



REPORT TO COUNCIL

City of Sacramento

28

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Staff Report
December 14, 2010

**Honorable Mayor and
Members of the City Council**

Title: Homeless Organizational Structure

Location/Council District: Citywide

Recommendation: Adopt a **Resolution:** 1) approving the concept of establishing a non-profit corporation and a joint powers authority to administer programs to end homelessness throughout the County of Sacramento; 2) directing staff to work with the County of Sacramento and return with a report back on the status of the development of establishing a joint powers authority.

Contact: Cassandra Jennings, Assistant City Manager, 808-8888
Derrick Lim, Manager, Neighborhood Services, 808-2260

Presenters: Cassandra Jennings, Assistant City Manager

Department: City Manager's Office

Division: Not Applicable

Organization No: 02001011

Description/Analysis

Issue: On September 14, 2010 the City Council was presented and discussed a proposed plan to create a new public-private structure to administer programs to end homelessness countywide. At that time staff committed to work with the County Department of Human Assistance (DHA), the lead Agency for the countywide homeless efforts, Sacramento Housing and Redevelopment Agency (SHRA), and Sacramento Steps Forward (SSF) to research best practices and to explore workable models that can sustain efforts to address homelessness. This includes the Continuum of Care (CoC) system that focuses on delivery of permanent housing, transitional housing, and shelter services. Staff was directed to return with more detailed recommendations on the creation and implementation of that new structure.

The impetus for a new structure is the:

- Growing and varying needs of the homeless populations.

- Need for public private partnerships to sustain delivery of services.
- Costly traditional approaches to service delivery.
- The lack of public funds to sustain or expand programs and services.

Over the past several months, City staff has worked with DHA, SHRA, SSF, Housing and Urban Development (HUD), and others to: 1) research and visit model organizations in Oakland, CA and Columbus, Ohio; 2) analyze and understand how any transition would affect our receipt of Federal funds; and 3) receive additional input on what might work best for Sacramento. The collaborative team concluded that a hybrid structure of a private non-profit corporation linked to a Joint Powers Authority (JPA) is best suited for Sacramento.

This report recommends support for the County proceeding to create a private non-profit organization that sets goals reflecting the policies and priorities of the JPA, including the Continuum of Care application, grants management, fund development, private and public sector collaboration, data collection and evaluation, and community outreach. The goal is to have the non-profit assume responsibility for the Continuum of Care from DHA by July 1, 2011. This will provide program continuity and not put at risk the \$28 Million received annually from the Federal and state government for homeless activities.

A Joint Powers Authority is also a component of the new organizational structure and key to the long term sustainability plan. The JPA will establish multi-jurisdictional policies and priorities, provide a forum for jurisdictions to share information, strategies and advocacy, and access Federal and State funds that are only available to government agencies. Many issues (e.g., the relationship of the JPA to the non-profit, future funding commitments, JPA Board membership, etc.) require input from elected officials of regional cities and Sacramento County. Staff is recommending executive staff from the County and City of Sacramento initiate discussions with two elected officials from each jurisdiction, and chief executive officers from the County and interested cities. This approach will facilitate regional participation, provide direction to develop the Joint Powers Agreement, and inform the report back by March 15, 2011. Until a JPA is established, the non-profit will work with the participating city or county governing bodies for policy direction.

The next steps for implementation will include County staff leading the work with Sacramento Steps Forward and City staff to:

1. Create a private, non-profit corporation that will take over administration of the CoC and other homeless activities.
2. Create a Start-Up Board of up to 7 members from the SSF Policy Board until the permanent board is selected.
3. Transition the administration and the CoC from DHA to the new private, non-profit no later than June 30, 2011.
4. Coordinate a series of meetings with the elected officials and chief executive officers of the Board of Supervisors and local city councils to discuss creation of a Homeless

Joint Powers Authority, and to report back to City Council and the Board of Supervisors with an update no later than March 15, 2011.

Policy Considerations: This report is consistent with the City of Sacramento's focus on having a sustainable budget and Sacramento Steps Forward's principle of developing sustainable funding from multiple sources.

California Environmental Quality Act (CEQA): This report concerns administrative activities that will not have any significant effect on the environment and that do not constitute a "project", as defined by the following sections of the CEQA Guidelines (Title 14 Cal. Code Reg. § 15000 et seq.): Sections 15061 (b)(3);15378(b)(2).

Commission/Committee Action: County staff is presenting a companion report to the Board of Supervisors on December 14, 2010. The Interagency Council to End Homelessness and Policy Board of Sacramento Steps Forward have received report backs on the status of homeless service delivery and efforts to address its sustainability.

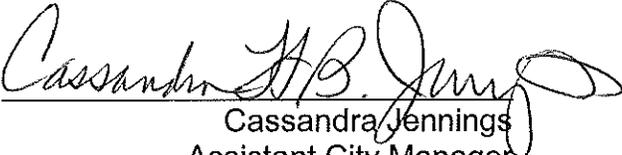
Rationale for Recommendation: Significant general fund reductions at the City and County require new ways of delivering and sustaining homeless services. The timing and complexity of multiple funding streams, disparate policy approaches, and multiple layers of authorization and funding commitments are an opportunity for broader and more innovative public private service delivery approach to homeless services.

Financial Considerations: The actions proposed in this report do not impact the City's budget. However, the City annually contributes both program and administrative funding through various funding sources within the approved SHRA budget. Any transfer of those funds will have to come back to Council for approval. The proposed actions provide a continued consolidated and coordinated approach to receive and distribute over \$28 Million annually in federal and state funds for homeless activities.

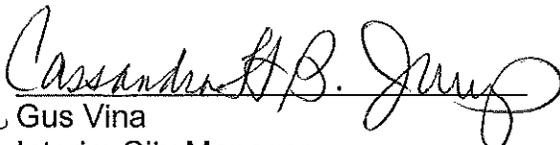
Emerging Small Business Development (ESBD): Not applicable.

Respectfully Submitted by: 

Derrick Lim
Manager, Neighborhood Services

Approved by: 
Cassandra Jennings
Assistant City Manager

Recommendation Approved:


Gus Vina
Interim City Manager

APPROVED AS TO FORM:

CITY ATTORNEY

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RESOLUTION NO.

Adopted by the Sacramento City Council

APPROVAL OF PLAN TO ESTABLISH A NEW ORGANIZATIONAL STRUCTURE FOCUSED ON ENDING HOMELESSNESS

BACKGROUND

- A. The Sacramento County Department of Human Assistance (DHA) acts as the grantee agency for the U.S. Department of Housing and Urban Development (HUD) Supportive Housing Program (SHP) funding, and has been the primary administrator of the Homeless Continuum of Care (CoC) in Sacramento since 1993.
- B. The City of Sacramento (City) has relied on the County of Sacramento to administer and coordinate homeless services for the City.
- C. DHA no longer has the funding necessary to adequately administrate homeless programs.
- D. On September 14, 2010, the City Council and Sacramento County Board of Supervisors discussed the conceptual plan to create a new public-private structure to end homelessness.
- E. DHA lead the effort with Sacramento Steps Forward (SSF), Housing and Urban Development (HUD), local jurisdictions, and others to research best practices and to explore workable models that can sustain federal, state, and local efforts to address homelessness including the Continuum of Care (CoC).
- F. The proposed new public-private structure for addressing homelessness includes a non-profit corporation to administrate homeless programs and a joint powers authority (JPA) to set policies and procedures.
- G. The non-profit /JPA structure offers a two tier approach that can access public and private funding streams, and provides a regional approach to ending homelessness.
- H. DHA is recommending the transition of CoC administration from DHA to the new non-profit corporation occur no later than June 30, 2011.
- I. County of Sacramento staff will coordinate a series of meetings with elected officials and chief executive officers of the County Board and local city councils, including the City of Sacramento, to discuss creation of a Homeless JPA, and provide a report back in Spring 2011 to the City of Sacramento City Council.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:

- Section 1. The concept of establishing a non-profit corporation and a joint powers authority to administer programs to end homelessness throughout the County of Sacramento is approved.

