



SOCIAL MODEL
RECOVERY SYSTEMS

Annual Report

2024



Table of Contents

Board of Directors	2
Letter from Leadership	3
Mission and Vision	4
Core Beliefs	5
Financials	6
Client Demographics	7
Programs and Services	8
Testimonials	9
Staff Spotlight	10
Staff Acknowledgements	13
Partners	14

Board of Directors

Social Model Recovery Systems is guided by a dedicated Board of Directors who bring their experience, passion, and leadership to advance our mission. We are grateful for their service and stewardship.

Executive Officers

Ulises Gutierrez, *President*

Kristine Larsen, *Vice President*

Marie Flowers, *Treasurer*

Yolanda Cordero, *Secretary*

Members

Wanda Jones

James O'Connell

Tim Hartley

Emeritus

Patricia Fenoglio

Gerald Brown



Letter from Leadership

Thirty-Nine Years of Service and a Vision for the Future

Thirty-nine years ago, Social Model Recovery Systems (SMRS) began a journey rooted in compassion, to provide care for individuals in the Los Angeles community struggling with mental health and substance use disorders. What began as a local mission quickly revealed a broader truth: across the country, families were facing similar challenges with few resources available to meet their needs.

As word spread, we found ourselves helping others replicate what we were building in Los Angeles. These efforts were never driven by a desire for recognition or reward, our satisfaction came from seeing communities begin to heal.

Today, treating co-occurring disorders has become the national standard of care. Yet, we face new uncertainties. The challenges ahead remind us of the early days when the path forward was unclear, but the need for care was undeniable.

In this spirit, our approach to strategic planning has evolved. Despite the unknowns, we move forward with conviction and faith in our mission. Guided by the wisdom of our Board of Directors and the dedication of our team, we have embraced a renewed commitment to fiscal stability and community engagement, recognizing that financial sustainability is essential for continued impact.

We are expanding our outreach efforts to raise awareness about SMRS and the vital work we do. In addition to our core treatment services, we are launching new campaigns that align with prevention strategies, helping individuals avoid the need for treatment altogether.

Our vision is for every person who walks through our doors to be embraced with dignity and respect. We want them to feel at home in a welcoming, beautiful environment that offers the resources they need to rebuild their lives. To achieve this, the ongoing enhancement of our facilities and infrastructure is a key priority.

Above all, we recognize that our work is only possible with a team of dedicated, compassionate professionals. We strive to attract and retain top talent, people who are passionate about making a difference, day in and day out.

With these priorities, financial strength, community outreach, prevention, exceptional care environments, and a committed workforce, we believe we are building a stronger, more resilient community for those facing life's toughest challenges.

We invite you to join us in celebrating the future and strengthening our mission.



Ulises Gutierrez
Board President



Bruce Boardman
Chief Executive Officer



Who We Are

At Social Model Recovery Systems, we're rooted in care, driven by collaboration, and guided by a belief in brighter futures.

our VISION

Social Model Recovery Systems envisions a world where communities can pursue social, economic, educational, and spiritual wellness free from alcohol, other drugs, and mental health problems.

our MISSION

Our service mission is threefold:

- To create environments promoting recovery, personal responsibility, and mutual self help;
- To help communities prevent and reduce alcohol, other drug, and mental health related problems through positive social change, and;
- To share research and knowledge through training, consultation, and educational initiatives.

Our financial mission for success:

- To maintain fiscal strength which ensures quality, growth, and the ability to serve all people in need and;
- To provide cost-effective services that achieve the best and highest use of public and private resources.

Our Core Beliefs

The following core beliefs are the foundation of everything we do. They guide our decisions, inspire our actions, and keep us aligned with our purpose as we work toward meaningful change.



