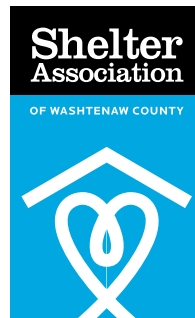




**A N N U A L R E P O R T**  
& Recognition of Donors

**2 0 1 6 - 2 0 1 7**



**Ending homelessness one person at a time**



This is a story about a mother, Jane, and her daughter Leah who each found their way to the Shelter Association for help. With assistance of the Shelter Association staff, a relationship was healed, life skills were learned, and housing was found.

Jane was dealing with grief resulting from the death of her father when she left her boyfriend's house because of domestic violence. Finding herself homeless and without resources, she came the Shelter Association for help. She entered the Residential Program and began receiving intensive case management.

Jane's case manager connected her with counseling for her grief. With just a little help, and distance from her boyfriend, she began working at the University of Michigan and quickly received several promotions. She now had a good income, which she began to save for her own place to live.

Not long after, Jane's 18 year old daughter, Leah, arrived at the Shelter when she lost her position as a nanny, which also provided her housing.

Jane and Leah had a strained relationship. Both were uncertain about being in the Shelter at the same time. Their history of intense arguments was unsettling to them both. Having been made aware of this, their case manager stepped in and served as a mediator for the two women, teaching them how to voice their concerns, recognize their differences and solve the issues they had with one another.

Leah began working full-time at night and attending school during the day. She also started saving for housing.

It was time for each to look for housing. The relationship had healed enough, so they decided to look for housing together. Their case manager helped them locate a two-bedroom apartment in Ypsilanti with a great location.

With their history set aside and armed with the tools to resolve any new differences they moved into together. They left the Shelter looking forward to being a family again in a new home.

**Hope** lives  
**HERE**

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Dear Friends,

Writing this letter is bittersweet as has been this past year.

The bitter parts are that this was my final year and this is my final letter as Executive Director. However, there is also much sweetness in this final act, so much sweetness that remains from my final year.

As I moved through the year, I worked as I always worked, to secure a stable future for the Shelter Association. Working with our staff, our board and our community partners to accomplish this held the same challenges and successes as in the years that preceded this year. Many of those individuals continue in place to provide a smooth transition as I retire. The Shelter Association remains on firm ground and in good hands.

Dan Kelly is my successor. We have every confidence in him. I know you will afford him the same respect you have always given me.

With that said, thank you for all the good wishes. You will remain an important part of my journey.

Thank you for all you do for the Shelter Association and special thanks for all you did to make my tenure an amazing experience. An experience of a lifetime.

A handwritten signature in cursive script that reads "Ellen R. Schulmeister".

Ellen R. Schulmeister  
*Executive Director, Shelter Association of Washtenaw County*



Dear Shelter Supporters,

First, I want to offer my heartfelt thanks to Ellen. She made my early transition smooth and productive, and has left the Shelter Association on solid ground.

She designed my first months to be ones of learning the workings of the Shelter Association; meeting the staff and learning their jobs; introducing me to community partners and to the many ongoing committees; and imparting as much of her wisdom as she could in the short time we had together.

Next, I want to say how pleased I am to be the Executive Director of the Shelter Association. It is an honor and privilege to take this position.

I am working with the Board of Directors and the administrative team to assure the continued success of the Shelter Association as one of the pivotal safety net organizations in Washtenaw County.

Sincerely,

A handwritten signature in cursive script that reads "Daniel Kelly".

Dan Kelly, MSW  
*Executive Director  
Shelter Association of Washtenaw County*



## Mission

Ending homelessness one person at a time.

## Core Strategy

The Shelter Association of Washtenaw County provides temporary housing and connection to services in a safe and caring environment and works with the community to allocate the necessary resources to meet the needs of people who are experiencing homelessness.

