



Step Up

# ANNUAL REPORT

JULY 1, 2020 - JUNE 30, 2021



Marcellus, Step Up Member



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## CORE VALUES

HOPE

WELLNESS

VOICE & CHOICE

RESPECT

COLLABORATIVE RELATIONSHIPS







## MISSION

Step Up delivers compassionate support to people experiencing serious mental health conditions, and persons who are experiencing chronic homelessness, to help them recover, stabilize, and integrate into the community.

## VISION

Step Up envisions that all individuals, families, and communities affected by serious mental health issues, and persons who are experiencing chronic homelessness, will have the opportunity to experience recovery and a sense of belonging, and that permanent supportive housing will be available to everyone.

## THREE PILLARS OF SERVICE

Step Up's vision and mission are delivered to individuals, including adults, Transition Age Youth (TAY) between the ages of 18-28 years, and Veterans, through the design of its three pillars of service:

- Permanent Supportive Housing
- Workforce Development
- Member-Driven Supportive Services







# *A Letter From President and CEO, Tod Lipka*

***"We remain endlessly grateful to our valued donors, foundations, corporate partners, and volunteers..."***

To say that 2021 was yet another year filled with significant challenges is an understatement. The past year marked a critical time when the country's ongoing housing crisis and uncertainty fueled by COVID-19 continued to have a devastating impact on some of the most vulnerable individuals experiencing homelessness and serious mental health conditions. However, with the help and support of our Board of Directors, staff, and many donors and foundation partners, we have been laying the foundation to address homelessness and scale permanent housing by utilizing public/private partnerships to acquire and rehabilitate blighted motels utilizing the State of California's Project Homekey funding.

As part of Governor Newsom's Homekey initiative (which was based in part on Step Up's model of motel conversions) to address the COVID-19 pandemic in the homeless populations, Step Up opened two new permanent supportive housing developments in San Bernardino and Salinas this fiscal year. What's more, we are in the midst of rapidly developing additional Veteran's housing opportunities in Los Angeles County. Three motel conversions under construction and Buildings 205 and 208 on the West Los Angeles VA campus (expected to be completed in 2022) will extend life-saving housing and services to over 350 more veterans!

This year, Step Up was successful in helping more individuals than ever before secure permanent housing and acquire comprehensive wrap-around services. Step Up's teams engaged over 3,900 individuals experiencing chronic homelessness and untreated mental health conditions—connecting them to supportive services, pathways to permanent supportive housing, and delivering necessary case management and psychiatric care. We provided permanent housing and helped change the lives of over 1,850 members across California, Georgia, Tennessee, and Florida. And in Southern California, Step Up's Meal Program served more than 51,000 meals.

As Step Up grew nationally, the staff also increased significantly with over 330 staff serving members across the country. During the summer of 2020, the unprecedented civil unrest led us to examine issues relative to equity and social justice. The Board of Directors, staff, and I began the collaborative process to craft new ... new Advancing Access, Inclusion, Diversity, and Equity and DEI initiatives to foster a more equitable and inclusive environment for all staff and members.

As we set our sights to the year ahead, we plan to house more individuals experiencing homelessness than ever before. However, we can't accomplish this mission alone. We remain endlessly grateful to our valued donors, foundations, corporate partners, and volunteers who continually support our work and give of their time, talent, and resources to help us transform the lives of our members—helping them to recover, thrive, and live with dignity in safe and supportive homes.



**Tod Lipka**

*President and CEO*



# Member Spotlight

## Marcellus

*"Live your life like a book you must write. Every day in your life should be something that you add to your book... and **maybe your book will inspire somebody else.**"*

---

Marcellus's story is still a book in progress. At age 27, he is a student of American Administration and Justice and is in his second year working as a security officer in Santa Monica, CA. He has clear career goals, a vision for success, and thanks to Step Up's Recovery, Resilience and Reintegration (RRR) team, he has permanent supportive housing in Michael's Village, a Step Up housing community in Hollywood.