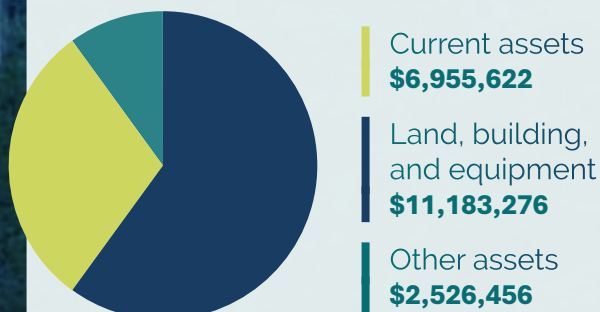
- 1.** We believe that everyone contributes to providing a safe and nurturing environment; we treat each other with consistency, predictability, and respect.
- 2.** Everyone is expected to role model healthy behaviors.
- 3.** Each person is treated with dignity and respect.
- 4.** Everyone advocates for individual growth and community change.
- 5.** Everyone's life experience is valued.
- 6.** Self-disclosure, when appropriate, is beneficial.
- 7.** The primary relationship is between the participant and the program community rather than with an individual staff member.
- 8.** We seek to understand and accept our own limitations.
- 9.** Our responsibility is to provide an environment in which participants discover their personal choices; we believe that only the participants have the ability to choose to recover.
- 10.** We offer resources for the individual and communities to develop and implement change.
- 11.** We seek to create meaningful and mutually beneficial relationships with the community.
- 12.** Recovery is an individual choice and an ongoing process; it is demonstrated, measured, and strengthened by community involvement.

Financials

AS OF JUNE 30, 2024

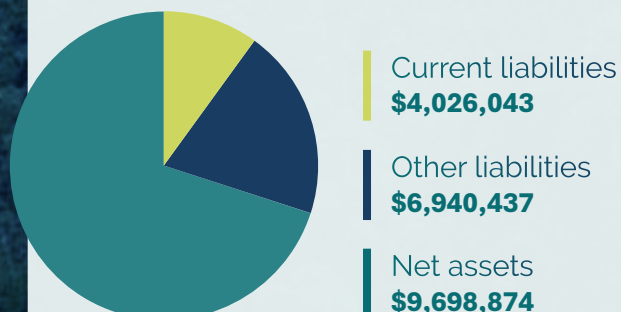
ASSETS

TOTAL: **\$20,665,354**



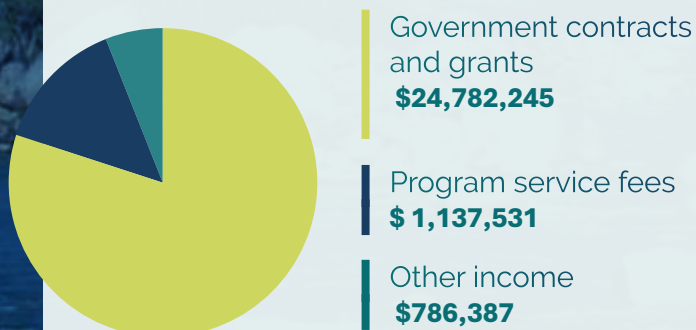
LIABILITIES & NET ASSETS

TOTAL: **\$20,665,354**



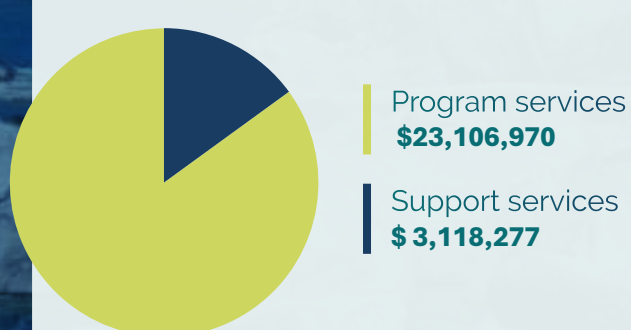
REVENUE

TOTAL: **\$26,706,163**



EXPENSES

TOTAL: **\$26,225,247**



INCREASE IN NET ASSETS: \$480,916

Participant Demographics

Understanding our participant demographics allows us to see the real faces behind the numbers. These insights guide our work, ensuring our efforts are responsive, inclusive, and aligned with the needs of the communities we serve.

