

FY 2023 Annual Report of STEHM, Inc.

July 1st 2022 to June 30, 2023

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 in our two rowhomes, Martha House I and II. The Martha Houses I & II are dedicated to providing a safe supportive environment to unhouse single women and women with 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 unhoused 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 referral 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 when Father Stephen Breen, associate pastor at St. Mary Magdalen Church, 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 as 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 persons experiencing homelessness to attain self-sufficiency and move to independent living. 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, 37 years after it began this important effort, STEHM has provided shelter to 8,445 men, women and children experiencing homelessness for a total of 163,348 bed-nights. STEHM has been able to continue its mission thanks to generous contributions and ongoing support from many sources. Our contributors include individuals, government, business, private foundations, churches and other charitable groups.

MISSION

STEHM is a non-profit ecumenical organization whose mission is two-fold: at 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 individuals in need.

PROGRAMS

1) 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 per calendar year. Costs for the program include: motel payments, salary for staff, telephone, fax and office supplies. Income to support this program comes from government and private grants, donations and fundraisers.

Current Motel List:

- Red Roof Inn 1119 S. College Ave Newark, DE 19713
- Red Roof Inn 1612 N. Dupont Hwy Bldg. A New Castle, DE 19720
- Rodeway Inn 1120 S. College Ave Newark, DE 19713
- Super Lodge 1213 West Ave New Castle, DE 19720
- The West Motel 711 Pulaski Hwy Bear, DE 19701

2-) 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. The Case Manager also assists residents with 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'S Graduate Resident Incentive Program (GRIP) 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 speakers are recruited to present them.

Financial Independence Program (FIP):

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 in coordination with the 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 to discuss their needs and set goals for their financial independence. The Case Manager then outlines a plan and sets 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 can 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 into 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 Marth 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 Technical and 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 Delaware Department of Social Services (DHSS), Delaware Department of Public Health (PDH), Brandywine Counseling, A.I. DuPont Hospital and the Nemours Foundation. For the children, we collaborate with Children and Families First, Child Inc., Delaware Health and Social Services, Kind to Kids, Delaware Guidance, Teen Warehouse, day care centers and local schools. Our collaboration with West End also provides access to many programs they offer in addition to the money management options. 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 Housing Alliance of Delaware. In FY2023 we fostered new collaborative relationships with Associated Builders and Contractors of New Castle County, Delaware Breast Cancer Coalition, Great Stuff, Sojourners and Walmart.

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. 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 28 women and children in residence. Our overall 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 2023

During FY 2023, 172 people were given emergency shelter in motels (compared to 107 people in FY 2022) for a total of 1204 people-nights of shelter (compared to 795 people-nights in FY 2022). 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 that we're able to fulfill.

In Martha Houses I and II, 27 adults and children were given transitional shelter, for a total of 5184 people-nights of shelter (compared to 37 adults and children for 3,758 people-nights in 2022). Of

the 27 people who joined the program, 3 women and 2 children completed the program and moved to independent housing, 2 women and 3 children left the program prematurely (non-compliance, move out of state, needed professional enrollment). Two women and four children returned to previous home state. Eleven residents currently reside at the Martha Houses (5 women and 6 children).

The following is an insight from our Case Manager, Sherry Zebrook, about a resident's activities and development at Martha House. It tells the story of her personal growth and accomplishments that we are proud to nurture and share.

