

FY 2019 Annual Report of STEHM, Inc.

(7/1/2018 to 6/30/2019)

STEHM (Supportive Transitional and Emergency Housing Ministry) is a non-profit organization dedicated to providing free short-term emergency housing through our motel ministry, and free long-term transitional housing through our two self-standing rowhomes, Martha House I and II. The Martha Houses I & II are dedicated to providing a safe, supportive environment to homeless women and children.

Both of our core programs, while relatively modest in the number of persons served, are powerful in the quality of care they provide. Due to budgetary limitations, our motel ministry is constrained in the number of homeless persons that we can financially support in this way. Nevertheless, we regularly review the accommodations being provided to ensure that they are clean, safe and appropriate for these emergency situations while also being cost effective, allowing STEHM to achieve maximum value for these limited dollars. Given the nature of long-term transitional housing, and the physical space limitations of the Martha Houses, we are not able to support large occupancy rates. What we do provide is a sustainable and effective approach that takes into account the whole individual, with services expanding beyond mere shelter to include financial, economic, social and mental rehabilitation services. 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. As such, we believe we are operating within a capacity to not simply address dire situations, but to build foundations that will prevent their recurrence.

HISTORY

STEHM was founded 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, 33 years after it began this important effort, STEHM has provided shelter to 7,734 homeless men, women and children for a total of 141,714 bed-nights. 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 caseworker 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. Costs for the program include: motel payments, salary for staff, telephone and fax, office supplies. Income to support this program comes from governmental and private grants, donations, and fundraisers.

Current Motel List:

Super Lodge
1213 West Avenue
New Castle DE 19720

Budget Inn
3 Memorial Drive
New Castle DE 19720

Best Night Inn
1200 West Ave
New Castle, DE 19720

Budget Motor Lodge
140 S. Dupont HWY
New Castle, DE 19720

Red Roof Inn #812
1119 S. College Ave
Newark, DE 19713

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. 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. In-house workshops are offered on a regular basis and include topics such as parenting, nutrition, stress management and fire safety. The staff coordinates the scheduling of workshops and volunteers are recruited to present them.

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 at Martha House that their participation in the Financial Independence Program is mandatory. After admission and the successful completion of a one-month probationary period, the Case Manager meets with each person and discuss their needs and sets goals for their financial independence. The Case Manager then puts in instructions and goals in writing for the resident to follow and use while attending the 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) Preparing a resume. The Action Plan details the financial goals of the individual, provides a recommended course of

action, and tracks progress towards meeting goals. It also provides a strategy for establishing or restoring credit, and instruction on how to maintain a good credit record and financial independence. In addition to the above mentioned programs, each resident also meets weekly with our Case Manager, where she will point out unnecessary expenditures and monitor Action Plan momentum and progress.

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.

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 Brandywine Counseling, Connections, A.I. DuPont Hospital, and Nemours Foundation. For the children, we collaborate with Children and Families First, Child, Inc., Delaware Health and Social Services, Kind to Kids, Delaware Hospice, 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 Centralized Intake system overseen by 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 2019

During FY 2019, 189 people were given emergency shelter in motels (compared to 151 people in FY 2018) for a total of 1323 people-nights of shelter (compared to 1,025 people-nights in FY 2018). 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, 27 adults and children were given transitional shelter, for a total of 4,865 people-nights of shelter (compared to 28 adults and children and 3,563 people-nights in FY 2018). Of the 27 people who joined the program, 6 women and 5 children completed the program and moved to independent housing. 8 left the program prematurely (non-compliance, move out of state, needed professional enrollment).Eight residents currently reside at the Martha House (4 women and 4 children).

The following are insights from our Case Manager, Sherry Zebrook, about two 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:

“Nichara and her three children stayed at Martha House for one year. As a single mother, Nichara has encountered numerous struggles, including loss of housing, but has never lost the determination needed to support her children. During her time with us, Nichara continued to work at her job, where she has been a dedicated employee for over 16 years, while also working with Stand by Me at West End to pay off debt, budget her finances and save money for housing. This hard work paid off, and Nichara found housing suitable for her family, which we assisted in subsidising her first month's rent via funds from GRIP (Graduate Resident Incentive Program). STEHM also contributed household items for her new home. Nichara was very excited and expressed her gratitude for STEHM providing a safe, knowledgeable and worry free place for her to chart out her family's future.”

“Christine B came to Martha House unemployed and with a limited family support structure. Immediately upon entering, Christine began looking for employment and eventually found work with the Delaware Division of Motor Vehicles. Additionally, she participated in the financial education program provided by Stand by Me at West End, where she was able to work on her debt reduction and financial planning. In addition to finding employment, financial stability and her own housing, Christine also worked to repair broken relationships during her time with us and is doing very well. Christine wrote a thank you letter to us, having acknowledged our assistance in cultivating a healthy environment in which she could prosper.”

