

ANNUAL REPORT  
2019-2020



**Shelter  
Association**  
OF WASHTENAW COUNTY

The logo consists of a white outline of a house with a gabled roof. Inside the house shape is a stylized heart. A single teardrop is positioned at the bottom center of the heart, where it meets the base of the house. The entire logo is set against a solid blue rectangular background.

Ending Homelessness One Person at a Time

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Community Leader

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**Barry Bateman**  
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**Bob Brewster**  
Community Leader



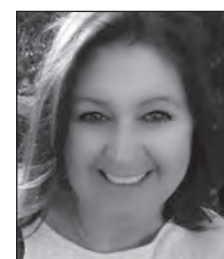
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# FROM THE BOARD PRESIDENT

In April, 1998, Bob Delonis became the President of the Board of Directors of the Shelter Association of Washtenaw County. My dad continued in this role until he died in early February 2001. During his tenure, with the support and engagement of many of you, the literal and figurative foundation was laid for what we know today as the Delonis Center: a miraculous place of hope, support, and safety for people in need.

As I step into a role my hero once held, I can not help but be struck by the legacy I represent and the many members of our community that have dedicated themselves to this work. Not just our benefactors and donors, but also our volunteers and all the supportive voices at kitchen tables, in conference rooms and at commission meetings. Together we change lives and the way we think, speak, and act towards our community's most vulnerable.

None of this would be possible without the leadership and staff of the SAWC and all of our partners in the Delonis Center. What they accomplished this year in the midst of the pandemic and the economic destruction it has wrought is truly remarkable. I would suggest with pride, however, that it was not surprising. Heroes work at the Delonis Center, and because of you, they have the resources they need to succeed.

To each and every one of you, whether you have been here with us for 20 years or two months, let me offer my most heartfelt thanks. Be proud of what we have done, and let's lean in to what we need to do going forward. As we begin a new fiscal year and turn our attention toward winter, I want to be sure to recognize Liz Graziano for her dedication and stewardship of the SAWC as Board President. We are a stronger organization because of your leadership. Thank you for sharing your gifts with us.

My family has a motto: "If we stick together, we can do anything." This was frequently tested but always held true. Thank you for all that you have done and continue to do to stick together with the SAWC. We, and our community, need you now more than ever.



Martin Delonis  
Board President, SAWC





# FROM THE EXECUTIVE DIRECTOR

Dear Friends,

My personal motto to begin this last year was, “Consult Your Hopes and Dreams” and I was proud that we started off the year with the hopeful launch of our long-planned, evidence-based, recuperative care program. For the first time, we were equipped to offer some of our most vulnerable neighbors a safe place to rest and recover when being discharged from the hospital. In the first month of the program I met William, who was discharged to one of our six recuperative care beds after an amputation just below the knee. William was scared and trying to cope with this traumatic life change. Val, our medical case manager and the nurses from Packard Health gave William the support he needed to navigate this difficult time, and within a few weeks he was in good spirits and was hopeful about his future, eagerly telling me he was looking forward to continuing his training to become a chef. William, along with many of our 34 recuperative care clients and a majority of our 600 clients being served in the fall and winter of 2019 were finding and following hope in those first few months of service.



In March, for a moment, though, this hope that burned so brightly, seemed to fade. We saw staff, clients, and the community fearful as the COVID-19 pandemic swept across Michigan and Washtenaw County. It was the hardest of times for everyone; especially our guests who often came to our doors at one of the lowest points of their lives. I remember a new guest telling me, “now you know a bit about how I’ve felt”, as he described the fear of staying out on the street prior to coming to the Delonis Center. Hearing this my heart sunk, it was a reminder of just how critical our services are to providing a sense of security and safety to those in need.

The need to provide safety and stability, despite all the chaos around us, is what kept our team going. It’s what helped us open four offsite locations during the height of the pandemic and offer sheltering in place to almost 200 people every night. It’s what helped us keep some of our most vulnerable neighbors safe, minimizing positive COVID cases to only two clients since the pandemic began. It’s what drove us to completely change our operations to allow for social distancing and robust health and safety procedures, including completing over 35,000 health screenings, however doing so without turning anyone away or reducing any of our essential services to the community. Finally, it’s what pushed our team to help over 300 people move into a permanent home over the last year, a record for our organization.

