



SACRAMENTO STEPS FORWARD

# ANNUAL REPORT 2024



A REVIEW OF OUR ACCOMPLISHMENTS, IMPACT, AND FINANCIALS

# WHO WE ARE

## ► OUR MISSION

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

## ► OUR VALUES

### ACCOUNTABILITY & TRANSPARENCY

We share information, measure results, and engage stakeholders with integrity.

### COMMUNITY-INSPIRED SOLUTIONS

We listen and learn from our partners and uplift the voices of those with lived experience and expertise to develop effective solutions.

## ► OUR VISION

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

### CONTINUOUS LEARNING

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

### HUMAN-CENTEREDNESS

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

# OUR CORE SERVICES



**LEAD  
COMMUNITY-WIDE  
PLANNING &  
ENGAGEMENT**



**INCREASE  
CAPACITY &  
KNOWLEDGE**



**FACILITATE ACCESS  
TO SHELTER,  
HOUSING &  
SERVICES**



**COLLECT, PROCESS  
& SHARE DATA**



**IMPROVE EQUITY,  
FAIRNESS,  
EFFICIENCY &  
EFFECTIVENESS**



**MANAGE  
FUNDING &  
COMPLIANCE**



# LEADERSHIP INSIGHTS

## FROM OUR CEO

"I'm honored to present Sacramento Steps Forward's 2024 Annual Report, highlighting key programs and impacts.

Despite progress in building a stronger homelessness response system, too many in our community still face housing instability, driven by a shortage of affordable housing, rising rents, stagnant wages, and systemic inequities. With fewer public resources and restrictive policies ahead, our region must continue to act together.

## FROM OUR BOARD CHAIR

"I've served on the Sacramento Steps Forward Board for seven years and been involved since its founding in 2011. During this time, I've witnessed both persistent challenges and profound shifts in our region's response to homelessness.

The Sacramento Continuum of Care, supported by Sacramento Steps Forward as designated lead agency, has remained at the center of creating solutions, driving coordination, and securing funding for our community.

Collaboration is central to the mission and vision of Sacramento Steps Forward. On the following pages you will read how we unite partners to align strategies, share resources to increase capacity, and coordinate services, all to build a community that has the capacity to prevent and resolve homelessness.

Thank you for your partnership."

**LISA BATES**

CEO, SSF

Our collective efforts are, indeed, moving us closer to a Sacramento where everyone has a safe place to call home.

As Board members, we bring diverse expertise to this work, and share a deep commitment to system responsiveness and accountability.

On behalf of our entire Board, thank you,"

**JONATHAN PORTEUS, PH.D.**

CEO, WELLSPACE HEALTH



# REPRESENTATIVE PROGRAMS & IMPACT

## ► SUPPORTED THE WORK OF THE CONTINUUM OF CARE

As the lead agency for the Continuum of Care (CoC), Sacramento Steps Forward brings together system partners, aligns strategies, and manages the federal funding that supports our region's homelessness response. The Continuum of Care is anchored by a Board of more than 30 volunteer community leaders and ten standing committees that involve hundreds of supporting members.

### IMPACT:

- Managed the FY24 application for federal funds resulting in \$40.5 million for 36 community projects and programs.
- Hosted annual meeting attended by more than 150 community leaders.
- Coordinated monthly board meetings that invited public engagement and diverse voices in homelessness response planning.



## ► COLLABORATED ON A REGIONAL PLAN AND APPLICATION FOR STATE FUNDING

In early 2024, Sacramento Steps Forward managed a series of community conversations and sector-specific meetings to prepare for Sacramento's 2024 application to California's Homeless Housing, Assistance and Prevention (HHAP) grant program.

### IMPACT:

- With regional partners, finalized the *All In Regionally Coordinated Action Plan to Prevent & End Homelessness* as the community framework that identifies eight core solutions and 53 actions.
- Partnered in securing \$53.2 million in state funding.

## ► ORGANIZED THE BIENNIAL POINT-IN-TIME COUNT AND ANALYSIS

In early 2024, Sacramento Steps Forward led the region's biennial unsheltered Point-in-Time (PIT) Count. The count is a federally required assessment of our community to understand who is experiencing unsheltered homelessness, and a critical tool for guiding policy, strategies, and funding.

