

FY 2017 Annual Report of STEHM, Inc.

(7/1/2016 to 6/30/2017)

STEHM (Supportive Transitional and Emergency Housing Ministry) has served the homeless since 1986 and in that time has provided shelter to 7,350 homeless men, women and children for a total of 131,036 bed-nights.

STEHM is an advocate for affordable housing and provides a necessary service in two ways. The Martha Houses I & II offer free long-term transitional housing and are dedicated to providing a safe, supportive environment to homeless women and women with children. Through counseling, workshops and referral services, the Martha House program enables families to acquire the skills and resources necessary to move toward self-sufficiency and independent living.

In addition, STEHM operates the Motel Ministry, which provides short-term motel funding for any individual in need. This ministry was actually STEHM's first initiative, supported by a small grant from the legislature.

HISTORY

STEHM had its beginnings in 1986 at St. Mary Magdalen Church, when Father Stephen Breen, associate pastor, visited St. Helena's Social Ministry group and asked whether anything could be done to help people in emergency situations who were coming to the rectory asking for assistance in obtaining shelter for several nights.

A group of interested people at both parishes sent a questionnaire to churches and synagogues in northern New Castle County, which revealed that people needing shelter frequently requested help from these religious institutions. Realizing a need, STEHM's volunteers began by obtaining funds to provide emergency shelter in motels for people in desperate circumstances. Based on this early work, the name STEHM was chosen, an acronym for "Short-Term Emergency Housing Ministry."

STEHM continued this work and, expanding on its mission, began in 1988 to provide transitional shelter, with counseling, at a four-bedroom rental house in Wilmington, called Martha House. The objective of this program was, and remains, to improve and further the abilities of homeless persons to attain self-sufficiency and move to independent housing. Recognizing the continuing need for this type of transitional shelter, STEHM purchased Martha House II in 1998, doubling the number of persons able to be sheltered. In 2001, STEHM purchased a second house, relinquishing the rental property, and identifying this house as Martha House I. Accordingly, while retaining the acronym "STEHM," the name of the organization was then changed to "Supportive Transitional and Emergency Housing Ministry" in order to better reflect the full scope of our work.

Today, 31 years after it began this important effort, STEHM is well known in the community, regularly receiving requests for assistance to the homeless from many local organizations.

STEHM has been able to continue its mission thanks to generous contributions and ongoing support from many sources, including individuals, government, business, private foundations, churches, and other charitable groups.

MISSION

STEHM is a non-profit ecumenical organization whose mission is two-fold: at the Martha Houses I and II, to provide long-term transitional housing fostering the goal of independent living through counseling and life skills training in a safe, supportive environment for women and women with children; and through our motel ministry, to provide short-term emergency housing for needy or displaced persons.

PROGRAMS

MOTEL MINISTRY:

Within a limited budget STEHM accepts referrals from social service agencies, schools, hospitals, prison outreach, churches and others, for placement of needy individuals in motels for short-term stays, usually for a duration of one week.

Motel Ministry Process:

A social worker or case worker will have a client fill out an application and fax it to STEHM. Upon approval, a call is made to the client offering them a one-week voucher for one of the approved motels. STEHM faxes the voucher to the chosen motel and they bill STEHM directly. Clients can qualify for a one-week stay only once in a calendar year.

Current Motel List

Super Lodge
1213 West Avenue
New Castle DE 19720

Budget Inn
3 Memorial Drive
New Castle DE 19720

Costs for this program include:

Motel payments
Salary for staff
Telephone and Fax
Office supplies

Income to support this program:

Government grants
Donations solicited from individuals, churches, businesses
Grants from private foundations
Fundraisers

MARTHA HOUSES I AND II:

Case Management Program:

The Martha Houses offer a comprehensive case management program with an individual service strategy developed for each resident. In-house workshops are offered on a regular basis and include topics such as parenting, nutrition, credit restoration and money management, computer and internet literacy, and resume and cover letter preparation, along with interviewing skills training, educational assessment, and tutoring. The staff coordinates the scheduling of workshops and volunteers are recruited to present them. Through collaboration with other social service agencies and with the help of volunteers and the residents themselves, our case manager assists residents in finding appropriate education, job training, and employment; obtaining benefits; and providing referrals to abuse services and health care providers. In addition, assistance is provided in helping to reunite mothers with their children, providing transportation to services, and locating and furnishing independent housing. When residents move to independent housing, STEHM provides many of the basic furnishings needed to set up a household, such as furniture, linens, kitchen items, etc.

