



SACRAMENTO
STEPS FORWARD



2021 – 2023 Accomplishments & Impact Report

Building Capacity to Solve Homelessness in Sacramento

Table of Contents



03	Letter from the CEO
04	Our Core Commitments
05	Our Core Services
18	2021-2023 Financials
19	Gratitude & Acknowledgement

Letter from the CEO

To our Sacramento Community:

I am pleased to present this overview of Sacramento Steps Forward's contributions to preventing and ending homelessness in our region for the years from 2021 to 2023.

Navigating the COVID-19 pandemic and serving the increasing needs of Sacramento has deferred our ability to formally report on our work these past three years. However, our dedication has been unwavering, and our efforts have been significant.

This report showcases programs and projects that represent the work of Sacramento Steps Forward as the "backbone" organization for the region's homelessness response system. Serving as the Continuum of Care (CoC) lead agency for Sacramento, we fulfill federal responsibilities while supporting our local partners, bridging national and state strategies with local funding, planning, and implementation.

We know that homelessness is solvable. By combining this belief with a focus on prevention and investments in housing with appropriate services, we can ensure that we serve our community members who need us most.

I am deeply grateful for the dedicated staff who tirelessly work to fulfill our vision of making homelessness brief, rare, or nonrecurring in our community. I also want to recognize our Sacramento Steps Forward Board of Directors for providing essential organizational and fiscal oversight, and the Continuum of Care Board members who lead and guide comprehensive community planning and partnerships.



“Thank you for your ongoing trust and partnership. Together, we can create an equitable community where everyone in Sacramento has a safe place to call home.”

With deep appreciation,

A handwritten signature in black ink that reads "Lisa Bates". The signature is written in a cursive, flowing style.

Lisa Bates
Chief Executive Officer

Our Core Commitments

MISSION

To end homelessness through leadership, convening partners, data-driven best practices, and improving system performance.

VISION

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



**SACRAMENTO
STEPS FORWARD**

VALUES



RACIAL EQUITY

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



TRANSPARENCY

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



CONTINUOUS LEARNING

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



HUMAN-CENTEREDNESS

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



COMMUNITY-INSPIRED SOLUTIONS

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

Our Core Services

Sacramento Steps Forward leads our region's strategies to end homelessness by developing the systems, services, and support necessary for this mission. We are central to creating the systems, services, and support to end homelessness in Sacramento. We foster collaboration, convene partners, collect and analyze data, build provider capacity, facilitate conversations, and inform decision-making.

We are guided by a set of Core Services that describe the work we do and the purpose it serves for the community. In 2023, we conducted a thorough review and update of these services to increase clarity regarding staff responsibilities and value to the community. This effort involved defining six Core Services and 27 subservices. Each is supported by detailed goals, service scopes, processes, responsible teams, customer needs, and Key Performance Indicators (KPIs).

On the following pages, we highlight key accomplishments of the past three years in the context of each Core Service.



LEAD COMMUNITY-WIDE PLANNING & ENGAGEMENT

As the Continuum of Care (CoC) lead agency for our region, we guide initiatives, coordinate resources, and foster collaborative partnerships to strengthen our community's response to homelessness.



INCREASE CAPACITY & KNOWLEDGE

We notify providers and the community of capacity-building resources, and develop and maintain provider training and curriculum.



COLLECT, PROCESS & SHARE DATA

We administer the Homeless Management Information System (HMIS) for Sacramento County, and develop and share data to inform new initiatives and program improvement.



FACILITATE ACCESS TO SHELTER, HOUSING & SERVICES

We collaborate with, integrate, and support housing and shelter programs in the Coordinated Access System (CAS), and manage client referrals to participating providers.



IMPROVE EQUITY, FAIRNESS, EFFICIENCY & EFFECTIVENESS

We evaluate and encourage racial equity, inform system standards supporting those experiencing homelessness, and evaluate the inclusivity of client experience.



MANAGE FUNDING & COMPLIANCE

We identify and apply for state and federal funding, and track, evaluate, and monitor fund use and compliance.



