



**community
forward**

Women's Services
Medical & Behavioral Health
Supportive Housing

2023

**Annual
Report**

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Letter from our CEO



Dear Friends and Community Partners,

This year, we find ourselves at a milestone—my five-year anniversary as Chief Executive Officer at Community Forward. This year also marks our inaugural annual report, a testament to our collective journey. Since 2019, we have seen many changes within our vibrant organization, the community we serve, and the world. I am proud of the resilient spirit of our team and how we bring care and opportunities to the guests and residents that we serve at Community Forward.

When I assumed leadership, never did I expect a worldwide pandemic. We acted quickly with an unwavering commitment to safeguard the well-being of our staff and guests. At the height of the pandemic, we set up and ran the operations of four Shelter-in-Place Hotels, where many of our guests had their own room and bed for the first time in years. And when the SIP Hotel program ended, we reopened our Drop-In Center, embracing over 3,000 women in the last fiscal year.

The past five years have been a period of profound transformation and growth for Community Forward. Our leadership team has blossomed from eight to twenty-two visionaries, each chosen for their deep empathy and expertise in areas like behavioral health and trauma-informed care. This fortified leadership has led to remarkable achievements: in five years we've doubled our annual revenue, enriched our program offerings, and pioneered new and innovative initiatives.

Our team has fostered partnerships with city and state departments, nonprofits, and

corporations. We co-founded The Women's Housing Coalition to advocate for women. We've allocated \$30M from Measure A, the Affordable Housing Bond for March 2024, specifically to support women seeking stable housing after facing violence, abuse, sexual assault, human trafficking, or homelessness-related trauma. Additionally, tighter coordination with City Hall has led to nearly \$8 million in new contracts over the next four years.

We've sculpted our organizational values, etched a Diversity, Equity, Inclusion, and Justice Statement, and charted a five-year strategic plan, providing a roadmap for our work. At the heart of all these endeavors are our staff and guests, for whom we have worked to pave more concrete pathways toward growth and personal milestones.

As we stand together, let us remember our motto, "It takes us all." This philosophy is the drumbeat to which we march, inspiring us to uplift each other. We extend our deepest gratitude to you, our steadfast supporters and partners. Your generosity and belief in our mission are the cornerstones of our work. It is with an overflowing heart that we share with you our 2023 Annual Report. This report is more than a collection of achievements; it is a chronicle of the lives touched and the futures brightened through our work together.

It takes us all,

A handwritten signature in blue ink that reads "Kara Zordel". The signature is fluid and cursive, with a large, stylized 'Z'.

Kara Zordel
Chief Executive Officer

Mission, Values, and Goals



Mission

Community Forward helps the most vulnerable individuals of SF get off the street, find comprehensive services, and achieve stability so they may thrive.

Values



Love

We create a community of belonging, taking responsibility to care for each other and ourselves.



Integrity

We create an honest and trustworthy environment.



People-Centered

We understand the needs and realities of our community and have courage to transform our world.



Excellence

We strive to offer the best service to our people.



Equity

We provide equitable and inclusive pathways to opportunity for our guests and staff.

Goals

In 2020, Community Forward created a five year strategic plan. For the past four years, we have been guided by these six goals and have made astounding progress towards meeting them.

1

We have become regional experts in population-specific homeless services, been featured in multiple news stories, and helped co-found the Women's Housing Coalition;

2

We have created advancement opportunities for our staff, with 54% of new hires and promotions coming from within;

3

We have increased staff wages by 40% and expanded benefits for all staff to include a 3% employer match on our 403b retirement plan;

4

We have incorporated a user experience design framework in all physical spaces so that guests feel safe and welcome;

5

We have diversified our funding, and are on track to have 7% of our budget raised from private donors in the next two years; and

6

We have fully developed and defined our version of a whole person care model, with behavioral and mental health services available to all our guests.

Milestones and Events

A Woman's Place Drop-In Center Reopened

A Woman's Place Drop-In Center reopened after being closed during the pandemic. Thank you to the SF Board of Supervisors and the Department of Public Health for their support in reopening the Drop-In.



SF Board of Supervisors Recognizes Women's Housing Coalition

The Women's Housing Coalition was recognized by the Board of Supervisors for providing safety for women experiencing homelessness, gender-based violence, and for women exiting the criminal justice system.

The Drag Show to End Homelessness

We hosted our Drag Show to End Homelessness, an evening to come together and celebrate the work we do in partnership. Together, we raised \$50,000!