Financial Independence Program:

STEHM's Financial Independence Program for Martha House residents is designed to provide financial life skills and strategies to residents so they can successfully maintain financial independence upon their departure from Martha House and transition to independent housing. There are three main components to the financial program:

- Establishment of financial goals by each resident, followed by weekly meetings between the resident and a member of the STEHM staff to review each resident's expenditures and progress toward meeting their respective financial goals;
- Attendance by the resident at monthly financial workshops conducted by the Financial Coach provided by West End Neighborhood House/Stand By Me.
- Deposit by residents of 30 percent of their income into a savings account held in escrow for them by STEHM.

Details of these components are as follows:

Residents are advised prior to admission to Martha House that their participation in the Financial Independence Program is a mandatory condition of residency. After admission and the successful completion of a one-month probationary period, the Case Manager meets with each person and discusses their needs and sets goals for their financial independence. The Case Manager then puts instructions and goals in writing and directs each resident that part of the requirement is to attend a monthly FIP workshop with the Financial Coach from the West End Neighborhood House/Stand-By-Me program. Each resident's plan includes: (1) Obtaining a copy of the resident's credit report; (2) Designing an Action Plan; (3) Preparing a monthly expense report; and (4) Providing assistance in preparing a resume. The Action Plan details the financial goals of the individual, provides a recommended course of action, and tracks progress in meeting goals. It also provides a strategy for establishing or restoring credit and instruction in how to maintain a good credit record and control over personal finances. In addition to the monthly meetings with the West

End/Stand-By-Me Coach, each resident meets weekly with our Case Manager. At these meetings, the Case Manager will point out unnecessary expenditures and monitor and discuss whether progress is being made in meeting each resident's Action Plan goals.

The final component of STEHM's Financial Independence Program is a requirement that residents deposit 30 percent of their income to a savings account held in escrow by STEHM. This amount approximates what residents would have to pay in rent when they transition to independent living. Requiring this savings accustoms residents to the need to have this amount of income available for housing and assures it is not spent while they are in residence at Martha House. This savings is returned to the resident upon departure from Martha House.

Costs for this program include:

- Staff salaries
- Staff mileage reimbursement
- Staff cell phone
- Telephone access for residents
- Internet access for residents
- Supplies for workshops

Income to support this program:

- Government grants
- Donations solicited from individuals, churches, businesses
- Grants from private foundations
- Fundraisers

Operating Costs for the Martha Houses include:

- Staff salaries
- Insurance
- Taxes (SS, Medicare)
- Professional yearly review of accounts
- House Maintenance and repairs
- Utilities
- Water and sewer
- Telephone
- Cable
- Pest control
- Postage
- Office supplies
- Dues and subscriptions
- Household supplies
- Cleaning

Collaborations:

STEHM collaborates with many social services agencies to support the needs of the residents. For education, job training and placement, we work with the adult basic education programs and GED programs at the James Grove High School, Delaware Community College, the Delaware Vocational Rehabilitation program, and the Delaware Department of Labor job

training programs. For physical and mental health needs, we work with Rockford Center, Brandywine Counseling, Connections, Christiana Care, A.I. DuPont Hospital and others. For the children, we collaborate with Children and Families First; Child, Inc.; Delaware Health and Social Services; day care centers; and local schools. Our collaboration with West End also provides access to the many programs they offer in addition to the money management ones.

By bundling all the services needed by individual residents, our goal is to eliminate barriers and help them attain the status of independent housing. For referrals to our programs, we list bed availability with the new Centralized Intake system under the Homeless Planning Council.