*The Shelter Association of Washtenaw County offers those experiencing homelessness support in ending their homeless experience by offering help through two broad Program categories: Residential Program and Non-Residential/Shelter-Diversion Program.*

## Residential Program

Our Residential Program offers those experiencing homelessness temporary shelter, intensive case management, and help to find income and save for affordable housing. Case managers conduct a comprehensive assessment with each Residential client to identify their obstacles to finding housing; then help them create a plan to address their obstacles. During a stay in the Residential Program, a client must commit to work to find and save income, and obtain affordable housing, while remaining clean and sober for the duration of a stay. Each Residential client has access to all services offered by the Shelter.

## Non-Residential/Shelter Diversion Program

For individuals experiencing homelessness who are not in our Residential Program, the Shelter Association provides an array of services for both immediate assistance and to encourage long-term change. Some clients come only to take advantage of the services available while others are ready to engage in case management to end their homeless experience without having to stay in the shelter.

Recently we expanded the Non-Residential Program to include intensive case management for those who wish to end their homeless experience without a shelter stay. This change to the Non-Residential Program has been very successful. We have helped many clients find housing who might have had to otherwise wait for a place in our Residential Program.

From mid-November through March the Shelter offers Winter Programs that include a Warming Center at the Delonis Center, the Rotating Shelter hosted by faith-based congregations, and assists with the coordination the Daytime Warming Program.

An addition to our Non-Residential Program is Critical Time Intervention (CTI). CTI provides short term case management to clients who have recently ended their homeless experience. This program is designed to help the most vulnerable individuals increase their quality of life and reduce recidivism. By strengthening ties to ongoing support services, friends and family the program provides emotional and practical support and advocacy during the critical transition from homelessness to stable housing.

## Shelter Health Clinic

The Shelter Clinic is operated by Packard Health. This clinic serves the community's most vulnerable population. The Packard Health Medical Director oversees the clinic, and the Shelter Association's medical case manager assists clients and interfaces with Packard Health.



## Winter Programs

Winter Programs at the Shelter Association offer individuals a warm, safe place to spend the night during the harshest part of the winter. The Rotating Shelter and the Warming Center are open mid-November until the end of March. While these programs operate in a similar manner to a mission style shelter, they differ in that we offer any client who wants to end their homelessness access to case management.

During this past winter, 432 men and women stayed with us. Some stayed for nearly the entire winter while others spent a night or two with us. We sheltered an average of 60 clients each night for a total of 8,434 “nights in shelter” (one person, in one bed, for one night.).

The Rotating Shelter is hosted on a weekly basis by 19 faith-based congregations. The Warming Center is operated by the Shelter Association in the dining room at the Delonis Center. In January, in cooperation with several congregations, we were prepared to open Warming Center II which would expand our capacity.

Again this year we saw fewer individuals seeking shelter in our Winter Programs. This happened because of the success in housing individuals throughout the year.

For a second year, the Daytime Warming Center was hosted by 3 faith-based congregations 5 days a week for one month each and by the Shelter Association on the weekends.



## Michael's Success Story

Michael was 71 years old, in a wheelchair and experiencing homelessness for more than a year when he came to the Shelter to stay in the Warming Center.

His path to the Warming Center began with declining health that became so acute he spent long periods in the hospital. These long hospital stays made it impossible to stay current with his rent. By August of 2015, he was out on the street. Along with his health decline he was in a long battle with drugs.

His arthritis and thrombosis confined him to a wheelchair. Because of this he was sleeping in bus stops and hospital lobbies, which left him vulnerable to repeated physical assaults.

Finally, Michael was desperate for help and came to the Warming Center in the winter of 2017. Our Warming Center case manager, recognizing his vulnerability, started to work with him. First, she connected him with substance abuse treatment at Dawn Farms.



While he was receiving outpatient counseling for his drug abuse, he was introduced to the Shelter's medical case manager. She connected him with to University of Michigan Hospital and Packard Health where his physical health concerns were addressed.