Medical Respite Beautification

Thanks to a grant from Kaiser Permanente, we completed a beautification project at our Medical Respite Center. The project identified space improvements and upgrades that would enhance our guests' experience and healing process.

Holiday Gift Drive

Partnering with Epic Church, UCSF Community Outreach Student Alliance, and the Women's Health Alliance, we spread holiday cheer to over 300 guests in our programs and unhoused women in the Civic Center area.



Public Comment Day

We showed up for the over 3,000 unhoused women in our City - advocating for their safety and more gender-specific housing options. City leaders listened and we were awarded \$2 Million to keep our services at our Drop-In Center open.

Volunteer Pride Event

We partnered with the Bailard Foundation to bring a Pride Celebration to the guests at Women's Place Transitional Shelter and the Drop-In. Guests had lunch, learned about the history of Pride, and participated in art activities.



Enhancing the Resident Experience

Our housing programs implemented Project Open Door to re-engage residents in group classes and social activities such as creative writing, art and mindfulness practices.

Programs

Community Forward SF is a collection of vital programs that ensures people experiencing homelessness have effective services. Our network of programs is designed to work together to meet every stage of need. We care for those most vulnerable in our community and are proud to share program highlights for fiscal year 2022-2023.

A Woman's Place Transitional Housing

102 women served

54,720 meals served

50% increased their income and benefits

10% exited to permanent housing

Community Forward SF has capacity for 56 guests at A Woman's Place. Here, women can transition out of homelessness and work on their goals with our compassionate and knowledgeable staff. We have only one requirement: that guests **identify as a woman**.

Guest Story

Angie struggled with homelessness for about four years, having lost housing after her parents passed away. Then, in December 2022, she found a beacon of hope at A Woman's Place. Tirelessly, her case manager worked with her daily on housing applications. Angie had clear requirements for housing due to her health status. Even after we got a housing subsidy for Angie, progress was slow. Many landlords denied Angie housing because of her credit or refusing to accept her hard-won subsidy. We persisted, and today, Angie stands proud with a key to her own door, and place to call home, a testament to her courage and the power of unwavering support. Her words echo a triumphant heart:

"I would have never done this without you. You helped me to not be afraid to move on and be independent. Sometimes I would get frustrated with the process but you were always there to support me."



A Woman's Place Drop-In Center and Women's Resource Center

3,039* women accessed our services at least once at our Drop-In and **111** at WRC

2,719 used the space for much-needed rest

2,666 used the bathroom

2,154 received a meal

1,734 took showers

840 did laundry

*This number includes guests who may have accessed our services more than once.

At Community Forward we provide care at two critical drop-in centers in San Francisco: A Woman's Place and the Women's Resource Center. At the Women's Resource Center (WRC), we support incarcerated and formerly incarcerated individuals identifying as a woman prepare for re-entry. At our Drop-In Center, we offer a variety of services – from a hot shower, a place to rest, laundry, and services to help unhoused women navigate the complex maze of the homeless system. We are the only drop-in center open 24/7 for women in the City.

Guest Story

Every visit to the Drop-In Center is a unique journey towards hope. Marguerite's 12-week stay with her ten-year-old son transformed her life. Here, amidst respect and unwavering support, she found the strength to succeed. Now housed, she still returns, drawn by the bond with staff who continue to support her needs and goals. Marguerite's words resonate with gratitude:



"Had I not landed at the Drop-In, I don't know where I would be. I felt welcomed. I felt safe."

Medical Respite And Sobering Center

410 people served

65,700 meals served

13% exited to housing

A bed at medical respite costs **90%** less than a comparable bed at a hospital

Medical Respite is a partnership between Community Forward SF and the San Francisco Department of Public Health (DPH) that allows individuals experiencing homelessness the opportunity to rest, recover, and heal in a safe environment while accessing medical care and other supportive services. This service helps those who access it and reduces the strain on emergency services.

The sobering center, also a partnership with DPH, is a 12-bed facility that allows people experiencing the dual traumas of addiction and homelessness to receive the help and care they need to detox themselves. While we do not force sobriety, we offer the tools, counseling, and referrals should an individual wish to pursue a long-term solution.

Guest Story

Walter's story is a beacon of hope and resilience. Living in his vehicle in Golden Gate Park for years, his life took a dramatic turn when a park ranger found him unconscious. Rushed to the hospital, he received two life-saving surgeries. It was a pivotal moment when a hospital social worker stepped in, securing a place for him at our Medical Respite Center. There, Walter spent two months recovering, not just physically, but emotionally, embarking on a journey toward sobriety. The most touching milestone was reuniting with his grandson, a moment filled with joy and new beginnings.

