporated into the coordinated entry system. This expands access and moves us closer to being an efficient local crisis response system.



PIVOTED OUTREACH STRATEGIES

In 2020, we shifted our outreach team efforts from proactive work in limited geographical areas to a broader focus to forge system-level connections. Our navigators place the most at-risk populations into CoC-funded housing programs and providing resources to avoid long-term homelessness.

2019–2020

> Housing Programs
in Coordinated Entry

45 



4,571

> Households Assessed

> 38 
Coordinated
Entry Access
Points

> Households Enrolled

552 

> Households Moved In

516 

4

Funding & Grant Management

> Invested in Our Community

Funding Administered by the Sacramento CoC



The Sacramento CoC receives and administers both **Federal and State funding** to support local efforts to more effectively and efficiently address homelessness in a variety of capacities.

FEDERAL FUNDING*

| | | |
|-------------------|--------------------------|---------------------|
| Permanent Housing | HMIS Database Management | Planning Activities |
|-------------------|--------------------------|---------------------|

*United States Department of Housing and Urban Development Continuum of Care

STATE FUNDING*

| | | |
|-------------------|---------------------|-------------------|
| COVID-19 Response | Planning Activities | Local Programming |
|-------------------|---------------------|-------------------|

*The Business, Consumer Services and Housing Agency (BCSH)

FEDERAL FUNDING

In 2019, the Sacramento CoC expanded its reach to fund four new programs for the Department of Housing and Urban Development (HUD) HEARTH Act grant, including support for projects for survivors of domestic violence. The CoC was awarded more than \$23 million for 25 programs in 2019. In 2020, the CoC was awarded \$27 million to fund 25 projects.

STATE FUNDING

SSF guided the Sacramento CoC in applying for and receiving nearly \$25 million in one-time state funds from the Homeless Emergency Aid Program (HEAP), two rounds of the California Emergency Solutions and Housing (CESH) and two rounds of the Homeless Housing, Assistance and Prevention Program (HHAP). For the first round of HHAP, a rigorous community outreach effort guided the recommendations for funding, which was built upon for the second round of HHAP funding.

PRIVATE FUNDING

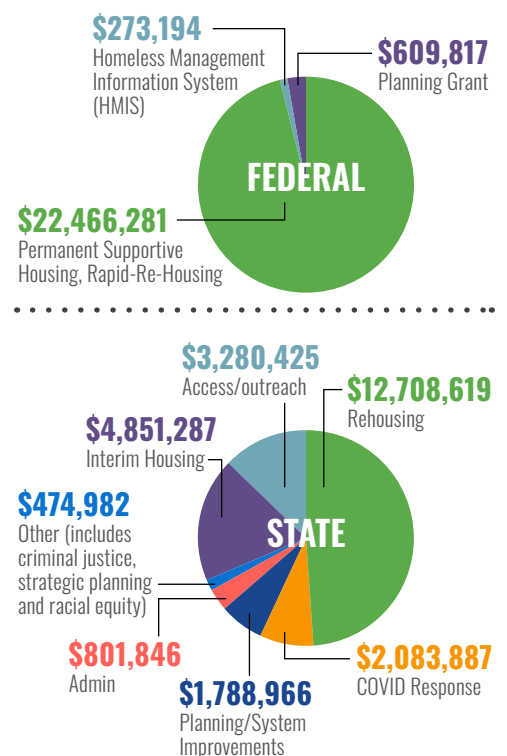
In addition to state and federal funding, we apply for private grants to support SSF, including initiatives such as outreach, education and promoting health and safety for our unhoused neighbors.

DELIVERED CRITICAL EMERGENCY FUNDS

SSF awarded 24 grantee organizations with \$108,986 in mini-grants from the grassroots Donate4Sac campaign, plus another \$70,000 to a homelessness services provider to prepare daily meals for our many encampment residents.

STRENGTHENED FINANCIAL ANALYTICS

SSF has bolstered its financial analytics and reporting systems for projects receiving money from federal and local sources. We oversee 11 agencies and 26 subrecipient contracts to ensure the success of these projects.



5

Data Management & Analytics



LAUNCHED INAUGURAL PUBLIC DASHBOARD

In 2020, SSF published its inaugural public dashboard to provide the community with data about Sacramento County's homeless response system. The dashboard, developed through a City of Sacramento, Sacramento County and SSF partnership, is a first step to publicly share data and information about people experiencing homelessness in an online format.