As a child, Marcellus experienced terrible grief. At the age of 6, he lost his father to cancer. At 14, he was separated from his seven siblings and sent to the first of what would become a series of neglectful foster homes. As soon as he reached the age of 18 and aged out of the foster care program, Marcellus got to work making a life for himself. In spite of his efforts, an unexpected layoff left him without housing options, and he began his three-year stint experiencing homelessness on the streets of Hollywood and downtown Los Angeles.

Although he had always been an avid reader and a hard worker, Marcellus struggled to find work and continue his studies while living on the street. Step Up's RRR team brought him to Michael's Village, where his housing navigator, Emma, explained that Step Up could help him on the path towards the life he envisioned for himself. *"When I came out here to Hollywood, I had never been to a library until Emma found [one] by Michael's Village,"* explained Marcellus, crediting her with changing his perspective about what was possible for his future if he continued with Step Up. Now gainfully employed and engaged in his studies, his story is a testimony to how much one can overcome with the right support.

Step Up has been on the forefront of permanent supportive housing for individuals experiencing homelessness. With over three decades of experience in providing a Housing First model of support, we enable our members to experience long-term healing and growth once removed from the trauma of homelessness. However, Step Up's impact is only possible because of the support we have received from donors like you. During this year, your support has enabled not only the expansion of services throughout California and the Southeast United States, but also the improvement in the lives of hundreds of people like Marcellus. Your philanthropic support enables Step Up to provide hope to those in hopeless situations, and we offer you our most heartfelt thanks. You are helping to save lives of individuals like Marcellus!



# *Volunteer Impact*



## **VOLUNTEER PROGRAM UPDATE**

At the start of 2020 when COVID-19 safety protocols were enacted, Step Up's volunteer program pivoted from on-site work to creative volunteer solutions in an effort to keep everyone safe and continue to provide vital services. Virtual services and donation drives popped up at locations around the country. This fiscal year, more than 640 volunteers dedicated over 3,700 hours of service collecting essential items for hygiene kits, Welcome Home! Kits, and personal protective equipment like masks and hand-sanitizer. Volunteers also spent time delivering meals and celebrating holidays with members at Step Up locations across the nation. Community involvement is an integral part of Step Up's success, and we thank every volunteer who selflessly gave of their time to enrich Step Up members' lives.



# Volunteer Spotlight

## Richard and Anne Hallock



***Richard, better known as Dick, and Anne feel strongly that giving of their time—via one-on-one contact—is far superior when it comes to touching the hearts of individuals experiencing homelessness. And they want to do more...***

The value and support Step Up receives from the community and its volunteers cannot be overstated. Whether it involves holding group fundraisers, giving of personal time, or providing Welcome Home! Kits, everything that our dedicated, hardworking volunteers do is impactful beyond words.

For decades, Dick and Anne Hallock have been doing just that—tirelessly supporting a mission about which they are passionate. They are strong believers in being involved and giving back to their communities, even engaging their grandchildren to help. After moving to Brentwood in the mid 90s, Dick and Anne saw firsthand how homelessness impacted the daily lives of veterans especially during the pandemic, when 46 lived across the street from their home. They witnessed the heartbreak of the veterans and as they saw some of them end up in prison and others pass away, they came to understand not

only the high cost to society but also the enormous impact of human loss.

Dick and Anne credit much of their insight and understanding to Tyrone, a man who was living primarily on church steps. Tyrone welcomed them to his neighborhood, always greeting Dick and Anne with a warm smile and welcoming heart. Once Tyrone's life changed when he became housed and stable, he continued his relationship with the Hallocks; and it developed into one almost like family. To this day, Tyrone continues to stay in touch with them.