Navigating these unprecedented times has required a commitment to compassion and caring by our community. This commitment is exemplified by Michael, a shelter guest, who back in the early parts of the pandemic, when personal protective gear including masks, were not readily available, began producing and distributing hand-made masks by cutting and outfitting air filters with elastic bands. The collective spirit of Michael’s and so many others caring actions has, and will drive us forward over this next year as we get through this together!

Sincerely,

A handwritten signature in cursive script that reads "Dan Kelly". The ink is dark and the signature is written in a fluid, personal style.

Dan Kelly, MSW, Executive Director

# MESSAGE FROM THE TREASURER

As Board Treasurer and Chair of the Finance Committee, I would like to say “thank you” to all of our donors. We genuinely appreciate your continued support, without which we could not be successful in achieving our mission of “ending homelessness one person at a time.”



In my letter a year ago, I discussed the challenges that the Shelter had experienced during the past several years including significant employee turnover at the highest levels due to well-earned retirements, reduced government funding, and increased competition for charitable giving. Little did we know at that time that our then-new Executive Director, Dan Kelly, and Development Director, Sarah Paspal-Jasinski, would face the greatest challenge in the history of the Shelter during 2020, as a global pandemic affected every corner of the world. I am certain that you can imagine the potential impact that a highly contagious disease might have on a homeless shelter. Not only have our leaders and dedicated staff thus far survived this significant challenge, but they actually increased the level of services provided to our homeless population, while experiencing zero COVID-19 related deaths. These were truly remarkable results.

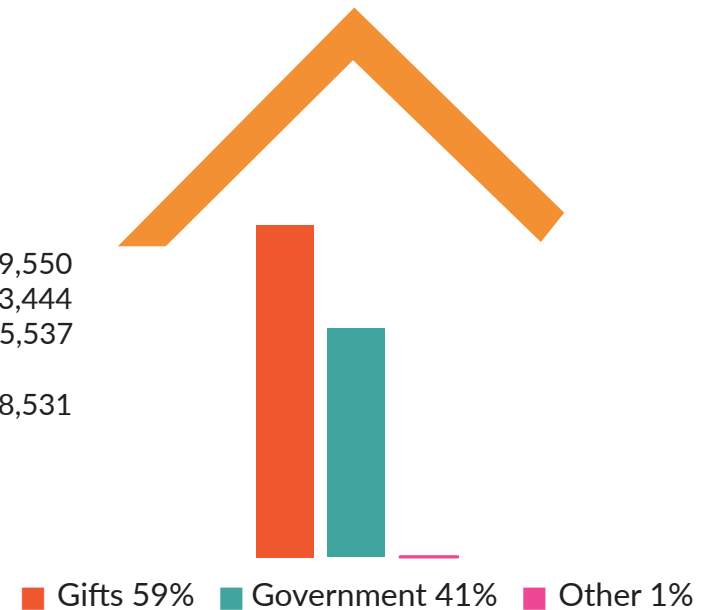
Our leaders and staff are deeply dedicated to achieving the Shelter’s mission, but that only remains possible due to the continued generous financial support of our loyal donors. Thank you, again.