As residents move toward self-sufficiency, we see their self-esteem rise. They demonstrate their new-found ability to manage their income and become self-supporting. They leave with a job or better job, no debt or less debt, the services needed for physical and mental health, the necessary services for their children, and furnishings for their new residence. Each of the Martha Houses can accommodate up to eight persons at any given time. Although we generally anticipate a maximum stay of up to one year, we put no specific time limit on residency, and as long as the individuals are making progress towards self-sufficiency they can remain in our program; the average stay is about nine months. In the course of a calendar year we average about 35 women and children in residence. Our success rate is approximately 80%. Once residents have completed the program, STEHM addresses recidivism through continued follow up and ongoing support.

SERVICES PROVIDED DURING FY 2017

During FY 2017, 123 people were given emergency shelter in motels (compared to 147 people in FY 2016) for a total of 855 people-nights of shelter (compared to 1004 people-nights in FY 2016). In spite of the continued generosity of our benefactors, this service continues to be limited by the funds that are available. Our larger community presents far more opportunities for caring than we're able to fulfill.

In Martha Houses I and II, 25 adults and children were given transitional shelter, for a total of 3102 people-nights of shelter (compared to 38 adults and children and 4,177 people-nights in FY 2016). Of the 25 people who joined the program, eight women and children moved to independent living, seven (adults and children) dropped out or were terminated for violations of guidelines, and as of June 30, 2017, ten women and children were still in residence.

The following are insights from our Case Manager, Sherry Zebrook, about three of our residents' activities and development at Martha House. It tells the story of their personal growth and accomplishments that we are proud to nurture and share:

***Charease** and her daughter were with us for just over a year. They came from out of state to start a fresh life in Delaware. It was a brave decision and very challenging since Charease had no local family support. Charease was a CNA and thought she would be able to quickly find work, but discovered she could not transfer her license to Delaware. She set a plan in place to accomplish her goal, but unfortunately, discovered she would be required to attend classes to become certified in Delaware. This set her plan back about eight months So, she got a part time job and qualified and was accepted into a*

program where the Department of Labor would provide funding for her certification. Charease faithfully attended all classes and earned the hours required for graduation. During this time, she also applied and was accepted for some benefits while attending school. Charease was a friendly woman with a great work ethic. While doing the clinical portion of her program at an outside facility, she was offered a position when she became certified.

During the time Charease stayed at Martha House, she participated in both STEHM's and West End Neighborhood House financial independence programs. She was able to pay off some debt and save money to prepare for her move to independent housing. Charease's brothers and sisters came from out of state to rent a truck and assist with her move into her own apartment. STEHM provided some furniture and household items for her new home

Charease stated she felt comfortable and prepared to move on. She thanked the staff for pushing her and encouraging her at times to be patient and achieve her goals. She was extremely grateful for the help and guidance through this rough time in her life."

***“Shakiya** and her 6 year-old daughter were with us for eight months. Shakiya also had a 16 year-old son who faced many issue and was not able to stay at Martha House. He had plans to join Job Corp, but that did not work out so naturally Shakiya worried about him. During her time at Martha House, Shakiya worked full time and moved up to shift supervisor. It was a struggle at times when she was required to work evening or weekend hours and her childcare was not dependable. However, Shakiya made things work. She participated in our financial independence program where she was able to establish a budget, save money and was actually able to purchase a car. This helped tremendously with getting her daughter places so she could get to work in less than the three hours it took on the bus. Shakiya faced an incredible challenge as a mother. She knew she needed to find housing and a different environment for both of her children so she made the decision to leave Delaware. We were able to assist her with a security deposit and first month's rent from funds from our GRIP program. (Graduate Resident Incentive Program). We have spoken on the phone a number of times. Shakiya wanted us to know they are doing wonderfully and expressed her appreciation for the assistance STEHM provided to find housing and achieve a new life for her family.”*