### IMPACT:

- Rallied hundreds of community volunteers, service providers, and partner organizations.
- Sparked media coverage and public education on homelessness.
- Provided "point-in-time" data showing a reduction of 29% in overall homelessness since 2022.



## ► IMPLEMENTED A NEW ASSESSMENT TO IMPROVE UNDERSTANDING OF CLIENT VULNERABILITY

In 2024, the Continuum of Care (CoC) approved the Housing Conversation Tool (HCT) as the new, standardized housing assessment for all programs managed through the Coordinated Access System (CAS). Frontline outreach staff began using the evaluation in October 2024.

### IMPACT:

- Updated the key tool for understanding social, health, and behavioral needs.
- Developed a framework to build client Individualized Service Plans (ISP).
- Implemented a three-part training series for outreach staff.



## ► LED YOUTH PARTICIPATION AND PROGRAMS

Sacramento Steps Forward supports the work of the region's Youth Action Board (YAB) for young people ages 18-24, many of whom have lived experience and expertise of homelessness. The YAB plays a central role in shaping the local Youth Homelessness Demonstration Program (YHDP) and is advancing strategies to address youth homelessness.

### IMPACT:

- Funded youth programs including *College Initiative* and *Street Leaders Program*.
- Helped 38 youth transition to stable housing.
- Launched initial plans for a mobile phone app that will connect youth with housing services, crisis support, and other community resources.

## ► INCREASED THE CAPACITY OF THE COORDINATED ACCESS SYSTEM

Sacramento Steps Forward continued to enhance the Coordinated Access System (CAS) to serve those seeking support in our community. This single point of entry provides a valuable “front door”, to help individuals and families find shelter, avoid eviction, access mental health support, or any number of services.

### IMPACT:

- Connected 73,890 households to community resources.
- Prevented 840 households from entering homelessness.
- Enrolled 2,734 individuals in shelter.
- Transitioned 1,518 individuals into housing.

## ► SPEARHEADED A ROBUST FRAMEWORK TO SUPPORT VULNERABLE INDIVIDUALS

Case conferencing supports providers in finding solutions for clients who have long histories of homelessness. Facilitated by our staff at Sacramento Steps Forward, case conferencing teams challenge both individual and systemic barriers, while also encouraging providers to show up with creativity and accountability.

### IMPACT:

- Supported 560 households.
- Helped to transition 253 households into housing of some type.
- Connected 107 households to ongoing mental health programs and primary care providers.



## ► IDENTIFIED SYSTEM NEEDS THROUGH A GAPS ANALYSIS

In 2024, Sacramento Steps Forward conducted a gaps analysis on behalf of the Continuum of Care to better understand what it would take to fully meet the community's capacity to prevent and resolve homelessness. The gaps analysis approached utilizes statistical modeling to make predictions around outcomes. This assessment is required by the U.S. Department of Housing and Urban Development (HUD) to receive federal funding.

### IMPACT:

- Created a model to understand when and how our region could eliminate unsheltered homelessness and reduce overall homelessness.
- Identified the investments needed to be made in prevention, diversion, and rehousing.
- Affirmed the ongoing need to increase affordable housing.



## MANAGED A LEARNING AND SUPPORT NETWORK FOR FRONTLINE STAFF

Since July 2023, Sacramento Steps Forward has hosted monthly gatherings for case managers, housing specialists, and outreach workers through the Frontline Learning Collaborative. These meetings offer a space to build valuable connections and essential capacity in a field that is extremely demanding.

### IMPACT:

- Increased the network to include more than 700 frontline staff.
- Provided a forum for sharing resources to enhance problem-solving capacities.
- Created a supportive space for the emotional and professional well-being of outreach staff.



## LAUNCHED NEW TOOLS AND IMPROVEMENTS FOR THE HOMELESSNESS MANAGEMENT INFORMATION SYSTEM

As the lead agency for the Continuum of Care's Homelessness Management Information System (HMIS), Sacramento Steps Forward continued to strengthen the quality, accessibility, and transparency of data. HMIS is a foundational tool for the homelessness response system. The integrity of the information that is logged correlates to the capacity of our system to be responsive and plan for community services.