GENDER

Female	32.6%
Male	63.3%
Non-Binary	0.5%
Trans Female	2.0%
Trans Male	0.1%
Unknown	1.5%

SEXUAL IDENTITY

Bisexual	4.8%
Gay	4.1%
Hetero / Straight	83.4%
Lesbian	1.6%
Queer	0.3%
Unknown	5.8%

AGE GROUP

17 and under	1.3%
18-25	7.6%
26-35	40.9%
36-45	29.9%
46-65	19.7%
over 65	0.6%

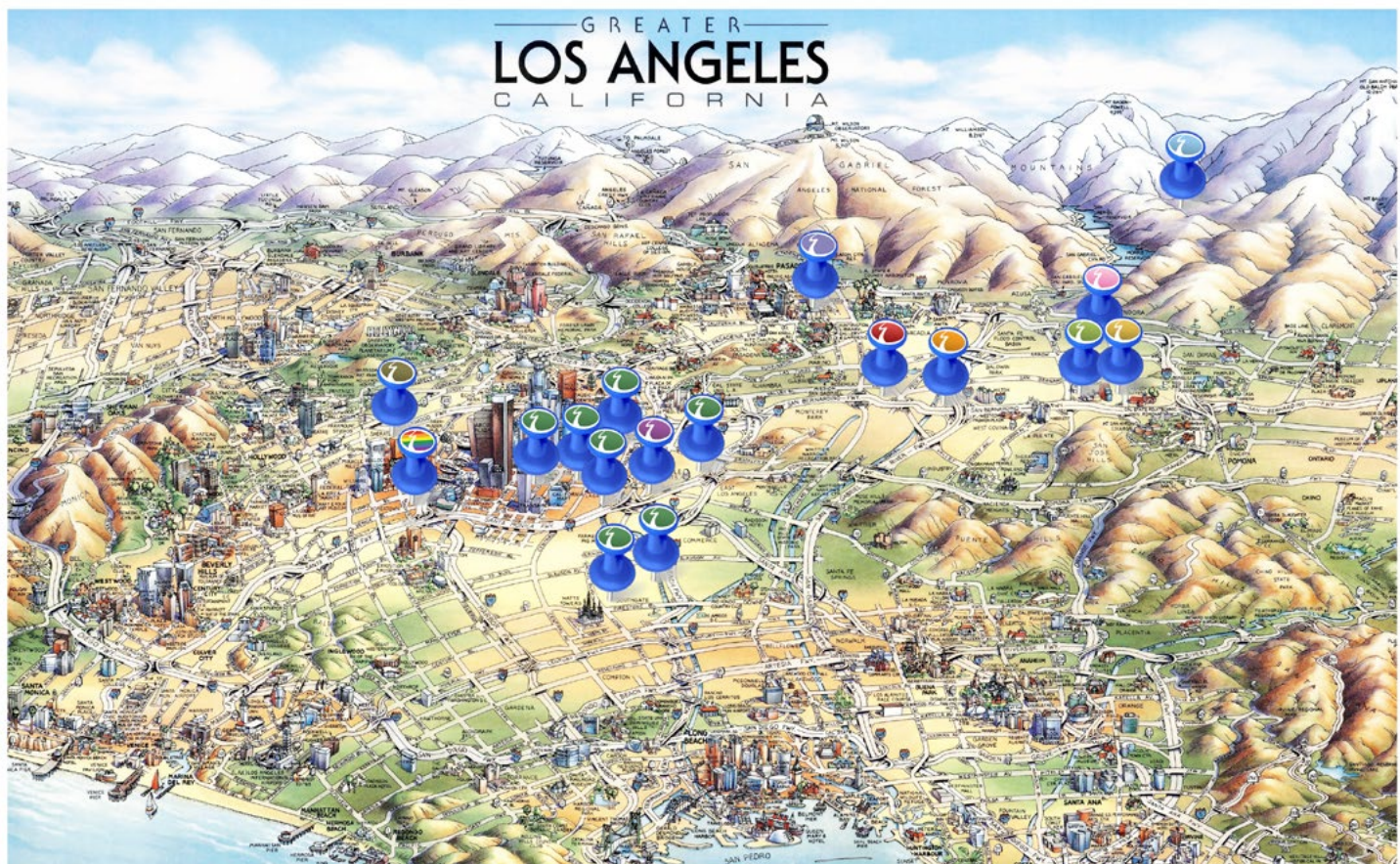
ETHNICITY

African / Black	16.0%
Asian	2.0%
Hawaiian / Pacific Islander	1.0%
Hispanic	55.4%
Indian	0.0%
Native American	0.5%
Not Answered	0.1%
Other Multi-Racial	5.1%
Unknown	2.6%
White / Caucasian	17.0%