***“Renee**, a single woman, was with us for six months. She had four grown children who were living independently. Renee had a setback when her marriage of more than twenty years ended. She struggled with issues and finances and even though she needed to “start over,” was determined to get back to her own place. During her stay at Martha House, Renee encountered a few challenges. She was employed, but was let go from that position. Renee immediately found another job only to be let go again for different*

reasons. Finally, she was able to find steady employment. During the time Renee stayed with us, she participated in the financial independence program. She worked on a plan for debt repayment and saved money. The day arrived when Renee was accepted for housing and moved into her own apartment. STEHM assisted her with some household items. Renee was also able to receive some GRIP funds for her security deposit and first month's rent. She was very grateful to have been given the opportunity to get back on her feet and become independent after going through a very challenging time in her life."

OFFICERS AND BOARD MEMBERS

The following officers and directors served during FY 2017:

OFFICERS:

*Kathy Bevans, President
Kathleen Murphy, Vice President
Theresa Morrin, Treasurer
Ellen Hamilton, Secretary*

DIRECTORS:

*Renee Brandon
Marsha Carter
Kellianne Conaway
Patricia Curry
Wayne Falk
Dorcas Gamble
Lois Golian
Jerry Hansen
Kathleen Hope
Eileen Mallouk
Mary Ann Marshall
Suzanne Martin
Theresa McCullin
Sheila Meara
Dorothy Medeiros
Molly Van Sickle
Margaret Wallace
Karen Zogheib*

Many others generously offered their time and talent to volunteer with STEHM as needed.

With the exception of Dorothy Medeiros and Kathy Hope, who are compensated as part-time staff, the other board members are all volunteers and receive no compensation.

The STEHM Board is a “working board,” which makes for a cooperative, informed and effective unit. Each person makes unique contributions as they can, besides their traditional board functions. Responsibilities include fundraising as well as other services, ranging from yard work to home repairs to finding furniture and household items for clients. Board members and volunteers also provide workshops for our residents.

Meetings of the board are held approximately every six weeks, with special meetings called when needed. In 2017, we continue to use the Salesforce database to update our communication efforts, and trained new users.

Our board had some changes during FY2017, as some former board members moved on to alternative projects. We are always actively seeking new members from various parts of the community.

Responsibilities of Board Officers are as follows:

PRESIDENT – Presides over regular meetings and meetings of the Executive Board (all officers); responds to issues raised by staff; handles emergency situations, obtaining solutions with agreement from the executive board; brings policy and other issues to the Board’s attention for consideration; serves as co-signature for banking purposes; assists committees with their functions.

VICE-PRESIDENT – Presides over regular meetings in the absence of the President; completes the Annual Report; serves on the Executive Board; may assist committees with their functions.

TREASURER –Manages STEHM’s endowment and investment funds; manages all insurance policies; in collaboration with the Business Manager, analyzes and retains financial reports; reports financial activity at board meetings; serves on the Executive Board.

SECRETARY – Takes and distributes minutes for board meetings; maintains correspondence via email with board members; serves on the Executive Board.

The Committees for the planning and execution of their respective functions are as follows:

FACILITIES – Oversees the maintenance and repair of the Martha Houses and the furnishing of the houses. Helps to coordinate the delivery of donations of furniture and provides assistance to former residents as they move to independent living. Co-Chairs: Wayne Falk and Jerry Hansen. Members: Eileen Mallouk and Kate Murphy.

FAMILY ENRICHMENT – Supports the entire family by providing services/education for not only the women, but the children that come through Martha House to ensure their success in school and in the community. Our monthly workshops offer topics of interest to both adults and children (fire safety, nutrition) that will add to the life skills needed to be independent members of the

community. Services can be individualized if the need arises. Chair: Mary Ann Marshall
Members: Sheila Meara and Margaret Wallace

FUNDRAISING – Manages and works to maintain current funding streams and looks for new sources to explore. Chair: Lois Golian. Members: Kathy Bevans, Kellianne Conaway, Pat Curry, Terri Morrin, Suzanne Martin, and Molly Van Sickle.