- Section 2. Staff is directed to work with the County of Sacramento and return with a report back on the status of the development of establishing a joint powers authority.



BACKGROUND

Since 1993, Sacramento County Department of Human Assistance (DHA) has successfully administered shelter care for the homeless throughout Sacramento. DHA recently took the lead in developing and implementing the Ten-Year Plan to End Homelessness. (Please see Attachment 3 for a broad overview of Homeless Programs in Sacramento County.)

DHA's most critical responsibilities are to apply for and manage \$19 million in federal homeless program funds, primarily through contracts with private shelter and service providers, and to help leverage and manage another \$10 million in partnership with other agencies (e.g., SHRA). These responsibilities include:

- oversight of more than 70 contracts and the Homeless CoC;
- program monitoring and reports to funding agencies;
- administration and operation of the Homeless Management Information System (HMIS);
- submission of the biennial application to HUD;
- coordination of the semi-annual homeless count;
- collaboration with staff from the *Ten Year Plan to End Chronic Homelessness* and other private and public partners, and;
- participation on the Sacramento Steps Forward Policy Board and the Interagency Council.

HUD funding does not cover the full cost of administrative services. HUD expects local jurisdictions to share the cost for these programs. Historically, the County has covered the administrative staffing costs primarily with General Fund dollars. DHA budget reductions have reduced funds available for administration of these programs.

In 2007, the County, with the City of Sacramento, and Sacramento Housing and Redevelopment Agency (SHRA), created a Policy Board to End Homelessness to set policies and priorities for that plan and the CoC through a *Ten Year Plan to End Chronic Homelessness*. In 2009, Mayor Kevin Johnson of Sacramento restructured the Policy Board as Sacramento Steps Forward (SSF), adding representatives from other cities, and the business and faith communities (see current SSF Policy Board roster, Attachment 4, and SSF First Anniversary Community Report, Attachment 5). As a demonstration of SSF's capacity to leverage support and resources, its recent "One Day to Prevent Homelessness" raised over \$400,000 through various congregations in the community.

During budget hearings for Fiscal Year 2010-11, the Board of Supervisors allocated enough General Fund to DHA's Homeless Program to meet costs through September 2010. The Board directed the Department to begin planning for the transition of Homeless Programs to a private, non-profit organization. The complexity of the CoC did

not lend itself to a quick transition. Fortunately, DHA identified one-time revenues and cost savings to keep staff in place through the end of this fiscal year (i.e., through June 30, 2011), effectively buying time to develop an alternative structure for administering the CoC.

On July 8, 2010, the SSF Policy Board approved a recommendation to explore the creation of a joint non-profit/Joint Powers Agency (JPA) to lead the community's efforts to end homelessness. On September 14, 2010, the Board of Supervisors and the Sacramento City Council endorsed this recommendation in concept and directed staff to proceed with the planning process.

At the Board's direction, DHA worked with its partners and SSF to research models that could take the County out of the primary administrative role for homeless programs. With the support of HUD and its technical assistance consultants, staff developed a sustainability plan that various providers, advocates, Interagency Council to End Homelessness, (see Attachment 6 roster, which advises the SSF Policy Board), and others have reviewed. Staff also held a stakeholders' forum on November 10.

This report recommends approval of specific actions to move forward on the direction of the County Board and Sacramento City Council. Staff proposes creating a joint non-profit/JPA structure to administer and integrate homeless service systems, the Continuum of Care, the Homeless Prevention and Rapid Re-Housing Program, support services, and data management. The vision calls for a governance structure that includes private and public sector leadership.

DISCUSSION

Objectives - Starting from the principles and vision of SSF (Attachment 7), a more sustainable and robust system for planning, funding, and implementing efforts to end homelessness, should accomplish the following:

- Advance innovative strategies by following the latest research, analyzing data, and anticipating crises in order to respond to needs in the community.
- Secure regional, public, and private sector commitment and leadership. This commitment would come from all jurisdictions, philanthropic institutions, partner agencies, faith-community organizations, and consumers.
- Access long-term, sustainable funding from all sectors.
- Develop and maintain a coordinated and integrated system of care that creates financial and systemic efficiencies to maximize returns to the community.

The Non-Profit/JPA Model – Staff began its analysis with best practices research and site visits. Sierra Health Foundation sponsored a group of community leaders and staff to visit the Community Shelter Board, a nationally recognized nonprofit in Columbus, Ohio, and Safe Passages, a joint non-profit/JPA in Oakland, California. Staff's conclusion, endorsed by the SSF Policy Board, is to create a modified version of the Oakland model to meet the needs of a CoC system.

The Oakland model has a private, non-profit corporation working jointly with a JPA. Such a partnership brings the strengths of the private and public sectors together. The JPA sets policies and priorities. The non-profit will set goals consistent with the JPA's policies and priorities, administer the homeless continuum of care, and pursue funding for programs and administration.

The partnership would be responsible for and charged with:

1. **Maintaining and Increasing Resources for Ending Homelessness in Sacramento.** The non-profit will lead grant application processes and other activities to increase available resources, manage contract and grant compliance, and raise funds from public and private sources. Private non-profits are able to access foundations, faith groups, and grants that government entities often cannot. In addition, private funders tend to prefer to fund programs run by lower-cost non-profits than government agencies. The JPA would provide a local government foundation for funders who require the support of elected officials and promote a commitment from local jurisdictions for joint investment in the efforts to end homelessness.
2. **Leading Sacramento County's Effort to End Homelessness.** The non-profit/JPA will maintain a unified vision and plan for ending homelessness, including expanding the community's understanding of homelessness and support for ending it. A key strength for the JPA will be to develop and strengthen regional collaboration among Sacramento's jurisdictions and eventually surrounding counties. The non-profit can access sectors of the community that government often has difficulty accessing, such as the faith and business communities.
3. **Integrating and Improving Systems of Care.** The non-profit, as a funder and contract manager, will have the ability to allocate resources strategically for effectiveness and efficiency using best practices and new research. The non-profit will administer and allocate resources to maximize success and track system-wide measures to understand and anticipate the needs of the homeless population. It will be able to institute system changes such as centralized intake or performance-based contracting more readily than a government entity. On a larger scale, the non-profit and JPA together will foster increased collaboration among the interacting systems of care serving homeless persons, including education, health care, and corrections.
4. **Prioritize and Allocate Resources for Homeless Services.** Working from a regional model, the JPA will have access to information that informs distribution of resources consistent with need and funding priorities. The non-profit will inform discussions of resource allocation needs through working relationships with consumers, providers and other partners.

The table below summarizes the different roles and responsibilities of the non-profit and the JPA:

Non-Profit	JPA
<ul style="list-style-type: none"> • Set goals that reflect the policies and priorities of the JPA • Continuum of Care application • HMIS management • Grants management • Fund development • Private and Public sector collaboration • Data and evaluation • System level program planning and implementation • Community outreach and collaboration 	<ul style="list-style-type: none"> • Establish multi-jurisdictional policies and priorities • Provide a forum for multiple jurisdictions to share information, strategies, and advocacy • Access Federal and State funds that are only available to local government agencies

The Non-Profit - DHA has sufficient revenue and salary savings to maintain Homeless Program staffing through the end of June 2011. Optimistically, the non-profit may have sufficient funding by that time to either hire staff to assume direct administration of homeless programs, or to contract with DHA staff to continue the administration and management of the CoC until the non-profit is able to take over completely. If that level of funding does not materialize, DHA will work with its partners to identify a transition plan to sustain the CoC beyond June 2011. DHA will return to the Board with this plan no later than March 15, 2011.

It is important to note that there are certain programs within the homeless continuum of care whose funding requirements restrict its administration to a government entity. The non-profit will not administer these programs. DHA staff is discussing with its government partners strategies for transferring these programs and will return to the Board of Supervisors with recommendations.

