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.

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

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**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

**Board of Directors**

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Board Chair
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William L. Robinson, Jr.  
Lou Ann Tompkins  
Mark Wiedelman  
Arketa Williams

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twitter.com/CHNmi  
in Community Housing Network

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DEAR FRIENDS, PARTNERS AND COMMUNITY STAKEHOLDERS,
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 homeowners 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 356 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.
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.

### 2017 Financials

#### Operating Revenue 2017**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>OCCMHA – lease costs and other contract revenue</td>
<td>6,635,866</td>
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<tr>
<td>Federal permanent housing</td>
<td>4,105,480</td>
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<tr>
<td>Other federal funding</td>
<td>761,992</td>
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<tr>
<td>Other grant revenue</td>
<td>299,161</td>
</tr>
<tr>
<td>Lease and rental income</td>
<td>139,307</td>
</tr>
<tr>
<td>Service income and management fees</td>
<td>1,974,918</td>
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</table>

**Interest and dividend income and other unrestricted revenue**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividend income</td>
<td>1,523,469</td>
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<tr>
<td>Temporarily restricted revenue</td>
<td>10,059</td>
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</table>

**Total**

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Total</td>
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#### Functional Expense 2017**

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<tr>
<th>Description</th>
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<td>Supportive Housing</td>
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<tr>
<td>Program Operations</td>
<td>5,057,042</td>
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<tr>
<td>Maintenance</td>
<td>1,551,483</td>
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<tr>
<td>Management/General</td>
<td>841,523</td>
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<tr>
<td>Other Expense</td>
<td>189,617</td>
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</table>

**Total**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>14,727,124</td>
</tr>
</tbody>
</table>

*5.7% of revenues were spent on administrative costs

**Per September 30, 2017, audited financial statements

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### Community Impact to Date

- **$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** 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