Best Regards,

Kenneth W. Crawford  
Shelter Association Treasurer

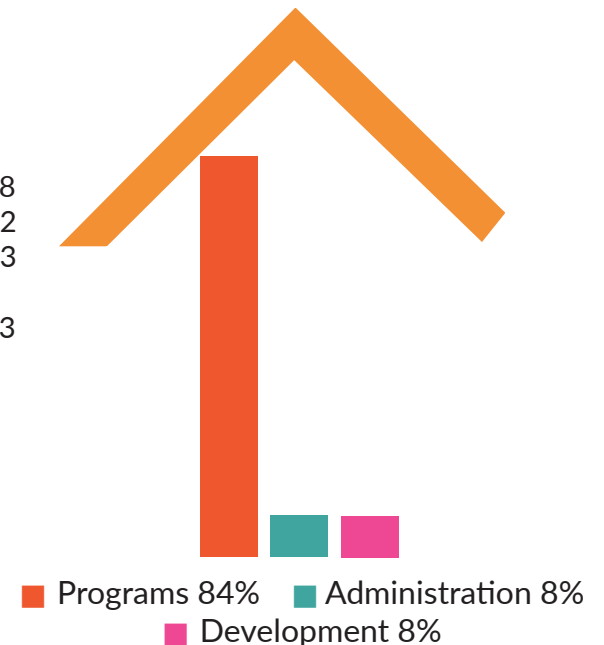
## REVENUE

Gifts	\$1,769,550
Government	\$1,233,444
Other	\$ 15,537
<b>Total Revenue</b>	<b>\$3,018,531</b>



## EXPENSES

Programs	\$2,116,838
Administration	\$ 211,062
Development	\$ 203,683
<b>Total Expenses</b>	<b>\$2,531,583</b>



# MISSION & PROGRAMS

**Mission:** Ending Homelessness One Person at a Time

**Core Strategy:** The Shelter Association of Washtenaw County provides temporary housing and connection to services in a safe and caring environment and works with the community to allocate the necessary resources to meet the needs of people who are experiencing homelessness

## PROGRAMS & SERVICES

### RESIDENTIAL

Our Residential Program offers those experiencing homelessness temporary shelter, intensive case management, and help to find income and save for affordable housing. Case managers conduct a comprehensive assessment with each Residential client to identify their obstacles to finding housing; then help them create a plan to address their obstacles. During a stay in the Residential Program, we work with our clients to help them increase income, and obtain affordable housing, while also addressing physical, mental and substance health related issues. Each Residential client has access to all services offered by the Shelter.

### NON-RESIDENTIAL/SHELTER DIVERSION

For individuals experiencing homelessness who are not in our Residential Program, the Shelter Association provides an array of services for both immediate assistance and to encourage long-term change.

Our Non-Residential Program includes intensive case management for those who wish to end their homeless experience without a shelter stay. This change to the Non-Residential Program has been very successful. We have helped many clients find housing who might have had to otherwise wait for a place in our Residential Program.

### CRITICAL TIME INTERVENTION

CTI provides short term case management 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 shelter recidivism. By strengthening ties to ongoing support services, friends and family the program provides emotional and practical support and advocacy during the critical transition from homelessness to stable housing.

### WINTER PROGRAMS

From mid-November through March, the Shelter offers Winter Programs

that include a Warming Center at the Delonis Center, the Rotating Shelter hosted by faith-based congregations, and assistance with the coordination of the Daytime Warming Program provided by the community-based advocacy organization MISSION.

### SHELTER HEALTH CLINIC

The Shelter Clinic is operated by Packard Health. This clinic serves the community's most vulnerable population. The clinic is available to anyone in need in the community as a primary care site as well! The Packard Health Medical Director oversees the clinic, and the Shelter Association's medical case manager assists clients and interfaces with Packard Health.

### COMMUNITY KITCHEN

The Community Kitchen, operated by Food Gatherers offers meals to anyone in Washtenaw County in need 364 days a year. **Anyone** in need is welcome to come for a meal; Lunch is served **Monday-Friday 12-1 pm** and dinner is **5:30-6:30 pm**. On the weekends and holidays, from 3:00-4:00 pm there is one community meal. They have served over 1.5 million meals to date.

### PATHWAYS PROGRAM

Pathways Program provides temporary shelter, safety and security to clients prior to and/or exiting from a residential or outpatient substance abuse detoxification program.

### RECUPERATIVE CARE

The Medical Recuperative Care Program offers hospitals the opportunity to discharge patients directly from the hospital, to a safe, clean, caring environment as opposed to the cold harsh streets. As clients rest and recover, we meet their comprehensive medical and housing needs and act as an advocate and assistant in the complex housing and healthcare systems thus bridging the gap from hospitalization to housing.