Dick and Anne envision a time when permanent supportive housing is available for all those who are experiencing homelessness and serious mental health conditions, and they know that engaging future generations is crucial. *"We have a responsibility to be a positive role model for future generations and our philanthropy is improved and enriched through the guidance and involvement of our entire family,"* Anne shares. Approximately three years ago, Dick and Anne sat down with their family—including their grandchildren—and jointly planned their approach to giving back to the community. They created a family mission. Since then, their children and grandchildren have played leadership roles in the family's philanthropy decision making and hands-on involvement.

Dick is a retired businessman and entrepreneur, and Anne is a retired social worker. Both remain deeply involved in their community. Through their frequent walks around the VA Campus in West Los Angeles, Dick and Anne developed close relationships with local veterans living on the streets. That's when they learned about Step Up's Building 209 at the VA Campus, where Anne was asked if she would become the Activity Director for a volunteer program. Anne was ecstatic! In fact, it was Anne who first established the Step Up volunteer program.



Anne went to work immediately, dedicating countless hours every month to ensure the resident veterans at Building 209 who had previously experienced homelessness did not feel isolated or marginalized. Anne planned, coordinated, purchased supplies, and implemented the necessary tasks to ensure veterans have regular activities—which Anne continues to this day with Dick by her side every step of the way. Some of the most popular activities include art classes, bingo days, birthday parties, BBQ's, holiday dinners, and Monday Morning Coffee and Conversation—just to mention a few.

Anne finds her volunteerism so rewarding. She has built such warm relationships and trust with all the veteran residents. *"I remember one day when a vet came home from the hospital in a wheelchair and with an oxygen tank. He seemed to be struggling trying to get to his room, and there was no one else around. I'm just so happy I was there and was able to help him,"* recalls Anne. The residents at Building 209 even reach out to her directly when they need someone to talk to—she listens. She changes lives. The impact of Anne's contributions is immeasurable.

Dick's contributions to Step Up have been just as meaningful. Shortly after Dick and Anne moved to Los Angeles, Dick was invited to join Step Up's Board of Directors, which he readily accepted. During his tenure on the Board, Dick learned more about homelessness and mental health. He saw firsthand how homelessness negatively impacts society and

knows what it takes to successfully get individuals off the street and keep them off through a Housing First model of service like Step Up's.

Dick and Anne also have a deep understanding of how important philanthropy is to a nonprofit. *"I recently came to understand the need for philanthropy to cover expenses not reimbursed elsewhere. First there is the need for rent deposits, furnishings, and supplies, then the subsequent support that is provided. But even more impactful is the magic provided by skilled caseworkers delivering compassionate service long past their work shifts. It's like support you get from friends and family. The small details that are value added—like the dinner that is served outside because the individual did not feel comfortable dining inside. The caseworkers in the field are the secret sauce to nonprofits like Step Up,"* Dick explains.