Lead Community-wide Planning & Engagement

➤ Launched the Local Homeless Action Plan

The Sacramento Local Homeless Action Plan (LHAP) was launched in early 2022 in response to the state’s third round of funding for the Homeless Housing, Assistance, and Prevention Program (HHAP-3). Sacramento Steps Forward spearheaded this initiative in collaboration with the Sacramento City and County Continuum of Care, Sacramento County, City of Sacramento, and Sacramento Housing and Redevelopment Agency. The plan fostered a unified, cross-jurisdictional approach to tackling homelessness throughout Sacramento County. Together, we convened a diverse group of community leaders and stakeholders representing various interests to develop an actionable, relatable plan that serves as a roadmap for future funding and initiatives. Updating the Plan to incorporate a more comprehensive regional approach began in late 2023, resulting in the [All In Sacramento Regionally Coordinated Framework and Action Plan to Prevent and End Homelessness](#) which will launch in 2024.



➤ Hosted first All In Sacramento Conference

Building upon the collaborative efforts outlined in the Local Homeless Action Plan, a regional conference was convened in April 2023 to host an “All In” rally, uniting the Sacramento community to collectively address homelessness. Community leaders, service providers, volunteers, and advocates gathered to engage, network, and strengthen bonds. Through a series of presentations, we conveyed the plan’s overarching goals, shared specific elements within the upcoming activities, and set the stage for communications throughout the rest of the year. The conference was both a celebration of existing efforts and a catalyst for launching a new era of collaboration.

“Your presence here today speaks volumes about the depth and breadth of your individual and collective promise to supporting a better future for Sacramento—a shared vision where homelessness in Sacramento is rare—and at the very least, is brief if it occurs. This is our aspiration: to end homelessness together.”

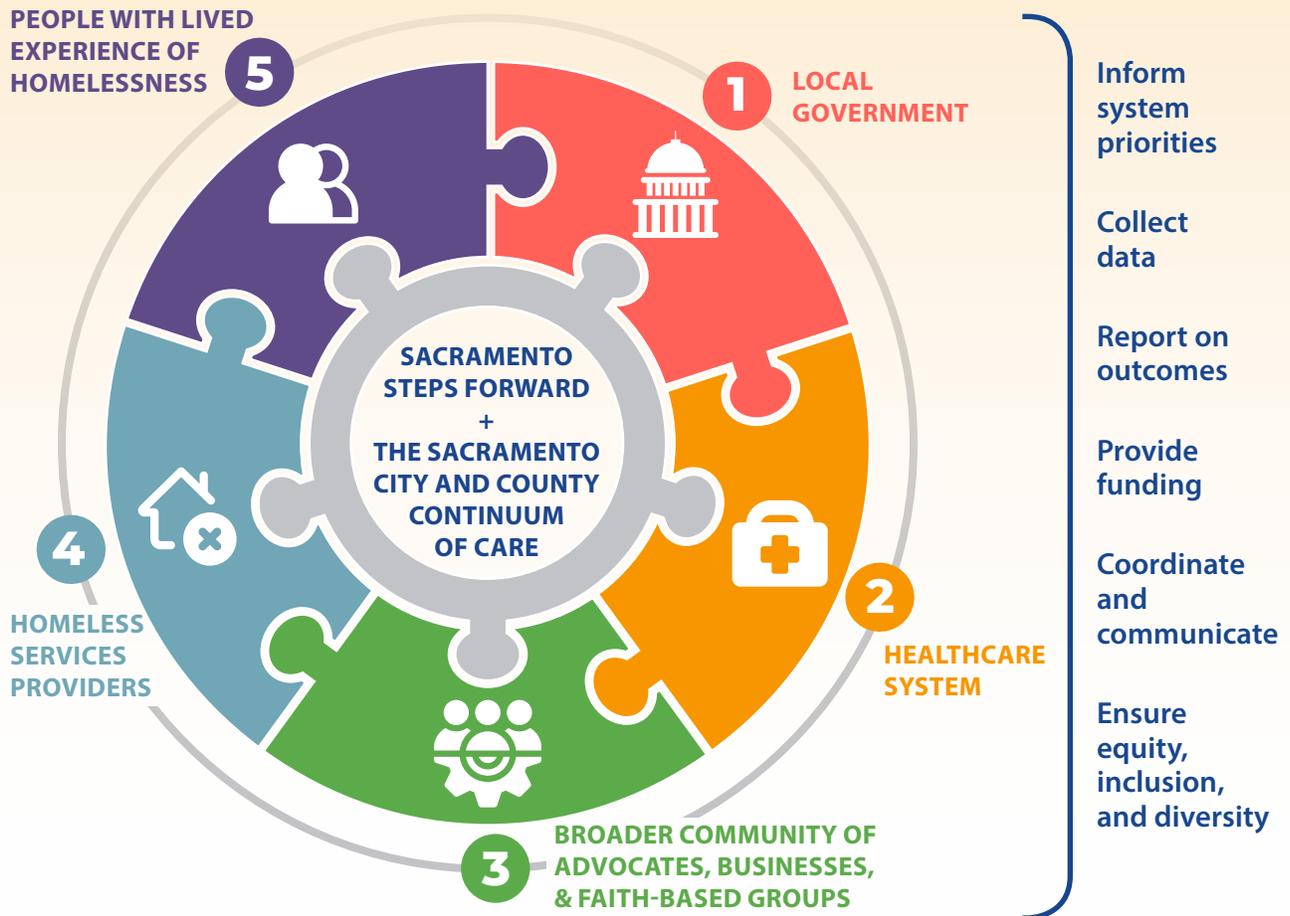
—Erin Johansen, Former CEO, Hope Cooperative, SSF Board Member, and former CoC Board Member