Success Story

Tierra and her two boys were residents of Martha House for 11 months. Tierra was a single mother with not a lot of family support. She was determined to obtain employment that would lead to a career that would allow her to provide a better life for her family. She applied and was hired as a DE County 911 operator. She went through vigorous training for about 6 months. She also attempted to work for Amazon Flex when not studying or taking tests for her certification. When she was ready to start on the phones live, she was faced with the challenge of childcare since her schedule was the night shift 7pm-7am. Between friends and a few family members when available, she pulled it off! While Tierra was at Martha House, she engaged in the Financial Independence Program provided through our collaboration with West End. She worked on debt repayment to clear old issues, increased her credit score, structured a budget and saved money. Tierra had her mind set and moved right onto her next goal, housing. She applied and was accepted for a two-bedroom apartment for her and her sons. STEHM assisted her with the security deposit from GRIP funds. We also provided two brand-new mattresses along with many household items and furniture to get started in her home. Tierra was very proud of herself for her determination to push through this long process when she saw how it paid off in the end. She was very appreciative of the time she could stay at Martha House to make this all possible. While she was in the program, the boys worked with our childcare educator who provided crafts, activities, books and enrichment to the boys. We have visited Tierra and she is doing very well getting settled in her new home.

*Sherry Zebrook
Case Manager*

OFFICERS AND BOARD MEMBERS

Officers:

Mariana Reyes	President
Kathleen Murphy	Vice President
Theresa Morrin	Treasurer
Shelia Meara	Secretary
Renate Flannelly	Childrens Education and Targeted Support (CETS)

Directors:

E.J. Amobi	Lois Golian
Kellen Amobi	Ellen Hamilton
Kathy Bevans	Eileen Mallouk
Lee Ann Cassidy	MaryAnn Marshall
Sarah Collins	Suzanne Martin
Patricia Curry	Dorothy Medeiros
Richard Curry	Sherry Rogers
Wayne Falk	Stacy Smith Tyson

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.

RESPONSIBILITIES OF EXECUTIVE COMMITTEE ARE AS FOLLOWS:

PRESIDENT – Presides over regular meetings and meetings of the Executive Board (all officers and CETS chair); responds to issues raised by staff; handles emergencies, obtaining solutions with agreement from the Executive Board; brings policy and other matters to the Board’s attention for consideration; is a co-signature for banking purposes; may assist committees with their functions; hosts annual end-of-year party.

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 – Works closely with STEHM’s Business Manager; keeps all financial records and reports activity at Board meetings; handles all insurance policies; manages the investments; serves on the Executive Board.

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

CHILDREN’S EDUCATION & TARGETED SUPPORT (CETS) – Develops educational programming, assesses educational needs, provides tutoring and fosters literacy skills by building resident

children's personal libraries tailored to each child's interest and reading levels. Provides children's workshops and enrichment activities. Coordinates with the Family Enrichment & Workshops Chair if needed. Serves as a member of the Executive Committee. Chair: Renate Flannelly

THE COMMITTEES FOR THE PLANNING AND EXECUTION OF THEIR RESPECTIVE FUNCTIONS ARE AS FOLLOWS:

COMMUNICATIONS – Manages all external communications. Writes and designs brochures, holiday appeals and other mailings. Writes and distributes press releases as needed. Updates STEHM's website and social media presence as needed. Chair: Patricia Curry. Members: Harriet Chow and Stacy Smith Tyson.

COMMUNITY LIAISON – Serves a liaison between STEHM and government and community organizations that support people experiencing unhoused conditions. Co-Chairs: Dorothy Medeiros and MaryAnn Marshall.

GRANTS – Manages and works with the grants committee to maintain current funding streams and look for new sources to explore. Chair: Lee Ann Cassidy. Members: Kathy Bevans, Patricia Curry, Theresa Morrin, Suzanne Martin, Renate Flannelly.

FACILITIES – Oversees the ongoing maintenance/repair/replacement of items within the Martha Houses; develops a list of maintenance /repair needs with the input of the House Manager and staff; meets with outside vendors and contractors as necessary. Assesses the long-term needs of the houses for larger projects (roofing/windows/kitchen retrofit/bathroom makeover); presents information on these needs to the Board and develops a timeline for completion; collects bids from contractors as needed and oversees the completion of the approved projects as necessary. Chair: Richard Curry
Member: Wayne Falk.