### IMPACT:

- Fulfilled all federal requirements, including submission of reports for Longitudinal Systems Analysis (LSA), Point-in-Time Count (PIT), Housing Inventory Count (HIC), and System Performance Measures (SPM).
- Provided ongoing technical support to approximately 1,200 service provider staff serving more than 100 organizations.

## ► SECURED \$40.5M IN FEDERAL CONTINUUM OF CARE FUNDING

Sacramento Steps Forward, as the lead agency for the region's Continuum of Care, manages the extensive application and sub-recipient contracting processes, program monitoring, and reporting for annual federal funding. In 2024, the Sacramento CoC was awarded \$40,485,239 by HUD, an increase of approximately \$7 million from FY 2023.

### IMPACT:

- Funded 2,281 Permanent Supportive Housing beds (1,427 dedicated units).
- Funded 133 Rapid Re-Housing beds (84 dedicated units).
- Funded 136 Transitional Housing–Rapid Re-Housing beds (78 dedicated units).
- Secured funds for Infrastructure support of the HMIS, coordinated entry, and regional planning activities.



## ► PARTNERED ON THE SUCCESSFUL APPLICATION FOR STATE FUNDING

In early 2024, Sacramento Steps Forward partnered with the City of Sacramento, Sacramento County, and the Sacramento Housing and Redevelopment Agency on our region's fifth consecutive application for California's Homeless Housing, Assistance, and Prevention Program (HHAP) grant funding.

### IMPACT:

- Secured \$53.2 million for Sacramento's homelessness response system of which:
  - Approximately 75% funds individuals and families through community-based service providers.
  - Approximately 25% supports staffing, coordination, and evaluation for Sacramento's homelessness response.

## ► ADVANCED SOLUTIONS TO END FAMILY HOMELESSNESS

The Housing Families First Collaborative aims to ensure that every family in Sacramento has a safe, stable place to call home. The Collaborative is comprised of members who represent a cross-section of service providers, agencies, and others. Together they are problem-solving around policies, funding, and services to improve alignment, coordination, and impact.

### IMPACT:

- Hired a program director to manage the Collaborative.
- Prepared to launch a \$4.5 million pilot program that will serve at least 150 families by November 2026.
- Developed a strategic plan and pilot program goals, guidelines, and benchmarks.



# 2024 FINANCIAL REPORT

## 2024 ESTIMATES

### REVENUE

Government Grants & Support Contracts	\$21,079,095
Contributions, Foundation Grants & Program	
Service Revenue	2,347,797
Other Income	49,522

<b>Total Revenue</b>	<b>\$23,476,414</b>
----------------------	---------------------

### Interest & Investments Income (Loss)

Gain (Loss) of Value on Investments & Interest	640,782
--	---------

<b>Total Revenue &amp; Support</b>	<b>\$24,117,197</b>
------------------------------------	---------------------

### EXPENSES

Grants & Subawards	\$17,320,208
Staff Costs	5,738,186
Administrative & Office Costs	550,893
Professional Services & Other Program Costs	6,371,035

<b>Total Expenses</b>	<b>\$29,980,322</b>
-----------------------	---------------------

Net Assets or Fund Balances	\$24,724,521
Revenue Less Expenses & Loss	(5,863,125)
Assets	24,252,923
Liabilities	5,169,159

### NET ASSETS/FUND BALANCES

<b>END OF YEAR*</b>	<b>\$19,083,764</b>
---------------------	---------------------

*\*State restricted revenue for programs funded over multiple years.*

# GRATITUDE & ACKNOWLEDGEMENT

## ► DONORS AND FUNDERS

The following public agencies and private institutional donors have provided essential and sustaining financial support to Sacramento Steps Forward in 2024.

### Federal Sources

- United States Department of Housing and Urban Development (HUD)

### Local Sources

- City of Sacramento
- Sacramento County
  - Department of Human Assistance
  - Department of Health Services
- Sacramento Housing and Redevelopment Agency
- Yolo County

### Private Grants

- Aetna
- Anthem/Elevance Health
- Community Solutions
- Health Net
- Kaiser Foundation
- Molina
- Sutter Health
- UC Davis Health
- US Bank Foundation

### State of California

- California Emergency Solutions and Housing (CESH)
- Family Homelessness Challenge Grant
- Homeless, Housing and Assistance Grant Program (HHAP)

**In 2024, hundreds of community members supported the Point-In-Time Count, just one of many volunteer needs in our community.**

**Additionally, 55 individual donors contributed nearly \$14,000 to Sacramento Steps Forward through 65 gifts.**

Sacramento Steps Forward extends tremendous appreciation to those who support and serve the organization and the homelessness response system. You are helping to create a Sacramento where all have a safe place to call home.

