

2017 Annual Report



Community  
HOUSING NETWORK

*Opening Doors  
Transforming Lives*



Members of the executive team, from left, Carrie Mendoza, Kirsten Elliott, Marc Craig and Dawn Calnen, gathered for the groundbreaking of Jefferson Oaks, Oak Park. The 60 new-home community, including the adaptive reuse of a school, is expected to be completed in the spring/summer of 2018.



*Thank you to all of our generous donors,  
volunteers, supporters and community stakeholders.  
Your support has made Opening Doors and  
Transforming Lives possible.*



Opening Doors • Transforming Lives®

*Moving to independent living from a group home means "I get to open my own front door, choose when to eat and I can choose my own furniture now." Helping others has been a major part of his life and for 19 years he has been a Salvation Army bell ringer at a nearby Kroger.*

– Ed Carlson

He is pursuing his certification as a peer mentor through Community Living Services



## DEAR FRIENDS, PARTNERS AND COMMUNITY STAKEHOLDERS,

We have been, and will continue to be, committed to community. Everything we do – answering calls in the Housing Resource Center, inspecting homes for rehabilitation by our Property Management Department, building relationships with those living on the streets by our PATH team – is all about community.

Communities are better when people who are homeless, people who need utility assistance, and people looking for affordable housing know what resources are available and how to access them. Communities are stronger when people with special needs aren't relegated to certain neighborhoods and are recognized for what they can contribute as a participating citizen. And, communities are healthier when people working at low-wage jobs have a safe, decent and affordable place to live.

In so many ways, and through so many lives, we have come so far. When the Mount Pleasant Center closed in 2009, Michigan became the 11th state to close all of its institutions for people with intellectual and developmental disabilities. While it is a remarkable accomplishment, and something to be applauded, it comes with a moral imperative. We must make sure that the people who otherwise would have been housed in institutions have a safe, decent place to live with the necessary supports to be successful and to be recognized for what they can contribute to community.

**Jack Dobrecki** was a young adult when he was moved into a group home after spending years living in an institution. "My whole life I wanted to have a house I could decorate and have a cat," he says. These days he has both. He was able to buy his own home 14 years ago, maintains supportive services, and has a cat he named Garfield. Jack contributes to community through his job as a dishwasher and, as a neighbor says, being "a very likeable and friendly person." Jack's neighbor adds, "He brings happiness to me and he brings happiness to everyone he introduces himself to."

Through Jack, and others we serve, we have seen how our commitment to community ripples and our work expands throughout southeastern Michigan. Many of those we serve have never been in an institution, but have been vulnerable members of our community and are just as deserving of a safe, affordable place to live where they, too, can be full members of the community.

**Wilhelmina Leonard** is just one example. She says she was 14 when a family member forced her into human trafficking. Though she graduated from high school, and has taken some college classes, she said it took 12 years to break free from the adult entertainment business "I got sucked up into." She ended up homeless before finding out about us while at HOPE Hospitality and Warming Center. Stably housed, she is working toward being a homeowner and volunteers as an advocate for others who live the life she once did.

**Shawn Hunter** is another example. After his honorable Army discharge, he went back to what he knew and got caught back up in drugs, then prison and then life on the streets. It took a few stints in

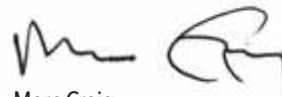
rehabilitation centers before he got to the point where "I didn't use, I didn't give up." He still hasn't. Shawn pays it forward by sharing his story and encouraging others at Narcotics Anonymous meetings and conferences. He also takes a weekly overnight shift on a hotline for others in crisis. He is also involved with the Disabled American Veterans. Shawn exemplifies what it means to be committed to community. He is the recipient of our 2017 Emmett Jones Memorial Award recognizing his hard work, perseverance and accomplishment.

The community impact approach has been the key to not only our success, but has served as the keys to achievement for those we serve. At the same time, we can't lose sight of where we've come from because there is much more work to do. There are still many unmet needs and much uncertainty about the future.

I ask you to stay informed and keep your elected officials informed. We have met with many of our elected officials in the past year, and will continue to do so. As you think about public policy, please keep our most vulnerable citizens at the forefront of your thinking. Reach out. Be engaged. Let your voice be heard.

Together, we have accomplished much. That means we have a lot to lose if we don't continue the initiative. Behind each of the numbers you see in this year's annual report – from the 60 new homes being built at Jefferson Oaks to the 2,000 calls a month to the Housing Resource Center – are people. People such as Jack, Wilhelmina, Shawn, and many more who we have served and will serve. They are the reason it is important that while we keep our eyes on where we've come from, we remain committed to securing resources to keep the institutions closed and safe, secure and affordable housing available for all.