In addition to transferring CoC administration, DHA is also working with its partners on plans for the transfer of the administration of emergency shelters to the non-profit by June 30, 2011. With the exception of its Emergency Shelter Grant (ESG) funds, HUD does not provide funding for emergency shelters, which are part of the larger CoC.

Funding for emergency shelters has decreased in the past several years, down to \$108,000 from the County General Fund in Fiscal Year 2010-11. DHA is using some of its CalWORKs allocation to offset some of this loss. By paying for services, shelter operators can use their own resources to pay for the shelter beds.

Depending on future CalWORKs allocations from the state, or priorities in the CalWORKs program recommended by DHA, and approved by the Board of Supervisors, this source may not be available in future years. This would create a deficit in emergency shelters that will challenge the non-profit's efforts. Staff will continue to

work with partners to strategize on funding opportunities for emergency shelters as well as all homeless programs. DHA will report to the Board with updates on transition activities.

The vision for the new non-profit includes a Board of Directors representing private and public leadership from key stakeholder groups, an Executive Director, and staff. At full staffing, the Board will include up to 15 representatives of various sectors of the community including homeless or formerly homeless consumers. Until the non-profit can fill a full board, however, SSF will assist in identifying five to seven board members who will be responsible for recruiting and hiring an executive director and providing leadership and direction to the executive director during start-up.

A central task of the non-profit's new executive director, development director, and board of directors will be to engage the private sector to contribute to the provision of homeless services in Sacramento County. This includes significant financial and in-kind contributions. The success of the non-profit will rely in large part on an effective and genuine public-private partnership. This means pursuing funding and assistance from private foundations, corporate foundations, small businesses, individuals, and religious institutions.

The non-profit will function as the operational center of the homeless system, providing all of the staffing for the non-profit and the future JPA.

The Joint Powers Agency – Staff continues to recommend the creation of a new Joint Powers Agency whose primary mission would be to establish policies and priorities for a multi-jurisdictional, coordinated homeless service system. Staff explored the alternative of using an existing JPA, namely SHRA. However, SHRA's mission and scope of responsibility is much broader than homelessness. Its homeless scope focuses primarily on permanent supportive housing activities rather than services, and it does not have regional jurisdiction.

Staff has had some initial discussions with cities regarding a non-profit/JPA model through two presentations to the Mayor/Council Forum, the Redevelopment Commission, and informal meetings with staff of some of the cities. The jurisdictions participating in these discussions have offered conceptual support to the approach.

Staff has also held discussions with non-profit homeless providers who have developed questions to help inform the plan's details, such as: how to engage neighboring counties in finding the solution for homelessness; the timeline for full implementation of the JPA; legal and funding considerations; the functions of the JPA and the nonprofit; and the mission statement of the non-profit/JPA model.

There are many details that still need resolution before staff can provide information regarding the composition, scope, and responsibilities of the JPA, and its relationship to the NP. Many of these details require input from providers, advocates, and the jurisdictions that might be interested in participating in the JPA. Staff is therefore

recommending continuing conversations with homeless providers as well as convening formal joint meetings of the various jurisdictions, to include two members of the Board of Supervisors, two council members of each interested city, and the chief executive staff of each. These meetings will focus on key questions, including:

- What is the responsibility of the JPA, and how is it different from the non-profit in the policy direction and management of the Continuum of Care?
- What authority and accountability does the JPA have relative to the non-profit board?
- How should seats be allocated among the jurisdictions? Should it be based, in part, on funding to the Continuum of Care?

Time Line - The table below provides a time line for ongoing development of the non-profit and the creation of the JPA. Key milestones include a target operational date for the non-profit of June 30, 2011. Staff anticipates initiating multijurisdictional discussions of the JPA in January but does not expect to form the JPA until 2012.

Time Frame	Nonprofit	JPA
December 14, 2010	Board of Supervisors and Sacramento City Council approval of the organizational model and transition plan	
December 2010	Continue development of Nonprofit; legal paperwork	Engage cities in JPA discussions – purpose, mission, benefits
January 2011	Form Transitional Board of Directors; Launch search for nonprofit Executive Director.	Initiate discussion with cities on key JPA issues vis-à-vis joint elected and executive discussions
February 2011	Finalize Nonprofit creation; Initiate fund-raising	Regular joint meetings/staff work with elected officials to work out details of JPA and relationship to nonprofit
March 2011	Executive Director selection and hire. Begin to assemble staff team. Begin to assemble permanent Board of Directors.	
April 2011	Seat Board of Directors	Ongoing discussions, including with nonprofit Board; begin drafting Agreement language
May 2011	Transition County functions and/or contract with County for transition period	
June 2011		
July-December 2011	Build up financing and staffing; assume all administrative responsibilities by end of December	Initial draft of Joint Powers Agreement language; legal reviews of draft; ongoing discussions
January – March 2012	Nonprofit sufficiently staffed and able to administer CoC funding and grants; County homeless positions eliminated	presentations to elected bodies and at Mayor/Executives meetings; request for formal adoption of

Time Frame	Nonprofit	JPA
		JPA by all participating bodies
March 2012		Seat JPA Board

MEASURES/EVALUATION

HUD requires CoC's to report annually on various activities and their success in completing them, including: engaging mainstream systems of care (e.g. health care, corrections), improving data systems (e.g. data coverage, data quality), leveraging other resources, demonstrating service coordination at the local level, and CoC- wide program performance. Program performance includes success in placing clients in permanent housing, maintaining clients in permanent housing after placement, assisting client to access employment, and engaging clients in mainstream resources (e.g. food stamps, Social Security benefits, veteran's benefits, etc.).

FINANCIAL ANALYSIS

Current Year - DHA has sufficient revenue and salary savings to maintain staffing responsible for the department's Homeless Program and the CoC through the end of June 2011. This gives the new private non-profit time to identify other funding to take over the costs of the program no later than July 1, 2011, or at least to contract with DHA for a transition period.

Budget – Currently, DHA operates the Homeless Program with 9.1 staff to support the CoC. This is significantly lower than past years and is proving to be insufficient to effectively meet all requirements. Staff projects the cost of maintaining this level of staffing in Fiscal Year 2011-12 will be just under \$1.4 million. At full staffing, the non-profit will have 15 staff and a budget of just under \$1.9M annually to operate with support staff, operations, and a robust Homeless Management Information System (HMIS) for data maintenance and performance measurement. This level of staffing will provide more effective management of the entire CoC system and more ability to reach beyond the current scope of the current local homeless care system.

Historically, the City and County of Sacramento contribute more than \$560,000 from Community Development Block Grant (CDBG) and Payments In Lieu Of Taxes (PILOT) funds to support administrative and planning services. This local contribution combined with administrative resources from HUD for the Continuum of Care, Housing Opportunities for Persons With AIDS (HOPWA), and HMIS funds total close to \$900,000.

<u>EXISTING FUNDING</u>	<u>HUD</u>	<u>City</u>	<u>County</u>	<u>Total</u>
HUD (CoC, HOPWA, HMIS)	\$293,190	-	-	\$293,190
PILOT		79,317	135,420	\$214,737
CDBG		173,000	173,000	\$346,000
Total	\$293,190	\$252,317	\$308,420	\$853,927

For Fiscal Year 2011-12, staff will be recommending providing these funds to the homeless non-profit, leaving it with a \$1 million gap.

Contemplated in the new model are the following administrative and planning sources to cover the gap:

PROPOSED ANNUAL ADMINISTRATIVE FUNDING

County Multifamily Supplemental Administrative Fees	\$433,000
Private and Region's Jurisdictions Contributions	\$567,000
Total Additional Resources	\$1,000,000

The Board has allocated Multifamily Supplemental Administrative Fees, \$300,000 annually made available to the County through SHRA, to homeless programs the past two years. Staff is recommending committing these funds and an additional \$133,000 for one-time start up funding to the homeless non-profit, directly from SHRA, for Fiscal Year 2011-12, subject to final approval by the Board of Supervisors during budget hearings. These funds will not be available until calendar year 2012 however, due to SHRA's funding cycle. The non-profit will need to raise sufficient funds from other sources to cover the costs of taking over this program. Staff will continue to work with SSF and the non-profit to achieve a sufficient level of funding.