INCREASED DATA VISUALIZATION

Our data team has created and launched custom dashboards to track trends in overall homelessness, housing inventory and metrics and progress in our COVID-19 sheltering and re-housing efforts. This data is available to SSF staff and our key partners to assist in program evaluations, measuring program success and to assist with decision-making processes.



IMPROVED DATA SYSTEMS

SSF invested in hardware and server infrastructure that will allow for better data sharing and more efficient analytics and reports. These will show a provider the success of their overall performance at both a high level and a granular level, homing in on areas for improvement across our system. In addition, this will help us inform decision-making and evaluate and optimize programs.



HMIS ADMINISTRATION

As the HMIS administrator for Sacramento County, SSF oversees the training of new HMIS users, agency and project set-ups, and provides technical support to partners using HMIS. In our role as HMIS administrator, we have developed and maintain a By-Name List that captures all client statuses, for case conferencing for youth and veteran communities. In addition, SSF maintains high standards for data quality, and is responsible for submitting all HUD-mandated reports including an annual Housing Inventory Count.





COVID-19 Response

Collaboration between City of Sacramento, Sacramento County, SHRA & CoC



BROUGHT OUR MOST VULNERABLE INTO NON-CONGREGATE SHELTER

As a partner in the COVID-19 Homelessness Response Team, we worked collaboratively to provide more than 1,100 people experiencing homelessness with emergency shelter through Project Roomkey. SSF played a key role in setting up the referral process and running the referral desk.



PAVED PATHWAYS TO HOUSING

Through our continued work on the COVID-19 Homelessness Response Team, we are a lead in the rehousing effort to connect clients to rehousing providers and ultimately a housing destination. We lead extensive case conferencing and have connected over 150 people to a rehousing program and 175 people have exited to a housing destination in 2020. Housing placements continue in 2021.



TARGETED THE HARDEST-TO-REACH ENCAMPMENTS

Working with partners, we have provided nearly 70,000 meals to those living in encampments, along with water, outreach services, and other critical emergency aid. We have assisted with the installation of 58 handwashing stations and 52 toilets in encampments to allow for sheltering in place.



MAPPED ENCAMPMENTS FOR CRISIS RESPONSE

SSF created a mapping tool that provided updated information about the location of encampments across the county. This was created through resources provided by information from various organizations with boots on the ground, and helps the community best allocate resources.



Photo: Hector Amezcua

> People sheltered in
isolation/quarantine units

1,192

> 70,000+
Meals served to encampments

> Households
exiting to
housing

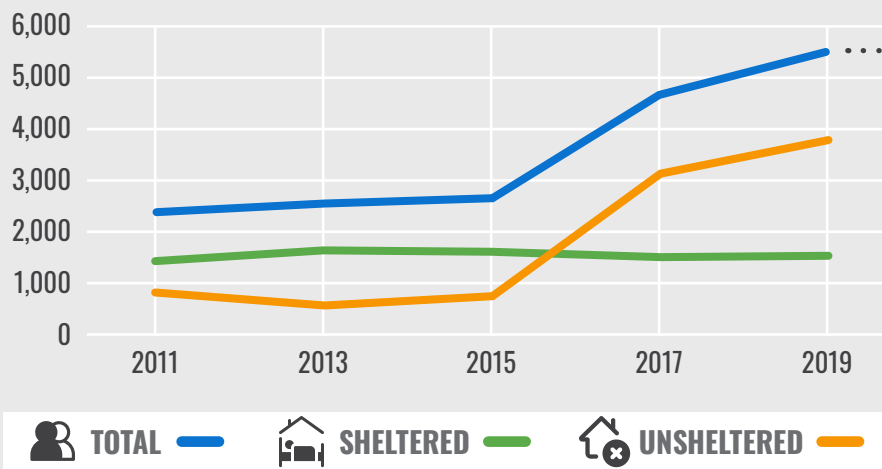
175



Homelessness in Sacramento

This information presents an overview of the situation, challenges, and response to addressing homelessness in Sacramento.

Homelessness Has Increased Over Time¹



A total of

11,222
people

engaged with the homeless response system in 2020²

5,570
people

experienced homelessness on a single day (Jan. 31, 2019)

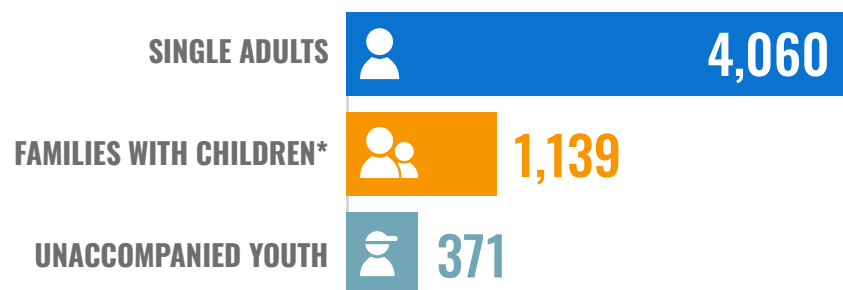


The number of people experiencing homelessness on any given night in the county increased by an estimated 19% between 2017 and 2019.