➤ Supported the Continuum of Care Infrastructure

In serving as the Continuum of Care (CoC) agency for Sacramento, we coordinate and support all aspects of this Department of Housing and Urban Development (HUD) responsibility. Launched in 2012, the CoC Program is designed to assist individuals and families experiencing homelessness and provide the services needed to help such individuals move into transitional and permanent housing, with the goal of long-term stability. Sacramento Steps Forward provides the infrastructure to carry out these mandates by supporting the 30+ member board of directors, ten committees, various in person and virtual meetings, and robust communications. Additionally, in this role, we serve as the Collaborative Funding Applicant for federal and state funds, lead agency for the Homeless Management Information System (HMIS), and operator of the Coordinated Access System.

In 2021, the Sacramento CoC Board held its inaugural annual meeting, a live virtual event that included many community members and featured breakout working sessions. We convened virtually the following year, but 2023 enabled a hybrid, half-day event, bringing together more than 100 people for learning, collaborating, and networking both in-person and virtually. During these forums, we heard from people with lived experience of homelessness, those on the front lines of response as service providers, and those leading regional-level planning. We discussed progress and how to better coordinate efforts and share knowledge. These gatherings have served as essential opportunities to strengthen our collective resolve and capacity to create positive change.

How does the Continuum of Care benefit Sacramento?





Increase Capacity & Knowledge



➤ Facilitated the Sacramento Homeless Policy Council

Launched in 2021, the Sacramento Homeless Policy Council (SHPC) was established to foster regional collaboration among leaders to combat homelessness. The SHPC brings together elected officials from across Sacramento County and representatives from Sacramento's Continuum of Care community. Sacramento Steps Forward facilitates quarterly meetings of the group to foster discussion and partnership on strategic and practical responses to homelessness in our region. The SHPC serves to accelerate knowledge sharing and best practices and to provide a forum for the public to observe the efforts and impacts of providers and partners involved in the homelessness response system.

➤ Implemented Provider and Partner Trainings

Increasing the capacity of homelessness service providers within Sacramento's Continuum of Care (CoC) network is a primary objective of our work. In addition to ensuring that our frontline organizations receive training to keep them current and compliant, we also address relevant issues within the community including response to natural disasters and public health emergencies. Trainings focus on program best practices in housing or homelessness-related, policy developments, adjacent issues such as behavioral health or domestic violence, and mainstream resources to, for instance, ensure quality client service. Housing Problem Solving trainings exemplify our commitment to continuous quality improvement. We refine each training session based on feedback from the previous one. These quarterly sessions also empower Partners with Lived Expertise to teach providers effective ways to converse with clients, enhancing the overall impact of our work.



➤ **Guided the Housing Families First Collaborative**

The Housing Families First Collaborative is a strategic initiative funded by the Bezos Day 1 Families Fund and the California Interagency Council on Homelessness to address family homelessness in the region. This collaborative effort, guided by the proven Built for Zero model, focuses on identifying, assisting, and monitoring families facing homelessness by implementing systems-level changes, enhancing service and housing access, and prioritizing racial equity. In partnership with the Black Child Legacy Campaign and as part of a county-wide initiative to prevent child deaths, the collaborative is enhancing targeted services and support for the Black and African American community. The collaborative also brings together experts in various relevant fields, including individuals with lived expertise of homelessness, to ensure a comprehensive and inclusive approach to tackling family homelessness.