In 2012 the new regulations potentially will allow for additional administrative resources and this increase, combined with an additional HUD grant request of \$90,000 for HMIS, if approved, will reduce the need for private funds.

One of the challenges for the nonprofit will be finding sufficient funding to take over or pay DHA to administer the program by June 30, 2011. Next year's HUD funding is contingent upon HUD approval, which we anticipate in mid-2011. There are many complexities in having HUD transfer current funding to a non-profit, especially a new one with no track record and uncertain stability. Depending on its success in raising revenues from jurisdictions, including Sacramento County, and the private sector, the non-profit may not have enough revenue to staff itself or contract with DHA by the target date. Staff will return to the Board of Supervisors with updates on its progress and any recommendations for additional funding in County Fiscal Year 2011-12 that might be necessary to sustain our homeless programs.



Overview of Homeless Programs in Sacramento County

- **The Homeless Continuum of Care (CoC)** - Currently administered by DHA, the CoC is a broad community response to homelessness that includes prevention, emergency shelter, transitional housing, permanent supportive housing, and supportive services. Within the Continuum are 32 McKinney Vento funded participating programs. Additionally, there are 25 emergency shelter, 11 transitional housing, and 11 permanent housing non-McKinney Vento funded programs for a total of 79 community wide homeless programs. Total dollars under the Homeless Continuum of Care, including HUD (\$14M), and the below homeless programs (THPP, S plus C, HOPWA and HPRP) as well as other and local and state dollars amount to over \$29 million.
- **Transitional Housing Plus (THPP)** – Administered by DHA, the THPP is available to counties for the expansion of transitional housing services for emancipated foster youth. Sacramento County’s plan includes providing housing and supportive services to a minimum of 80 young adults ages 18-23. Transitional housing and support services are offered for up to two years. Support services include case management, education, employment, daily living skills, etc. Contracts must be administered by a county program and include language that program continuance is contingent upon availability of funding.
- **Shelter Plus Care (S+C)** – A U.S. Department of Housing and Urban Development (HUD) funded program currently administered by DHA. SPC assists homeless people with disabilities to gain entry to housing and to achieve residential, economic, and emotional stability. This is accomplished by providing safe, secure, permanent housing and a broad range of supportive services. The SPC program is primarily for those who have lived in places not ordinarily meant for human habitation or in emergency shelters. Funding must be administered by a government entity.
- **Housing Opportunities for Persons with Aids (HOPWA)** – Federal funds that come to SHRA and are administered by DHA. For low-income individuals and/or families (with one qualifying member having medically-diagnosed HIV/AIDS) that are at risk of losing housing. Due to many medical issues, this population tends to be low-income. HOPWA clients do not have to be homeless. The program is designed to prevent homelessness in this population.
- **Homeless Prevention and Rapid ReHousing (HPRP)** – Launched in October 2009, HPRP offers housing solutions for families and individuals who are homeless or at risk of becoming homeless in Sacramento County. Three core HPRP providers rapidly transition participants to long-term housing stability with short-term assistance that provides help finding new housing, making applications, and paying deposits; help with eviction services and limited help with past due utility or rental payments to preserve current housing; short-term help with rent, with families continuing to pay a portion; and short-term services aimed at housing stabilization and connection to employment and other community services. Sacramento’s HPRP has aligned a total of \$9 million in one-time funding and will be operational through

September 2011. Funding includes HPRP and Community Development Block Grant funds from SHRA, Community Services Block Grant funds from SETA, Temporary Assistance to Needy Families-Emergency Contingency Funds from the County of Sacramento, and private donations through the Sacramento Region Community Foundation.



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**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

*Updated 1-06-10

Policy Board to End Homelessness*

Sector (see p. 63, 10 yr Plan)	Name of Member	Agency
Mayor of Sacramento and/or designated City Council Member	Mayor Kevin Johnson Rob Fong	City of Sacramento City of Sacramento District 4
Chair of the Board of Supervisors and/or designated supervisor	Roger Dickinson Roberta MacGlashan	County Supervisor District 1 County Supervisor District 4
Mayors of other cities in Sacramento County or their designated City Council Members	Jayna Karpinski-Costa Linda Budge Gary Davis	City of Citrus Heights City of Rancho Cordova City of Elk Grove
Representatives from local Foundations (Board Member or CEO)	Fred Teichert Chet Hewitt	Teichert Foundation Sierra Health Foundation
Business representatives	Steve Ayers Matt Mahood David Lucchetti Scot Crocker	Armour Steel Company Sacramento Metropolitan Chamber of Commerce Pacific Coast Building Products Astone/Crocker/Flanagan
Representatives of faith-based organizations addressing issues of homelessness	Bishop Sherwood Carthen Pastor Rick Cole	Bayside of South Sacramento Capitol Christian Center
Civic Leaders	Steve Heath Malachi Smith Stephen Nichols	Sacramento City College Natomas Community Association
Hospital/Healthcare System representative	Tom Gagen Claire Pomeroy	Sutter Health UC Davis Health System
Interagency Council representative	Ann Edwards-Buckley	Countywide Services Agency
Disabled homeless, or formerly homeless individuals	Paula Lomazzi Rebecca Hahn	Sacramento Homeless Organizing Committee Homeless Advocate
Community-based homeless service providers	Sister Libby Fernandez Michele Steeb	Loaves and Fishes St. John's Shelter
Criminal Justice Cabinet representatives	Capt. Dana Matthes Paulino Duran	Sacramento City Police Department Chief Public Defender
Ex-Officio	Ed Cabrera Chris Glaudel	US Interagency Council on Homelessness Mercy Housing

First Anniversary Community Report
Actions and Successes of
Sacramento Steps Forward

Sacramento's Initiative to End Homelessness

November 2010



SACRAMENTO
STEPS FORWARD

Ending Homelessness. Starting Fresh.



Letter from Mayor Kevin Johnson

I am proud to present to you the First Anniversary Community Report for Sacramento Steps Forward.

One year ago, at Martin Luther King, Jr. Village, our community came together to re-energize our collective efforts to combat homelessness. Leaders from all walks of life – business, nonprofits, faith, government, and philanthropy – united under the banner of a new initiative, Sacramento Steps Forward. Our goal was clear: to end homelessness in Sacramento.

This will not be an easy task. Approximately 2,800 citizens experience homelessness on any given night in our region. They represent all ages, ethnicities and backgrounds. Their challenges are diverse and complex. Yet, despite their differences, all homeless individuals want to be contributing members of our community and deserve our best efforts to ensure they can.

That is what Sacramento Steps Forward is all about. It is not only about recommitting ourselves to ending homelessness, but also understanding that we must “start fresh” by building a new and better system. In its first year, Sacramento Steps Forward set out to re-imagine how we combat homelessness. The results were promising:

- 1,430 households moved to permanent housing
- 250 permanent housing units under construction
- 315 individuals served by an expanded winter shelter program, despite severe budget cuts
- \$400,000 raised from our faith community to leverage an additional \$1.6M in federal prevention dollars

While we've made significant progress, there is much more to do before we achieve the comprehensive, long-term solution we need. In the coming year, we will launch a new entity to assume leadership over how our region fights homelessness, and begin producing more formal annual reports. But as we celebrate our first anniversary, I thank you for reading this community report, and urge you to join our efforts at www.sacramentostepsforward.com.



Mayor Kevin Johnson
Chair, Sacramento Steps Forward Policy Board to End Homelessness

Why We Must Take This Step

Defining the Problem

Homelessness is a national social problem that directly impacts more than two million Americans every year, including thousands who live in Sacramento. The homeless population in this community historically has been concentrated near the central city, railways and along the American and Sacramento Rivers, but over the past decade has become more visible in the suburbs. Homelessness is a major blight on neighborhoods and business districts, a significant law enforcement challenge, an environmental hazard and a deterrent to recreation along our rivers. It is also a major drain on our public health, social service, and criminal justice systems. Low income individuals and families are traumatized by homelessness and the majority of homeless people are children or disabled adults.

