

2024-2025 ANNUAL REPORT

ENDING HOMELESSNESS
ONE PERSON AT A TIME

BOARD OF DIRECTORS

OFFICERS



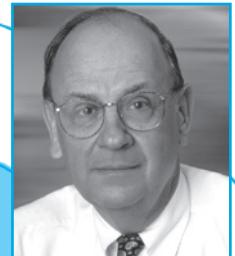
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† In loving memory of Brian, who faithfully served on our Board of Directors from 2012- 2025. Brian's leadership, dedication and unwavering compassion for those we serve made a lasting impact on our mission and our community. His legacy of service will continue to guide us.

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From the Board President

It has been my pleasure to serve as Board President this past year. I am honored to present our annual report and share the remarkable achievements. As we look back on this year, we celebrate the successes and acknowledge the hard work that has made them possible.

I extend my heartfelt gratitude to you, our loyal and new donors. Your generosity exemplifies the impact that community and compassion can have in making a meaningful difference in the lives of those we serve. Your commitment has allowed us to not only maintain but also continue to enhance our services, ensuring that we can meet the evolving needs of those who rely on us.

As in the previous year, the major challenge has been the continued growth and expanding needs in the number of people experiencing homelessness. Despite the expansion of our residential beds, we now have over 150 people who qualify for our Residential Program on a waiting list. This is due to both the continuously expanding population in need and increased length of stay in the shelter due to the shortage of housing and the increased health challenges for those in the Residential Program.

Despite these challenges, our team has demonstrated unparalleled dedication to our mission, "Ending Homelessness One Person at a Time". This requires both Residential and Non-Residential services.

Our **Residential Program** also includes a *Housing Crisis Stabilization Program* reserving beds for referrals from Washtenaw County Community Mental Health who triage individuals in need of immediate shelter; A *Pathways Program* providing temporary shelter, safety and security to clients prior to and/or exiting from a residential or outpatient substance abuse detoxification program; A *Rotating Shelter Program* where area faith-based, social and civic organizations provide a comfortable space for men experiencing homelessness during the cold months. The host sites receive on and off-site support from the Shelter Association of Washtenaw County's Rotation Coordinators.

In addition, the Residential Program includes an essential program for our health care system as well as those it serves. The *Recuperative Care Program* enables hospitals and insurance companies to save expenses by discharging people to a safe environment for quality care following a hospital admission for both surgical and medical conditions requiring time and support for recovery. This program too has a higher demand for services than we can currently provide.

Non-residential Programs also support our mission. The *Shelter Diversion Program* assists those who are newly experiencing homelessness to find homes before they require shelter. It is proving to be a very effective means of ending homelessness. Cold weather provides another life-threatening problem for those without shelter. Our *Winter Programs* in collaboration with other community and faith-based services provide a warm place to rest during seven colder months of the year. Our staff and management are exceptionally stressed during this time. This year they were able to accommodate all coming to us for services, but with great difficulty. Finally, our *Critical Time Intervention* provides short-term case management services to clients who have recently ended their homeless experience. This program is designed to help the most vulnerable individuals increase their quality of life and reduce recidivism.

We are fortunate to be part of a large network of public, not-for-profit and private organizations supporting essential services. Multiple non-governmental, philanthropic organizations assist in our mission. Our state, county and municipal governments provide valuable leadership and supporting serving those experiencing homelessness. We are fortunate to live in such an enlightened community.

We have two priorities for the coming year.

1. Continue to improve the quality and efficiency of current operations and collaboration with others to support our mission
2. Expand our capacity to provide residential and essential life supports for those experiencing homelessness in Washtenaw County

In closing, I want to thank our management, front-line staff and volunteers for their difficult, challenging work and service to our community. I also want to thank my fellow Board members for all their wise council and commitment to our mission. And, of course, last but far from least I thank all of you who provide the financial support needed to pursue our mission. None of this is possible without it and the size of the problem is growing.