Programs and Services

Our programs meet people where they are—offering care, support, and resources for lasting change. From residential treatment and outpatient care to prevention initiatives across Los Angeles County, we provide pathways to healing, recovery, and hope.



PROGRAMS AND SERVICES

RESIDENTIAL

-  RIVER COMMUNITY, AZUSA, CA
-  STEPPING STONES, COVINA, CA
-  MARIPOSA, LOS ANGELES, CA
-  OMNI CENTER, EL MONTE, CA
-  BIMINI, LOS ANGELES, CA
-  ROYAL PALMS, LOS ANGELES, CA

OUTPATIENT

-  RIVER COMMUNITY COVINA, COVINA, CA
-  RIVER COMMUNITY WELLNESS CENTER, COVINA, CA
-  MIDVALLEY OUTPATIENT, EL MONTE, CA
-  PASADENA COUNCIL ON ALCOHOLISM AND DRUG DEPENDENCE, PASADENA, CA

PREVENTION PROGRAMS

- UNITED COALITION EAST PREVENTION PROJECT (UCEPP), LOS ANGELES, CA
- COMMUNITY CENTERED EMERGENCY ROOM PROJECT (CCERP), LOS ANGELES, CA
- SKID ROW ACTION PLAN (SRAP), LOS ANGELES, CA
- SKID ROW CARE CAMPUS, LOS ANGELES, CA
- REFRESH SPOT, LOS ANGELES, CA
- CITY OF LA COLLABORATIVE FOR SUBSTANCE USE CARE, LOS ANGELES, CA
- TOBACCO FREE PARTNERSHIP, BELL, CA/SOUTH GATE, CA

Participant Testimonials

“

They remind us that recovery isn't just about sobriety, it's about rediscovering joy.

- Rosalie S.

“

Please keep doing what you're doing. You are changing lives, one tough love moment, one group session, one belly laugh at a time.

- Sergio O.

“

You are the heartbeat of SMRS, and we are endlessly, deeply grateful.

- Jessica A.

“

There's a certain kind of magic beating inside SMRS — the pulse of transformation, the sacred rhythm of healing and hope quietly growing roots.

- Travis F.

“

They go far beyond their job descriptions. They mother, father, coach, counsel, redirect, hype us up, and love us through it.”

- Rodney D.

STAFF SPOTLIGHT

A Legacy of Quiet Strength: Honoring Tim Stevens’ 36 Years of Service



Some leaders arrive with fanfare. Others shape the soul of an organization quietly, over decades of integrity and resolve. Tim is the latter. He arrived with a humble heart, and a quiet sense of humor that made even the hardest days feel lighter. For 36 years, he has guided Social Model Recovery Systems through its biggest transitions — not with fanfare, but with focus, consistency, and a deep sense of purpose. His leadership has been marked by care, clarity and a wit that earned him respect without ever asking for it.

Tim once dreamed of taking the stage, but fate cast him in a far more enduring role — the behind-the-scenes showrunner, the steady hand behind the curtain, ensuring the lights never went out for those who needed them most. Born in a small town in Iowa, Tim left home at 19, earned a BA in Theater Arts, and spent a summer making donuts at a tourist

stop in Rocky Mountain National Park. He never quite mastered the bear claw, but it was a sweet start to a life filled with unexpected purpose. A few years later, he moved to Los Angeles with dreams of becoming an actor. He performed in local theater, but when the stage didn’t pay the bills, he leaned on his typing skills and accounting background to land temp jobs.

