

## FY 2016 Annual Report of STEHM, Inc.

(7/1/2015 to 6/30/2016)

STEHM (Supportive Transitional and Emergency Housing Ministry) has served the homeless since 1986 and in that time has provided shelter to 7,202 homeless men, women and children for a total of 127,079 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, 30 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 on-site financial instruction conducted by the nonprofit West End Neighborhood House; and
- 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 at the House. After admission and the successful completion of a one-month probationary period, the House Administrator gives residents instructions, in writing, that direct them to make an appointment with the Family Resources Program Coordinator at West End Neighborhood House in order to participate in the Family Resources Program conducted by West End ([www.westendnh.org](http://www.westendnh.org)). The program focuses on budgeting and credit management, developing employment skills and job training, and addressing parenting/child care and landlord issues. Its diverse financial management services assist participants with their immediate financial needs while helping them budget, build credit and plan for a more stable financial future. The Family Resource Coordinator at West End meets with Martha House residents as often as needed to accomplish the following: (1) Obtain the resident's credit report; (2) Design an Action Plan; (3) Prepare a monthly expense report; and (4) Provide 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.

The Family Resources Program Coordinator provides a copy of each resident's Action Plan to the Martha House staff. Both the Family Resources Program Coordinator and the Martha House staff monitor progress in meeting the goals in the plan. The Martha House staff assures that residents keep all receipts and log expenditures on a weekly expense record and then reviews receipts and expenditures with each resident weekly. At these weekly meetings, Martha House staff will point out unnecessary expenditures and monitor and discuss whether progress is being made in meeting the resident's Action Plan goals.

The final component of the 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 these programs include:

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

Income to support these programs:

- 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 2016**

During FY 2016, 147 people were given emergency shelter in motels (compared to 145 people in FY 2015) for a total of 1,004 people-nights of shelter (compared to 987 people-nights in FY 2015). 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, 38 adults and children were given transitional shelter, for a total of 4,177 people-nights of shelter (compared to 38 adults and children and 4,298 people-nights in FY 2015). Of the 38 people who joined the program, nineteen moved to independent living, thirteen (adults and children) dropped out or were terminated for violations of guidelines, and as of June 30th, six were still in residence.

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:

*“Ashley M and her four children were with us for about a year. Ashley had three children and was eight months pregnant when she entered our program. She was working at Super Fresh where she had been employed for six years. Ashley did not have a good support structure she could depend on. However, she was a great mother who was*

*diligent in her desire to meet her children's needs. Lay-offs due to an impending supermarket merger left Ashley without employment. Ashley was a go-getter and within a couple weeks secured not just one but two positions, as a maid and Amazon warehouse worker.*

*During her stay, Ashley participated in the financial education program, took care of her expenses and was able to save money. She continued to look for better employment opportunities. She was elated when she received a letter from WHA stating she was able to move into her own place! She was now on her way to independent housing! We provided her with a lot of household items and furniture for her family in their new home. Ashley was extremely appreciative of her time at Martha House, which allowed her and her family to stay together. Right after Ashley moved, she was able to purchase a new van to transport her family of five. She also obtained a new full-time job with benefits. Ashley would stop by Martha House to say hello to me and within a couple of months I received an invitation to her graduation. I expressed how proud I was of her and how proud she should be of herself and all her accomplishments. Ashley and I stay in touch every couple of months, usually by text. I am proud to say this mature woman and her children are doing wonderfully!"*

***"Donzell J** and her son were with us for seven months. Donzell worked full time at Shipley Manor in dietary. She was a young mother without a familial or financial support system. A few friends and family members would be available for childcare once in awhile, but no one was consistent and dependable when she was required to work weekends. Donzell was looking for new jobs that would allow her to work around her childcare hours. She had applied for and been awarded benefits for her and her son for Food, Medical and Childcare.*

*While she was staying at Martha House she participated in the financial education program, which allowed her to pay off an old bill and save some money. She opened a savings account for her son as well. During her stay, Donzell was able to obtain her driver's permit. Donzell was excited when she received a letter from WHA informing her she was one of the next people to procure housing. However, she needed \$532.00 for a security deposit and first month's rent as a good faith payment to hold the unit until preparations were completed. STEHM assisted her with this cost with funds from our GRIP program and she was able to be awarded the unit. We also were able to provide her with some furniture and household items for her new home. Donzell was extremely grateful for the opportunity Martha House provided her."*

## OFFICERS AND BOARD MEMBERS

The following officers and directors served during FY 2016:

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### *OFFICERS:*

*Kathy Bevans, President*

*May Ann Marshall, Vice President*

*Theresa Morrin, Treasurer*

*Ellen Hamilton, Secretary*

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### *DIRECTORS:*

*Renee Brandon*

*Marsha Carter*

*Hollie Chan*

*Nancy Chesser*

*Kellianne Conaway*

*Patricia Curry*

*Wayne Falk*

*Dorcas Gamble*

*Lois Golian*

*Jerry Hansen*

*Kathleen Hope*

*Steve LaPerle*

*Maraleta Malloy*

*Eileen Mallouk*

*Suzanne Martin*

*Theresa McCullin*

*Sheila Meara*

*Dorothy Medeiros*

*Kathleen Murphy*

*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 2016, we used the Salesforce database to update our communication efforts, and trained new users. In addition, we were able to purchase new computers and software for

both our staff and residents, recognizing the importance of having up-to-date technology available for them.