"You helped
me see my
grandson, and
for the first
time in years,
I could rest."



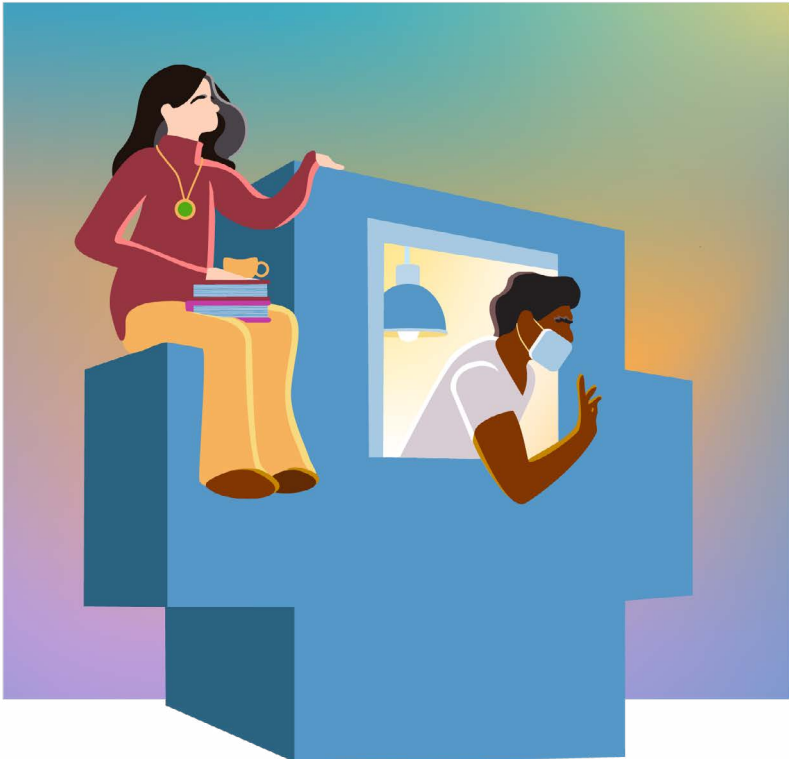
Managed Alcohol Program (MAP)

30 people served

In partnership with the Department of Public Health, Community Forwards supports the operations of an innovative solution to solving chronic alcoholism in San Francisco. This year-long program is designed to support individuals suffering from alcoholism in managing their daily consumption. MAP allows its participants the ability to live a life that is self-sufficient and less reliant on emergency services.

Guest Story

Andrew has been a longtime guest at our Managed Alcohol Program. And like so many, his success story isn't a linear one. He recently relapsed, but rather than depending on costly emergency services, he knew to come to our sobering center. He knew that regardless of his state, he would be safe and treated with dignity here.



Behavioral Health

25,739 hours of robust clinical services

6,379 hours of intensive case management

1,657 hours of low barrier clinical services

Community Forward's Behavioral Health Team supports all of our programs and ensures that anyone who enters our doors can access mental health and clinical services. The team tailors their services to the specific needs of each guest; whether a guest needs gender-inclusive case management, domestic violence support, or help working through complex trauma, our team of clinicians is trained and able to support a broad base of clients.

Guest Story

At 57, Trish, wheelchair-bound and a survivor of abuse, felt invisible and mistrusted the system. Through unwavering compassion and dedication, our staff built a bond of trust with Trish, helping her navigate her trauma. When we discovered she had been taken out of state by her abuser, our team collaborated with authorities to bring her safely home. On a misty morning, Trish arrived at our Drop-In Center, greeted by warmth, essential care, and support for her transition into domestic violence housing. Overwhelmed with gratitude, she expressed her heartfelt thanks to our Senior Vice President of Programs and the team, saying,

"Thank you Miss Erica. I know that the staff here cares about me. You have all been so helpful."



Permanent Supportive Housing

87 residents

Housing Retention Rate

Coronado Housing **92%**

Eddy Street Apartments **73%**

Move Ins & Exits

	Move Ins	Exits
Coronado Housing	5	5
Eddy Street Apartments	4	0

Community Forward SF recognizes that the experience of homelessness is isolating and traumatic and that even after finding housing, those with lived experiences need support. Residents at our two permanent housing sites are able to live with dignity, in their own apartment and gain access to our support services team.