He came to L.A. chasing the spotlight — but ended up behind it, lighting the way for others with quiet grace. In 1989, through a family connection and an unassuming dinner in Monrovia with SMRS founder Charles “Bud” Hayes, Tim was offered the job on the spot. “I was working a job I wasn’t happy in, and they needed an administrator,” he recalled. “Bud hired me over dinner. Just like that.” It might not have been part of Tim’s plan,

but some intersections aren't accidents. Looking back, it's clear: the right path found him. What seemed like a simple, free dinner became a turning point in SMRS history — quietly altering its course in ways no one could have predicted. It was the beginning of a legacy that would help shape the organization for decades to come.

What began as a practical career move became a lifelong calling. In those early days, Tim drove the mountain roads up to River Community — a peaceful, 20-minute ascent that became more than a commute. “It was beautiful going up and coming down,” he said. “There was a sense of calm, even before the day began.” Though he wasn't carrying a caseload, his impact ran just as deep — personally welcoming each new resident, making sure they felt seen, and helping them navigate the maze of benefits that made recovery possible.



In the decades that followed, Tim has served as both Chief Operating Officer and Chief Financial Officer, helping guide SMRS through a period of extraordinary growth. When he started, the agency's budget was just \$750,000. Today, it exceeds \$25 million. The team has grown too — from 20 staff to more than 300. Tim is quick to credit that growth to the vision of leadership of others. But those who know the rhythm of this organization — who've carried the weight of the work —

know this to be true: if leadership charted the course, Tim caught the wind, trimmed the sails, and kept the vessel steady.

Decades ago, the agency came dangerously close to missing payroll. If Tim felt the pressure, he never showed it. He worked closely with the team to ensure every staff member was paid, leading with calm, steady resolve. Most never knew how close it came, because Tim never let it show. “We've never missed payroll,” he says. “Not once. And that matters.” Not just because of financial integrity, but because of leadership and the determination to do the right thing. When asked the secret to nearly four decades of financial stewardship, Tim doesn't hesitate. “Honesty,” he says. “Report the numbers as they are. No inflation. No games. And make sure what we're doing meets the spirit of our mission.”

Through it all, Tim has seen his role not just as COO or CFO, but as someone who serves the people doing the work. “I've always believed the staff are the people I serve,” he says. “Even if I don't get to interact with clients as much anymore, I care deeply about supporting those who do.” His leadership has never been about command.

“I try to treat people with dignity and respect, to understand where they're coming from. That's part of being a leader and a human being.”

It's about presence. Relationships. Trust. And above all, respect. “I try to treat people with dignity and respect,” he says. “To understand where they're coming from. That's part of being a leader and a human being.”

Ask him what his colleagues might say about him, and he jokes, “That I'm tall.” (He is.) Then, more sincerely, “I hope they'd say I'm respectful. Maybe that I have a good sense of humor.” Tim is the one who answers your call or email, even on vacation, and stands up for what's right. A mentor. A colleague. A trusted friend.

He'll tell you the truth, even when it's hard. And he'll say yes when others say no. He might leave behind a coffee cup and napkin after a meeting, but you'll never catch him walking away when it truly counts.