➤ **Partnered on a Homeless & Health Systems Pilot**

Collaboration with health systems is essential for an effective homelessness response system. In 2020, Sacramento Steps Forward entered into a partnership with the four regional systems in the county: UC Davis, CommonSpirit Health (formerly Dignity Health), Kaiser Permanente, and Sutter Health. A pilot program titled “Healthcare and Homelessness,” supported by the national group Community Solutions, provided the opportunity for us to explore common interests and innovative solutions. A primary goal was to develop collaborative cross-sector relationships that would contribute to reductions in the number of individuals experiencing homelessness in Sacramento County. Collectively, we gained a greater understanding of the challenges and opportunities the community faces in housing persons and families and helped develop shared strategies to address these challenges. Three programs evolved from the pilot, including a CalAIM and Community Supports program to provide resources for recuperative care, housing navigation, and tenant support, an emergency department navigator program, and the development of a private funder’s collaborative.

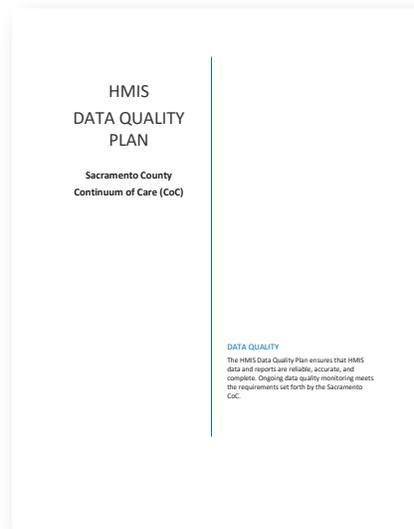


Collect, Process & Share Data

➤ Invested in Homelessness Management System Infrastructure

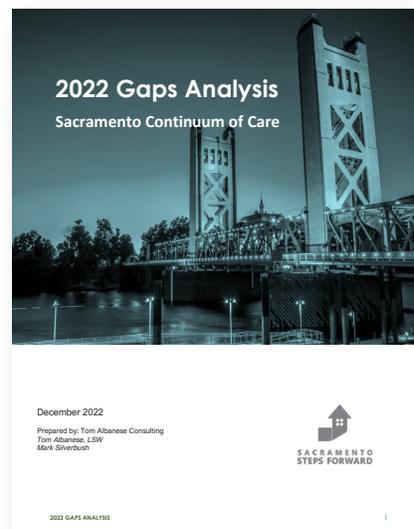
Sacramento Steps Forward manages the Homeless Management Information System (HMIS) for Sacramento and Yolo Counties. The System is a mandated tool for Continuum of Care agencies to receive federal funding. The HMIS tracks services used by individuals experiencing homelessness and is vital to evaluating the effectiveness and efficiency of the homelessness response system. The HMIS also facilitates collaboration among community agencies which enables service coordination, trend identification, and system improvements.

The HMIS, like other programs and initiatives, requires substantial investment to optimize its reporting capabilities and overall effectiveness. In 2023, the [HMIS Data Quality Plan](#) was adopted by the Sacramento Continuum of Care to assure system and reporting integrity. The Plan's purpose is to ensure statistically valid and reliable data for all using and benefitting from the HMIS.



➤ Performed a System Gaps Analysis

In 2022, we implemented a comprehensive [gaps analysis](#) to gain deeper understanding of the services available to individuals at risk of or currently experiencing homelessness. This initiative was not only aimed at fulfilling federal and state funding mandates but also at evaluating the effectiveness and coverage of existing services within our community. The gaps analysis assessed the prevalence of homelessness in Sacramento County and gathered demographic data. It also evaluated the types of homelessness prevention and assistance interventions available in our community, such as street outreach, emergency shelter, and permanent supportive housing. Finally, it analyzed the efficacy of these interventions in addressing homelessness and providing support to individuals in need. The gaps analysis examined these areas and others, identifying local service needs and pinpointing shortcomings that affect all individuals experiencing homelessness. This information informs local decision-making and helps guide the effective allocation of resources.





➤ Led the 2022 Point-in-Time Count

The Sacramento Continuum of Care conducts a Point-In-Time Count of unsheltered persons every other year, alongside the annual count of sheltered homelessness, as required by the Department of Housing and Urban Development. The unsheltered count is supported by volunteers who participate in a night-time canvass of our region during the coldest time of the year, a criterion defined by HUD. The count provides vital data on the number of people experiencing homelessness who are without shelter and provides information on these individuals and families. While the three-year gap between the 2019 Count and [the 2022 Count](#) yielded concerning findings for our community, indicating a 67% increase in homelessness during this period, the data was used to build regional understanding through reports such as [The State of Homelessness in Sacramento County](#) and to inform federal decision-making through inclusion in the [Annual Homelessness Assessment Report](#).