# VOLUNTEERS

*That's what I consider true generosity: you give your all and yet you always feel as if it costs you nothing. – Simone de Beauvoir*

As always, our volunteers continue to amaze us with their selfless acts of support and compassion! We have come to realize that not all superheroes wear capes as 134 volunteers proudly provided over 2,900 hours performing a variety of services that directly impacted our client's well-being!

To keep the Delonis Center running smoothly, our volunteers did countless hours of laundry, administrative duties, warming center set-up and teardowns and donation and storage organization.

When events like Almost Home, Hunger and Homelessness Awareness Week and the Art Fair rolled around, we could count on our supporters for help, as they ran tables at our week-long event, engaged in community outreach, organized third party fundraising events and they parked cars and collected funds during the 2019 Art Fair.

In keeping our clients happy and healthy, volunteers helped serve meals, helped with resume writing, had lunch with clients, trimmed hair, led meditation classes, taught yoga classes, ran book clubs, transported clients to offsite shelters, offered financial acumen education, and helped clients develop art appreciation during award winning Art Break Studio sessions!

Unfortunately, our volunteer opportunities got cut short in 2020 due to COVID-19, but that did not stop anyone from giving. People volunteered their cooking services in making meals and treats for our clients during the pandemic. They also volunteered their resources, donating supplies and necessary items such as hygiene products, clothing, and PPE to our clients. Hundreds of unique masks were made and donated to our shelters.



"Volunteers don't get paid, not because they are worthless because they are priceless!"

We could not imagine operating without the selflessness, dedication and flexibility our volunteers offered during the best and worst of times. Thank You for all that you are and all that you do to support this great community!

**Our Volunteers  
are the BEST!**



# From Our Donors:

“We began supporting the Shelter Association through the encouragement of our friend Joan Zald (whose book *Portraits of Homelessness* was published by SAWC in 2003), and we have long admired your approach to providing wraparound services and moving people into permanent housing. Speaking for myself, friends that I grew up with have found themselves without a stable residence because of bad breaks, bad health, or choices that did not turn out well. Those of us who have found ourselves in good financial circumstances owe an obligation to our community to help out.”

– **Jerry & Christina Davis**

*SAWC Supporters - 17 years*



“We are honored to support the Shelter Association of Washtenaw County because their mission and their work are so deeply essential, particularly at a time like ours. The dedication and integrity of their team and the impact of their tireless work is apparent. We are fortunate to have an organization like this in our community and encourage everyone who can to get involved.”

– **Afa & Aaron Dworkin**

*SAWC Supporters - 1 year*

“Our family has been touched in a very personal way by homelessness and we are inspired by the Shelter Association’s collaborative community-based efforts to address the needs of these deserving individuals in our county.”

– **Jaclynn & Steve Tracy**

*SAWC Supporters - 5 years*

“I don’t believe there is more important work to be done than to support people who are struggling – in every way that matters. That is what the Delonis Center does. It’s immense impact on both individuals and our community is profound.”

– **Aviva & Jimmy Simonte**

*SAWC Supporters - 6 Years*

“It is very rewarding for us to support the dedicated mission of the Shelter Association of Washtenaw County, their staff and the community who benefits from their dedication. We are especially grateful and proud of the way the Shelter Association continues to handle the pandemic and the challenges it presents. A heartfelt thanks to all of you!”

– **Kris and Dave Denzin**

*SAWC Supporters - 13 years*



*You will discover you have two hands. One is for helping yourself and the other is for helping others. – Audrey Hepburn*

“We support the Shelter’s mission to end homelessness one person at a time and appreciate the hope instilled by the Shelter team to help the homeless move from homelessness to housing.”

– **Emily Moore-Marshall and Tim Marshall**

*SAWC Supporters- 14 years*

“I am so incredibly impressed with the life saving mission of the Shelter Association, the transformations taking place at the Delonis Center and the gratitude expressed by those you serve. I will continue to do what I can to support the community’s efforts to end homelessness.”