FAMILY ENRICHMENT & WORKSHOPS – Plans and coordinates workshops for residents. When appropriate, may work in collaboration with the CETS chair. Chair: Sherry Rogers

FUNDRAISING & EVENTS – Plans and coordinates special board gatherings and fundraising events designed to increase awareness, develop grant opportunities and expand STEHM's database. Such events may be sponsored independently by STEHM or presented in conjunction with other agencies, community groups or nonprofit organizations. Co-Chairs: Ellen Hamilton, Kathy Bevans.

PERSONNEL – Manages committee and meets with staff to resolve issues as needed; conducts annual staff performance reviews; performs a search for new hires as required; participates with the House Administrator in interviews of potential hires; recommends new hires to the Board; reviews recommendation for staff termination and presents the conclusion to the Board. Makes recommendations for salary increases and bonuses to the Board. Updates, add and adjusts job descriptions. Chair: Kathleen Murphy. Members: MaryAnn Marshall

PUBLIC RELATIONS – Manages and promotes the public image, communication and public affairs of STEHM. Facilitates networking, fund-sourcing and public awareness of STEHM. Chair: Mariana Reyes. Member: Stacy Smith Tyson

STRATEGIC PLANNING – Review, analyze and plan for STEHM’s future. Chair: E. J. Amobi. Member: Kellen Amobi

VOLUNTEERS COORDINATOR – Coordinates volunteers for facilities, programs, and administrative duties. Recruits volunteers through the use of Volunteermatch.org along with other traditional methods. Performs required background clearances on new volunteers. Provides orientation and ensures that there is appropriate training. Chair: Theresa Morrin

ADVISORY COUNCIL

In FY 2023 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

Judy Christensen	Teacher – retired
Harriet Chow	Former STEHM Board member
Geoffrey Gamble	Attorney
Rick Gessner	Capital One
Krista Griffith	State Representative
Rev. Cheryl Jensen	United Methodist Minister, retired
Maraleta Malloy	Former STEHM Board member
Gina Ward	Fundraiser

FINANCIAL RESPONSIBILITY

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 analysis, we spent \$24.59 per person-night in Martha House I and II (compared to \$32.03 the prior year) for all services and \$32.56 per person-night for operating the Motel Ministry (compared to \$40.58 the prior year). Additionally, continuity of staff remains a priority and in response, in the current year STEHM initiated and funded an employee benefit program. Approximately \$127,500 of our total expenses are for the Martha Houses, \$39,000 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.

Attached to this Report is STEHM's Sources and Uses of Funds for FY2023.

HIGHLIGHTS IN FY 2023

During FY 2023 we have accomplished 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.

- We continued a relationship with Paws for People, a non-profit organization that provides therapeutic visits by providing interaction with a well-trained dog, in a hands-on supervised environment. Children can groom, pet and share snacks with the dogs. They learn about the breed and how to care for them.
- Seven years strong, we've continued to teach the residents about Urban Gardening through workshops that teach 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 several new foods. The older children became quite knowledgeable about not only the herbs and plants, but about the variety of insects, both good and harmful, that are drawn to a garden. To further expand the residents' knowledge, 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 by assisting with security deposits and/or first several month's rent.
- Accepted donations of two Christmas trees from Hospices' Festival of Trees, along with regular holiday contributions from local churches and supporters.
- Continued to participate in the state-run Continuum of Care Committees.
- Continued our relationship with the New Castle Library Systems and received new book donations. Each child has been given more than 10 books thus far.
- Finished our Strategic Plan for the next three years and started implementing it.
- Had and passed all Audits and reviews from the State of Delaware, including the Division of State Service Centers (DSSC) and Office of Community Service (OSC).
- Applied for and received grants for training in Diversity, Equity & Inclusion (DEI) for all board members and staff.
- Contracted the Educere Institute for our DEI training. So far we've received two workshops sessions each with 100% staff and over 90% Board participation.