Homeless Trends and Data

From the early 1980s through the first part of this decade, urban homelessness was on the rise despite increases in spending and emergency programs. In the last 10 years, a national consensus has formed – fortified by evidence-based practices and research – that providing permanent supportive housing to disabled, chronically homeless people is effective in decreasing chronic homelessness. This approach was also less expensive than trying to maintain people living on the streets, in makeshift camps or in and out of emergency shelters. In 2006, the Sacramento City Council and Sacramento County Board of Supervisors unanimously adopted the “Sacramento City and County Ten-Year Plan to End Chronic Homelessness, 2006-2016” (the “Ten-Year Plan”), designed to implement national best practices on the local level. Today, almost 400 cities across the nation have adopted similar ten-year plans and the federal government has documented significant decreases in chronic homelessness and veteran homelessness.



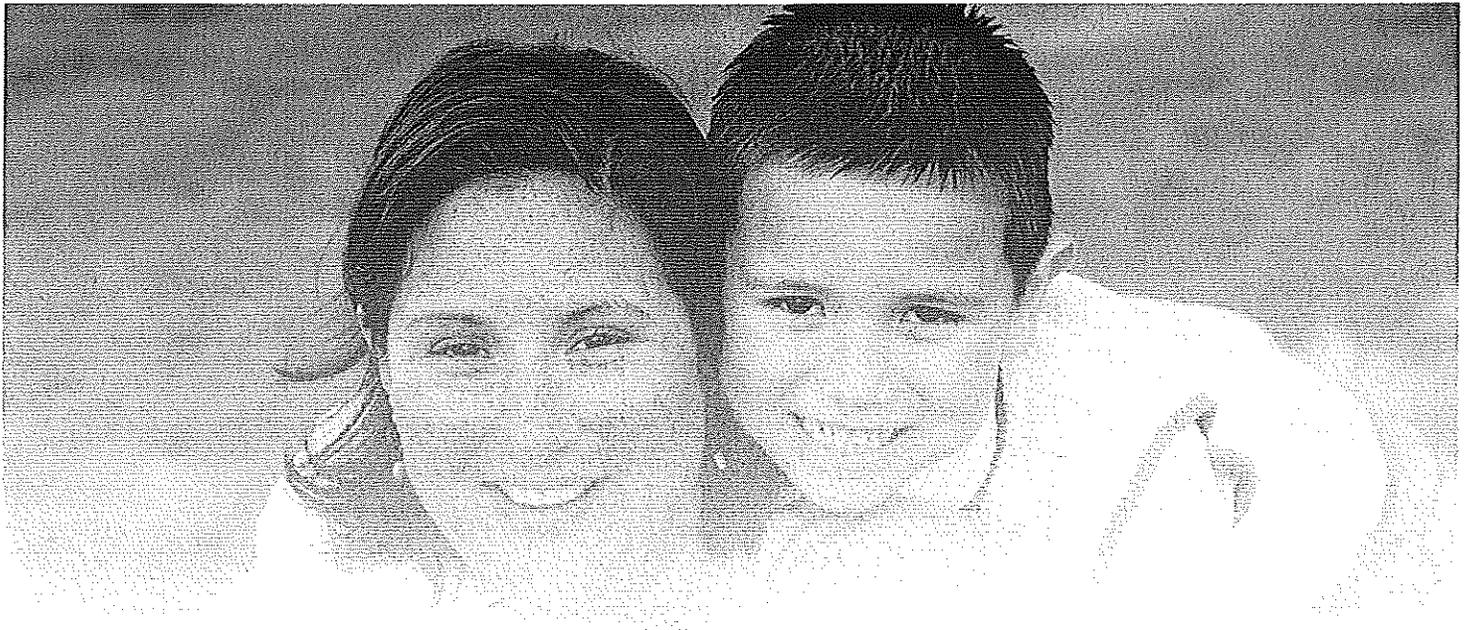
Since 2007, Sacramento County has employed a statistically reliable research-based method of counting homeless individuals. As the chart below illustrates, chronic homelessness decreased by 34.8% from 2007 to 2009. However, homelessness overall increased by 14%.

The 2009 Homeless Count in Sacramento County was held on the evening of January 27 and counted a total of 2,800 homeless men, women and children.

- A little more than half (57% or 1,606 people) were in emergency shelters or transitional housing programs.
- A little less than half (43% or 1,194) were “unsheltered,” sleeping outside on the streets, in parks, near the rivers or in vehicles.
- Seventeen percent (468 people) were “chronically homeless,” single disabled adults who have been homeless for a year or more or have had recent multiple episodes of homelessness. Disabling conditions can include mental/physical/developmental disabilities, alcohol/drug addictions and chronic health problems.

Homeless Count Year-To-Year Comparison

	Chronically Homeless	Other Homeless	Total	% Increase from previous year
2009	468	2,332	2,800	4.6%
2008	680	1,998	2,678	9.2%
2007	718	1,734	2,452	



What is Homelessness?

Homeless individuals lack a fixed, regular and adequate nighttime residence, or have a primary residence that is some form of shelter or transitional housing. Across the country, over two million Americans experience homelessness each year, including 2,800 on any given night in Sacramento.

Who are the Homeless?

There is no one face of homelessness. In Sacramento, our homeless population includes all ages, ethnicities and backgrounds. Many homeless are struggling with family issues like abuse, violence or divorce. Others have health issues, such as mental disabilities, medical conditions, or substance abuse issues. Different groups – veterans, singles, couples, families with children – have different needs. And, an increasing number are homeless due to job losses and foreclosures brought on by the current economic turmoil.

What are the different types of homelessness?

There are three types of homelessness: temporary, episodic and chronic. The vast majority are homeless temporarily due to a housing crisis such as job loss or domestic violence. The episodic homeless have recurring problems with housing. Often, these persons have substance addictions, seasonal/minimum wage income or employment, or sporadic domestic situations that affect stable housing. Chronically homeless have disabling conditions and experience longer periods of homelessness (e.g., over a year or 4+ episodes in three years).

Timeline:

Homelessness in Sacramento

1980s

- Federal policy emphasis on emergency shelter
- Sacramento County assumes leadership of homeless programs
- Emergency shelter services expanded, many in Richards Boulevard area

1990s

- Federal emphasis on transitional housing
- Sacramento County opens acclaimed Mather Transitional Program at the closed air force base
- Cottage Housing transitional program opens in River District

2000s

- Federal emphasis on prevention and “housing first,” to rapidly re-housing the homeless with support services
- Expansion of family shelters and transitional housing
- Ten Year Plan adopted to address chronic homelessness
- Economic recession and budget cuts create new challenges with homelessness
- Sacramento Steps Forward launched

Sacramento Steps Forward: The Vision Unfolds

Sacramento Steps Forward was launched in 2009 as new momentum gathered to reshape the fight against homelessness.

A key turning point was February 2009, when an unsanctioned "tent city" campground near the American River brought national and international attention to Sacramento. The Oprah Winfrey Show highlighted the unsafe and untenable conditions experienced by more than 150 homeless residents camping near the American River. Working with community leaders, Mayor Johnson transitioned tent city residents to shelters and longer term housing.

This success galvanized new efforts to rethink how Sacramento approached homelessness. In July 2009, the City-County Policy Board to End Homelessness was reconfigured with Mayor Kevin Johnson assuming the role of Chair. The Board also extended its focus beyond chronic homelessness to encompass all types of homeless. As a result, the Ten Year Plan to End Chronic Homelessness was folded into a broader initiative launched in November 2009: Sacramento Steps Forward.

Vision

To ensure every member of our community has a home and hope for a better life.

Mission

To create a national model that ends homelessness, bringing together the ideas, insights, talents and efforts of a broad range of organizations, businesses and individuals from across the Sacramento community.