Sincerely,



Marc Craig  
President



### EXECUTIVE OFFICERS

Marc Craig  
President

Dawn Calnen  
Vice President of Programs  
and Operations

Kirsten Elliott  
Vice President of  
Development




Carrie Mendoza  
Vice President/  
Chief Financial Officer

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# 2017 Notable Achievements

**BROKE GROUND** for the Jefferson Oaks community in Oak Park with 60 new units of affordable housing. The development will feature the adaptive reuse of the Thomas Jefferson School building into 20 one- and two-bedroom homes and the site will include 40 three- and four-bedroom townhomes. This will be our largest development to date.

**CONSTRUCTED** or renovated 33 high-quality, rental residential homes of affordable housing for people in need, bringing the total number of rental homes developed to 744 since 2011 (including current Leasing Assistance Program units). In addition, there are 71 rental units in the development process. There are also nine homes in development that were purchased and are being rehabilitated to be sold to homebuyers at or below 80% AMI in Oakland and Macomb counties.

**MANAGED** 813 leases for 671 properties and houses approximately 2,172 people in residences for people with disabilities in Oakland, Macomb, Wayne and St. Clair counties.

**REMAINED** the largest permanent supportive housing provider in Oakland and Macomb counties serving 536 people who were homeless, in need and living with a disability. In Oakland County, 420 people were served in the Leasing Assistance and Shelter Plus Care programs including 131 children. In Macomb County, 116 people were served in the Leasing Assistance Program, including 32 children.

**CELEBRATED** 8 people, 6 in Oakland County and 2 in Macomb County, who transitioned out of the Leasing Assistance Program and now rent independently. In addition, 1 person exited the program and became a homeowner and 33 people exited with a rental subsidy.

**RESPONDED** to 22,471 calls to the Housing Resource Center from people seeking housing and housing-related resources. As part of the screening process and follow-up linkage to programs, 672 individuals/households met with HRC housing specialists for face-to-face meetings to pursue housing resources.

**HOSTED** 11 in-office preliminary and 17 voucher briefings that were facilitated with assigned MSHDA housing agents to assist homeless households in completing their application for the Homeless Preference Housing Choice Voucher.

**REACHED** out to 672 people who were homeless through the Projects for Assistance in Transition from Homelessness (PATH) team. 436 were enrolled in the program after meeting eligibility criteria and providing consent.

**ASSISTED** 67 households in Oakland County with Rapid Rehousing and 35 households with prevention assistance through the Michigan State Housing Development Authority's Emergency Solutions Grant program. An additional 340 people, consisting of 167 adults and 173 children, were assisted with temporary rental assistance through HUD Rapid Rehousing.

**CONTINUED** efforts with community partners to expand the pilot exception program advocating for fee waivers or reductions for IDs for people experiencing homelessness. The effort, which began as the Oakland County ID Task Force, was expanded to become the State Task Force, recognizing the involvement of other jurisdictions and is now a part of the state plan to end homelessness.

**PARTICIPATED** in a pilot program with Oakland Integrated Health Network providing health and housing coaches to clients. 83 participants were served and 24 were linked with housing.

**MENTORED** 295 people through the Getting My Own Address (GMOA) program via presentations, an Oakland County support group, individual counseling and networking opportunities. Since September 2011, the GMOA program has served 4,694 participants.

**UPDATED** the Springhill Pooled Trust to stay in compliance with Social Security regulations. The trust serves more than 250 participants and manages more than \$8.5 million in funds.

**COUNSELED** 1,124 households in the purchase of a new home with homebuyer education provided by our Housing Counseling program.

**ASSISTED** 48 households by providing foreclosure prevention services to those experiencing mortgage or property or tax delinquency.

**RAISED** nearly \$120,000 through Bring it Home 2017, our annual event. Almost \$25,000 of the funds raised that evening were designated for the Critical Needs Fund, which breaks down common barriers to housing where there is no other funding. 100% of Critical Needs Fund money goes to security deposits, transportation, vital documents and furniture and household necessities.

**SUPPORTED** 292 individuals and families through our 2017 holiday season annual Adopt A Family program at the Troy and Wayne offices with an unprecedented \$80,750 in cash and in-kind donations.

**ATTENDED** 569 community events through Community Program and Outreach. These events included presentations about PHA and CoC collaboration with HUD, two presentations at the Building Michigan Community conference, small workshops and community workgroups, presentations, vendor tables and networking opportunities.

**OFFERED** volunteer opportunities totaling 11,674 hours of service. A significant amount of that time was contributed by seven AmeriCorps members and 14 interns.