OFFICERS AND BOARD MEMBERS

Officers

Janet Bailey, President
Kathleen Murphy, Vice President
Theresa Morrin, Treasurer
Sheila Meara, Secretary

Directors:

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| Kathy Bevans | Kathleen Hope |
| Renee Brandon | Eileen Mallouk |
| Lee Ann Cassidy | Mary Ann Marshall |
| Kellianne Conaway | Suzanne Martin |
| Patricia Curry | Theresa McCullin |
| Wayne Falk | Dorothy Medeiros |
| Dorcas Gamble | Molly Van Sickle |
| Lois Golian | Karen Zogheib |
| Jerry Hansen | |

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 2019, we continued to use the Salesforce database to update our contacts and communication efforts, and trained new users.

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, Kate Murphy, Dorcas Gamble.

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: Lee Ann Cassidy. Members: Kathy Bevans, Pat Curry, Terri Morrin, Suzanne Martin.

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.

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: Patricia Curry. Members: Renee Brandon, 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: Mary Ann Marshall.

STEHM, INC. ADVISORY COUNCIL

In FY 2019, STEHM continued to benefit from the support 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

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|----------------------|------------------------------------|
| 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 | Financial Planner |
| Gina Ward | Fundraiser |
| Donna Mitchell | Deutsche Bank |
| Maraleta Malloy | Former STEHM Board member |

| STEHM, INC. | | |
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| Sources and Uses of Funds | | |
| July 2018 - June 2019 | | |
| The following presents the sources and uses of funds during Fiscal Year 2019: | | |
| Sources of Funds: | | |
| Church Grants | | 2,100 |
| Immaculate Heart of Mary | 1,500 | |
| St. Joseph on the Brandywine | <u>600</u> | |
| | | |
| Corporate Foundations | | 9,896 |
| Amazon Smile | 122 | |
| Capital One Services | 5,000 | |
| Heritage DuPont | 4,000 | |
| Prudential Fox & Roach Charities | <u>774</u> | |
| | - | |
| Endowment Income | | 6,611 |
| | | |
| Government Grants | | 54,577 |
| City of Wilmington | 10,385 | |
| State of Delaware - HSS, OCS | 10,192 | |
| State of Delaware Grant-in-Aid | <u>34,000</u> | |
| | - | |
| Holiday Appeal | | 20,158 |
| | | |
| Individual & Other Organizations | | 4,473 |
| | | |
| Investment Income | | 7,607 |
| | | |
| Private Foundations | | 63,890 |
| DCF Fund for Women | 4,300 | |
| DCF Riverview Works Fund | 2,500 | |
| Female Benevolent Society of Wilm | 850 | |
| Kutz Foundation | 2,440 | |
| Laffey McHugh Foundation | 23,500 | |
| Lawton Trust | 4,900 | |
| Marvin Family Foundation, Inc. | 2,000 | |
| Jesse Ball Foundation | <u>23,400</u> | |
| | | |
| Total Sources of Funds | | \$169,312 |

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| Uses of Funds: | | |
| Bank Fees | | 130 |
| Cell Phone | | 480 |
| Computer | | 1,069 |
| Counseling Services | | 54,059 |
| Depreciation | | 3,869 |
| Graduate Resident Incentive Program | | 2,301 |
| Household Supplies | | 1,435 |
| Insurance | | 11,703 |
| Investment Expense | | 2,130 |
| Maintenance & Repairs | | 5,258 |
| Motel Ministry | | 23,979 |
| Newsletter Expense | | 1,084 |
| Office Supplies | | 516 |
| Payroll Processing | | 145 |
| Postage | | 276 |
| Professional Services | | 130 |
| Resident Expenses | | 856 |
| Subscriptions | | 175 |
| Workshop Expense | | 3,386 |
| Taxes - Federal & State | | 3,271 |
| Utilities | | <u>11,851</u> |
| | | |
| Total Expenditures | - | \$128,103 |
| | | |
| Total Sources less Expenditures | | \$41,209 |

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 \$20.16 per person-night in Martha House I and II (compared to \$29.92 the prior year) for all services, and \$24.36 per person-night for operating the Motel Ministry (compared to \$28.87 the prior year). 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 IN FY 2019

The STEHM Board is happy to report that during FY2019, 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.

- The underlying structures of both Martha I and II were stabilized and the structural integrity improved with patching and reinforcement in the basements.
- Constructed a beautiful retaining wall of stacked pavers to prohibit run off in the rear patio of Martha I.
- Continued our relationship 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. 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.
- Used the GRIP (Graduate 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.
- Welcomed Eileen Gaus as our new business manager.

We look forward to continuing and expanding on some of these initiatives and adding new ones for FY 2020.

THE FUTURE

STEHM's Board will always remain dedicated to the ministry of providing emergency and long-term transitional shelter for people in need. Our goal, to help guide all those we serve towards self-sufficiency and independent living, requires steadfast commitment not only of our board members, but of the larger community within which we serve. We are forever grateful for the generosity and support we have received, without which this goal would be simply a dream. As we look towards the coming year, I encourage our members to be diligent in cultivating a stronger understanding of how we can continue to move forward, fortifying our ministry to not only stand but grow under the tenets on which STEHM was founded.

As always, we welcome with open arms all those who wish to contribute to STEHM's mission, whether through financial, program or operational support, and we look forward to opening our doors to new faces and brighter horizons.

Janet Bailey, President