

FY 2024 Annual Report of STEHM, Inc.

July 1, 2023 to June 30, 2024

STEHM (Supportive Transitional and Emergency Housing Ministry) is a non-profit organization whose mission is to provide safe, secure housing and specialized programs for those experiencing homelessness. We do this by providing free short-term emergency housing for needy and displaced persons through our Motel Ministry and free long-term transitional housing in our two rowhomes, Martha House I and II, for 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 I and II 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, 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 8,656 individuals experiencing homelessness for a total of 167,816 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 House 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 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 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:

Best Night Inn	1200 West Ave.	New Castle, DE 19720
Budget Inn	3 Memorial Drive	New Castle, DE 19720
Budget Motor Lodge	140 S. Dupont Hwy.	New Castle, DE 19720
Fairview Inn	1051 S. Market St.	Wilmington, DE 19801
Milan Motel	3306 Philadelphia Pike	Claymont, DE 19703
Motel 6	100 McIntosh Plaza	Newark, DE 19703
Red Roof Inn	1119 S. College Ave	Newark, DE 19713
Red Roof Inn	1612 N. Dupont Hwy Bldg. A	New Castle, DE 19720
Riverview Inn	7811 Gov. Printz Blvd.	Claymont, DE 19703
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

MARTHA HOUSE 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 program.
- 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 the Martha Houses, 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 typically 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 the Martha Houses. This savings is returned to each resident upon departure.

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, Nemours Children's Hospital and the Nemours Foundation. For the children, we collaborate with Delaware Public Libraries, 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, and work with agencies such as Child, Inc., the Salvation Army, the Hope Center and the Ministry of Caring to identify women who would be good candidates for the Martha House program. In FY2024 we continued 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 2024

During FY 2024, 187 people were given emergency shelter in motels (compared to 172 people in FY 2023) for a total of 1,267 people-nights of shelter (compared to 1,204 people-nights in FY 2023). 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 House I and II, 24 adults and children were given transitional shelter, for a total of 3,201 people-nights of shelter (compared to 27 adults and children for 5,184 people-nights in 2023). Of the 24 people who joined the program, 4 women and 2 children completed the program and moved to independent housing. Ten people left the program prior to completion (9 terminated due to non-compliance issues, 1 went to a rehabilitation program). Eight residents currently reside at the Martha Houses (4 women and 4 children).

The following is an insight from our Case Manager, Sherry Zebrook, about two of our residents and their activities and development at Martha House.

Success Stories

Brandi was a resident of Martha House for six months. Brandi made the decision after a long time that she needed to make a change for herself and her future. She was connected to us after leaving a difficult relationship with little family support except from her sister and they did try to help each other out when possible. Brandi has been working six days a week at Giant running the floral department for a few years. She is very creative and makes many crafts on the side which she sells online and at bazaars.

While Brandi was at Martha House, she engaged in the Financial Independence Program provided through our collaboration with West End. She worked to build credit, structure a budget and saved money.

Brandi is an independent woman who, despite working six days a week, was still unable to afford rent on her own. She discussed this with her sister, and they decided to house share to assist each other with living expenses. Brandi would also be able to help her sister with her nephew. STEHM assisted her with the first month's rent from GRIP funds. Brandi felt good about this arrangement since she was able to find housing in this challenging time of astronomical rent prices and it was a win-win for them both. She stated Martha House was just what she needed, a safe place to stay and help her make the next step possible in her future.

Su was a resident of Martha House for six months. She was a young woman who came to us from a difficult situation and not a lot of family support. Su was working the night shift for Amazon while going to classes to obtain her High School Diploma. After some time, she realized this night shift was too exhausting to keep up while trying to complete her classes in the day. So, she located new employment that offered more of a balance so she could complete her goal. Su stated she is so excited; she will be graduating in a few weeks and obtain her Diploma.

While Su was at Martha House, she engaged in the Financial Independence Program provided through our collaboration with West End Neighborhood House. She worked to build credit and increase her score, structure a budget and saved money.

Su is very independent and soon was able to secure housing for herself, moving into her own apartment. STEHM assisted her with the first month's rent from GRIP funds. We also provided many household items to get started in her home. Su was very proud since this would be her first place to call her own! She stated Martha House is a great program and helped give a sense of security for those starting over.

Sherry Zebrook
Case Manager

OFFICERS AND BOARD MEMBERS

Officers:

- | | |
|-------------------|----------------|
| • Mariana Reyes | President |
| • Kathleen Murphy | Vice President |
| • Theresa Morrin | Treasurer |
| • Sheila Meara | Secretary |

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 |
| • Renate Flannelly - Executive Committee member | • Alanna Witowski |

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 and Board Committees 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. This year each child received 20 plus books for their personal libraries. CETS also 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: Stacy Smith Tyson.