With his major health issues being addressed, Michael was ready to look for a permanent place to live. Identifying Michael's need for in-home care because of his physical disabilities, his case manager advocated for housing assistance through Michigan Ability Partners permanent supportive housing program.

Michael qualified for this assistance and is now in his own apartment and receiving the support he needs. He is sober, gets regular medical treatment, and his health has improved.

Michael was ecstatic he did not have to endure another year on the streets. He is flourishing and grateful to the Shelter Association's Warming Center for connecting him to the help he needed but could not find on his own.

Volunteers play a crucial role in the operation of the Shelter Association and are involved in nearly every aspect of the Shelter's services.

We rely on them to support our clients and staff. Our volunteers create a comfortable space, offer an empathic ear, and provide encouragement to our clients. They do everything from assisting clients with resumes, job searches, and acquiring GEDs. In addition, volunteers provide programmatic support through assisting shelter staff with laundry and answering phones.

Other volunteers serve on the Board of Directors and on Board Committees. These individuals provide important skills we could not otherwise afford.

Many of the services provided in the Shelter Health Clinic are possible because of the time and talents of volunteer physicians, medical residents, and medical and nursing students.

Each winter, 19 faith-based congregations provide shelter to 25 men at their fellowship halls as part of the Rotating Shelter Program. This expands our Warming Program so that no one who needs shelter is left in the cold. Congregation volunteers provide transportation between the Shelter Association and the congregation's hall, and stay overnight with clients.

We are very grateful for each volunteer. The Shelter Association is a better place because of each volunteer.



## Message from the Treasurer

This year the Shelter Association addressed several challenges, including reduced government funds, while maintaining vital services to those who sought help from the Shelter. Faced with government funding cuts, the Finance Committee and Shelter’s leadership proactively developed solutions that allowed the Shelter to continue serving the same number of clients while returning to our original 50 bed Residential Program; all while staying within our approved budget.



Again this year we achieved our financial and human services goals, while positioning the Shelter Association to continue its mission for many years to come.

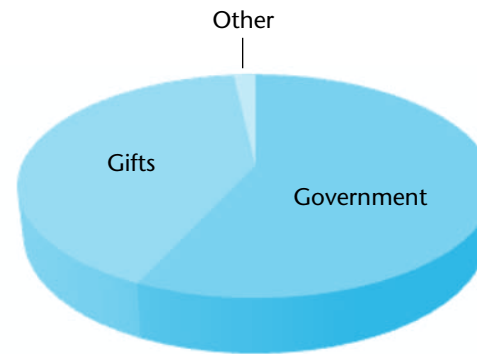
We recognize, and are grateful for, the continuing support we receive from the community. Without this support, we could not be successful.

As Board Treasurer and Chair of the Finance Committee, I am pleased to submit a report that demonstrates our continued commitment to serving our community’s most vulnerable men and women.

Sincere thanks to everyone who has generously supported our efforts this year.

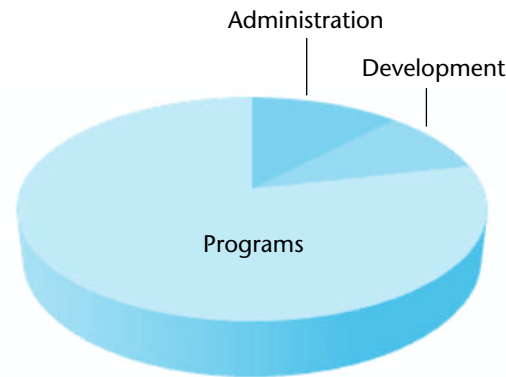
Best regards,

Doug A. Kelly  
Shelter Association Treasurer



### Revenue

Government	\$1,207,721
Gifts	\$1,120,584
Other	\$34,251
<b>Total</b>	<b>\$2,362,556</b>