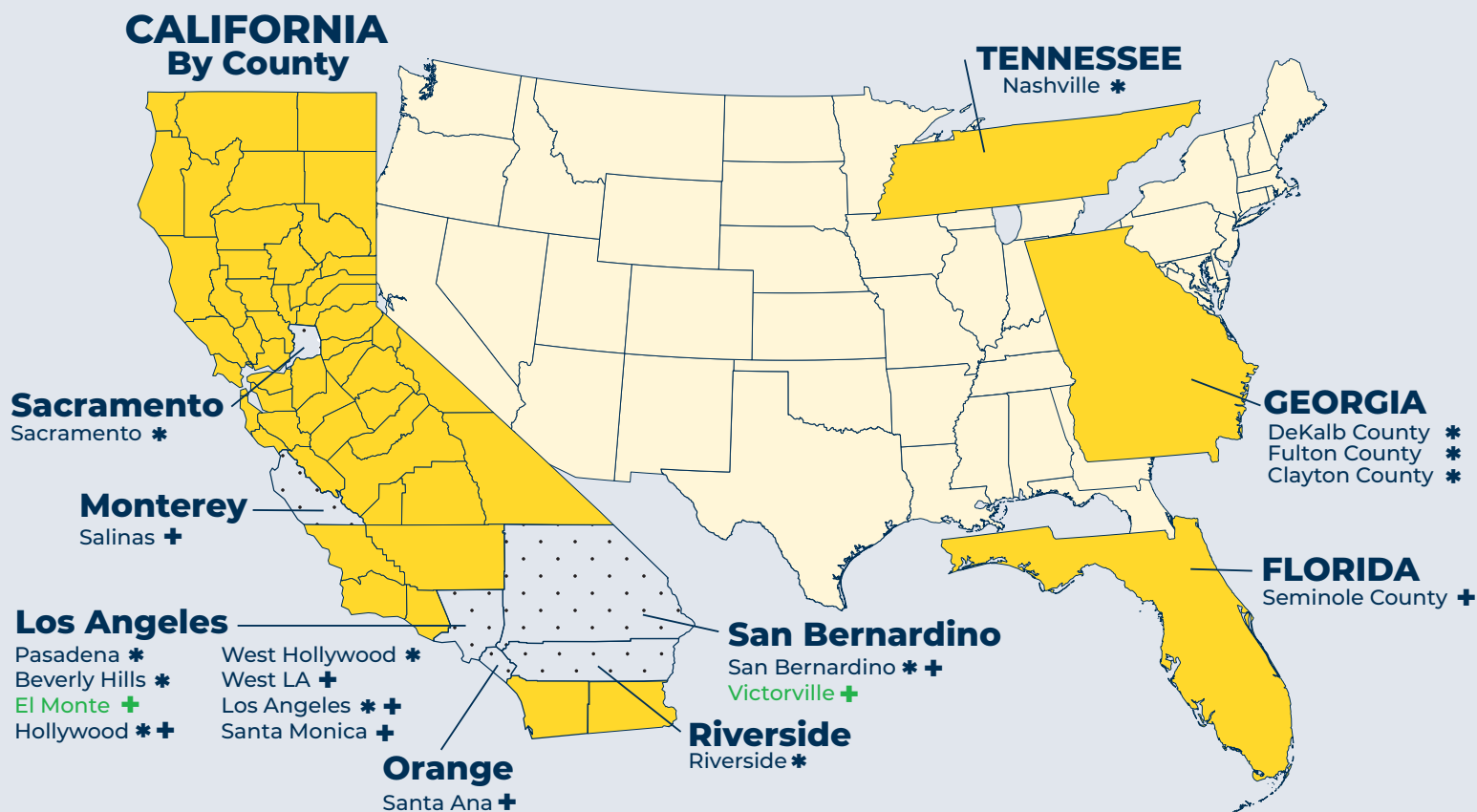
Through the years, with Anne by his side, Dick has served on various Boards. Through his long-standing relationship with the John and Polly Sparks Foundation, he was instrumental in facilitating transformational start-up funding for Step Up locations in Atlanta and Savannah. Dick garnered support from civic leaders and met with Sam Tsemberis and Philip Mangano, who have nationwide credibility in successfully addressing homelessness—his persistent efforts proving fruitful. Over the past five years, the John and Polly Sparks Foundation has given over \$2 million in support to cover unfunded costs resulting in over 730 individuals served and housing over 440 clients. The John and Polly Sparks Foundation's investment is making a tremendous positive impact by reducing the cost of homelessness to society from both an economic standpoint and the human perspective.

The time our volunteers invest in any capacity is invaluable. We are honored to have such wonderful supporters like Dick and Anne that give their time and talent in support of others!





## Step Up Locations Across the Nation



### LEGEND

Coming Soon

\* Scattered Sites

+ Permanent Supportive Housing Developments





# Housing and Service Delivery Impact

Quantifying our annual impact, overall growth, and the demographics of the members we serve is an undertaking to which we devote countless hours. We report on housing, supportive services, and vocational activities delivered throughout California and the Southeastern region that includes Georgia, Tennessee, and Florida. This fiscal year, Step Up experienced exponential growth. The total number of individuals housed increased by 69%, while overall services expanded by 37% over previous fiscal years.