**THANK YOU!**



The following individuals held leadership roles for Sacramento Steps Forward during the 2024 year.

## ► SACRAMENTO STEPS FORWARD BOARD OF DIRECTORS

**Dr. Jonathan Porteus**, Chair; CEO, WellSpace Health

**Cassandra Jennings**, Vice Chair; President & CEO, St. Hope

**David Husid**, Secretary; Chief Operating Officer, Sacramento Cottage Housing

**Alissa Ko**, Treasurer; Senior Director of Public Affairs, Health Net

**Amber Kemp**, Vice President, Medi-Cal Strategy, Execution, and Engagement

**Angela Upshaw**, Executive Director, Insight Housing

**Ashleigh Martinez**, Project Management Analyst, Clutch

**Ashley Brand**, Community & Homeless Health System Director, CommonSpirit Health

**Brian Heller de Leon**, Community Health Lead, Kaiser Permanente, Sacramento

**Erin Johansen**, Former Chief Operating Officer, Hope Cooperative

**Pamela Maxwell**, Vice President, Community Affairs Manager, U.S. Bank

**Rachel Brown**, Consultant and former Executive Director, Power Inn Alliance

## ► SACRAMENTO STEPS FORWARD EXECUTIVE STAFF

**Lisa Bates**, Chief Executive Officer

**Rachael Bereza**, Deputy Chief Executive Officer

**Michele Watts**, Chief Planning Officer

**Michael Colton**, Chief Financial Officer

**Roseanne Lopez**, Chief Administrative Officer

**Amanda Ohmann**, Program and Compliance Officer

**Ayanna McGee**, Director of Strategy Implementation

**Greer McVay**, Policy & Communications Director

**Kimberly Winters**, Community Impact Director

**Michelle Reedus**, Director of Coordinated Access System Operations

**Peter Bell**, Planning and Strategy Director

**Rolf Davidson**, Director of Strategic Initiatives

**Scott Clark**, Performance Excellence Director

**Trent Simmons**, HMIS and Data Analytics Director



## ► SACRAMENTO CONTINUUM OF CARE BOARD MEMBERS

The following individuals served on the Continuum of Care Board during 2024 as volunteer representatives of the various roles and sectors noted.

Thank you for your dedication and commitment!

**Angela Upshaw**, Chair

**Joseph Smith**, Vice Chair, Coalition/Network

**Darrell Rogers**, Secretary, Advocate, PWLEC

**Brian Pedro**, City of Sacramento

**Christie Gonzales**, Mental Health Service

**Dawn Basicano**, Sacramento, PWLEC

**Deborah Hicks**, Support Services

**Deisy Madrigal**, Social Services

**Emily Halcon**, County of Sacramento

**Fatemah Martinez**, Shelter/Housing Provider

**Garrick Wong**, Managed Care Plan

**Haimanot Ashenafi**, City of Elk Grove

**Jason Winkel Sgt.**, Law Enforcement

**Jenine Spotnitz**, Mental Health

**Jenna Abbott**, Business Community

**Joseph Pacheco**, Homeless Service Provider

**Julie Davis-Jaffe**, Employment Development

**Ken Cooley**, Attorney

**Lucky Santo**, Youth Action Board

**Meghan Rose**, Seniors & Social Justice Advocate

**Monica Rocha-Wyatt**, Mental Health

**Nicole Piva**, City of Citrus Heights

**Noel Kammermann**, Business

**Priest Martinez**, Wilton Rancheria

**Tara Turrentine**, Education

**Troy Lynch**, Housing Authority Management

**William Pavão**, Social Justice Advocate

**Zachary Basler**, LGBTQ Advocate, Realtor







# **BUILDING CAPACITY TO RESOLVE HOMELESSNESS IN SACRAMENTO**

**Sacramento Steps Forward**

2150 River Plaza Drive, Suite 385 Sacramento, CA 95833

916-577-9770

[sacramentostepsforward.org](http://sacramentostepsforward.org)