Goals

With a more comprehensive and long-term vision in mind, Sacramento Steps Forward set forth five new goals and aligned key community leaders behind them:

1. PERMANENT HOUSING

Goal: 2,400 permanent housing opportunities for individuals and families over three years, moving people to housing as rapidly as they are ready.

Lead: Michele Steeb, Executive Director, St. John's Shelter for Women and Children

2. EMPOWERING SERVICES

Goal: Create safety net that provides a hand up, not a hand out, to homeless as they transition to permanent housing and integrate back into mainstream society.

Lead: Dr. Claire Pomeroy, Dean, UC Davis School of Medicine

3. SUSTAINABLE FUNDING

Goal: Identify stable, long-term funding from all types of public and private sources to fully fund housing and services.

Lead: Fred Teichert, Executive Director, Teichert Foundation

4. REGIONAL ADVOCACY

Goal: Develop public relations and education materials to generate active participation from all communities in the region that will benefit from reducing our homeless population.

Lead: Scot Crocker, Crocker Marketing

5. REAL ACCOUNTABILITY

Goal: Leverage best practices and apply business principles to continuously measure, evaluate and optimize programs and services.

Lead: Chet Hewitt, President and CEO, Sierra Health Foundation

2010 Accomplishments

In its first year, Sacramento Steps Forward has made significant progress in several key areas:

1. More permanent housing opportunities

Sacramento Steps Forward's primary goal is to create 2,400 permanent housing opportunities in three years. In just its first eleven months, SSF connected 1,430 households – 60% of our three-year goal - to housing assistance. 250 permanent units are in construction, and 145 housing vouchers were secured for homeless veterans. By the end of 2010, more than 1,675 permanent housing opportunities will be created.

2. Prevention and rapid re-housing for the “New Homeless”

The recent economic downturn has created a population of “new homeless” hit hard by job losses and foreclosures. Many more are in imminent danger of becoming homeless. In response, the 2009 American Recovery and Reinvestment Act included funds for the Homeless Prevention and Rapid Re-Housing Program (HPRP). HPRP provides one-time funding assistance to homeless and at-risk families and individuals. After securing \$9 million in HPRP funding, the City and County of Sacramento partnered with Volunteers of America, the Salvation Army, and Lutheran Social

Services to assist homeless and near homeless households. Services include helping participants find housing, managing eviction issues, covering utility or rental payments, and connecting to employment and other community services. HPRP's goal is to assist 1,800 households by the program's end date of September 2011.

3. New solutions for winter shelter

The 2009-2010 emergency winter shelter program expanded, despite a 40% decrease in funding. SSF partners collaborated to create a strategy that provided 315 shelter beds per night (up from an average of 174 beds per night in 2008-2009). Six of the seven new shelter options provided 24-hour housing, instead of past solutions, which provided shelter only for nighttime hours.

4. New faith community partnership

SSF partnered with the Sacramento Region Community Foundation to launch the “One Day to Prevent Homelessness” campaign, leveraging federal funds for homelessness prevention and rapid re-housing. Over 80 faith congregations participated and KCRA Channel 3 sponsored a 15-hour telethon. The campaign raised \$400,000, which leveraged \$1.6 million in federal TANF-ECF (Temporary Assistance for Needy Families Emergency Contingency Funds) funds, enough to assist 600 households through the HPRP program.

Summary Client Statistics – Year to Date

	Homeless Households			Prevention Households			TOTAL
	Families	Non-Families	Subtotal	Families	Non-Families	Subtotal	
Total Assessed	551	783	1,334	860	295	1,155	2,489
Eligible Per Assessment	414	544	958	813	261	1,074	2,032
Documentation Complete and Enrolled	307	443	750	787	252	1,039	1,789
Assisted/Housed	242	286	528	685	218	903	1,431
Graduated/Left Program	168	144	312	484	167	651	963

By Referral Source	Shelter	Other Homeless	LSNC	TANF Bureau	2-1-1
Total Assessed	959	783	312	860	295
Eligible Per Assessment	636	544	293	813	261
Documentation Complete and Enrolled	450	443	280	787	252
Assisted/Housed	318	286	270	685	218
Graduated/Left Program	159	144	221	484	167

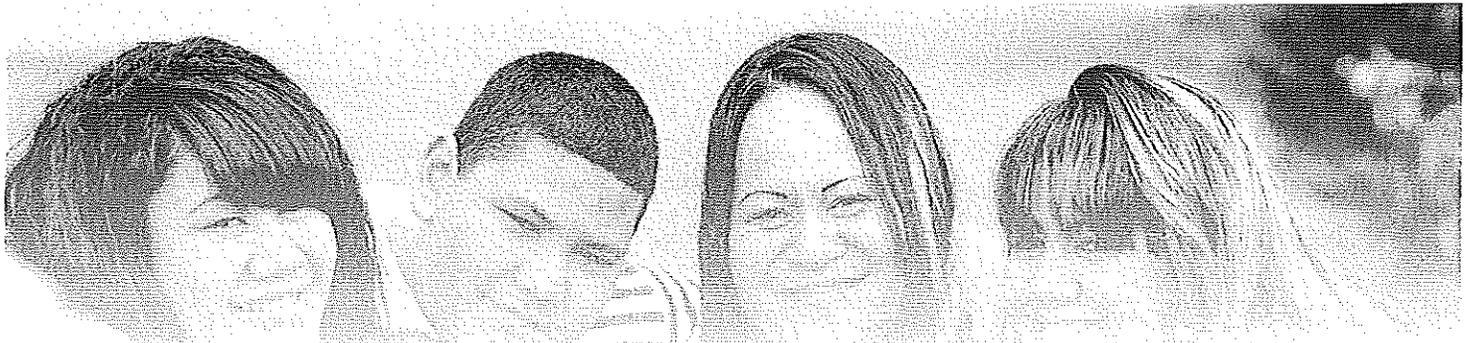


Success Story: A Second Chance for the Lara Family

Margie and Alex Lara and their four children were living what some might call the American Dream. They had a nice home with plenty of property. As Alex states, “We were truly blessed... then I lost my job. I’ll never forget that horrible day, when they called me into the HR office, and what I thought was a job I would retire from was now gone.” Margie also lost her job, and they struggled to regain their footing. The bills kept piling up and they were forced to leave their home and move in with family members in Sacramento. With four kids, they felt like a burden on their relatives who were dealing with their own struggles. They eventually became homeless – sometimes living in their car, sometimes staying in a motel.

Margie was led to Francis House, where an intake worker encouraged the family to call “211,” a local social-service referral line. They were told about Volunteers of America’s Homeless Prevention and Rapid Re-Housing Program (HPRP) and given a second chance. The HPRP program helped them with their down payment, rent and utilities. Margie says, **“These services changed our unfortunate predicament around completely – we got our own place again and we were able to get up in the morning, get the kids off to school and look for work, without the added stress of worrying where we were going to sleep at night.”**

Today, the Lara’s children are stable at school and were able to maintain good grades even throughout the struggles of homelessness. Margie now has a full-time job working at Thunder Valley Casino’s new resort and her husband, Alex, works at Goodwill.



Looking Ahead to 2011

As Sacramento Steps Forward looks ahead, several activities will be critical to our continued success:

1. Launch new organization

In the coming months, Sacramento Steps Forward will develop a new organization to oversee and coordinate homeless efforts across the community. This represents a major strategic shift, brought about by two forces: the dramatic staffing and budget cuts within Sacramento County; and the desire to instill more flexibility, innovation, and accountability into the fight against homelessness.