COMMUNITY LIAISON – Serves as 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: Alanna Witowski. 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 volunteer using 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

STEHM, INC. ADVISORY COUNCIL

In FY 2024 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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|----------------------|------------------------------------|
| • Harriet Chow | Former STEHM Board member |
| • Judy Christensen | Teacher – retired |
| • Geoffrey Gamble | Attorney |
| • Rick Gessner | Capital One |
| • Krista Griffith | State Representative |
| • Rev. Cheryl Jensen | United Methodist Minister, retired |
| • 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 \$36.25 per person-night in Martha House I and II (compared to \$24.59 the prior year) for all services and \$29.51 per person-night for operating the Motel Ministry (compared to \$32.56 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 90% of our total expenses are used to support our programs of which 70% is for the Martha Houses, 20% is 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 2024

During FY 2024 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.

- Eight 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.

Expanded the program to add “Extended GRIP” to help residents continue their path to success.

- We accepted donations of two beautiful Christmas trees from Delaware Hospice's Festival of Trees.
- We received regular holiday donations from parishioners of several local churches, including St. Mary of the Assumption Church, St. Joseph on the Brandywine Church, Christ Church Christiana Hundred, and Grace Episcopal Church, among others.
- We continue to receive invaluable support and donations from many private organizations and individuals, whose names are too numerous to mention or who wish to remain anonymous. There are no words to express our gratitude for everyone’s generosity.
- 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 20 books thus far.
- 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), as well as our financial review by an outside audit firm.
- The entire board and staff successfully completed DEI training and coaching with a certified DEI instructor.
- We expanded our Motel Ministry Program to better serve a larger under-resourced population.
- We undertook a comprehensive upgrade to our internet, phone, fax and TV systems, enhancing service, efficiency and cost savings.
- Our dining rooms have been transformed into vibrant children’s areas, featuring murals, toys, activity desks, cozy rugs and furnishings.
- We implemented major renovations across both buildings, including:
 - Installation of new plumbing features and drain lines
 - Removal of fluorescent lighting
 - Upgrading to new subfloors and PVC flooring
 - Carpeting in stairwells
 - Adding security locks and motion sensor lights to front doors
 - Installation of new ceiling fans
 - Repairing and repainting walls and ceilings
 - Installing wall cabinets in the laundry area
 - Conducting mortar repairs on our century-old foundations
 - Implementing water diversion strategies

We look forward to continuing and expanding on some of these initiatives and adding new ones for FY 2025.

LOOKING AHEAD: BUILDING ON A STRONG FOUNDATION:

As STEHM embarks on a new chapter, we carry forward the momentum of dedicated service and impactful programs from this past year. While FY 2025 will mark a transition in leadership, our commitment to our mission remains steadfast. We are deeply grateful for Sue Martin's vision and look forward to her guidance in navigating the evolving landscape of homelessness and housing insecurity. Moving forward, we will prioritize finishing the update of STEHM's policies and procedures as part of Program Analysis with the guidance of The Educere Institute and reestablishing priorities for the future, e.g., expanding community partnerships, enhancing fundraising efforts, and exploring innovative housing solutions. By building on the strong foundation laid over the past years, STEHM will continue to empower women and their children on their journeys toward stability and self-sufficiency, ensuring that our community remains one where everyone has access to safe and supportive housing.

Mariana Reyes
President

STEHM, INC.		
Sources and Uses of Funds		
The following presents the sources and uses of funds during Fiscal Year 2024:		
Sources of Funds:		
Corporate Foundations		17,741
Bristol Myers-Squibb	1,000	
Incyte	16,000	
JP Morgan Chase	500	
Other	11	
Prudential Fox & Roach	230	
Endowment Income		15,702
Government Grants		60,624
City of Wilmington	10,000	
State of Delaware - HSS, OCS	8,624	
State of Delaware Grant-in-Aid	42,000	
Holiday Appeal		24,515
Individual & Other Organizations		13,647
In Kind Contributions		12,523
Investment Income		28,835
Private Foundations		58,225
ACTS	2,000	
Christ Church	3,000	
Crestlea Foundation	4,250	
DCF Fund For Women	4,500	
DCF RiverView Works Foundation	3,500	
Female Benevolent Society of Wilm	1,500	
Female Harmony Society	1,000	
Kutz Foundation	3,500	
Laffey McHugh Foundation	23,500	
Lawton Trust	6,500	
Marvin Family Foundation	4,000	
Wilmington Flower Market	975	
Total Sources of Funds		\$231,812
Uses of Funds:		
Bank Fees		30
Cell Phone		600
Computer		972
Compensation		79,013
Depreciation		3,869
Graduate Resident Incentive Program		1,900
Household Supplies		3,968
Insurance		8,244
Maintenance & Repairs		26,096
Motel Ministry		37,570
Newsletter Expense		1,210
Office Expenses		1,633
Other		647
Payroll Processing		1,215
Postage		537
Professional Fees		4,185
Resident Expenses		15,186
Staff Training		1,185
Subscriptions		789
Workshop Expense		2,275
Taxes - Federal & State		6425
Utilities		16,564
Total Expenditures		\$214,112
Total Sources less Expenditures		\$17,700