### Expenses

Administration	\$264,546
Development	\$257,484
Programs	\$2,024,308
<b>Total</b>	<b>\$2,546,338</b>



# HOUSE MORE / SERVE MORE INITIATIVE

Ending homelessness one person at a time is what we do every day for more than 200 people each year. In May 2015, we started this initiative to help clients who have income sufficient to maintain housing solve their housing related debts, as they work to end their homelessness. House More/Serve More provides resources to resolve these housing-related debts and help with move-in costs. Many of our clients have income to maintain housing, but not enough to quickly save money to take care of debts and move-in costs

Housing related debts include an eviction or unpaid utility bills; and move-in costs include deposits and first month's rent. (In our community landlords will not rent to individuals who owe other landlords and utilities cannot be accessed until past due bills are paid or payment plans negotiated.)

***This program is creating shorter Shelter stays and allowing us to serve more people.***



Funds are administered by our case management team and paid directly to housing-related creditors or landlords. Eligible clients can receive up to \$2,500, one-time, to help them resolve debts and move into housing.

**The Result:** Since inception, House More/Serve More has raised nearly \$130,000 and helped more than 120 men and women resolve their housing-related debt, receive support for their move-in costs, and successfully move out of the Shelter and into a place of their own.

Clients received between \$88 to \$2,300; for an average of \$995 for each client. 91% of those who received support from House More/Serve More are still housed today.

***This Program opens the door for more clients to be served and housed.***



## **Elaine lost her job. Then lost her home. Then came to the Shelter Association for help.**

She was 59 years old, suffering with painful degenerative joint disease. Most days the pain was unbearable. She turned to heroin to control the pain since it was cheap and easy to get. She quickly fell into addiction. With the combination of heroin use, her joint disease and mental illness, she was no longer able to maintain her employment. So, after 15 years with the same company she was out of a job and soon out of a home.

She moved in with her son and his family. This quickly became an unworkable arrangement because of her addiction. Once out of her son's home she had no option but to come to the Shelter Association.

She entered the Residential Program and was connected with a treatment center for her addiction and therapy to address her mental illness.

For the first time, Elaine believed she could move past her addiction which had haunted her daily life for years. She worked hard and broke the hold that the drugs had on her.

Her case manager helped her apply for Social Security Disability which she received because of her degenerative joint disease. Once approved, with the help of her case manager, Elaine began looking for affordable housing. An old eviction complicated the search for housing, even though she had housing support from a federal housing program.

Fortunately, she was eligible for assistance in resolving the eviction from the Shelter Association's House More/Serve More initiative, designed to resolve housing related debts for those with income to support housing.

With her addiction addressed, her health issues managed, and her ability to save for housing accomplished, she was ready to look for a new home.

**As these stories often go, a remarkable thing happened.** She was able to talk to her former landlord, the one who evicted her, and make the case that she had made many positive changes and she was ready for a second chance. With some negotiations, he agreed, and within a week she was moved into an affordable apartment near her family.

**She is doing well. Working on her recovery, maintaining her health and re-establishing her relationship with her children and grandchildren, she is another Shelter Association success story.**



Our Annual Report is a review of our year and a celebration of those whose support gave us so much to celebrate. The section that follows contains the names of each organization, each business, each corporation, each foundation and each person that made a gift this past fiscal year in support of the Shelter Association.

On behalf of everyone at the Shelter, including board members, staff members, volunteers and clients, I thank each of you for the support you have so generously given. You have helped change the lives of the many men and women who came to us for help.

Your support made it possible for us to adjust to challenges we did not anticipate. Your support allowed us to make changes while not disrupting the services we provide. Your support helped us respond nimbly to whatever came our way.

Because of changes in funding we returned to a 50 bed shelter; eliminating the 25 expansion beds added in response to the economic crisis that began in 2008.