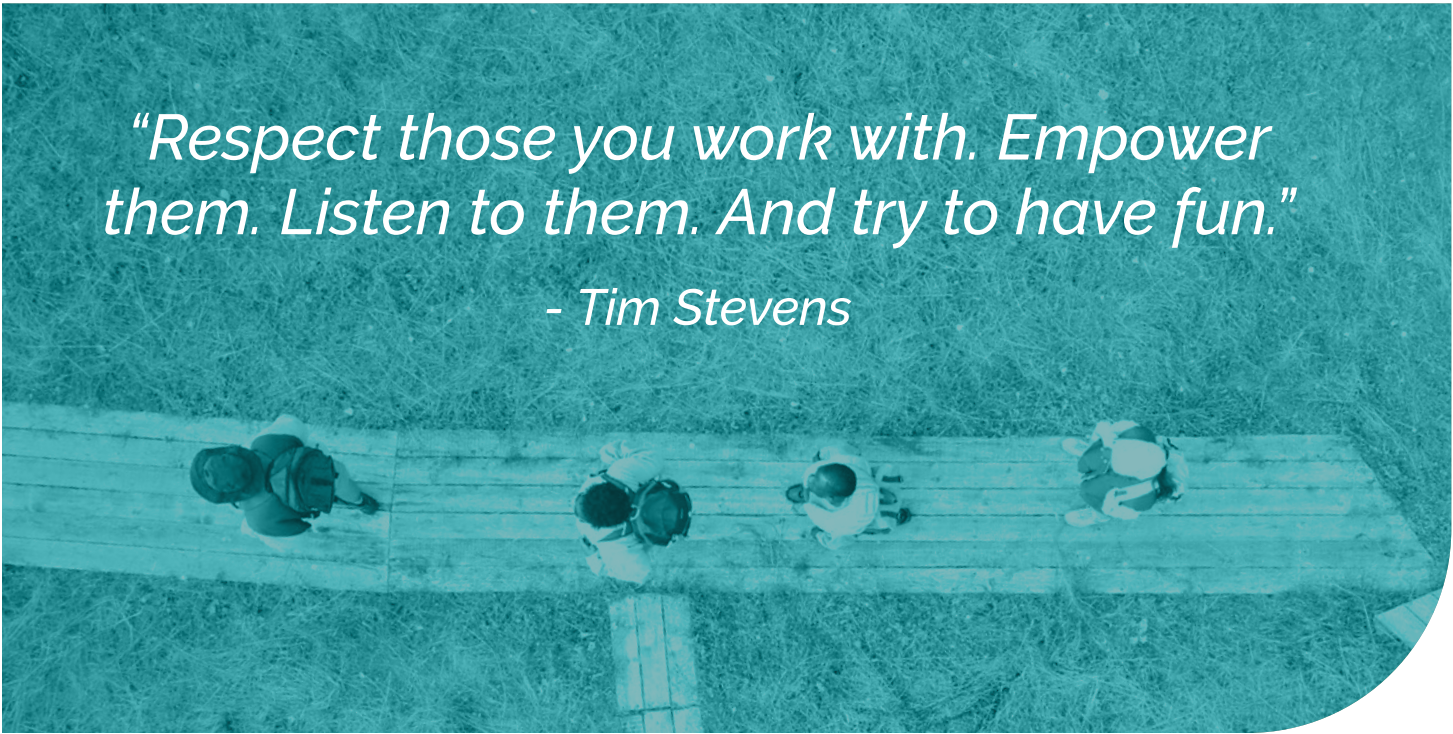
Those who've worked with him would likely say so much more. That he's calm in a storm, honest to the core, and a steward of the agency's heart and finances. They'd also mention the 4:30 p.m. microwave popcorn with Jim O'Connell — a River Community ritual of friendship and laughter that still brings a smile to Tim's face. Even in the most demanding roles, he's never forgotten that connection is what carries the work and the people doing it. In prevention, there's a saying: the opposite of addiction is connection. Tim understood that long before it became a mantra. His presence — steady, loyal, and human — reminds us of what really holds a place like SMRS together. He's not just part of our history; he's part of its heartbeat.

What values have guided him all this time? "Humility," he says. "I was raised Catholic. I don't practice anymore, but what stayed with me is the importance of humility. That's served me well in work and life." When asked what SMRS has meant to him, Tim's answer is quiet but profound: "It's given me a sense of achievement. A sense of purpose. And the opportunity to know and work alongside good people." Looking ahead, he hopes SMRS never strays from its Core

Beliefs. "I hope we always ask, 'Does this align with our mission?' Whether we grow to 1,000 staff or not, it only works if we treat people with dignity, honesty, and respect."

The acting career didn't pan out, but Tim found a far more meaningful role — not on center stage, but behind the scenes, where the real work happens. He traded scripts for spreadsheets, lines for ledgers, and applause for purpose. He never became a leading man in Hollywood, but at SMRS, he's earned a different kind of recognition — a Lifetime Achievement Award for Best Supporting Actor. Through every defining moment of SMRS, he's been the quiet constant — the steady rhythm behind the work, never seeking the spotlight, only making sure the rest of us could shine.