We are immensely thankful for the support of hundreds of community volunteers who assisted in canvassing over 130 zones and conducted more than 500 surveys across Sacramento, contributing significantly to the comprehensiveness of our data collection efforts.



6 out of every 1000 people in Sacramento County were experiencing homelessness.



58% of unsheltered adults reported **at least one disability**

Black residents were **3–4x** more likely to experience homelessness





Facilitate Access to Shelter, Housing & Services

➤ Partnered on a COVID-19 Response Team

During the pandemic, the Sacramento COVID-19 Homelessness Response Team, consisting of Sacramento Steps Forward, the City, the County, and the Sacramento Housing and Redevelopment Agency, worked tirelessly to ensure the safety of unhoused individuals. Our collaborative efforts included providing meals and water to isolated encampments, securing shelter for vulnerable individuals, conducting COVID-19 testing and vaccine awareness campaigns, and assisting clients in finding stable housing. These initiatives had a meaningful impact on our community, demonstrating our collective commitment to responding to the needs of our community and our dedication to ending homelessness.



➤ Increased Domestic Violence Resources

In July 2021, two rapid rehousing programs specifically tailored for survivors of domestic violence, sexual assault, and human trafficking were launched to address the significant link between domestic violence and homelessness among women and children. These programs aim to provide timely support and housing solutions to individuals at risk of or experiencing homelessness. To facilitate these efforts, a coordinated entry system was established with heightened privacy and confidentiality measures to ensure the safety and well-being of survivors. Sacramento Steps Forward took the lead in convening a coalition of victim service providers, conducting thorough research on best practices, seeking guidance from other Continuums of Care, and customizing tools to suit the unique needs of our community. Five key providers in our region are actively involved in meeting this critical need: My Sister's House, Opening Doors, WEAVE, International Rescue Committee, and Community Against Sexual Harm. This collaborative effort underscores the importance of addressing domestic violence as a root cause of homelessness and highlights the commitment of these organizations to supporting survivors and preventing homelessness within our community.

➤ Piloted Rapid Access and Problem Solving

In 2021, Sacramento Steps Forward initiated a Rapid Access and Problem Solving (RAPS) pilot project with funding from the California Emergency Solutions and Housing program. This project bolstered staffing for the 2-1-1 resource helpline and enhanced community-based resources to support individuals facing homelessness. The pilot tested early intervention strategies and leveraged best practices to swiftly address homelessness and to improve our community's responsiveness. Through RAPS, individuals contacting 2-1-1 with low service needs received immediate assistance to help avoid homelessness. Those with moderate or high needs were more deeply supported to identify the most suitable resources. The pilot was instrumental in informing the development of the current Coordinated Access System.

➤ Supported a Youth Homelessness Demonstration Project

In late 2022, the Sacramento Continuum of Care (CoC) was chosen to participate in HUD's Youth Homelessness Demonstration Program (YHDP). This initiative brought a \$6,509,295 award to the Sacramento region, providing crucial funding and technical assistance to craft and execute a unified community strategy to prevent and end youth homelessness. Central to the success of the YHDP is the active engagement and leadership of youth throughout the



planning and implementation phases of the program. Under this initiative, a Coordinated Community Plan was developed, and funds have supported many housing programs including rapid rehousing, permanent supportive housing, transitional housing, and host homes.

➤ Implemented a Coordinated Access System

In late 2022, the Coordinated Access System (CAS) was launched through a partnership among Sacramento Steps Forward, 2-1-1, the City of Sacramento, and Sacramento County. This initiative aimed to create a streamlined and accessible support system for individuals experiencing or at risk of homelessness. The CAS has been instrumental in connecting service providers and partners, fostering efficiency and a person-centered approach. Aside from facilitating quick access to emergency services, the initiative also prioritized preventing homelessness proactively. In its inaugural year (ending in December 2023), the prevention program assisted 805 households in obtaining or retaining housing, with an average investment of \$3,114 per household. Remarkably, 85% of these households remained housed after one year, showcasing the effectiveness of the prevention efforts. Additional impacts from the first full year of the CAS are highlighted below.