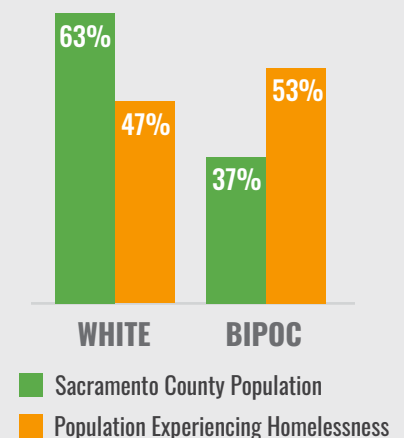
Adults, families, and youth experience homelessness at different rates.

People Experiencing Homelessness 2019 POINT-IN-TIME COUNT³



*Total number of adults and children under 18

Black, Indigenous, and People of Color (BIPOC) Are Overrepresented Among People Experiencing Homelessness⁴



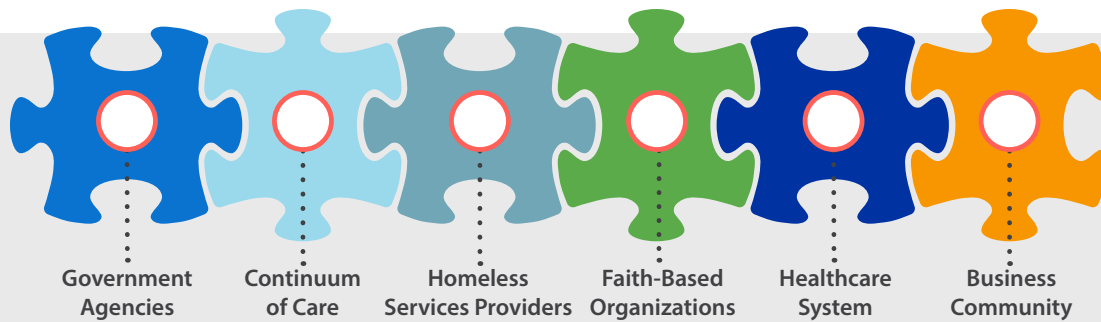
¹2011, 2013, 2015, 2017, 2019 Point-In-Time Count Reports

²Data reported from the Homeless Management Information System. Dated: 1/15/2021

³2019 Point-In-Time Count Report

⁴ACS 2019, 2019 Point-In-Time Count Report

Working Together



➤ Flow of People Through the Homeless Response System in 2020¹

During the course of 2020

11,222 people

were engaged with the homeless response system

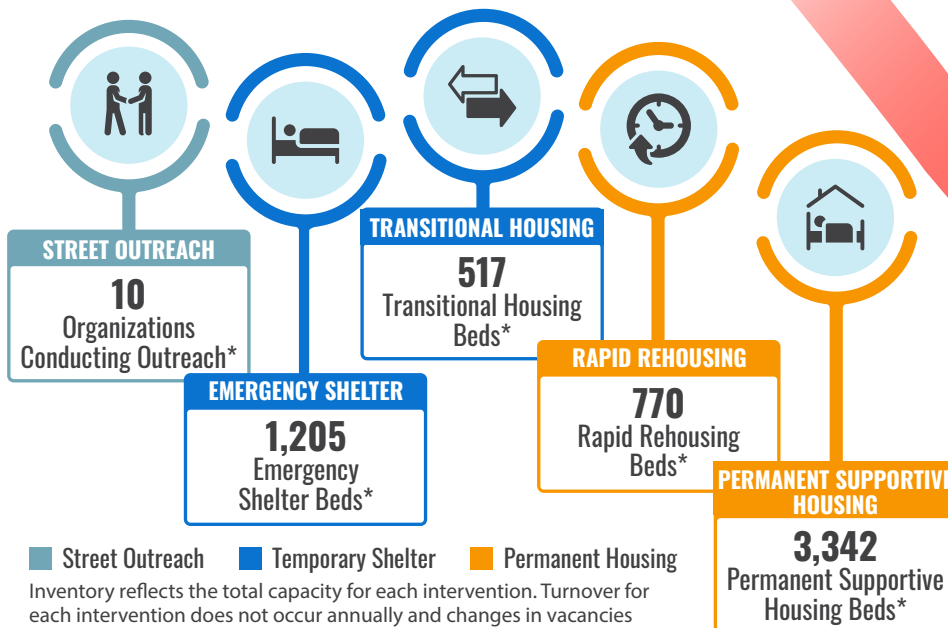


6,111 of those were new to the system.