The new organization will reflect a “public-private” spirit in several ways. Structurally, the organization will be a hybrid Joint Powers Authority and 501(c)3 nonprofit, affording greater flexibility to access funding and structure services in ways not traditionally possible within a public sector entity. In addition, a board of public and private leaders will oversee an Executive Director and small staff. This team will have several responsibilities, including:

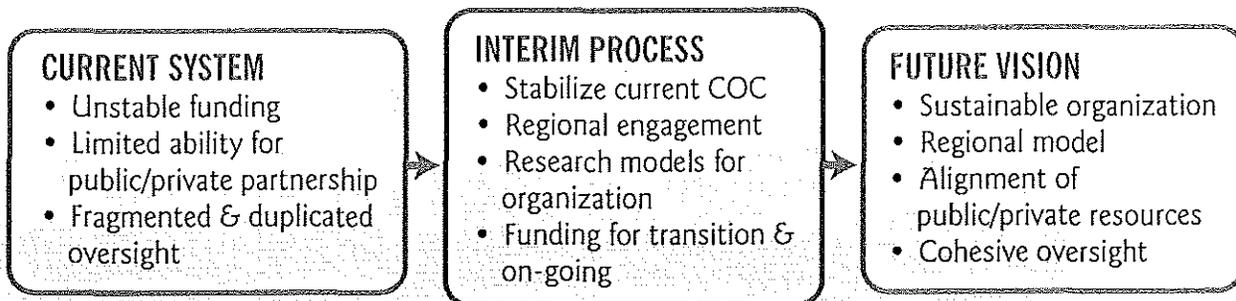
- maintaining progress towards goals for permanent housing
- aligning, structuring and integrating different homeless programs and services
- securing and distributing public and private funding
- building a broad base of partners and advocates
- establishing and maintaining accountability measures based on data and performance

The organization will be modeled after successful examples elsewhere in the country. To gather best practices, leaders from Sacramento Steps Forward have conducted study missions to Columbus, Ohio and Oakland, California.

2. Expanded Winter Shelter Program

Building on the success of the 2009-2010 Winter Shelter Program, the 2010-2011 plan will include three components: an Interfaith Winter Sanctuary program for homeless men and women, motel vouchers for homeless families, and increased capacity for homeless families at existing shelters. Combined, they will provide emergency winter shelter for approximately 320 homeless adults and children.

The Interfaith Winter Sanctuary Program includes a partnership with at least 20 congregations throughout the Sacramento area to provide nightly shelter for up to 100 single men and women each night from November 22, 2010 to March 31, 2011. Sacramento Steps Forward will also engage Volunteer Sacramento to enlist volunteers to support the efforts of partner congregations. Motel vouchers for families will shelter over 120 adults and children each night. This program will be administered by Sacramento Area Emergency Housing Center and provide 30-day motel vouchers for families.



3. New “Stepping Stone” outdoor transitional facility

The unsanctioned “tent city” encampments that garnered attention in 2009 brought new attention to a subset of homeless lacking viable options in the current network of shelter and transitional facilities. In response, SSF convened a task force that developed a five year pilot program for a sustainable, transitional housing opportunity entitled “Stepping Stone.” Task Force members are working with City and County leadership to bring “Stepping Stone” to reality as one element in a broader, integrated strategy to end homelessness.

Preliminary “Stepping Stone” Plan

Term	5 Year Pilot Program
Size	60-100 residents
Structure	Simple individual shelters with shared bath and kitchen facilities
Length of Stay	Maximum 12 months per resident
Location	TBD. One of 3 potential sites will be selected
Selection Criteria	Open to all, but strict no drug and alcohol policies
Governance	Managed by nonprofit with resident input
Security	Privately-funded
Staffing & Services	Hub and spoke model. On-site case manager connected to off-site services
Funding	Majority privately raised



4. Better health care services for the homeless

SSF will work to implement a series of recommendations intended to expand access to health care services for the homeless. In the short term, SSF will pursue strategies to better connect homeless to eligible programs; improve infrastructure, technology, and communication among health clinics serving the homeless; pilot telemedicine opportunities for mental health services; and explore partnerships with higher education institutions. Longer-term goals include considering changes to the County’s service delivery model, as well as better coordination and communication on a community-wide safety net for uninsured and underinsured patients.

5. More job training and employment services

A necessary component of any effort to end or prevent homelessness is an employment strategy. Two surveys in 2009 and 2010 at the Sacramento Homeless Connect event underscore this tenet. Of nearly 400 homeless men and women, almost 90% were unemployed and wanted to work. Employment services include job readiness, job training, education and apprenticeships, as well as programs to create businesses that employ homeless people.

In 2011, Sacramento Steps Forward will increase employment services for the homeless. The Sacramento homeless nonprofit community will partner with Paratransit to launch a mobile employment program that uses donated vans to bring services to the homeless. In addition, the New York-based and nationally recognized employment program, Ready Willing and Able, will partner with SSF to create a residential job readiness program.

6. New tools to assess impact

SSF will continue to work with community stakeholders to develop and apply new evidence-based success indicators and metrics to evaluate progress towards ending homelessness. These metrics will be used to drive policy, allocate resources, and communicate clear and understandable data to partners and the general public. The effort will measure outcomes uniformly across homeless services; develop capacity for data collection, analysis and reporting; incorporate community feedback; and apply business principles that maximize the effective and efficient use of resources.



SACRAMENTO
STEPS FORWARD

Ending Homelessness. Starting Fresh.

Sacramento Steps Forward's success is based on the involvement, partnership and financial support of many individuals, organizations, agencies, elected officials, service providers and leaders in business, government and media.

Thank You

We thank them for their support in meeting our collective goal to end homelessness.

Sacramento Steps Forward Policy Board Members

Mayor Kevin Johnson, City of Sacramento, (Chair)
Tom Gagen, CEO - Sutter Medical Center (Vice Chair)

Supervisor Roger Dickinson, County of Sacramento
Supervisor Roberta MacGlashan, County of Sacramento
Council Member Rob Fong, City of Sacramento
Council Member Linda Budge, City of Rancho Cordova
Council Member Gary Davis, City of Elk Grove
Fred Teichert, Executive Director, Teichert Foundation
Chet Hewitt, President and CEO, Sierra Health Foundation
Dr. Claire Pomeroy, Dean, UC Davis School of Medicine
Scot Crocker, Crocker Marketing
Michele Steeb, Executive Director, St. John's Shelter for Women and Children
Pastor Rick Cole, Capital Christian Center
Bishop Sherwood Carthen, Bayside of South Sacramento
Steve Ayers, CEO - Armour Steel
Capt. Dana Matthes, City of Sacramento Police Department
Paulino Duran, Chief Public Defender
Chris Glaudel, Mercy Housing (Chair of the Interagency Council to end Homelessness)
Malachi Smith, Community at Large
Sister Libby Fernandez, Director - Loaves and Fishes
Rebecca Hahn, Homeless Advocate
Paula Lomazzi, Sacramento Homeless Organizing Committee and Homeless Advocate
David Lucchetti, President and CEO, Pacific Coast Building Products
Matthew R. Mahood, President & CEO, Sacramento Metro Chamber of Commerce
Stephen Nichols, Board Member, Natomas Community Association

Sponsors, Contributors, and In Kind

Homeless Initiative

Sponsors: Bank of America, Catholic Healthcare West, Kaiser Permanente, Sutter Health, UC Davis Health System, United Football League, Sierra Health Foundation, County of Sacramento, City of Sacramento

In Kind: Astone, Sacramento, Crocker Marketing, Uptown Studios, California Chamber of Commerce, Laura Mason-Smith, Town & Country Catering, Splendid Gourmet

Winter Shelter

Sponsors: Sierra Health Foundation, Bayside of South Sacramento, Walmart, County of Sacramento, Sacramento Housing and Redevelopment Agency

Contributors: Downtown Sacramento Partnership, River District, Midtown Business Association

In Kind: Trinity Episcopal, Trinity Lutheran, St. John's Lutheran, Pioneer Congregational, Spiritual Life Center, First English Lutheran, Capital Christian Center, SALAM Center and Mosque, Loaves & Fishes, St. Paul Missionary Baptist Church