Step Up was an early adopter of the evidence-based Housing First philosophy used to ensure that members are offered safe and supportive housing without restrictions. People who are experiencing homelessness are linked with stable housing as quickly as possible without any preconditions such as sobriety, medication compliance, or other requirements. This approach keeps individuals out of emergency departments, inpatient hospital stays, psychiatric centers, detoxification programs, and jails that would otherwise result in high public costs and poor health outcomes including premature death (Latimer, et al., 2019). In fact, over 98% of members who are placed in Permanent Supportive Housing at Step Up remain housed after a 12-month period. This significantly reduces the cost of homelessness and the cost to society, in some cases by as much as 75%. Thanks to our partners and supporters, over 1,850 individuals are now permanently housed and thriving.

Step Up provided services to over 3,900 members and housing to over 1,850 individuals; 56% were served in Greater Los Angeles, 28% in the Inland Empire, 6% in Sacramento and Monterey counties, and 10% in the Southeast region.



\*Numbers indicated above are as of June 30, 2021



# Housing and Service Delivery Impact

## Veteran Housing

Step Up's Veteran Housing Partnerships are creating over 350 new housing opportunities for unhoused veterans in six developments in Los Angeles County. Step Up on Western in Los Angeles is currently leasing, and three additional motel conversions: Step Up on Broadway, Step Up on West Third, and Plaza Ortiz are making steady progress and will be ready for move-in during 2022. Buildings 205 and 208 on the West Los Angeles VA Campus are expected to be completed by late summer 2022.



## Inland Empire

Step Up's outreach program engaged over 1,100 individuals living under bridges, riverbeds, parks, cars, and other places not meant for human habitation. Of those, we connected more than 900 members to mainstream benefits. Step Up's mental health services in San Bernardino expanded by over 300% during the past year while intensive case management grew by approximately 180%. 560 (51%) of the 1,100 individuals were linked to permanent supportive housing, and over 130 members were newly housed in one of Step Up's developments or scattered site apartments.

In April 2021, we opened Step Up's newest housing community in San Bernardino. The Allstar development consists of 76 units of permanent supportive housing funded through California's Project Homekey in partnership with the County of San Bernardino and co-developer Shangri-La Industries to quickly house individuals experiencing chronic homelessness at high risk of COVID-19.





## Southeastern U.S.

Thanks to a generous grant and partnership from The John and Polly Sparks Foundation, Step Up Atlanta opened in 2019 in partnership with Pathways to Housing. During fiscal year 2020-2021, we expanded our services in Georgia as well as in Florida and Tennessee.

### Georgia

Since 2019, we have delivered services to over 730 individuals and housed over 440 persons, who previously experienced homelessness (some of whom include spouses and children and/or are military veterans) through nine programs. Over 160 of those individuals were housed in 2021.



### Tennessee

Step Up's team of six in Nashville oversaw a Shelter Plus Care Project that provided vouchers and support to unhoused persons. Through the Rapid Rehousing (RRH) project, the team housed over 40 individuals, including families, and served over 80 individuals. The team also collaborated with the newly formed Low Barrier Housing Collective to help find landlords willing to take housing vouchers for qualified members.

### Florida

In 2020, Step Up partnered with Wendover Housing Partners to open Warley Park in Sanford, Florida, becoming the first housing community to offer permanent supportive housing (PSH) in Central Florida. The Warley Park facility offers 81 units of PSH for families, individuals, and Veterans experiencing homelessness. There are over 150 residents at Warley Park.

With amenities such as a multipurpose clubhouse, computer labs, activity rooms and meeting rooms, as well as by engaging the community with hosted luncheons for veterans, a Friendsgiving Dinner, and meals provided by the local Girl Scouts for all residents and their families, Warley Park residents are flourishing in life-changing ways.