**RECEIVED** two notable workplace honors. For the sixth year since 2012 we have been named one of the Detroit Free Press Top 100 Workplaces and for the fourth time received the once-biennial, now annual, honor as a Crain's Cool Place to Work. Each of the awards is bestowed following a survey of all employees and then a vetting process by the publication.

**SERVED** in leadership positions on boards and organizations aligned with our industry: Alliance for Housing, Oakland County Continuum of Care (Vice President); Building Michigan Community Conference Planning Committee; Community Economic Development Association of Michigan (CEDAM) Board; Detroit Continuum of Care Board; Furniture Bank of Southeastern Michigan Board; Homeless Healthcare Collaboration; Howell Group; Macomb Continuum of Care (Board President); Michigan Homeless Action Council; Michigan Homeless Assistance Board; Michigan State Housing Development Authority Building (MSHDA) Together Summit Executive Committee; MSHDA Convening; Oakland County Community and Home Improvement Advisory Council; Opportunity Resource Fund Board of Trustees (Loan Committee Chair); Out Wayne County Homeless Services Coalition Advisory Panel; and State Plan to End Homeless – Increase Economic Security Workgroup and Increase Health and Stability Workgroup.

# 2017 Financials

## Operating Revenue 2017\*\*

OCCMHA – lease costs and other contract revenue	6,625,866
Federal permanent housing	4,105,480
Other federal funding	761,992
Other grant revenue	299,161
Lease and rental income	139,307
Service income and management fees	1,974,918
Interest and dividend income and other unrestricted revenue	1,523,469
Temporarily restricted revenue	10,059
<b>Total</b>	<b>15,440,252</b>

## Functional Expense 2017\*\*

Supportive Housing	7,087,459
Program Operations	5,057,042
Maintenance	1,551,483
Management/General	841,523
Other Expense	189,617
<b>Total</b>	<b>14,727,124</b>

\*5.7% of revenues were spent on administrative costs

\*\*Per September 30, 2017, audited financial statements

## Community Impact to Date

Community Housing Network, its affiliates and managed entities, have made a powerful impact on the community since it was founded in 2001. Community impact evidence is based on financial impact as well as numbers of people served. All figures are since CHN's inception, unless otherwise noted.

**\$50.1 MILLION** in Housing Tax Credit allocations

**\$41.8 MILLION** awarded in housing program grants. Oakland County program (\$30,896,222) started August 1, 2003. Macomb County program (\$10,874,085) program started September 1, 2005

**\$13.3 MILLION** in HUD Section 811 funding

**\$6.8 MILLION** in HOME funding

**\$3.4 MILLION** in Homeless Prevention and Rapid Rehousing

**\$2.5 MILLION** Federal Home Loan Bank of Indianapolis funding for affordable housing development

**\$1.3 MILLION** in Neighborhood Stabilization Program funding

**\$1.3 MILLION** Emergency Solutions Grant funding in Oakland (\$1,146,152 since 2010) and Macomb (\$196,808 since 2012) counties

**\$956,983** Homeless Management Information System funding

**\$844,694** Projects for Assistance in Transition (PATH) funding

**157,334** calls to the Housing Resource Center

**5,337** people in **1,839** households served in homeless prevention and rapid rehousing programs since 2010 program start

**4,694** people served through the Getting My Own Address program

**4,117** people and households served through the Homebuyer Education program, since 2008

**3,297** people served through our housing programs, including **1,021** children, since 2003 program start

**2,999** people and households served through the Foreclosure Prevention Counseling program, since 2012 program start

**744** units of affordable housing developed for people in need

**32** homeownership opportunities created for people in low- and moderate-income households

# 2017 Supporters and Funders

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Ashley Meadows	Pasky & Sons	Sara & Michael Scott	Pamela Vaughan	
The Melting Pot	Jason Paulateer	Laura Segal	Linda Velandra	



Working at the Detroit Veteran Center “really started weighing on me because they (veterans) would come back home and be homeless.” She left her job and ended up homeless, living in an abandoned funeral home selling drugs. She credits a police raid with saving her life and leading her back to a productive life.

– Jeanine Kaczor  
She is employed as a housekeeper and a Focus: HOPE volunteer

*We strengthen communities by connecting people to housing resources.*

– Our mission statement



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*He grew up homeless and after his honorable discharge from the Army went back to the life he knew. Living on the streets, and then using drugs, led him into trouble. He spent time in prison and then in rehabilitation and has been clean since 2010. He says moving into housing not only helped save his life, but allows him to volunteer to help others. He says, “I can’t help the world, but I can help one person.”*

– Shawn Hunter, 2017 Emmett Jones Memorial Award recipient

He takes a weekly overnight shift on a crisis hotline, speaks at Narcotics Anonymous meetings and conferences and is a member of a Disabled American Veterans post