PERSONNEL – Manages and meets with staff to resolve issues as needed; conducts annual staff performance reviews; conducts search for new hires as needed; participates with the House Administrator in interviews of potential hires; recommends new hires to the Board; reviews recommendations for staff termination and presents conclusion to the Board. Chair: Kate Murphy. Members: Mary Ann Marshall and Dorcas Gamble

PUBLIC RELATIONS – Manages all external communications. Writes and designs brochures, holiday appeals and other publications and mailings. Updates STEHM Facebook page and website. Writes and distributes press releases as needed. Chair: Renee Brandon. Members: Pat Curry, Karen Zogheib and several volunteers

VOLUNTEER – Maintains list of volunteers and makes connections with staff and committee to use volunteer assistance as needed. Chair: Ellen Hamilton. Members: Kellianne Conaway and Mary Ann Marshall

STEHM, INC. ADVISORY COUNCIL

In FY2017, STEHM continued with the operational assistance of an Advisory Council. The purpose of the Advisory Council is to provide strategic advice to the Board of Directors and staff of STEHM. The Advisory Council is informal and flexible in structure and management. Unlike the Board of Directors, the Advisory Council does not vote or bear fiduciary responsibility. Each council member can decide the level of involvement that suits them best.

Advisory Council Responsibilities

1. To serve as Advisors, Advocates and Ambassadors
2. Public Relations – To help increase awareness about our program and services
3. Funding Leadership – To help influence and leverage resources to support program funding
4. Legal and Public Policy – To provide general guidance and recommendations
5. The Advisory Council will be asked to meet one or two times per year, but are invited to attend all board meetings.

Advisory Council Members and Affiliation

Father James T. Kirk	St. Mary Magdalen Church
Rev. Cheryl Jensen	United Methodist Minister, retired
Greg Lavelle	Delaware State Senate
Rick Gessner	Capital One
Marc Sposato	Attorney

Lisa Quadrini
Gina Ward
Donna Mitchell
Maraleta Malloy

Financial Planner
Fundraiser
Deutsche Bank
Former STEHM Board member

FY 2017 FINANCIAL REPORT

Sources of Funds	
Interest Income	24.86
Grant-in-aid (State of Delaware)	34,000.00
30th Anniversary donations	3,742.00
Amazon Smile	16.15
Andrew & Lois Golian	5,000.00
Capital One Services, LLC	10,000.00
Christ Church	2,500.00
City of Wilmington	5,000.00
Acts Retirement- Life (CVRA)	1,200.00
De Community Foundation (Endowment income)	15,088.81
Donald Hoppenjans	100.00
Dorothy MacIntyre	500.00
DuPont Company	2,000.00
Eileen Mallouk	400.00
Female Harmony Society	1,000.00
Fox & Roach Charities	611.00
Holiday Appeal Letters	17,894.54
iGive	28.53
Immaculate Heart of Mary	1,000.00
In Memory of Jocyce Ruddick	100.00
Jane Schindewolf	250.00
JP Morgan Chase & Co.	100.00
Kutz Foundation	2,300.00
Laffey McHugh Foundation	23,500.00
Leslie Savage	100.00
Marvin Family Foundation	4,000.00
New Castle County	5,000.00
Paul & Nancy Panepinto	25.00
St. Joseph's on the Brandywine (in part from the Jesse Ball DuPont Fund)	10,550.00
State of Delaware (HSS, OCS)	9,364.00
United Way	1,144.23
Vanguard Fund(Investment income)	9,415.50
Total Income	165,954.62