CAS 2023 First Year Community Impacts



37,310

**Connections
to Resources**



691

**Preventions from
Homelessness**



2,068

**Enrollments
in Shelters**



1,690

**Exits to
Housing**

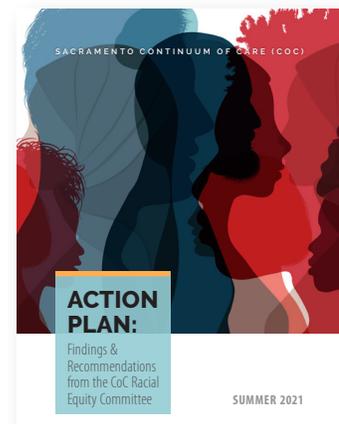


Improve Equity, Fairness, Efficiency & Effectiveness

➤ Facilitated the Racial Equity Committee and Action Plan

Formalizing a Racial Equity Committee was a key goal of our regional Continuum of Care (CoC) strategy in 2021. This committee is comprised of Black, Indigenous, and People of Color (BIPOC) individuals and Partners with Lived Expertise. The goal of the committee is to investigate and address how race contributes to homelessness in Sacramento, uncovering the underlying causes and potential solutions. The committee aims to be inclusive of the lived experiences of marginalized communities that have been historically underserved and disproportionately affected by systemic disenfranchisement.

A primary and priority action of the Racial Equity Committee was to create and implement a [Racial Equity Action Plan](#). The Plan was developed in January 2022 and integrates data with qualitative insights from interviews, listening sessions, stakeholder forums, and more. The ultimate vision of the Plan is to define a path toward an equitable, accountable, and transparent homelessness system that catalyzes structural change both inside and outside of our current sphere of influence.



➤ Convened the Partners with Lived Experience Committee

The Partners with Lived Expertise Committee (PWLEC) originated from the 2022 Racial Equity Plan and comprises individuals who have directly experienced homelessness, representing diverse racial backgrounds and facing multiple intersecting barriers to housing. Serving as a vital bridge between the homelessness response system and those experiencing homelessness, the PWLEC focuses on fostering relationships and driving transformative, equitable change. This committee acknowledges and addresses the profound impact and inherent trauma associated with factors such as race, gender, socioeconomic status, and others that can contribute to homelessness. As such, the PWLEC plays a crucial role in advising policies and practices for our community, with members deeply committed to instigating both personal and systemic-level change.





➤ Established Community-Wide Standards

In 2023, Sacramento Steps Forward partnered with Sacramento County, the City of Sacramento, the Sacramento Continuum of Care, and the Sacramento Housing and Redevelopment Agency to establish community-wide standards for publicly funded programs addressing homelessness in Sacramento. These standards, published in December 2023, were developed through collaborative efforts shaped by community feedback and adopted by the Sacramento Continuum of Care following a vote among diverse board members. Serving as a guiding framework, they strengthen the foundation for homelessness prevention and assistance programs, and advance our collective mission to ensure consistency, equity, and quality of services in our community.

➤ Facilitated Homeless & Healthcare Integration through CalAIM

CalAIM, the California Advancing & Innovating Medi-Cal, catalyzed a shift in homelessness and healthcare, prioritizing equitable, coordinated, and person-centered care. Through the Housing and Homelessness Incentive Program, Sacramento Steps Forward initiated the integration of CalAIM Enhanced Care Management and Community Support services into our local homeless response system. In 2023, we initiated monthly workgroups and workshops, convening stakeholders to streamline coordination and enhance service delivery, addressing challenges and aligning resources to meet the needs of individuals experiencing homelessness. We also directly collaborated with Medi-Cal managed care plans and health system partners, connecting dozens of service providers with essential resources, reinforcing our community's response to homelessness and advancing our shared commitment to sustainable solutions.



Manage Funding & Compliance

➤ Initiated the Family Homelessness Challenge Grant

In June 2021, the Sacramento Continuum of Care (CoC) received \$866,498 from the California Interagency Council on Homelessness as part of the Family Homelessness Challenge Grant, a state initiative. This grant aims to increase our region's capacity to gather real-time, high-quality data on families experiencing homelessness or at imminent risk. It also involves developing shared objectives and strategies across care systems to support these families in our community. This funding allows us to collaborate with the Black Child Legacy Campaign to address racial disparities among those facing homelessness, particularly within the Black/African American community.



➤ Received the Bezos Day 1 Families Fund Grant

In late 2021, the Bezos Day 1 Families Fund Grant awarded Sacramento's Continuum of Care (CoC) with \$5 million for a five-year project, with \$4.5 million allocated for re-granting to community organizations. This funding will be instrumental in developing the capacity within our community to collect real-time information on families either at risk of or experiencing homelessness. This data will then enable us to develop strategies and processes to more effectively prevent family homelessness. A pivotal aspect of this grant is its support for implementing best practices that specifically target and address racial disparities among those experiencing homelessness.

