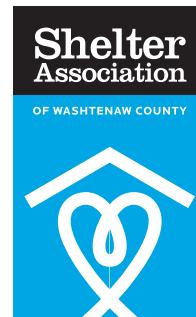




# ANNUAL REPORT & Recognition of Donors

2012 - 2013



**Ending homelessness one person at a time**



The Shelter Association is a place where second and third chances can lead to success. That was the case for Rose who is nearing 50 and has at last found success with the assistance of the services offered by the Shelter.

Rose had struggled for a long time with substance abuse and mental health issues. She had been at the Shelter twice before when she arrived here this past March.

This time was different. She had completed a treatment program at a local substance abuse facility and was ready to confront the barriers that prevented her from succeeding.

With her case manager, Rose developed a sobriety plan to help her stay clean and sober. She engaged with mental health services available at the Shelter and made progress quickly because of her commitment to herself and the support of her case manager.

She had disability benefit income but wanted to work part-time. She knew she needed a job that would accommodate her disability.

Her case manager assisted her in applying for housing. With a number of evictions and some criminal history she had trouble finding housing. With Rose's case manager's advocacy she was approved for an apartment that suited her needs.

Rose could pay for most of her moving costs and with a little help from The Thrift Shop she moved to permanent sustainable housing after a 44 day stay at the Shelter. She called us to let us know she was doing fine and that she had found a part-time job.

**She was grateful for another chance and for all the support she received from the Shelter Association.**

# Hope lives HERE

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My Dear Friends:

This year has been about change. Subtle changes to our organization that make noteworthy differences in the lives of those we serve.

The addition of a full-time case manager, to work in our Warming Programs in the winter and in the Service Center the rest of the year, changed the lives of 82 people. We helped 31 individuals find housing during their stay in the Warming

Center and 51 people enter our Residential Program on their way to housing.

Our case managers and operations specialists are on the front line every day. In order to keep them well informed our program director has created a series of trainings, which each staff member is required to attend. These trainings are diverse and relevant. They include suicide prevention, de-escalation tactics and information about the new substances on the street. With this information and these tactics our staff is better prepared to serve our clients.

Each week the case managers and some operations specialists meet at case review where they discuss the progress and problems of our Residential clients. A new format for this meeting allows every Residential client to be discussed regarding progress in his or her plan. This more formal process creates more accountability for the client which in turn makes it possible for them to find housing quicker. This makes it possible for us to serve more people.

The Shelter Association is a dynamic organization which continues to adapt to the changing environment by finding new ways to help those in our community who experience homelessness and at the same time retain those programs which continue to work. You make it possible for us to provide the programs and services to end the experience of homelessness.



Ellen R. Schulmeister  
CEO, Shelter Association of Washtenaw County

*31 People were housed  
directly from the  
Warming Center*

---

*1,462 individual clients  
were served this year  
across all programs*

---

*The average length of  
stay was 77 days*

---

*60% of clients entering  
the Residential Program  
had no income upon  
arrival – another 7%  
had less than \$500  
per month*



### **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.

### **Residential Program**

The Residential Program offers those experiencing homelessness temporary shelter and intensive case management to help them find sustainable income and affordable housing. At the beginning of a stay at the Shelter, the assigned case manager leads a client through a comprehensive, empathetic assessment to identify barriers to obtaining housing. Together a plan is created to address these barriers. Upon entering the Residential Program, one 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 our Services Program described below.

### **Services Program**

For individuals experiencing homelessness who are not in the Residential Program, the Shelter Association provides an array of services for both immediate assistance and the encouragement of long-term change. Services such as laundry, showers and access to the Shelter's free health services are available, as are a variety of assistance programs including employment assistance, benefit assistance, housing search assistance and many others which help clients find or increase income and locate affordable housing. There are more than 30 agencies, ranging from AA to VA, which offer on-site services. These help individuals who are not ready to enter the Residential Program, who are waiting for a place in the Residential program, or who have temporary shelter elsewhere but need access to these services. From mid-November through March we host a Warming Center and coordinate the Rotating Shelter.