Guest Story

After enduring years of instability, moving between couch surfing, living in his van, and facing homelessness, Andrew found a new beginning at Eddy Street Apartments. For the past nine years, he has cherished his own space, supported by a dedicated case manager who assists him with everything from daily necessities to administrative tasks. Empowered by the consistent support of our staff, Andrew now shares a powerful message of resilience: his journey is a testament to the transformative power of support and the enduring strength of hope. "Just keep hope." His journey is a testament to the transformative power of support and the enduring strength of hope.



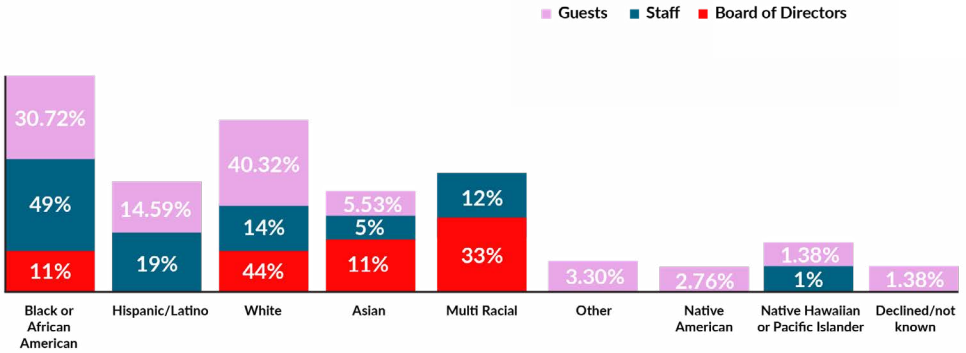
"Just keep hope."

Our Commitment to Diversity, Equity, and Inclusion

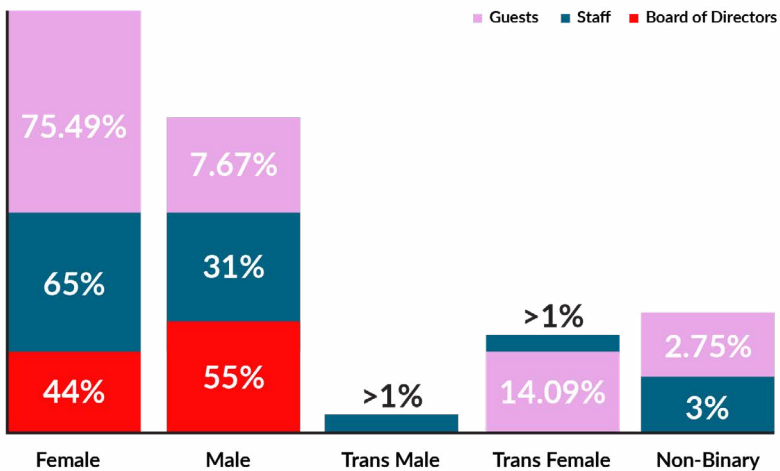
We're dedicated to creating a diverse, equitable, and inclusive community and environment, especially for the most marginalized. We welcome everyone, regardless of age, race, status, ethnicity, religion, culture, language, gender identity, sexual orientation, abilities, and citizenship, to participate in our programs. This commitment shapes our programs, employment, board composition, and communication.



Race & Ethnicity



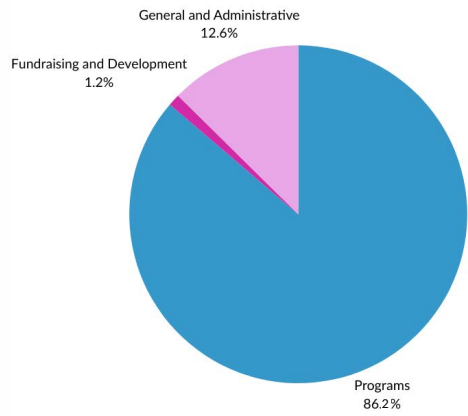
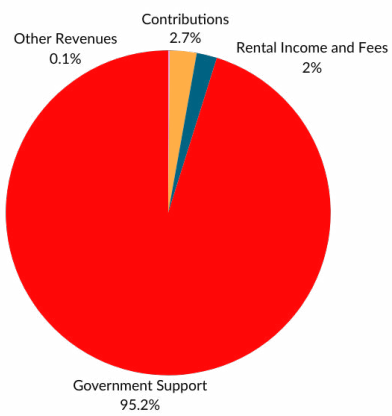
Gender



Financial Overview

Revenue \$13,894,125

Expenses \$13,999,647



Revenue Sources	
Government Support	\$13,221,383
Contributions	\$370,843
Rental Income and Fees	\$281,264
Other Revenue	\$20,636
Total Revenue	\$13,894,125

Program and Operations	
Medical Respite	\$5,674,636
Woman's Place	\$2,853,102
Mental Health Services	\$942,430
Permanent Supportive Housing	\$2,312,735
Pandemic Response	\$292,077
Fundraising and Development	\$159,631
General And Administrative	\$1,765,036
Total Expenses	\$13,999,647



Our Board of Directors

We extend our heartfelt thanks to the dedicated members of the Community Forward SF Board of Directors. Their unwavering commitment and visionary leadership not only fortify our mission but also ensure the financial vitality and long-term success of our organization and its impactful programs.