Barry Bateman, M.D.
Board President



From the Executive Director



Dear Friends,

This past year, we continued to see record need—serving more than 210 people on the coldest winter nights. Shelter demand has grown over 40% in the past five years, with older adults now nearly half of our residential guests, up from 35%. Rising housing costs and increasing homelessness remain daunting, yet our neighbors continue to persevere.

One of those neighbors is Wilma (name changed), a vulnerable older adult living with dementia who had been homeless for more than three years. Building her trust took patience, but through our staff's dedication, we connected her with a safe group home and guardian. Today, Wilma lives with stability and care.

This year, we expanded our team's capacity to meet growing mental health needs, strengthened partnerships for long-term housing solutions, and made critical facility improvements to better serve the nearly 70% of guests living with disabilities. We are continuing to diligently explore ways to expand our shelter capacity over this next year.

As I transition out of my role as Executive Director, I am excited to welcome Nicole Adelman as our new leader. Nicole brings over 30 years of experience advocating for vulnerable populations, especially those with complex healthcare needs. Her leadership comes at a time when health challenges and the needs of older adults in our shelters are increasing, and I am confident she will guide our agency forward with compassion and vision.

Despite these challenges, our community continues to achieve remarkable outcomes. In the last five years, nearly 1,500 neighbors have moved from shelter into stable housing—a powerful reminder that homelessness is not permanent when we stand together.

On behalf of our staff, board, and neighbors, thank you for your steadfast support. Your generosity makes these transformations possible and allows us to continue moving from crisis to stability—together.

Sincerely,

A handwritten signature in black ink that reads "Dan Kelly".

Dan Kelly, MSW
Outgoing Executive Director

Message From the Treasurer

Dear Friends, Supporters, and Sponsors,

We are deeply grateful for the individuals, foundations and corporate donors, and our federal, state and local partners who continued to provide outstanding support for our community shelter. Thanks to your generosity, we experienced another strong year marked by significant achievements in our Development efforts, expertly led by Sarah Paspal-Jasinski and her dedicated team. Sedona Brown, wearing multiple hats again in her capacity as Finance & HR Director, provided stability and a consistency in another year of change, while Dan Kelly continued his strong leadership of our entire organization in delivering essential care and services to those in our community who need it most. We are incredibly proud of our strong team, from top to bottom, and all we have accomplished together this year.

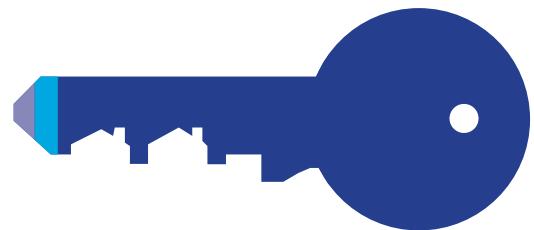
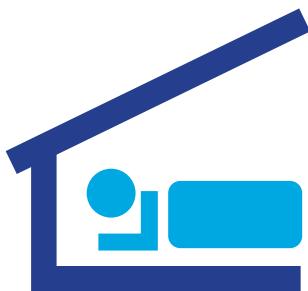
Our top-line performance was excellent with total revenue hitting an all time high. Also, our bottom-line performance was strong with modest improvement over last year. For the year we exceeded our budget and successfully grew our overall liquidity. This strong liquidity position has been crucial, enabling the center to continue providing uninterrupted services to those in need. As the challenges in our community grow, particularly with the increasing number of homeless individuals, we know that our patrons and partners will continue to stand by us, generously supporting our mission.

We are profoundly thankful to all who support our lifesaving work in the community. Your contributions make a meaningful difference in the lives of those we serve.