### **Health Clinic**

The SAWC Health Clinic is free and open to any adult experiencing homelessness or who is precariously housed in Washtenaw County. On-staff nurse practitioners treat a wide variety of ailments ranging from contagious illnesses to chronic conditions. In addition, volunteer physicians provide urgent care and medical exams. Partner agencies offer related services at our site ranging from metabolic medicine, mental health services (including mental health case management and psychiatry) and public health HIV & STD support to specialty care such as podiatry.



## Winter Programs

The Shelter Association offers Winter Programs mid-November until the end of March through two programs: Rotating Shelter and Warming Center. 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. Both provide life-saving warmth during the harsh Michigan winter.

For a second year, a case manager engaged with Winter Program clients. This year our case manager helped 31 men and women find affordable housing while staying in the Warming Center or Rotating Shelter. He also identified 51 men and women who moved to our Residential Program where they received intensive case management to help them end their homelessness.



## Success Story

Peter separated from his wife and family because of his addiction to alcohol. After losing his job he came to the Warming Center in December because he had no other option. He knew he needed help and needed time to focus on his sobriety. He wanted to be a better husband and father and reunite with his family.

Because we added a case manager to work exclusively in the Warming Center, Peter received help in developing a sobriety plan. His case manager helped him find Alcoholics Anonymous (AA) meetings to attend. The regular contact with his case manager helped him follow through with his sobriety plan.

Because he was sober, he attended Job Club, an on-site Michigan Works program. The Michigan Works representative helped him find employment.

He stayed sober and transferred to the Rotating Shelter program where he found an environment which was even more supportive of sobriety. He continued to work his plan.

Through his regular attendance at AA meetings, he became acquainted with someone who needed a roommate to share housing costs. Peter's job provided him with enough income to afford the rent.

Peter signed a release of information so his case manager could talk with his wife about his progress. She was very happy when she heard he was moving in with a connection he made in AA. She felt he was on the right track and that it would be possible to mend their relationship.



*Approximately 400 volunteers annually provide critical support to our clients in order to help meet their basic human needs*

*115 new volunteers joined us this past year*

*"My impression of homeless individuals before beginning this experience was dashed my first day at the Shelter. The fact that I had a hard time recognizing who was homeless and who was a volunteer or employee during my first shift was an eye-opener. I realized my stereotypical image of people you see panhandling on the streets was not who I found at the Shelter."*

– Shelter Volunteer

*"I think my most memorable moment was the first time I saw a resident get a set of keys to a place of his own. It was a gentleman who had a gloomy nature. But on one particular day he came off the elevator with a huge grin on his face. He didn't even have to say anything... he just jingled his keys. The entire room erupted into congratulations. I really understood how hard many people work to secure a small room in a rental house and the extreme pride and relief felt when they obtain it."*

– Shelter Volunteer

Volunteers play a crucial role in the operations 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. But most importantly our volunteers create a comfortable space, offer an empathic ear, and provide encouragement to our clients.

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

Volunteers often share special skills by offering activities such as help with resumes, job searches and acquiring GEDs. In addition to providing programmatic support, some of our volunteers play critical roles as board and committee members.

Our Rotating Shelter program would not be possible without the dedicated volunteers of partner faith-based organizations. Volunteers transport clients to and from the Shelter Association and offer their time and support to individuals who would otherwise be left in the cold.

Last year the Shelter Association benefited from approximately 9,400 hours in service valued at more than \$207,000\* of staff and client support which the Shelter Association would either have had to pay for or done without.

We are extremely grateful for the time and talents of our Volunteers.

*\*The value of volunteer time is calculated using the rate of \$22.14 per hour as determined by the Independent Sector. For more information visit [www.independentsector.org](http://www.independentsector.org).*



*"All of the staff and the work they do is invaluable to our community."*

– Shelter Volunteer

## Message from the Treasurer

The Shelter Association operates in a dynamic economic environment in which our funding is continually shifting and often precarious. Even under these conditions, we have managed to stay within our budget as we have made essential services available to our neighbors who experience homelessness.