Sponsors, Contributors, and In Kind, Continued

Homeless Connect

Sponsor: The Salvation Army

Contributors: Deacon Charitable Foundation, Wells Fargo Bank, Sutter Health, Golden One Credit Union, UC Davis Health Care System, Loaves & Fishes, Sacramento Housing & Redevelopment Agency, The Teichert Foundation, California Department of Veterans Affairs, Lutheran Social Services, Councilmember Kevin McCarty, CARES, Councilmember Rob Fong, Nehemiah Corp, USA Properties Fund, El Dorado Savings Bank, HomeAid Sacramento, Councilmember Steve Cohn, City of Citrus Heights, Sacramento Mutual Housing Association, Sacramento Housing Alliance, Councilmember Lauren Hammond, Downtown Sacramento Partnership, Councilmember Bonnie Pannell

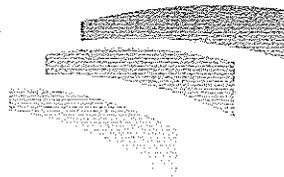
In Kind: Alliance Printing, Circa 77 Designs, Linda Bracamonte, Guitar Mac, Sacramento County Department of Human Assistance, Sacramento Office Furniture, Sacramento Regional Transit, St. Mark's United Methodist Church, Volunteers of America

One Day to Prevent Homelessness Campaign

Sponsors: Sacramento Region Community Foundation, Capital Christian Center

Faith Community Contributions: Abundant Life Fellowship, Advent Lutheran Church, Antelope Springs Church, Arden Church of Nazarene, Bayside of South Sacramento, Bridgeway Christian Church, Capital Christian Center, Capital Christian Center Church, Capital City Seventh Day, Carmichael Presbyterian Church, Centennial UMC, Congregation B'nai Israel, Faith United Methodist Church, First Christian Church, First Church of Christ, First Covenant Church, First Covenant Church of Sacramento, First United Methodist Church, Freemont Presbyterian, Fremont Presbyterian Church, Harvest Church, Elk Grove, Horizon Christian Fellowship, Islamic Society of Rancho Cordova, Laguna Christian Center of the Assemblies, Lutheran Church of Master, Lutheran Church of Our Redeemer, Mosaic Law Congregation, Muslim Mosque Association, Northminster Presbyterian Church, Restoration Life, Rio Linda Community United Methodist Church, River Valley Church, Sacramento City Life Church, Sacramento Japanese United Methodist Church, St. Frances Episcopal Church, St. George's Episcopal Church, St. John's Lutheran Church, St. Mark's Methodist Church Foundation, St. Marks United Methodist Church, St. Paul's Lutheran Church, The Experience, The Rock of Roseville, The Table, Trinity Cathedral, Trinity Life Center, Trinity Life Center, Inc., Valley Community Church, Westminster Presbyterian Church

Donor Contributions: Bustos Lopez Family Fund, City of Sacramento, Community's Greatest Need Fund, Dr. and Mrs. Dennis N. Marks, Eaton Kenyon Fund, Elizabeth H. Shattuck Fund, Friends of Fong 2008, Hanson McClain, Inc., Jerome H. Hart & Wanda S. Hart Fund, Kaiser Foundation Health Plan, Mr. and Mrs. David Wechsler-Azen, Mr. and Mrs. Lenard S. Zipperian, Mr. and Mrs. William Nadell, Mr. Dan Dimick, Mr. Dinilo Martinez, Mr. Fred Teichert, Mr. Michael Proctor, Mr. Tony Tsai, Mr. Walter J. Dondero, Ms. Kathleen Siedlecki, Ms. Lynne Cannady and Mr. David T. Ford, Ms. Vicki Davis, Parker Family Foundation, RCA Community Fund, Shattuck Venture Fund, Siemens, SureWest Foundation, The Teichert Foundation, The Don Turner Family Fund, The Earl Family Fund, Wells Fargo Bank, N.A., Council Member Rob Fong, Council Member Steve Cohn, Council Member Ray Trethaway, Council Member Kevin McCarty, Council Member Lauren Hammond, Council Member Sandy Sheedy



SACRAMENTO STEPS FORWARD

Ending Homelessness. Starting Fresh.

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**SACRAMENTO
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Ending Homelessness. Starting Fresh.

Interagency Council to End Homelessness (ICEH)

Sector (see p. 65, 10 yr Plan)	Name of Member	Agency
City of Sacramento	Cassandra Jennings	Assistant City Manager, City of Sacramento
Other cities in Sacramento County		
Sacramento County Department of Human Assistance	Paul Lake	Director, County Department of Human Assistance
Sacramento County Department of Health and Human Services	Ann Edwards-Buckley (Chair)	Director, County Department of Health and Human Services and Behavioral Health Services
Sacramento County Department of Mental Health	Patrick Mangan	Division Manger, County Department of Mental Health
Sacramento County Alcohol and Drug Services	Maria Morfin	Director, County Alcohol and Drug Services
Sacramento County Health	Marty Keale	Executive Director, Capitol Community Health Network
Sacramento Housing and Redevelopment Agency	Diane Luther	Assistant Director, Sacramento Housing and Redevelopment Agency
Foundation or Community Member	James Matarelli	Community Member
Health/medical provider(s)	Petra Stanton	The Effort
Housing developer(s)	Chris Glaudel (Vice Chair)	Mercy Housing
Homeless Housing provider(s)	Carolyn Brodt	Sacramento Area Emergency Housing Center
Criminal Justice system representative(s)	Karen Maxwell	District Attorney
Disability community representative(s)	Chris Jensen	Resources for Independent Living sending applicant
Veterans system representative(s)	Bruce Jackson	County Veterans Office
Foster youth and homeless youth services provider(s)	Sue Laliberte Joshua Singer	Lutheran Social Services Families First

Updated: 11-04-09

Employment Services representative(s)	<i>Pending</i>	
Alcohol and other drug provider or advocate	<i>Pending</i>	
Mental health provider or advocate	Alexis Bernard Michael Lazar	Turning Point Transitional Living and Community Support
Faith Community representative(s)	Elizabeth Hudson	Salvation Army
Consumers/Homeless advocate(s)	Rudolph John Krintz Tracie Rice-Bailey	Sacramento Homeless Organizing Committee
Homeless Services provider(s)	John Foley	Sacramento Self-Help Housing
Business associations	Patty Kleinknecht Ryan Loofbourrow	River District Downtown Sacramento Partnership
Housing Advocate	Joan Burke Sandra Hamameh	Loaves and Fishes Sacramento Housing Alliance
Housing/Property Management	<i>Pending</i>	
Domestic Violence	Beth Hassett	WEAVE
Sacramento Housing and Redevelopment Commission	Verne Gore	Member of the Sacramento Housing and Redevelopment Commission



Sacramento Steps Forward

Mission & Vision

Mission

The goal of ending homelessness is an important and profound mission that requires the ideas, insights and efforts of all individuals, organizations, businesses and agencies. We are pleased to launch Sacramento Steps Forward, an initiative to rally the community towards a shared and collective effort to end homelessness.

Sacramento Steps Forward has five principles:

- **Empowerment:** We have learned that homeless residents want a hand up, not a handout. Contrary to many myths, homeless residents want to be taxpayers; they want jobs; they want to be integrated back into mainstream society.
- **Regional:** We must build a regional solution—issues of homelessness are region wide. All communities will benefit from reducing the region's number of homeless people.
- **Sustainability:** We need to develop long-term sustainable funding streams that draw resources from all sectors—federal, state, county, local, private, faith and philanthropic.
- **Business Principles:** We know that many people are skeptical of government and social service programs. We are working to apply business principles to the social sector. We are committed to measuring outcomes, evaluating programs, and being held accountable for results.
- **National Model:** We believe in the Housing First model. Housing assistance is the first priority, followed by services—from case management to job training—that develop stability and self-sufficiency. We will learn from the best practices from around the country and develop a set of policies and actions that can serve as a national model.

Vision

This initiative does not mean that people will not become homeless—the hard realities of life will not disappear. It does mean that when an individual or a family becomes homeless, Sacramento will have a sustainable system in place to empower homeless citizens and guide them on the road back to permanent housing.