They joined **5,111** people already experiencing homelessness at the start of the year.

Individuals may move along a variety of paths to permanent housing. They may have been involved in more than one program.

Homeless Response System Interventions



2,761 people

achieved permanent housing

4,418 people

remained connected to the system

The system lost contact with

4,043 people

➤ In 2020, the total number of Permanent Supportive Housing beds available for new placements was less than the overall capacity because many of those units were already being utilized.

¹Data reported from the Homeless Management Information System. Dated: 1/15/2021

*Data from the January 31, 2020 Housing Inventory Count

Financials 2019



REVENUE

| | |
|--------------------------------|---------------------|
| CONTRIBUTIONS AND GRANTS | \$25,931,382 |
| PROGRAM SERVICE REVENUE..... | \$390,658 |
| TOTAL REVENUE..... | \$26,322,040 |



EXPENSES

| | |
|--|---------------------|
| GRANTS AND SIMILAR AMOUNTS PAID | \$23,233,682 |
| SALARIES, OTHER COMPEN., EMP. BENEFITS | \$1,807,443 |
| OTHER EXPENSES | \$1,038,970 |
| TOTAL EXPENSES | \$26,080,095 |



NET ASSETS OR FUND BALANCES

| | |
|---|-------------|
| REVENUE LESS EXPENSES | \$241,945 |
| TOTAL ASSETS AT END OF YEAR..... | \$3,544,879 |
| TOTAL LIABILITIES AT END OF YEAR | \$2,282,464 |
| NET ASSETS/FUND BALANCES AT END OF YEAR | \$1,262,415 |

The 2020 financial audit is underway.

Acknowledgments: SSF Team

BOARD OF DIRECTORS

Ashley Brand, Board Chair
Common Spirit

Cassandra Jennings, Vice Chair
Greater Sacramento Urban League

Steve Perez, Treasurer
California State University, Sacramento

Pamela Maxwell, Secretary
U.S. Bank

Alissa Ko, Member at Large
Healthnet

David Husid, Member at Large
Cottage Housing

Dr. Jonathan Porteus, Member at Large
Wellspace Health

Matt Keasling, Member at Large
Taylor & Wiley

Michelle Odell, Member at Large
Kaiser Permanente

Sarah Bontrager, Member at Large
City of Elk Grove

Erin Johansen, Member at large
Hope Cooperative

EXECUTIVE TEAM

Lisa Bates, Chief Executive Officer

Michele Watts, Chief Planning Officer

Rolf Davidson, Chief Operating Officer

Ya-yin Isle, Chief Strategic Initiatives Officer

Dr. Tamu Green, System Performance Advisor

STAFF

| | |
|--|--|
| Alicia Music , Executive Assistant | Keri Arnold , HMIS Customer Service Specialist |
| Andrew Geurkink , CoC Specialist | Michelle Charlton , CoC Coordinator |
| Dr. Anita Roberts , Accounting Manager | Peter Bell , Coordinated Entry Systems (CES) Program Manager |
| Christina Heredia , Referral Specialist | Rhonda Jang , CE Specialist |
| Darrelle Weaver , Coordinated Entry Projects | Sarah Schwartz , Field Administrator |
| Deborah Folayan , Contracts Financial Analyst | Scott Clark , Systems Performance Analyst |
| Dennis Smiley , Outreach Navigator – TAY Specialist | Stacey Fong , Coordinated Entry Analyst |
| Glenn Merker , Referral Specialist | Sundiata Bahati , Contracts Analyst |
| Hamid Bashiri , Data and Analytics Manager | Susan Emmington , Accountant |
| Hannah Beausang , Communications Manager | Tiffani Reimers , CE System Operations Coordinator |
| Jay Vilorio , Programmer Analyst | Tina Wilton , HMIS Manager |
| Kathreen Daria , Volunteer and Training Coordinator | Theresa Bible , Outreach Navigator |



SACRAMENTO STEPS FORWARD

2150 River Plaza Drive, Suite 385
Sacramento, CA 95833

*Sacramento Steps Forward is a private, non-profit 501(c)(3)
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