Thank you,



Matt Nelson
Treasurer



■ Development 51% ■ Government 48% □1%

■ Programs 80% ■ Fundraising 12%
■ Administration 8%

REVENUE*

Development	\$3,121,574
Government	\$2,939,521
Other	\$ 34,476
Total Revenue	\$6,095,571

EXPENSES*

Programs	\$3,630,151
Fundraising	\$ 530,982
Administration	\$ 382,404
Total Expenses	\$4,543,537

*Unaudited figures

Mission & Programs

Mission: Ending Homelessness One Person at a Time

Core Strategy: The Shelter Association of Washtenaw County offers temporary, transformational shelter and essential services in a safe and compassionate environment. We collaborate with the community to allocate vital resources that address the immediate and long-term needs of individuals experiencing homelessness. Our mission extends beyond shelter, as we strive to improve health outcomes and secure sustainable housing placements for all, empowering individuals to rebuild their lives with dignity and hope.

PROGRAMS & INITIATIVES

HOUSING SUPPORT:

The journey from homelessness to stability begins with removing barriers like income gaps, lack of affordable housing, and costly rental deposits and first month rent fees. With the help of community partners, we cover these expenses, locate affordable housing, and provide life skills, financial literacy, job readiness, and health supports to build independence. With furnished apartments, community resources, and family reconnection, clients gain stability. By addressing the root causes of homelessness, we ensure housing is not just achieved but sustained for the long term.

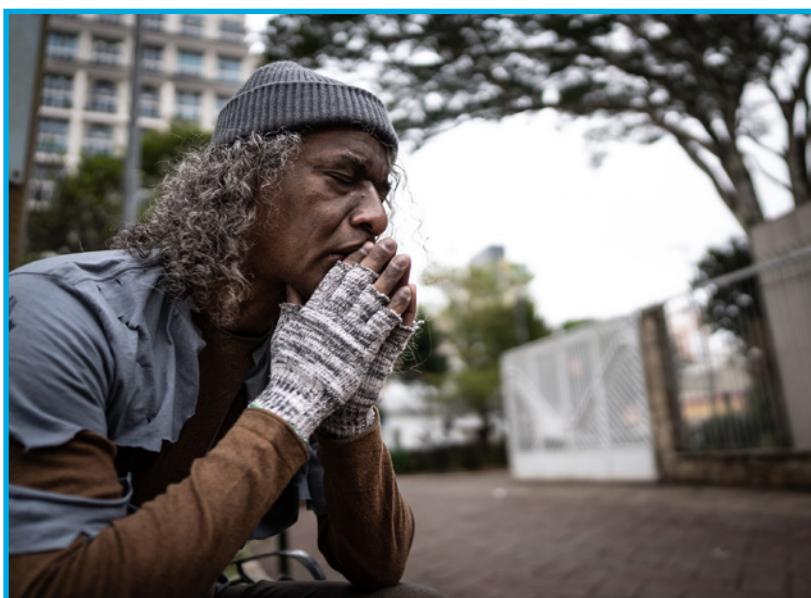
RESIDENTIAL PROGRAM

Provides temporary shelter and intensive case management to help individuals stabilize, increase income, and save for housing. Every step is focused on moving people from crisis to lasting independence.



PATHWAYS PROGRAM

Offers safe, short-term shelter before or after detox or treatment. This program ensures no one falls through the cracks during a vulnerable stage of recovery.



ON-SITE SERVICES

Through partners like Food Gatherers and Packard Health, clients receive daily hot meals, primary medical care, and ongoing support — meeting basic needs while addressing critical health concerns.

SHELTER DIVERSION (NON-RESIDENTIAL SERVICES)

Prevents homelessness before it begins by helping people in crisis find safe alternatives to shelter, while providing case management and resource connections for long-term stability.

WINTER PROGRAMS/ ROTATING SHELTER

From mid-November through March, we expand capacity through a Warming Center at the Delonis Center and a rotating shelter, ensuring no one has to endure the deadly cold without refuge.

RECUPERATIVE CARE

One of only three programs of its kind in Michigan, this medical respite program supports people experiencing homelessness as they recover from hospitalization or serious illness — preventing costly returns to the ER and allowing true healing.