- Expanded our in-house staff to better support our residents.
- Resolved water and flooding issues in basements by adding floor drains and sump pumps.
- Renovated two Martha House bathrooms.
- Installed electronic locks on all bedroom doors for residents' privacy.
- Updated our Mission statement: to provide safe, secure housing and specialized programs for those experiencing homelessness.
- Updated our vision statement: A community where everyone has a home in which they can grow and thrive.
- Professionally painted the halls in MH2 thanks to the generosity of Associated Builders & Contractors of New Castle County.

We look forward to continuing and expanding on some of these initiatives and adding new ones for FY 2024.

THE FUTURE

As we reflect on the achievements and challenges of FY 2023, we are filled with gratitude for the support and dedication of our volunteers, staff, board members, and generous donors. Despite the constraints posed by budget limitations and physical space, STEHM remains steadfast in its commitment to providing compassionate care and support to individuals and women with children experiencing homelessness.

In the spirit of continuous improvement, we have established a Task Force dedicated to analyzing and enhancing our workflow and processes. This initiative reflects our proactive approach to addressing the evolving needs of our community and ensuring that we are operating efficiently and effectively.

Looking ahead to FY 2024, we are optimistic about the opportunities for growth and expansion. We will build upon the success of our existing programs while exploring new avenues to further our mission. Collaborations with community partners will continue to play a crucial role in our efforts to provide comprehensive support to those in need.

Despite the challenges posed by a national shortage of affordable housing, we remain committed to supporting our residents as they prepare to transition into independent living. Even with significant full-time employment, the lack of available affordable housing in our area presents a very real challenge. While this issue does not directly impact our direct service offerings, it underscores the broader systemic challenges faced by individuals experiencing homelessness.

As we embark on this journey, we remain committed to our core values of compassion, integrity, and empowerment. Together, we will continue to make a meaningful difference in the lives of individuals and women with children experiencing homelessness, working towards a future where everyone has a safe and secure place to call home.

Mariana Reyes, President

STEHM, INC.

Sources and Uses of Funds

July 2022- June 2023

The following presents the sources and uses of funds during Fiscal Year 2023:

Sources of Funds:

Corporate Foundations		65,718
Amazon Smile	0	
Bristol Myers-Squibb	1,000	
Capital One Services	30,000	
DuPont	2,500	
Incyte	31,000	
JP Morgan Chase	400	
Other	441	
Prudential Fox & Roach	377	
Endowment Income		2,981
Government Grants		54,722
City of Wilmington	5,000	
New Castle County	0	
State of Delaware - HSS, OCS	9,408	
State of Delaware Grant-in-Aid	40,314	
Holiday Appeal		22,603
Individual & Other Organizations		10,098
Investment Income		10,470
Private Foundations		67,923
ACTS	600	
DCF RiverView Works Foundation	3,500	
Female Benevolent Society of Wilm	1,000	
Female Harmony Society	800	
Jesse Ball Foundation	23,000	
Kutz Foundation	2,500	
Laffey McHugh Foundation	23,500	
Lawton Trust	5,000	
Marvin Family Foundation, Inc.	4,000	
In-Kind Donations	4,023	

Total Sources of Funds **\$234,515**

Uses of Funds:

Bank Fees		334
Cell Phone		550
Computer		1,214
Counseling Services		76,483
Depreciation		3,869
Graduate Resident Incentive Program		530
Household Supplies		2,316
Insurance		8,001
Investment Expense		1,266
Maintenance & Repairs		18,195
Motel Ministry		36,801
Newsletter Expense		1,443
Office Expenses		1,975
Other		271
Payroll Processing		856
Postage		246
Professional Fees		165
Resident Expenses		5,243
Staff Training		630
Subscriptions		485
Workshop Expense		2,683
Taxes - Federal & State		6881
Utilities		13,802

Total Expenditures **184,238**

Total Sources less Expenditures **\$50,277**