His parting message to the next generation of leaders is simple, but powerful: "Respect those you work with. Empower them. Listen to them. And try to have fun." Tim's quiet presence has lit the way for so many of us. His leadership hasn't just shaped this organization — it's shaped the people within it. And for those of us lucky enough to walk alongside him, the impact is lasting. Personal. Transformative. We are better because of him.



"Respect those you work with. Empower them. Listen to them. And try to have fun."

- Tim Stevens

Staff Acknowledgments

Reham
A., Chris A.,
Emily A., Christina
A., LaQuon A.,
Raymond A., Carlos A.,
Genesis A., Julian A., Justus
A., Abraham A., Lisa A.,
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A., Brenda A., Elizabeth A.,
Bryan A., Raymond A., Lacey
A., Sarah A., Melanie A., Jeni
A., Mehrdad A., Eric A., Josue
A., Irene A., Uriel A., Wilnard B.,
Henry B., Dezella B., Jessica B.,
Joanna B., Gerardo B., Kyle B.,
Brenda B., Brittany B., Desiree B., George B., Kimberly B.,
Luis B., Brenda B., David B., Kelly B., Bruce B., Luis B., Jo
B., Justin B., James B., John B., Cody B., Merci B., Jessica
B., Emily B., Kevin B., Maria C., Paul C., Jamie C., Claudia
C., Barbara C., Saul C., Jessica C., Zelenne C., Alejandra
C., Nancy C., Sonia C., Julie C., Rodolfo C., Suzanne C.,
Justina C., Nydia C., John C., Kevin C., Mary C., David
C., Socorro C., Gloria C., Loretta C., Timmy C.,
Brittany C., Michelle C., Linea C., Yin-Chen C.,
Jaer C., Haylee C., LaTonia C., Bertha C.,
Claudia C., Justin C., Kerry C., Maria C.,
Elizabeth C., Hoffman C., Stanley C.,
Yolanda C., Dina C., Valerie C.,
Guillermo C., Jason C., Clarence D.,
Michael D., Dede D., Cynthia D.,
Ruel D., Nataly D., Tayra D.,
Izella D., Javier D., Matthew
D., Jeannette D.,
Timothy D., Lara D.,
Jeriel E., Eric E.,
Rommy E.,
Derrick E.,
Dezierae E., Elizabeth E., Vivian E.,
Ashley E., Aldrin E., Carlos E., Robert E., Steven E.,
Michael F., Donald F., Candice F., Mark F., Ricardo F., Mariela
F., Patricia F., Magely F., Kevin F., Valerie F., James F., Jesse G., Jamie G.,
Exon G., Andrew G., Jessica G., Christine G., Martha G., Jake G., Anna G.,
Amanda G., Albert G., Armond G., Markisha G., Janelle G., Albert G., Joanna G., Arnulfo
G., Martin G., Linda G., Armando G., Mireya G., Manuel G., Antonio G., Ambrosio G., Brenda
G., George G., Eileen G., Danielleneika G., Albert G., Joanna G., Dezmond G., Jr. G., Kimberly G.,
Tiffany G., Marcus G., Vanessa G., Katherine G., Marvin G., Kiara G., Amanda G., Viola G., Juan G.,
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H., Karen H.,
Simone H., Joseph H., Sayveanna H., Justin H., Susan H., Kelly H., John H., Richard H.,
H., Sally H., Arianna H., Denise H.F., Jacqueline H., Selene H., Daniel H., Anthony H.,
Patrick H., Ann H., Carla H., Deon H., Kuangheng H., Janet I., Hugo I., Philip J., Brandon J.,
Raymond J., Susan J., Melissa J., Travis J., Jesse J., Mary J., Tina J., William J., Nicole J.,
Tanieksha J., James J., Naomi K., Jennifer K., Brenda K., Tatiana K., Kent K., Amanda L., Ray L.,
Kendra L., Samantha L., Leanne L., Madonna L., Daisy L., Raynard L., Anna L., Patrick L., Camile
L., Jessica L., Patricia L., Gloria L., Tawny L., Gabrielle L., Megan L., Arlena L., Jami L., Cota L.,