*5.7% of revenues were spent on administrative costs

**Per September 30, 2017, audited financial statements**
2017 Supporters and Funders

Ashley Bowman
Anne Bowman
Bowman Ecker Commercial Real Estate
Creative CNC Services
Emily Cremers
Leslee Crowley
Billy Currier
Eric Curtis
David & Joanna Czajka
Daisy Scout Troop #17592
Kyle & Abby Daugherty
David Almas Salon
Jessica Davis
Krystal Davis
Robert Davis
Steven & Mary DeCarteret
James Dehern
Kate Deighton
Carol Dendler
Megan Dennis
Stephanie Detloff
Detroit Design
Detroit Experience Factory
Detroit Princess Riverboat
Detroit Symphony Orchestra
Detroit Tigers
Detroit Wayne Mental Health Authority
Detroit Zoological Society
Diamond Jacks
Janet Dickerson
Berger Digiramo
Mary Lou DiSessa
David & Amanda Distasio
Diversified Portfolios, Inc.
Double Action Shooting Center
Jamie Douglas
Stacey Downey
Rick Draper
Hans Driessen
Dream Dinners
James Drumm
Michael Dubek
Maria Dunn
Jim DuRussel
Marc & Kathleen Dybowskis
Kathy Dybowskis
Dynamic H.V.A.C
Eagle Ottawa
Easterseals Michigan
Eastside Skincare
Thomas Edmiston
Edsel & Eleanor Ford House
Elegant Home Improvement Services, LLC.
Jenna Elling
Kevin & Emily Elliott
Kerstin Elliott
Emagine Theater – Royal Oak
Emagine Palladium – Birmingham
Employees of Gentherm
English Gardens
Erebis
Mark Erickson
ETD Inc.
Evelyn L. Peterson Reading & Language Arts Center
Elaine Featherstone
Federal Home Loan Bank of Indianapolis
Shaun Feliciano
Fellows Creek Golf Club
Eugene & Shirley Felton
CJ & Jeanette Felton
Pamela Fender
The Field Museum
Fifth Third Bank Foundation
Filimore 13
Chad Findley
James Finley
First State Bank
John Fisch
Jami Fitzgerald
Julie Fitzgerald
Flagstar Bank
Fleming’s Prime Steakhouse & Wine Bar
Jon & Nancy Fox
FPC of Troy
Carol French
Joan Fudold
Mark & Kerry Fudold
Lisa Fuhr
Michele Fuller
Mindy Furnari
Furniture Bank of Southeastern Michigan
Fusco Shaffer & Pappas Inc.
Katherine Gabel
Gardner-White Furniture
Jean Garrett
Anne Gatti
Catherine Gereig
Kelly Gee
Kendra Giaconia
Susan Gibson
Joanna Giglio
Pierre Denise-Gilliam
Glass Academy
GlassSmithKline
Janelle Gleason-Gilardone
Clair Glover
Go Comedy Improv Theatre
Paging Godschild
Michelle Goodnough
Jessica & John Goodroe
Goody’s Pet Supply
Shirley Gordon
Allison & Jason Gorman
Angela Gougherty
Melissa Gould
Grand Rapids Griffins Hockey
Grand Rapids Public Museum
Grand Traverse Pie Company
Grau Interpersonal Communication
Great Expressions Dental
Jodi Gregor
Portia Griffiths
Marcie Grunow
CTB
Guy Hurley, LLC
Pat Hale
Hammer & Nails, LLC
Handle Bar Detroit
Faith Hanna
Diana Hanna
Chris Hanus
Thomas & Patricia Hardy
Edwin Harlin
Lindsay Harmon
Anne Harpe
Juanita Harper
Deborah Harris
Hart House Bed & Breakfast
Hartrick Dentistry
Xuljana Hasaj
Christine Hathaway
Andre & Raquel Hatter
Adrienne Hatzenbeler
Haunts of Mackinac Tours
Jennifer Hawkins
Nancy Hazleton
Randy & Mary Head
Joe Hasphey
Alexandra Heitmann
Jaqcelyn Heller
Debra Hendren
Mary Henry
Heather Henson
Bobbie Hess – Pampered Chef
Robert & Karen Heuer
Bob Heuer
Kurt Heuerman
Marylyn Hewitt
Matt Hoener
Brittany Huffman
Susan Holladay
Holland Engineering Inc.
Hood Filter Solutions
Kelly Kootman
Hour Media
Jeff Huhta
Patricia Hulett
Janice Hummel
Huntington National Bank
ICOMNA
Independence Green Apartments
Independent Bank
J & M Construction Company Inc.
Jack Morton Worldwide
Julie Jacobson-Hines
Madeline Jak
Janz & Knight PLC
JayEnn Corporation
Tami Jelinek
Jet Blue
Jimmy John’s
JNJ Plumbing
Johnson Family
Kiesha Jones
Rosie Jones
Judson Center
Susan Juszkw
Laura Kacir
Kathleen Karamanian
Joe and Angela Karbowski
Katie’s Kids
Gail Katz
Mike Kazy
Jenni Keating
Timothy & Cathy Kershbaum
Yasmin Keshavjee
Amanda Keyser
Kids Smiles
Bryan Kieler
MaryAnne Kile
Amanda Kill
Elizabeth Kincannon

Christian Abbo
Gary Abernathy
Marla Abney
Rochelle Adkinson
Aetna
African Safari Wildlife Park
AHS Community Services
Aldingbrooke Apartments
Carrie Alexander
Heather Allison
Allison Family Foundation
Angela Alongi
Amazon Smile Foundation
Ambassador Cigars & Spirits
Americans For International Aid & Adoption
Carolyn Anderson
James & Deborah Anderson
Susan Andrews
Anita’s Kitchen
Andrea Anjeski
ARC Services of Macomb
Purvri Arora
Gerard & Frances Ashe
Steve Ashe
Ashika Salon & Spa
Ashley Capital
Matt & Lisa Assenmacher
ATA National Title Group
ATI Physical Therapy
Attorney’s Title Agency
Autoliv
Aveda Institute
Susan Bailey
Kelly Bailliff
Pamela Bain
Baker Tilly
Bakers Acres
John & Susan Ball
Lisa Ballien
Bankers Life
Sarah Bannon
Adam Barnes
Nathan Barnes
Mark Barnhart
Nicole Bassi
Alyssa Bean
Beaumont Health OB/GYN
Residents
Jeff & Carol Beggs
Beier Howlett, P.C.
Jessica Bell
Bellania Spa and Salon
Erin Berch
Karen Bertram
Ryan & Emily Bessert
Best Buy
Better Made Snack Foods, Inc.
Biggby Coffee
Joseph Blanchard
Blo Blow Dry Bar
Bloomfield Hills Financial
Stephanie Blumenau
Bob & Kathy Boehner
Ursula Bolton
Tina Bommarrato
BonoBo Winery
Bordine’s Nursery
Cindy Boudreau
Bordine’s Nursery
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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