Use of Funds	
Advertising	15.00
Attendant Services	1,662.02
Bank Fees	33.15
Computer	842.62
Contribution	
Counseling Services	47,022.57
Housing (Motels)	15,405.00
Independent Contractors	525.00
Insurance	12,959.58
Legal	
Maintenance	1,225.73
Meeting Expense	3,654.02
Mileage & Cell phone reimbursment	486.48
Newsletter expenses	1,304.15
Office Supplies	139.90
Postage	182.34
Professional fees	130.00
Program expense (GRIP& misc supplies)	1,019.95
Rent	18.00
Repairs	10,453.93
Workshop expenses	1,216.34
Total items	98,295.78
Taxes	
Social Security and Medicare	3,628.76
State & City	25.00
Total Taxes	3,653.76
Utilities	
Cable Television	352.20
Gas & Electric	4,727.86
Internet	1,349.15
Telephone	2,284.28
Water	1,400.95
Total Utilities	10,114.44
Total Expenditures	112,063.98
Income minus Expenditures (gain)	53,890.64

Total Assets (Cash & Investment Acct)	475,147.89
Total Liabilities	12,673.35
Net Funds Equity (Assets - Liabilities)	462,474.54
Equity in Martha House I	80,289.22
Equity in Martha House II	74,469.00
Total Equity	617,232.76

STEHM continues to provide services at the Martha House residences and in our Motel Ministry in an efficient, cost-effective manner. Using a full-cost basis, we spent \$30.08 per person-night in Martha House I and II (compared to \$27.88 the prior year) for all services, and \$21.94 per person-night for operating the Motel Ministry. Approximately 83% of our total expenses are for the Martha Houses, 17% are for the Motel Ministry.

Knowing that motel rates are subject to routine increases, STEHM continually monitors the commercial rates for regional motels and contracts with those providing satisfactory accommodations at the least cost. We are always looking for ways to expand this valuable service, as there are many more people who could take advantage of a brief shelter if we had the resources to acquire more rooms.

HIGHLIGHTS OF 2017

The STEHM Board is happy to report that during FY2017, we were able to accomplish a number of activities that will move the organization's facilities and programs forward while allowing us to maintain the integrity of our original mission.

- Celebrated our 30th Anniversary with a party at the home of Advisory Council member, Gina Ward. In attendance were about 100 people including past and present board members, representatives from churches and community members who have provided financial support, and former residents.
- Continued to perform maintenance and updating on our two, 100-plus year-old houses on an as needed basis (waterproofing basements, new indoor/outdoor carpet on both porches, new locks on doors, etc.).
- Began a partnership with Andy Ragone, a community volunteer, to teach the residents about Urban Gardening. He ran a workshop to teach them how to plant and grow seeds in small spaces. They planted seedlings and starter plants of a variety of vegetables that would eventually be part of the backyard urban garden. This project led to a local scout who selected Martha House as his Eagle Scout project. He installed fencing and

built raised garden boxes where our residents planted their seedlings. Residents learned to care for their plants and learned about a number of new foods. The older children became quite knowledgeable about not only the plants, but about the variety of insects, both good and harmful, that are drawn to a garden. To further expand the residents' knowledge about their new gardening skills, an additional workshop was held on how to cook and incorporate their fresh vegetables into a variety of healthy eating choices.

- Added a new part-time staff member and restructured staffing responsibilities in June 2017. Current staff includes one part-time administrative Business Manager and three part-time personnel working directly with Martha House residents and Motel Ministry participants: a Case Manager, a House and Motel Ministry Manager, and a Community Liaison.
- Used the GRIP (Graduated Resident Incentive Program) to help several residents move into their new homes assisting with security deposits and/or first month's rent.
- Accepted donations of two Christmas trees from Hospice's Festival of the Trees, along with regular holiday contributions from local churches and supporters.
- Continue to participate in the state-run Continuum of Care Committees.

We look forward to continuing and expanding on some of these initiatives and adding new ones for FY 2018.

THE FUTURE

STEHM's Board is dedicated to the ministry of providing emergency shelter in motels for people in need and longer-term transitional shelter with counseling in Martha Houses I and II. Our goal is to help guide all those we serve toward self-sufficiency and independent living.

We also know that it is the continued generosity of the larger community, many of whom are listed in this year's "Source of Funds," that makes our goal achievable. We are always exploring ways to improve these services and our funding base, and we warmly welcome those who wish to participate –with their time or talents –in these programs.

Kathy Bevans, President