CRITICAL TIME INTERVENTION (CTI)

Provides short-term, hands-on case management for individuals newly housed, offering stability and guidance during the critical transition from homelessness to home.

BASIC & COMMUNITY SERVICES

Ensures dignity and care through meals, showers, laundry, mail services, storage, and referrals. These supports meet immediate needs while connecting clients to long-term solutions through Washtenaw County's network of resources.

MENTAL HEALTH SUPPORT

We deliver trauma-informed mental health services both on-site and through trusted partners, including crisis intervention, brief therapy, psychiatric assessment, medication support, peer advocacy, and close care coordination. Our Mental Health Coordinator works directly with case managers and operations staff to de-escalate crises, connect clients to ongoing treatment, and remove behavioral health barriers to housing. Stabilizing mental health improves clients' ability to work, maintain tenancy, and engage in recovery—reducing hospitalizations and increasing long-term housing success.



HOUSING CRISIS STABILIZATION

Our Housing Crisis Stabilization program provides rapid, intensive support for people at immediate risk of losing housing. Through short-term stabilization, landlord mediation, targeted financial assistance, and focused case management, we prevent evictions and quickly re-establish stability. By coordinating with county agencies, behavioral health providers, and landlords, we create individualized plans that keep people housed and avert returns to shelter.

COMMUNITY KITCHEN

In partnership with Food Gatherers, our Community Kitchen serves hot, nutritious meals daily and functions as a hub of dignity and connection. The kitchen offers more than food—it provides nutrition education, volunteer opportunities, and a welcoming space where clients rebuild routines and social ties. Regular communal meals reduce isolation, improve health, and link guests to the broader services they need to move toward permanent housing.

Martha's Journey Home

When Martha's husband passed away, her world quickly unraveled. Like many women who had devoted their lives to raising a family, she hadn't realized how dire their financial situation truly was. With no work history to fall back on, and her only adult son having moved out of state, Martha found herself isolated and grieving. The loss deepened when her only sister passed away in the same year, leaving her feeling completely alone.

Martha found comfort in the small things. An avid reader, she often browsed the shelter's bookshelves on the women's floor and could regularly be found at the library. Her case manager worked closely with her to rebuild confidence and stability, eventually helping her secure a job at a nearby grocery store. Martha loves going to work each day—it gives her structure, independence, and a sense of pride.

While at the shelter, Martha discovered a renewed love for arts and crafts, always eager for the day she could spread out her supplies in her own space. The shelter also provided her with a new pair of glasses, which not only improved her vision but gave her a new outlook on life. She began to see that starting over was possible.

Along the way, she formed meaningful friendships with other women who shared her love of Euchre, a card game her father taught her as a child. Today, Martha is thriving in her new apartment decorated in a soothing, nature-inspired theme. The calming colors, paired with the right medication to help manage her severe anxiety, have made her feel at peace for the first time in years.

Martha's journey is a testament that even in the face of overwhelming loss, it is possible to rebuild, reconnect, and rediscover joy.



Paul's Success Story

When Paul arrived at our shelter, he was looking for more than just a bed – he was looking for a fresh start. Having been formerly incarcerated, he knew that rebuilding his life would take time, patience, and determination. What stood out most about Paul, though, was not his challenges but his heart. He carried himself with kindness and an eagerness to help, quickly becoming a familiar and friendly face in our community.

One of the first things people noticed was Paul's commitment to cleanliness and order. Disappointed with the cleaning company we had at the time, Paul made it his personal mission to keep our shelter neat and welcoming. Every day, he could be found sweeping floors, wiping down surfaces, and organizing common areas. For Paul, this wasn't just about tidying up – it was about creating a safe, dignified space for everyone. His pride in his work inspired those around him, and soon, staff and fellow residents were talking about his dedication and positive energy.