Our board had some changes during FY2016, 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** – Receives monies from donations and grants and manages banking and investment thereof; pays all bills for household expenses; monitors hours worked by staff and makes payroll payments and approved reimbursements; makes necessary payments for social security and taxes for staff; handles insurance policies; keeps all financial records and reports activity at board meetings; maintains residents' savings accounts and payouts upon leaving; 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.

**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, Maraleta Malloy, Terri Morrin, Mary Ann Marshall, 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 mailings. Researches and make plans to update 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 FY2016, 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	Financial Planner
Gina Ward	Fundraiser
Donna Mitchell	Deutsche Bank

## FY 2016 FINANCIAL REPORT

**The following presents the sources and use of funds during FY 2016**

<b>Sources of Funds</b>	
Interest Income	23.87
Resident Savings (Client Escrow)	2,005.00
Grant-in-aid (State of Delaware)	34,000.00
Andrew & Lois Golian	6,913.00
Art & Joan Connolly Fund	500.00
Capital One Services, LLC	5,000.00
Cards for Causes	98.26
Christ Church	2,500.00
CVRA Spiritual Life Committee	1,510.00
De Community Foundation (distribution from Josephine R. Eichenberger Memorial Fund for STEHM)	9,404.97
Delaware State Housing Authority	6,945.00
Donald Hoppenjans	100.00
Dorothy MacIntyre	550.00
DuPont Company	2,000.00
Fox & Roach Charities	1,323.00
Holiday Appeal Letters	11,427.24
iGive	30.35
In Memory of Jocye Ruddick	1,389.95
Joseph Farley Plumbing & Heating	100.00
Kate & M.E. Murphy	2,500.00
Kaufman Mayo Foundation	500.00
Kutz Foundation	8,500.00
Laffey McHugh Foundation	23,500.00
Lawton Trust(Red Clay Creek Prebyterian Church)	4,000.00
Marvin Family Foundation	4,000.00
Michael & Marilyn Keehan	25.00
Ralph & Rose Pepe	250.00
Richard Bender & Alison Frost	50.00
St. Joseph's on the Brandywine ( in part from the Jesse Ball DuPont Fund)	13,304.00
State of Delaware (HSS, OCS)	12,328.67

United Way	1,940.45
<b>Total Income</b>	<b>156,718.76</b>

<b>Use of Funds</b>	
Attendant Services	1,829.50
Bank Fees	33.90
Computer	3,597.50
Contribution	
Counseling Services	47,183.02
Housing (Motels)	18,542.00
Independent Contractors	506.63
Insurance	10,705.99
Legal	
Maintenance	1,630.07
Meeting Expense	115.00
Mileage & Cell phone reimbursment	538.16
Newsletter expenses	1,202.88
Office Supplies	334.95
Postage	169.04
Professional fees	130.00
Program expense (GRIP& misc supplies)	2,384.63
Rent	6.00
Repairs	33,660.64
Workshop expenses	152.78
Total items	122,722.69
Taxes	
Social Security and Medicare	3,609.48
State & City	31.91
Total Taxes	3,641.39
Utilities	
Cable Television	723.55
Gas & Electric	4,594.58
Internet	1,310.37
Telephone	2,418.69
Water	1,940.65

Total Utilities	10,987.84
<b>Total Expenditures</b>	<b>137,351.92</b>
Income minus Expenditures (gain)	19,366.84
Total Assets (Cash & Investment Acct)	412,818.28
Total Liabilities	3,623.97
Net Funds Equity (Assets - Liabilities)	409,194.31
Equity in Martha House I	80,289.22
Equity in Martha House II	74,469.00
Total Equity	563,952.53

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 \$27.88 per person-night in Martha House I and II (compared to \$23.14 the prior year) for all services, and \$20.81 per person-night for operating the Motel Ministry. Approximately 77% of our total expenses are for the Martha Houses, 23% 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 2016**

The STEHM Board is happy to report that during FY2016, 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.

- Completed rehab of three existing bathrooms and expansion of one half-bath to a full bathroom.
- Obtained a storage unit for the cost of \$1.00 per month, thanks to the new owners of Reybold Self Storage facility.
- Welcomed a new House Manager, Jenae McWhirter.
- A brand new computer was placed in each house for residents to use.
- Created a salaried position for a financial operations manager, Kathy Hope.

- Started the G.R.I.P. Program (Graduated Resident Incentive Program) to assist our clients who have successfully completed the program.
- Installed two beautiful patios in the rear of each house to enhance and enlarge living spaces.
- Actively participated in the state-run Continuum of Care Committees.
- Created an informative one-page STEHM, Inc. fact sheet for various distributions.
- Had a P.N.A. (physical needs assessment) completed in FY2015 to evaluate the condition of our facilities. During FY2016, each line item was addressed and corrected, or slated on the calendar to explore.
- STEHM, Inc. held a Strategic Planning Meeting in January 2016, the first since 2005. Long-term goals were discussed and T.O.G.'s (task oriented groups) were assembled to address specific goals.

We look forward to continuing with some of these initiatives and adding new ones for FY 2017.

### **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*