➤ Managed State and Federal Funding

In our role as the lead agency for the Sacramento Continuum of Care (CoC), we play a crucial role in overseeing the state and federal funding process, from initial application to ongoing monitoring, compliance, and reporting. Our committed staff ensures that these funds are utilized effectively, with integrity, and to achieve maximum impact. We lead an extensive public process within the Continuum of Care (CoC) to identify eligible housing activities and projects for funding. Once selections are made, our team collaborates closely with chosen agencies and projects to ensure strict adherence to funding regulations, providing guidance on proper fund use and helping to report on these investments' outcomes. Our objective is to fulfill our HUD-mandated responsibilities while ensuring that projects are executed with maximum efficiency and impact.

Federal Housing and Urban Development funds awarded to providers through the Sacramento Continuum of Care:



2021-23 Financials



	2021	2022	2023
Revenue			
Government Grants & Support Contracts	18,793,371	19,647,144	32,809,067
Contributions, Foundation Grants & Program Service Revenue	5,412,468	501,600	4,744,719
Total Revenue	24,205,839	20,148,744	37,553,785



Expenses			
Grants and Subawards	12,442,548	13,733,557	15,184,779
Staff Costs	2,623,396	3,365,220	5,203,717
Administrative & Office Costs	237,196	356,873	828,159
Professional Services & Other Program Costs	2,768,450	2,545,219	6,919,402
Total Expenses	18,071,589	20,000,869	28,136,057



Interest & Investments			
Gain (Loss) of Value on Investments & Interest Earned	(203,866)	(415,650)	705,827



Net Assets or fund balances	7,445,213	13,329,061	13,340,155
Revenue Less Expenses & Loss	5,930,458	(35,516)	10,123,554
Assets	15,146,323	16,604,978	27,963,005
Liabilities	1,770,652	3,264,823	4,499,296
Net Assets/Fund Balances End of Year	13,375,671	13,340,155	23,463,709

*2022 Beginning Net Assets includes a change in accounting principle of \$46,610

*All Net Assets are restricted by use

*2023 Financials have not been audited

Gratitude & Acknowledgement

THANK YOU!

Sacramento Steps Forward extends tremendous appreciation to those who support and serve the organization. Together, we are partners in the effort to create a Sacramento where all have a safe place to call home. A heartfelt thank you to all!

➤ Donors & Public Partners

The following public institutions and private donors have been instrumental in providing essential and sustaining financial support to Sacramento Steps Forward during the years from 2021 to 2023.

Anthem	Molina	State of California:
Bezos Day 1 Families Fund Grant	Sacramento Black Nurses Association	<ul style="list-style-type: none">• California Advancing and Innovating Medi-Cal (CalAIM)
CDC Foundation	Sacramento County:	<ul style="list-style-type: none">• California Emergency Solutions and Housing (CESH)
City of Sacramento	<ul style="list-style-type: none">• Department of Human Assistance	<ul style="list-style-type: none">• Family Homelessness Challenge Grant
Community Solutions	<ul style="list-style-type: none">• Department of Health Services	<ul style="list-style-type: none">• Homeless, Housing and Assistance Grant Program (HHAP)
Dignity Health	<ul style="list-style-type: none">• Project Room Key Fund	Sutter Health
HealthNet	<ul style="list-style-type: none">• Pathways to Health & Home	UC Davis Health
John Burton Advocate for Youth	Sacramento Housing and Redevelopment Agency	United States Department of Housing and Urban Development
Kaiser Permanente	Sacramento Regional Community Foundation	US Bank Foundation
Listos	Sierra Health Foundation	Yolo County

Additionally, we are incredibly grateful to the many individuals who have donated to Sacramento Steps Forward, during Big Day of Giving and at many other times of the year. We welcome your partnership in resolving homelessness in Sacramento!



► Volunteers

Tireless, dedicated, and determined individuals have provided countless hours of support for our initiatives and programs, and to help our community members in times of need. People from throughout our region stepped in during the COVID-19 pandemic to help educate and ensure life-saving vaccinations. Hundreds of volunteers joined for the 2022 PIT Count to ensure that our unsheltered neighbors were surveyed.

► Sacramento Steps Forward Board of Directors

Individuals who have served on the Board during the 2021–23 timeframe.

