



April 6, 2026

Dear Sacramento Community and Continuum of Care,

Over the last several years, Sacramento Steps Forward has carefully considered how our community should structure its response to homelessness. We have seen both genuine commitment from many partners and real complexity in the path forward. Several distinct proposals are now on the table, including a state-legislated Joint Powers Authority (JPA), a proposal from Sacramento County, and direction from the City of Sacramento to explore alternative JPA models. Each reflects meaningful work and engagement, and we recognize the value of the effort behind them.

While there has been consultation and coalition-building, this moment will require a level of new and true collaboration. The path forward requires more than parallel efforts—it requires genuine collaboration among the stakeholders who will ultimately share responsibility and accountability for results. The governance decisions made now will shape not only how our community organizes itself, but how effectively the Sacramento community makes homelessness rare, brief, and nonrecurring.

As these conversations continue, SSF supports an approach that advances the outcomes our residents deserve. Regardless of the structural model, lessons learned from communities that are resolving homelessness demonstrate that it is enduring system partnership that results in success. In that spirit, we have identified five core elements we believe must be present in any future governance structure for it to be effective.

1. Unified Strategy, Performance, and Accountability

Any successful governance model should create and sustain a single countywide plan to end homelessness that is recognized and advanced by all participating governing bodies and that builds on existing work like the Regionally Coordinated Homelessness-Action Plan. The governance structure should establish an independent performance oversight function—whether a dedicated committee, an ombudsperson role, or a public dashboard with mandatory reporting—empowered to assess performance and recommend actions to improve outcomes. It should also include mechanisms to align policymaking across jurisdictions so that authority matches accountability. The result should include reduced barriers to building and accessing affordable housing countywide.



2. Coordinated Access with Participation Requirements

Our community needs a centralized access approach to help connect people to the full range of system resources—including housing, shelter, case carrying outreach, and prevention—regardless of jurisdictional boundaries. This should include real-time visibility into inventory across the system. Participation expectations should be codified in formal agreements—such as MOUs or bylaws—with defined requirements for participation to achieve broader and transparent access to resources and services.

3. Integrated Funding Authority

The future governance structure should include explicit expectation and authority to pursue braided and blended funding arrangements, supported by a designated fiscal agent and legal framework that enables cross-jurisdictional action. Our community needs system-level funding for cross-jurisdictional initiatives, such as a shared housing problem-solving fund, permanent housing placement capacity, and shared system infrastructure (e.g., coordinated entry, data collection and reporting). All funding, regardless of source, should be coordinated by a unified investment vision to eliminate unnecessary administrative duplication.

4. Full Participation and Governing Authority

An effective governance model should bring all local units of government, key system sector partners, and people with lived expertise into a shared governance and accountability structure—not as advisors, but as decision-makers with formal, voting authority. The governance model should create strong incentives and requirements for full jurisdictional participation, including access to shared funding and coordinated entry systems, so that unhoused clients accessing services are equitably served.

5. Legal and Political Durability

The governance structure should include multi-year funding commitments, staggered terms for appointed positions, and MOU or charter language that requires affirmative super majority action to withdraw or dissolve rather than allowing exit by simple resolution or leadership change. The structure should also be subject to transparent public processes, including Brown Act compliance, so that long-term durability is matched by public transparency.



These five elements are the essential conditions for a governance structure that can credibly address the scale and urgency of homelessness in our community. Any model that does not achieve countywide alignment, shared accountability, meaningful jurisdictional and community partnership, and lasting authority will fall short of what this moment demands.

Sacramento Steps Forward is committed to working constructively with jurisdictions, service providers, people with lived expertise, and community partners as these proposals evolve.

The structure we build should be worthy of the people we serve: those experiencing homelessness today, and those at risk of experiencing it tomorrow. We are ready to do that work together.

In partnership,

Sacramento Steps Forward