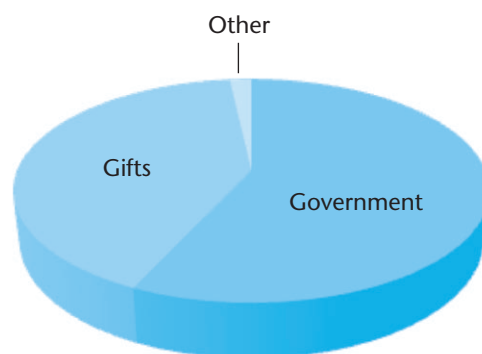
Our policy charges us to create a balanced budget and to operate within that budget. Our Board and the Finance Committee work each year to make this happen and once again we have done this successfully. On this page is a description of the support we received and how we used your gifts to fulfill our mission.

The Shelter Association remains a cornerstone in our community's efforts to address homelessness. Year after year we receive tremendous support from individuals, businesses, foundations, organizations, and local, state and federal governments.

Our ever-present challenge is deciding how to use our limited resources to help as many people as possible. This challenge is made easier with the continued support of our community and we remain very grateful for your generosity.

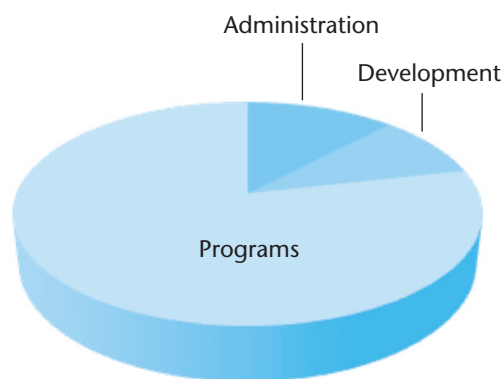
Sincerely,

Wendy Shauman-Ridge  
Shelter Association Treasurer



### Revenue

Government	\$1,563,395
Gifts	\$1,136,078
Other	\$48,470
	<b>\$2,747,943</b>



### Expenses

Administration	\$336,126
Development	\$256,083
Programs	\$2,160,930
	<b>\$2,753,139</b>





Our outreach medical case manager works in the community. Her primary responsibility is to help people who are experiencing homelessness, and not currently staying at the Shelter, find medical help.

Over the years, Malcolm benefited from a variety of services during his time as a client of the Shelter Association, including the Residential Program, Service Center services, the Warming Center, and Rotating Shelter. However, none were as life-changing as the help he received from our Health Clinic and his medical case management team.

As a result of the 2007-2009 recession Malcolm, who is in his late fifties, lost his business and his house. He began receiving services at the Shelter Association in February 2010.

On a fall morning in 2012, he spoke with the Shelter's outreach medical case manager while having breakfast at St Andrew's Church. He mentioned he was having abdominal pain and urinary discomfort.

He was a Washtenaw Health Plan B member (a low income health care program for uninsured residents of Washtenaw County) and could receive medical attention. Our outreach medical case manager began to talk with him about his concerns and options for help. He resisted medical help until his pain became acute. He came to the Shelter Clinic. Our medical staff sent him to the UM emergency department from which he was immediately referred to a urology specialist.

Malcolm was anxious about seeing doctors on his own so his case manager accompanied him to his appointments. The urologist ran a series of tests but could not find the source of his problems and scheduled a colonoscopy to gather more information.

Malcolm was living in a tent at the time so could not prepare for the test. The Shelter staff arranged for a hotel room. The colonoscopy resulted in a diagnosis of Stage 2 Colorectal Cancer which had extended into his bladder. Surgery was recommended.

Throughout this process our outreach medical case manager helped Malcolm communicate with his medical providers and was able to advocate scheduling the surgery quickly.

The clinical team at the Shelter arranged a bed in the Residential Program where he could recover from the major operation. After a successful operation and the removal of all of the cancer, Malcolm left the hospital with a urinary ostomy bag which he will always have.

Malcolm is grateful he is alive and no longer in pain. He was approved for Social Security Disability Insurance and Medicaid which allowed him to get off the street, out of the Shelter, and into permanent housing.

Malcolm's story highlights the strength and importance of our medical program. We were able to provide the encouragement, advocacy and navigation necessary to obtain life-saving and life-changing medical treatment for Malcolm!



As a housing specialist, our housing coordinator works with both residential and service center clients to find affordable, sustainable housing. He maintains all our housing information and manages our subsidized housing programs.

One of the people he was able to help was Charles who suffers with a mental illness and has a developmental disability. Charles came to the Shelter Association, received mental health services and ended his chronic homelessness.