Cassandra Jennings, *Greater Sacramento Urban League*

Pamela Maxwell, *U.S. Bank*

Matt Keasling, *Taylor & Wiley*

Michelle Odell, *Kaiser Permanente*

Dr. Jonathan Porteus, *WellSpace Health*

David Husid, *Cottage Housing*

Ashley Brand, *CommonSpirit Health*

Sarah Bontrager, *City of Elk Grove*

Steve Perez, *California State University, Sacramento*

Alissa Ko, *HealthNet*

Erin Johansen, *Hope Cooperative*

Ashleigh Martinez, *Clutch*

Angela Upshaw, *Insight Housing*

“Sacramento Steps Forward has provided a critical and central forum for bringing people and partners together to tackle homelessness. We are responsive and resourceful in coordinating local, state, and federal funding to serve the needs of Sacramento. As COVID-19 impacted our community, for instance, we pivoted to coordinate much-needed services to protect and support those who were unsheltered or facing housing insecurity. Post pandemic, we have led the effort to improve access to resources through the Coordinated Access System, to increase coordination through regional planning, and to uplift vulnerable communities.”

—**Ashley Brand**, *CommonSpirit Health and Former President, SSF Board of Directors*

➤ Continuum of Care Board Members

Individuals who have served on the Continuum of Care Board during the 2021–23 timeframe and their areas of representation.

Alexis Bernard, *Mental Health Service Organization*

Amani Sawires Rapaski, *Substance Abuse*

Angela Upshaw, *Veterans*

April Wick, *People with Disabilities*

Bridget Dean, *City of Sacramento*

Christie M. Gonzales, *Substance Abuse Service Organizations*

Christie Lynn, *Law Enforcement*

Cindy Cavanaugh, *County of Sacramento*

Emily Halcon, *Sacramento County*

Erin Johansen, *Mental Health*

Fatemah Martinez, *Shelter Provider*

Jameson Parker, *Business Community & Street Outreach*

Jenna Abbott, *Business Community*

Jim Hunt, *County Health Services*

John Foley, *Homeless Services Provider*

John Kraintz, *Lived Experience*

Joseph Smith, *Coalition/Network*

Julie Davis-Jaffe, *Employment Development*

Julie Hirota, *Shelter and/or Housing Provider*

MaryLiz Paulson, *Housing Authority*

Mike Jaske, *Faith Community Advocate*

Pixie Popplewell, *California Homeless Youth Project*

Sarah Bontrager, *City of Elk Grove*

Stefan Heisler, *City of Rancho Cordova*

Stephanie Cotter, *City of Citrus Heights*

Tara Turrentine, *Education*

Tiffany Gold, *Youth with Lived Experience*

Nick Golling, *City Department of Community Response*

Sgt. Paul Jbeily, *Sacramento Sheriff's Department*

Eroz Williams, *Youth Action Board- Rotating Seat*

Amber Kemp, *HealthNet*

Deborah Hicks, *HeartLand Chicago & Family Services*

Deisy Madrigal, *LSS*

Elizabeth Jimenez, *Partner with Lived Expertise*

Haimanot Ashenafi, *City of Elk Grove*

Jenine Spotnitz, *County Health Services*

Joseph Smith, *Loaves & Fishes*

Julie Lo, *Partner with Lived Expertise*

Ken Cooley, *Attorney at Law*

LeeAnn Brown, *Wilton Rancheria, N.A. Tribe*

Mason Gizard, *Sacramento Youth Center*

Monica Rocha-Wyatt, *County Behavioral Health Services*

Nicholas Golling, *City of Sacramento*

Nicole Piva, *City of Citrus Heights*

Stefan Heisler, *City of Rancho Cordova*

Tara Turrentine, *Education for Homeless Children & Youth*

Tifni Vettel, *Sacramento County Sheriff*

Troy Lynch, *Housing Authority Management*

➤ Sacramento Steps Forward Executive Team

Individuals who have served in an Executive Staff Role during the 2021–23 timeframe.

Lisa Bates, *Chief Executive Officer*

Rachel Bereza, *Deputy Chief Executive Officer*

Michele Watts, *Chief Planning Officer*

Rolf Davidson, *Chief Operating Officer/
Director of Strategic Initiatives*

Michael Colton, *Chief Financial Officer*

Roseanne Lopez, *Chief Administrative Officer*

Ya-yin Isle, *Chief Strategic Initiatives Officer*

Amanda Ohman, *Program and Compliance Officer*

Trent Simmons, *HMIS and Data Analytics Director*

Scott Clark, *Performance Excellence Director*

Peter Bell, *Planning and Strategy Director*

Greer McVay, *Policy & Communications Director*

Kim Winters, *Community Impact Director*



**SACRAMENTO
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