– **Jeff G.**

*First Time Donor*

“As a board member, it is so satisfying to see a homeless person come to the shelter from living in a tent, under a bridge, receive a warm bed, receive counseling and when they are ready, assisted with housing and a job and return to society as a new person.”

– **Tom McMullen**

*Board Member & SAWC Supporter - 16 years*

“I have always wanted to help others and I wanted to with a long term goal not just the immediate need. With the Shelter I found what I was looking for – an organization in Ann Arbor with a positive and proven method of bettering lives both with the immediate and long term. It’s reassuring knowing that the Shelter has been around making a difference for the community and so many people without homes for many years.”

– **Lieveka Scheys**

*SAWC Supporter -6 years*

“The Shelter Association is a mainstay of our community. The support it provides to families and individuals going through difficult times is compassionate and effective. It changes lives. And it makes our whole community stronger.”

– **John Lofy & Laura Rubin**

*SAWC Supporters - 19 years*



**238**

Men and women used our Residential Program. The Residential program offers case management, a temporary bed and access to all services at the Delonis Center.

**3,000**

Individuals are experiencing homelessness in Washtenaw County.

**1**

Every business day, we house one individual and end their homelessness.

**25**

Served in Recuperative Care.

**301**

Number of men and women who found permanent housing through their work with Shelter Association case management team.

- 110 Housed from Residential Program
- 81 Housed from our Shelter Diversion Program
- 85 People Housed from Warming Center
- 16 People Housed from Recuperative Care
- 9 Housed from Rotating Shelter

**80%**

of clients served at our offsite locations are disabled.

**69**

Average number of days it takes a Residential client to move from the Delonis Center to a new home.

**60%**

of the homeless population are 18 years or older.



**38**

The number of years the Shelter Association has been tackling homelessness and empowering individuals to find sustainable income and housing.

**1,560**

Donors who generously made 2631 gifts to the Shelter Association this fiscal year to support the work done by our staff to end homelessness.

**13,000**

People pass away each year without housing.

**1,330**

People die in the US annually from cold exposure.

**1,337**

Men and women received services through our Residential and Non-Residential Programs. These services include: case management, employment services, legal services, laundry, showers, housing assistance, substance abuse referrals, medical and mental health services and a temporary bed to name a few.

**609**

Men and women took advantage of our warming center and slept on mats on the cafeteria floor to get out of the brutal cold. Some stayed for the entire winter while others stayed just a night or two.

**50**

is the average life expectancy of a homeless person.

**78**

is the average life expectancy of an average individual.

**70%**

or more of the clients at The Shelter Association of Washtenaw County suffer from mental illness.

# Tammy's Story

The pain and trauma Tammy experienced throughout her childhood followed her into adulthood, paralyzing her emotionally and physically, resulting in a lifetime of long-term negative effects, choices and scars.

These lingering emotions affected her thoughts, relationships, belief systems and abilities to trust and rely on anyone. This caused her to shut down emotionally and exhibit increased aggressive and defensive behaviors.

Without knowing how to process her emotions and without healthy relationships in her life, Tammy lacked the skill sets needed to problem solve and manage stress, stunting her cognitive maturity. Lacking such skills put her at higher risk for depression, anxiety and addiction. Addiction became her coping mechanism, addiction numbed her pain, addiction took her on a downward spiral that took her over 30 years to recover from.



When Tammy was found guilty of a felony and sent to prison for 10 months, she thought her life was over. Family members stopped talking to her, friends showed their true colors and stopped visiting her. She lost her job of twenty years as a Phlebotomist; she lost her home and all of her belongings. Fortuitously, for all she lost, she found her sobriety. Her sobriety led her down a path of new beginnings, new opportunities and a fresh start that she believes she never would have been afforded otherwise. A series of unfortunate events finally displayed its silver lining. "Sobriety delivered everything alcohol promised."