That commitment didn't go unnoticed. Before long, Paul's consistency and work ethic opened up a new opportunity – a job with a professional cleaning company. It was a natural fit, and Paul embraced it wholeheartedly. Today, he has steady employment, financial independence, and most importantly, his own place to call home. Having his own apartment means that Paul can do what he loves best: spend weekends surrounded by his grandchildren, making memories that once felt out of reach.

And while Paul is thriving in his new chapter, he hasn't forgotten where his journey began. He often returns to the shelter, broom in hand, still sweeping floors and checking in on friends. He's become a motivator and role model, showing others that no matter where you start, it's possible to build a new life with hope, effort, and community support.

Everyone who knows Paul speaks of his gentle disposition, his kindness, and the joy he brings to those around him. His story is a powerful reminder that second chances are possible – and that with the right support, lives can be transformed.



14,789

Individuals served since 2011

298

Number of individuals housed

30

People were served in
the Substance
Use Program

IMPACT BY THE NUMBERS

53

Individuals were served in our
Recuperative Care Program,

77%

were successfully placed in housing

51%

of our residential
clients arrive with no income.

47

Men participated
in Rotating Shelter
Program

24

Clients referred by
Community
Mental Health into our
Housing Crisis
Stabilization Program

Over **1,000** volunteers have served over **6,000** hours in supporting our clients with concerts, ice cream socials, movie nights, transportation, meal service, arts and crafts, administrative duties and more.

Over **2,000** people have been housed in the last 10 years

207
Seniors Served



136

Average Number of Days it takes a residential client to be housed.

1,147
People served in all programs

105

Individuals and families with a **77%** housing rate were served in the Kevan Lawlor Shelter Diversion Program



Did you know, that 45% of our population are seniors?
Here are the services we provide:

SENIOR SERVICES

AT THE DELONIS CENTER

GET ON-SITE HELP WITH
THE RESOURCES YOU
NEED MOST!



WE CAN HELP WITH:

- CASE MANAGEMENT
- ON-SITE CLINIC
- MEDICAL CARE COORDINATION
- MENTAL HEALTH ACCESS
- TRANSPORTATION SERVICES
- MEDICAL APPOINTMENTS
- DOCTOR VISIT COMPANIONSHIP
- PRESCRIPTION DRUG ASSISTANCE
- TRANSFORMATIONAL HOUSING
- HOUSING SUPPORT SERVICES
- EMPLOYMENT SUPPORT

- RECUPERATIVE CARE
- CAFETERIA MEALS (LUNCH/DINNER)
- FELLOWSHIP
- INTERNET ACCESS TO RESOURCES
- DOCUMENTATION SUPPORT
- HEALTH & NUTRITION EDUCATION
- ACCESS TO:
 - CENTER FOR INDEPENDENT LIVING
 - AREA AGENCY ON AGING (AAA)
 - HOUSING BUREAU FOR SENIORS



FOR MORE INFORMATION CALL OUR FRONT DESK
AT OUR DELONIS CENTER LOCATION
OR VISIT US AT: 312 W. HURON ST
ANN ARBOR, MI 48103



734-662-2829



WWW.ANNARBORSHELTER.ORG

Bridging the Gap: Comprehensive Support Services

Those we serve face an array of barriers to opportunities as they age, and these challenges are magnified for those experiencing homelessness in the absence of a stable living situation. At SAWC, we are committed to alleviating the unique challenges faced by homeless seniors through an array of support services:



Case Management: Tailored medical, mental health, and housing coordination to address individual needs.

Permanent Supportive Housing Placements: Facilitating stable and permanent housing solutions.

Rental Application Assistance: Providing guidance and support throughout the housing application process.

On-Site Medical Clinic: Offering convenient access to medical care within the facility.

Mental Health Access and Coordination: Dedicated mental health coordinator and case manager to ensure emotional well-being.

Transportation Services: Facilitating transportation for medical appointments and other essential engagements.