Crystal L., Kassandra L., Gerald L., Lisa L., Denise L., Aaron L., Gina L., Daniel L., Jr. L., Amri L.,
Jovanna M., Christopher M., Ashley M., Cassandra M., Amanda M., Michael M., Katherine M., Rico M.,
Steve M., Alex M., Anissa M., Jessica M., Mario M., Eugene M., Russell M., Michael M., Claire M., Jacob
M., Jamall M., Rodney M., Paul M., Zoe M., Arlyn M., Jeanine M., Danielle M., Isabel M., Rafael M., William
M., Cynthia M., Larry M., Cristina M., Ruben M., Raymond M., Imari M., Damon M., Kyle M., Barbara M.,
Emily M., Pedram M., Dawn M., Jameelah M., Melissa M., Rocio M., James M., Anand M., Vernon N., Lazo
N., Lorna N., Sophia N., Delroy N., April N., Joshua N., Menbreno N., Carlos N., Kenneth N., Francisco O.,
Cecilia O., Arias O., Diane O., Daniel O., Melina O., Shana O., Regina O., Luis P., Adrian P., Jose P., Natalie P.,
Steven P., Krystle P., Kevin P., Elizabeth P., Anabel P., Simon III, P., Duliepre P., Sofia P., Joey P., Shelby P.,
Markila P., Guadalupe P., Charles P., Donna P., Ralph P., Matthew P., Carolyn P., Lamar P., Claudia Q., Michelle
Q., Bernardo R., Alvaro R., Lus R., Vanessa R., Niah R., Roxanne R., Nancy R., Joanne R., Diane R., Amanda
R., Maria R., Jessica R., Annabelle R., Sylvia R., Sylvester R., Marleina R., Avery R., Kelleigh R., Michael R.,
Jerry R., Justin R., Maryory R., Aliza R., Raymond R., Angela R., Jesus R., Sivad R., Elda R., Cecile R.,
Monique R., Francisca R., Judith R., Anna R., Theresa R., Melissa R., Valerie R., Robert R., Ashley R., Jossue
R., Steve R., Luisa R., Michael R., Maryann S., Priscilla S., Marco S., Melinda S., Rudy S., Eddie S.,
Stephanie S., Michael S., Bobby S., Jamie S., Michael S., Charles S., Matthew S., LaGuana S., Maria S.,
Chandra S., Evoniesha S., Loreen S., Jeremy S., Jennifer S., Marian S., Jessica S., Keyssel S., Gerald
S., Kaitulani S., Kelli S., Frank S., Timothy S., Ellen S., Riplee T., James T., Brittney T., Cassandra
T., Paula T., Mornai T., James T., Sylvester T., Iris T., Dion T., Nadine T., Ruby T., Sorayda T.,
Sarah T., Brenda T., Shawny T., Gina T., Edna U., Amelius U., Sabrina U., Frank V., Morgan
V., Lawrence V., Fernando V., Carry V., Michael V., Rainier V., Michelle V., Mario V.,
Arellano V., Patricia V., Arthur V., Dianne V.B., Arcenia V., Louise V., Jack W.,
Brandon W., DuRon W., Krystal W., Tommy W., David W., Chanda W.,
Douglas W., Tristan W., Tammie W., Rona W., Saumal W., Deirdre
W., Michael W., LaShunda W., Dean W., Jennifer W., Joyce
Y., Sonya Y., Yvette Z., Jesse Z., Anthony Z.,
Frances Z., Manuel Z., Juan Z.,
Albina Z.

Thank you for your dedication, and for
being an integral part of our mission.
We are truly grateful for all that you do!

Thank You to our Partners

We are deeply grateful to the following partners whose dedication and support made this work possible.



Ending
the
HIV
Epidemic



LOS ANGELES COUNTY
DEPARTMENT OF
MENTAL HEALTH
hope. recovery. wellbeing.



All Children Thrive
California



SIERRA HEALTH
FOUNDATION



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HOMELESS
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In pursuit of wellness.

**SOCIAL MODEL
RECOVERY SYSTEMS**

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