Charles was connected with Community Support and Treatment Services (CSTS) where he receives the support and medications he needs for his mental illness. Because of his developmental disability he was eligible for Social Security Disability Insurance (SSDI) and was assisted by his case manager in applying for and receiving these benefits.

Once his mental health was stable and he was receiving an income, our housing specialist worked with Charles and his CSTS case manager to help him find a nice one bedroom apartment he could afford with a Shelter Plus Care Housing Voucher. These vouchers provide permanent rental assistance with supportive services from CSTS. Supportive services are often the key to housing success for many.

The Shelter Association is the administrator of Charles' Shelter Plus Care voucher and is in touch with him several times each year. Therefore, we were able to intervene when Charles got into a tough spot.

Due to Charles' ongoing struggle with mental illness he did not have the skills to take proper care of his apartment, which nearly resulted in his eviction.

Because of our housing specialist's strong relationship with the landlord he was able to get a second chance for Charles.

Our housing specialist coordinated with CSTS to get Charles' apartment cleaned and back in order. He brought in Shelter Association Occupational Therapy Interns from EMU to work on his hygiene issues and provide the supportive documentation to get him permanent help.

Charles now receives Community Living Support (CLS) through Medicaid and is visited weekly to get help with personal care, shopping and transportation to appointments. He participates in The Freshstart Clubhouse, a day activity center referred by CSTS. This helps him socialize and stay active.

Charles still struggles at times, but is able to live independently. His life has changed dramatically since he came to the Shelter Association two years ago.

He says, "Now I have a good life that I share with my friends." Charles remains appreciative of the help and care he receives from the Shelter Association of Washtenaw County.

We consider Charles a true success!



*We live in a world that is ever-changing. In this dynamic environment, finding resources to enable us to do our work is always a challenge. Our traditional funding sources remain precarious. Some funders are returning to former support levels while others find they must reduce their support even further.*

*We work hard every day to bridge the financial gaps that occur each year!*

*Just as each story in this report is a unique message of hope for individuals, the stories of our donors are also unique. The reasons you choose to make a gift to the Shelter Association are yours alone.*

*Some of you have a strong commitment to social justice, or making services available to the less fortunate, while others have personal stories of homelessness in your families.*

*No matter what the reason for making your gifts, your generosity has assured that our programs remain strong and available to those who seek them.*

*Your gift to the Shelter makes you part of our success story.*

*We could never do this alone. We are so grateful you are part of our story and part of our success.*

A handwritten signature in black ink that reads "Jamie Buhr".

Jamie Buhr  
Chair, Board of Directors

*389 men and women  
were served in the  
Residential Program*

---

*189 individuals moved  
to a positive housing  
situation (this includes  
Warming Center)*

---

*142 individuals  
moved from the  
Shelter Association  
to permanent housing  
(this includes WC)*

---

*139 individuals were  
served in our Rotating  
Shelter Program*

*The following is a list of the generous donors who made cash gifts to the Shelter Association between July 1, 2012 and June 30, 2013. 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  
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The Buhr Foundation  
The Chest Foundation  
Community Foundation for Southeastern Michigan  
James A. & Faith Knight Foundation  
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*\*We would like to gratefully acknowledge all those who generously donated more than \$280,000, but wish to remain anonymous.*

*We make every effort to accurately honor every donor. However, it is possible that names may have been inadvertently omitted or incorrectly listed.*

*If you notice an error, please accept our apology. We welcome hearing from you so we can correct our records. Please call us at 734.622.2829. 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**

**W**e are working to create a world where everyone in Washtenaw County has a place to live. This is our dream. We do it one person at a time...with the help of many people.

**Bridge to the Future** is our multi-year gift program, which helps us plan for the future of the Shelter Association. When you agree to make a multi-year gift you let us know we can count on you each year. These gifts create a bridge from our uncertain present, where we continue to experience funding gaps, to a stable future where we have reliable funding sources.

We are pleased to recognize the following individuals as members of our Bridge to the Future initiative. They are helping us create a more secure future for the Shelter and those we serve.

*Ann Arbor State Bank  
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Jim & Debbie Beuche  
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Stuart & Suzanne White  
Paul & Nancy Wilt  
Tom & Heather Wurster*

*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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