Companionship and Coordination at Medical Appointment: Offering companionship and support during medical visits.

Prescription Drug Assistance: Assisting in managing prescription costs.

Housing Support Services: Comprehensive support for housing needs and stability.

Employment Services: Providing guidance and resources for securing employment opportunities.

Financial Security and Job Opportunities: The absence of a stable income, along with ageism in job markets, compounds financial instability for homeless seniors.

Recuperative Care: Offering specialized care and support post hospitalization.

Access to Meal and Snack Services: Ensuring access to nutritious meals.

Fellowship and Social Activities: Encouraging social engagement and a sense of community.

Internet and Computer Access: Facilitating digital connectivity for communication and job searching.

Documentation Support: Assisting in securing vital documents: birth certificates, state identification and driver's licenses and social security.

Financial Literacy: Equipping individuals with the knowledge and skills to manage their finances effectively, make informed decisions, and work towards financial stability and long-term success.

Employment Assistance: Providing clients with on-site access to Michigan Works, career fairs, resume building workshops, and direct connections to warm job leads, helping to secure meaningful employment opportunities.

Health and Nutrition Education: Providing valuable education on health and nutrition.

Connections to Key Agencies: Linking individuals to over 30 supportive agencies such as Community Mental Health, House N2 Home, Kiwanis and The A2 Thrift Shop.

MSHDA & Kevan Lawlor Shelter Diversion Program: Explores rapid housing solutions for individuals experiencing a housing crisis in an attempt to divert them from emergency shelter by placing them in immediate shelter outside of the homeless crisis response system.

Every day at the Shelter Association we strive to be the beacon of hope for homeless seniors empowering them to regain stability, dignity and hope. We aim to transform their fear into comfort, their isolation into companionship, and their confusion into clarity. We stand firmly committed to protecting and nurturing them, ensuring they never feel alone on this challenging journey allowing them to age with the respect and care they deserve.

DONORS

The following is a list of the generous donors who made cash gifts to the Shelter Association between July 1, 2024 and June 30, 2025. We are very grateful to each individual, corporation, foundation, organization and business that believes in our mission and through their generosity, help us to "end homelessness one person at a time."

Corporate, Foundation & Organization Giving

\$100,000-\$300,000

Michigan Medicine
Trinity Health

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SAWC ECOSYSTEM



WASHTENAW
COUNTY *Michigan*

We are deeply grateful for the unwavering support of the Washtenaw County Government along with our Community Partners who play a vital role in our mission to serve those experiencing homelessness. From housing support and mental health services to substance abuse treatment, medical recuperative care, advocacy, veteran assistance, and basic needs provision, each partner contributes to a comprehensive ecosystem of care. Together, we work hand-in-hand to bring stability, hope, and sustainability to the lives of vulnerable individuals in our Washtenaw County community.



THANK YOU

to Our Local Government Partners

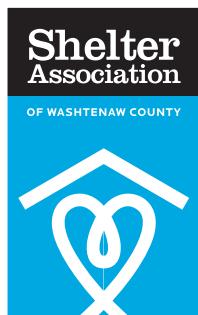
We are deeply grateful to Washtenaw County, The City of Ann Arbor, and The City of Ypsilanti for their steadfast support in the fight against homelessness.



- **Washtenaw County** makes our work possible by providing the Delonis Center—a critical hub offering residential and non-residential services, basic needs support, and a range of specialized programs that serve our community's most vulnerable.
- **The City of Ann Arbor** not only provides essential winter shelter funding, but also demonstrates ongoing commitment to the community by supporting vital substance use and mental health initiatives.
- **The City of Ypsilanti** supports our winter Warming Center, offering essential shelter and safety during the coldest months.

Your partnership fuels progress and gives our most vulnerable neighbors a chance to rest, heal, and rebuild.

Thank you for standing with us.



Shelter Association of Washtenaw County

P.O. Box 7370, Ann Arbor, MI 48107

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