# Project Homekey

## Motel Conversions

Step Up has been converting blighted motels into permanent supportive housing for years. This is a proven, scalable option for acquiring and rehabbing PSH units faster and more cost effectively. The greatest affirmation of this motel conversion model came with the 2020 Project Homekey program put into operation by Governor Newsom in California.

Successful motel conversions require forethought, planning, and strong partnerships from both the public and private sectors. Our strong partnerships allow us to complete affordable permanent supportive housing faster and cheaper, yielding more units. Motel conversions can be accomplished in just a few short months instead of the years it takes to develop affordable housing from the ground up.

## Allstar Homekey

In April 2021, Step Up opened its newest motel conversion. The Allstar development provides 76 units of permanent supportive housing funded through California's Project Homekey in partnership with the County of San Bernardino and co-developer Shangri-La Industries to quickly house individuals experiencing chronic homelessness at high risk of COVID-19. Through phase one of the Allstar project, individuals received a lease for their new homes in a matter of a few months, rather than years.



## Step Up Salinas

Located in Salinas, CA, Step Up Salinas opened in December 2020, with 99 apartment units and two manager units. Through Project Homekey and the City of Salinas, the property is home to individuals who were previously chronically homeless and at risk of COVID-19. Step Up and co-developer Shangri-La Industries helped transition phase one of this project from start to finish in just four months' time.

Step Up was honored by the Monterey Bay Economic Partnership with the Public Private Partnership Award presented at the Annual Regional Economic Summit in recognition of the Project Homekey development. This award is given to an impactful cross sector partnership that demonstrates a significant contribution to the wellbeing of the region and inspires others to take action.





# Donor Appreciation

## Thank You!

There are no words to express our deep appreciation for the kindhearted generosity from all our supporters. Your trust and investment is allowing Step Up to continue its expansive growth to ensure individuals experiencing homelessness and mental health conditions obtain a safe place to call home and receive the comprehensive case management services they need to recover and thrive. Your support is truly lifesaving, and we can't thank you enough!

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Tanya Yee  
Joyce Yoshimizu  
Vincent Young  
Jaime Zavala  
Tracy Zemansky  
Randy Ziglar  
Zukor Family Fund  
Fred and Teresa Zullo

## IN-KIND DONORS

3D PPE Artist Network  
Bita Adham  
Alpha Kappa Alpha Mu Lambda  
Omega  
Bella + Canvas  
Bloom  
Brentwood School  
Kieran Callanan and  
Julia Kandel-Kreiger  
Keysin Chen  
Elks Lodge 906  
Lauren Ellsworth  
Trisha Garcia  
Girl Scouts of Citrus  
Good Nite Inn, Inc  
Lynda Grigsby  
Jeini Guardia  
Richard and Anne Hallock  
HD Wholesale Club (Florida)  
Carolyn Healy  
Heart Hands and Hope, Inc.  
Amanda Hershey  
Korinne Hinderliter  
Madelyn Joharchi  
Andi Kroll  
Lee's Famous Chicken (Florida)  
Lisa Lipman  
Suzanne Lyons  
Kaitlyn Majkoski  
Anna Mariejewski  
Ocean Charter School  
Sarah Pa  
Bryan and Jane Petersen Bentrott  
PetSmart (Florida)  
Han Phung