After leaving prison, Tammy found herself homeless and alone. While the relationships with her daughter and son-in-law were deeply troubled, they told her about the Shelter Association of Washtenaw County. Once her intake process was complete, Tammy was assigned to work with Derek, a Treatment Specialist Case Manager. Derek quickly assessed that Tammy needed immediate shelter despite the Residential Program being full.

Tammy was terrified of the threats living on the streets might do to her sobriety. Wanting to ensure Tammy remain clean and sober, Derek enrolled her in SAWC's

Pathways Program. Pathways is a treatment referral resource for those working to recover from substance abuse that provides individuals with a positive support system and immediate, temporary shelter. While the program's offering of a simple sleeping mat in the hallways on the women's residential floor may appear meek, there is nothing simple about the program itself – the abstinence addiction treatment that exposes the challenges of rehabilitation and relapse.

Derek and the SAWC staff have done so much more than help Tammy obtain her birth certificate, state identification and Social Security claim. They have made available all the resources that SAWC and the community have to offer, enabling Tammy to help herself. Today Tammy is very active in



# *We rise by lifting others.* – Robert Ingersol

her sobriety and incredibly self-sufficient. She is working through the 12 Steps of AA. She regularly attends women's group meetings and encourages others to join in. She meets with her therapist and speaks with her sponsor regularly. She has re-established a relationship with her daughter, son-in-law and grandkids. She has made new friendships and promotes the benefits of all SAWC programs and resources to everyone that enters the Delonis Center. She helps individuals recognize that The Shelter Association provides the tools to success and that you have to learn what tools you need to break down the barriers to housing to secure a sustainable lifestyle.

Staff members will tell you that Tammy was incredibly instrumental in turning her life around due to her newfound ability to take responsibility of the choices she makes. It has been a common sight to see her walk around with a binder, taking careful notes and following through with suggestions for personal growth and development. She has crossed a transformational threshold of ownership with no signs of turning back. She no longer blames individuals or circumstances for the things that happen to her. She has developed good coping skills. She realizes her future success is in her own hands and that she must work for what she wants.

Tammy is very forthright about her journey. She was awarded a Rapid Rehousing voucher and moved into sustainable housing. While she awaits notice of her social security claim, she is searching for a career that will allow her to use her fabulous voice, customer service and telemarketing skills remotely. For the first time in a long time, she is smiling and hopeful. She is healing. She is an inspirational SAWC success story.



# DONORS

The following is a list of the generous donors who made cash gifts to the Shelter Association between July 1, 2019 and June 30, 2020. 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

### \$50,000 - \$100,000

Brian & Mary Campbell  
Ilene Schwartz Estate  
Anonymous

### \$25,000 - \$40,000 +

Ann Arbor Area Community Foundation  
Susan & Oliver Cameron  
Keystone Church  
James A. & Faith Knight Foundation  
Tim & Laurie Wadhams

### \$10,000 - \$20,000 +

John & Ann Alpern  
Ann Arbor Thrift Shop  
Bright Funds Foundation  
Joseph & Deborah Eggelston  
Gregory & Elizabeth Graziano  
Jenkins Foundation  
L. Erik Lundberg & Kathleen Hanlon-Lundberg  
Thomas & Debbie McMullen  
NSF International  
Tim & Sally Petersen  
Mary Rabaut-Le FeFauve  
Rodney Smith & Janet Kemink  
Speyer Foundation  
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TD Ameritrade  
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### \$5,000 - \$10,000 +

Ann Arbor Rotary Foundation  
Bank of Ann Arbor  
Stephanie & Bruce Benz  
Buhr Foundation  
Comerica - National (Charitable)  
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Aaron & Afa Dworkin  
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KeyBank  
Lake Trust Credit Union  
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Martin Family Foundation  
McKinley Foundation  
Panwy Foundation, Inc.  
Helen & John Park  
Religious Action for Affordable Housing  
Retirement Income Solutions, Inc.  
John & Regan Scudder  
Jack & Ginny Sinn Family Foundation  
Frederick & Priscilla Smith  
Susan Smith & Robert Gray  
Thomas Thomas  
Steve & Jackie Tracy  
Trinity Charitable Fund  
United Way of Washtenaw County  
Charles & Margaret Wolfe  
Kathy Wood