Fewer beds did not mean we reduced the number of clients we served. In response, we expanded case management to include non-residential clients. We found housing for 232 individuals, nearly half of whom were helped without a shelter stay. Shelter diversion is now an important part of our Program.

We said farewell to our Executive Director of many years, Ellen Schulmeister, who retired in June. Our sadness at Ellen's departure was eased because we found the ideal person to take the Shelter into the future. We welcomed Dan Kelly in May. He and Ellen spent two months during their transition making our leadership change seamless.

We could not effectively meet our challenges without the support of everyone on the following pages. Each gift is a confirmation of the faith this community has in the Shelter Association. Confirmation that our work continues to make a difference in the lives of our most vulnerable neighbors. Confirmation that we enjoy the confidence of many compassionate and generous members of our community.

We are humbled and grateful for your support.

Very warm regards,

A handwritten signature in cursive script that reads "Paula Kauffman".

Paula Kauffman  
*Board President, SAWC*

*The following is a list of the generous donors who made cash gifts to the Shelter Association between July 1, 2016 and June 30, 2017. We are very grateful to each individual, corporation, foundation, organization and business that believes in our mission and through their generosity help us to "end homelessness one person at a time."*

## Corporate, Foundation & Organization

### \$10,000 +

Ann Arbor Thrift Shop  
The Buhr Foundation  
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TCF Foundation  
TIFF Charitable Foundation  
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### \$5,000 +

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CapTrust Financial Services  
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St. Paul Missionary Baptist Church  
The Steven and Jacklynn Tracy Charitable Fund  
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Zingerman's Service Network

### \$500 +

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Dykema  
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The Sims Family Donor Advised Fund of the Jewish Community Foundation  
Marjorie Harris Reynolds Foundation  
The Mesberg Yashar Fund  
Pfizer Matching Gift Program  
Schriber Family Foundation  
St. Luke Lutheran Church  
The West End Grill  
Zion Lutheran Church

### \$100 +

Agnew Family Foundation  
American Muslim Assistance  
Ann Arbor Friends Meeting  
Arbor Professional Solutions  
Arbor Research Collaborative For Health Charitable Match Program  
BMS Matching Gift Program  
Brandworks Detroit  
Buffalo Wild Wings  
Burt Forest Products Company  
Charles Stewart Mott Foundation  
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Global Impact  
Holy Faith Church  
Mast Shoes  
Northside Community Church  
O & W Inc.

ONEHOPE Foundation  
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Rose Foundation for Communities & the Environment  
Servants of the Word  
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Thrivent  
U of M Department of Internal Medicine

### Under \$100

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Bright Funds Foundation  
Circle of Gratitude  
Herbal Thymes & Gatherings  
Just Give  
King of Kings Lutheran Church  
Miracles on W. Huron NA  
Northside Ministries  
YourCause, LLC

## Individual Donors

### \$10,000 +

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Tim & Laurie Wadhams

**\$5,000 +**

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*If you notice an error, please accept our apology. We welcome hearing from you so we can correct our records. Please call us at 734-662-2829. Ask for the Development Office.*



***“There are some who live in a dream world and there are others who face reality; then there are those who turn one into the other.” - Douglas Everett***



## **BRIDGE TO THE FUTURE Initiative**

We provide a “bridge” for clients who come to us looking for help to end their homelessness. The ***Bridge to the Future initiative*** provides the Shelter Association with gifts that create a bridge from an uncertain present in which we experience funding gaps, to a stable future in which we have reliable funding to support our efforts to end homelessness one person at a time.

We imagine a world in which each person has a home. Those who are part of this multi-year gift program are helping us fulfill this dream for over 200 individuals each year.

This page recognizes those individuals who participated in the Bridge to the Future initiative this year. We are grateful to each and are honored to have their support as we create a more secure future for our clients and for the Shelter Association.

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***To learn more about how you can help the Shelter Association build a bridge to the future contact the Development Department at 734.662.2829.***

# Ending homelessness one person at a time



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