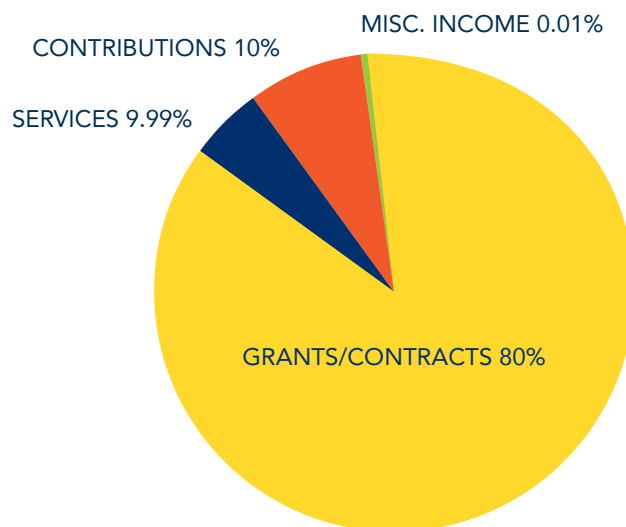
Nicole Pinakidis  
Dustin Shaw  
Shelter Partnership  
Tess Shin  
Christina Sippy  
Stephen and Paula Smith Marder  
Matthew Susman  
Temple Israel of Hollywood  
Temple Shalom South Bay  
The Rock Church Temecula Valley  
Village for Vets  
Julie Von Weller  
Michele Wedlow  
Brittany Yerxa  
John Yu

*Sunnie, Step Up Member*



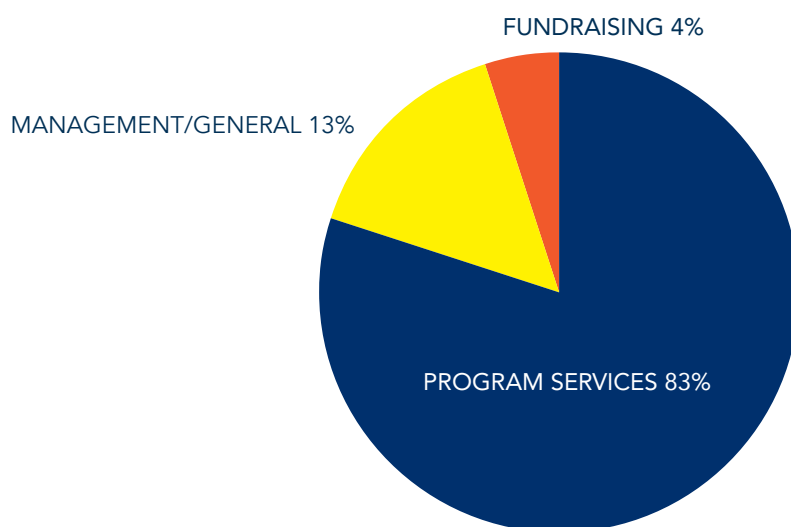


### PUBLIC SUPPORT & REVENUE



|                           |              |
|---------------------------|--------------|
| Grants/Contracts          | \$29,430,759 |
| Fundraising/Contributions | \$3,632,921  |
| Services                  | \$3,600,104  |
| Miscellaneous             | \$2,838      |

### FUNCTIONAL EXPENSES



|                    |              |
|--------------------|--------------|
| Program Services   | \$30,261,289 |
| Management/General | \$4,505,915  |
| Fundraising        | \$1,553,313  |



# Leadership

## Board of Directors

### OFFICERS

Dr. Fernando Torres-Gil, Chair  
Kevin Kozal, Vice Chair

Peter C. Scholze  
Leroy Simpkins  
Sunnie Walker  
Zev Yaroslavsky

### MEMBERS

Lise Bornstein  
Marly Ann Carlisle  
Barrett Esarey  
Robert Greenberg  
Harry Keiley  
Andi Lovano  
Anant Patel  
Mia St. John

### ADVISORY BOARD

Allan Emkin  
Aileen Getty  
Jeffrey Kaufmann  
Robert A. McDonald  
Jon Vein  
Mark Verge

## Executive Team

**Tod Lipka**

*President & CEO*

**Aaron Criswell**

*Chief Housing Development Officer*

**Lynne Elwan**

*Chief Development Officer*

**Judson Leibee**

*Chief Financial Officer*

**David Tavlin**

*Chief Programs Officer*

**Apryll Thomas**

*Chief Human Resources Officer*

*"We know what to do, and we know how to do it.  
We just need a lot more of it."*

- Philip F. Mangano, Founder and CEO of American Round Table to Abolish Homelessness