### \$2,000 - \$5,000 +

Essel & Menakka Bailey  
Philip S. & Laura Boonstra  
Peter D. Brown  
Jim & Marci Cameron  
Charles & Janet Crone  
CSO, Inc.  
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Kiwanis Club of Ann Arbor  
Claire Lowande  
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### \$1,000 - \$2,000 +

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Henry Appelman  
Armandoo Armendariz  
Elizabeth & Donald Axelson  
Frank & Lindsay Bateman  
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Margaret Benedetto  
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Juan & Shahin R. Cole  
Karl & Nancy Couyoumjian  
Christopher & Tammy Cox  
Diane Coxford  
Hal & Ann Davis  
Andrea Deagostino

# *Only by Giving are you able to receive More than you already have. – Jim Rohn*

Martin & Genevieve Delonis  
Susan Delonis  
John Delvalle & Elizabeth Wilson  
Dexter United Methodist Church  
Stuart & Heather Dombey  
Janet Dombrowski  
Domino's Pizza  
Wayne Doyle  
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Sally Ellis  
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Metropolitan Detroit  
Cosmas & Sally Van De Ven  
Vanguard Charitable  
Wacker Chemical Corporation  
Carol W. Weber  
Virginia & John Weingate  
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## **\$500 - \$1,000 +**

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Alec & Judy Allen  
Timothy & Karen Andrews  
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*We must find time to stop and thank the people who make a difference in our lives.*

*–John F. Kennedy*

## Thank You Washtenaw County

This year, we faced something that took us all off guard – a global pandemic. We knew that homeless shelters like SAWC could be particularly hard-hit by the COVID-19 pandemic, so we acted quickly to protect our clients. The Center for Disease Control and Prevention (CDC) released the following information about the vulnerability of people experiencing homelessness to being infected with and spreading the coronavirus:

“Infectious disease epidemics and pandemics have a disproportionate impact on people experiencing poverty, marginalization, stigmatization, discrimination. Amid the current coronavirus disease 2019 (COVID-19) pandemic, this disparity is particularly relevant for individuals who experience homelessness. Homeless shelters are an ideal environment for transmission of severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) because of shared living spaces, crowding, difficulty achieving physical distancing and high population turnover. People who are homeless also have a high prevalence of chronic health conditions that increase the risk of poor outcomes if they develop COVID-19.

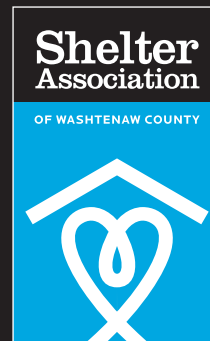
Due to the nature of this deadly disease, SAWC swiftly implemented policies and procedures that would incorporate daily health screenings, temperature checks, and accommodate social distancing practices and isolation/quarantine opportunities. Our staff and clients displayed incredible heroism and strength while placing aside their COVID-19 fears, working together to make the Delonis Center and our remote shelter locations safe.

The COVID-19 pandemic has reminded us just how critical housing is for our clients emotional and physical health. Our faith in our mission of *Ending Homelessness One Person at a Time* is stronger than ever. We are continually housing people every single business day, and flattening the curve as we do it.

We are humbled by the incredible support this community extended to us with the grandest and simplest of gestures. We are incredibly thankful for the personal protection equipment, handmade masks, prepared meals and mental support extended to our clients and staff from generous community partners, local restaurants, social groups, volunteers and individuals. We are indebted to our Faith Based Partners and Washtenaw County for providing us with remote shelter spaces so that not even one of our vulnerable neighbors had to face this pandemic on their own. Closing our doors or turning people away was never an option. We are especially grateful to you, loyal, selfless, and hardworking donors, who made sure we had the funding to support our unsheltered neighbors during their greatest time of need. The war is not over, there is still much work to be done, but we are winning battles everyday with your support. Thank you!

# Thank You!

# Ending Homelessness One Person at a Time



## Shelter Association of Washtenaw County

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