Rose Bloomin, President

Executive Director, Plurality Institute

John Minot, Vice President

Director of Program Planning & Finance, Alameda Health System

Ryan Burns, Treasurer

Tax Partner, BDO USA LLP

Bradley Flynn

Manager, Privacy Review, Amazon

Qimmah Hameed

Director of Community Organizing and Engagement, Bay Area Community Services

Jeffrey Hamlin

Managing Vice President, Heffernan Insurance Brokers San Francisco

Logan McDonnell

Executive Director, Keep Oakland Housed, Bay Area Community Services

June Lin-Arlow

Licensed Marriage and Family Therapist, Self-Employed

Brooke Segaran

Executive Coach



Our Community Partners

It takes us all.

Thank you to our community partners!

At Community Forward SF, we believe it will take us all to end homelessness in San Francisco. The Community Forward SF community is comprised of public, private, and nonprofit partners, and generous individuals who help organize our clothing closets, participate in our outreach walks, and invest in the sustainability and growth of our mission and organization. Thank you for being part of our family and for your generous time, treasure, and talent.

The following institutions have partnered with us to support our mission of helping the most vulnerable individuals of SF get off the street, find comprehensive services, and achieve stability so they may thrive.

1440 Foundation

Adobe

Bailard Foundation

Bestie Richardson Studios

BiRite Food Distributors

Grove Collaborative

Hall Capital Partners

Heffernan Foundation

Ed & Betty Manoyan Foundation

Kaiser Permanente

Mayor's Office of Housing and
Community Development

Metta Fund

National Health Care for the
Homeless Council

Real Estate Divas - Bay Area

Real Estate Divas - Bay Area

San Francisco Department of Public Health

San Francisco Department of
Homelessness and Supportive Housing

St. Francis Endowment

United Way Bay Area

And the **232** of individual donors who
supported our mission last year!



Vision for the Future

We've accomplished so much these past five years. Now, imagine the extraordinary milestones we can reach in the next five years.

Our City faces unprecedented challenges as we recover from the pandemic and struggle with increasingly inflated housing costs. These are systemic issues that hit our guests the hardest: women fleeing violence who have no other safety net, older adults with chronic medical conditions, neighbors with acute mental illness, or untreated substance use challenges. As we look to the future we must consider how we can create a San Francisco for everyone because safety on our streets and the health of our residents affects us all.

As we carve a pathway forward for the next five years, we continue to see our guests, our staff, and you — our community — at

the center. By doubling down on our commitment to better understand the needs of our guests and walk alongside them in their journey to personal growth, we know we will see continued improvements.

In the next five years, we will create a system for tracking guest needs upon entry in our programs and capturing goals met at the end of their stay. This new approach will enable us to better adapt to the needs of our guests. With this data, we will have the ability to track their nuanced needs and provide rich data back to not only you but also our city stakeholders to inform better policy decisions.

We will also continue to be leaders both locally and nationally in the movement for safe housing and opportunities for unhoused women. We are appalled that



while 41% of the homeless population identifies as women, transgender, or gender nonbinary, less than 5% of our homeless services are in gender-specific spaces. Our advocacy will not stop until women are seen, served, and safe. You can learn more about our work with women through our ABC7 story that featured over the holidays.

Watch ABC 7 Story!



As we look to the future, one of our primary goals is to diversify our funding. With City resources becoming increasingly limited due to significant budget cuts, community support is more vital than ever. This is

where our collective efforts can make a significant difference.

Like our motto says, it's going to take us all to make real change for our community. We welcome you to get involved through activities like skill-based volunteering, quarterly outreach walks, serving on committees, or participating in fundraisers like our Drag Show and holiday campaign.

We are excited to embark on this next phase of our journey. Together, let's turn our shared vision for a brighter future into reality.

Learn more at
communityforwardsf.org/womenscenter



Rendering of CFSF's visionary Women's Center concept.
Learn more at communityforwardsf.org/womenscenter.

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Community Forward SF is a 501(c)3
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Federal Tax ID #94-2335626

Get involved!



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