

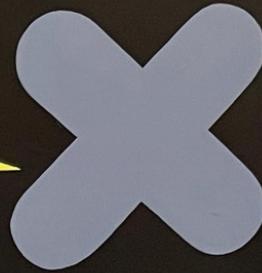
2021



AVALON
HOUSING



Horton



Annual Report to the **X**Community





Housing First

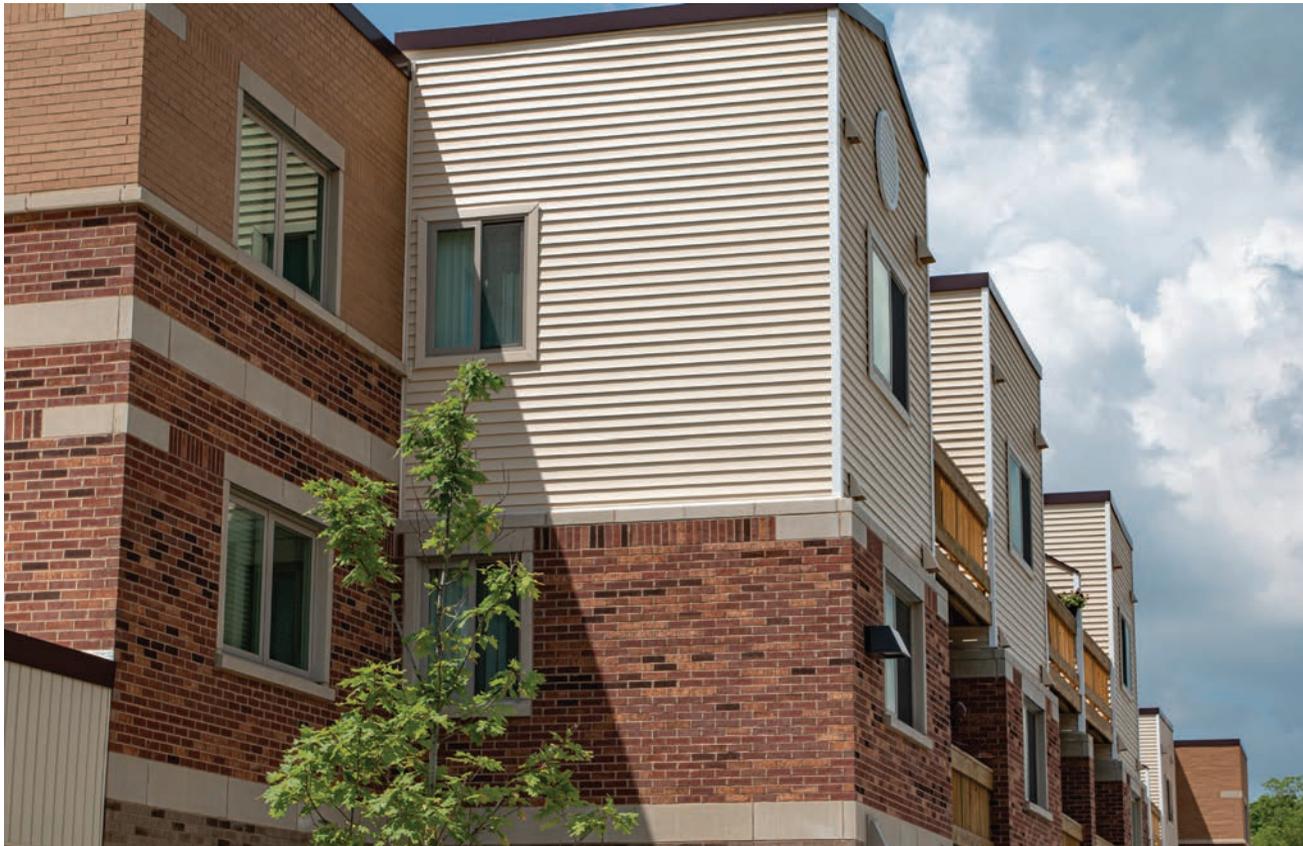
NEW IN 2021



Avalon moved **227** people out of homelessness and into homes.

97% of our tenants and clients remained in their homes throughout 2021.

We celebrated the grand opening of **70 new units** at Hickory Way!



Through a generous grant from Community Foundation for Southeast Michigan, **we hired artists Gary Horton and Samar Salam to complete three full-scale murals at Hickory Way.**

Says Gary:

“Painting the mural at Avalon’s Hickory Way was a joy. Getting to know the people who occupy the space where I’ve created a mural was a new experience. I love my job more and more for the people I meet. **The people I met at Hickory Way, and the stories we shared, I’ll take with me always.**”



Property Management

NEW IN 2021



We held our first *in-person* Eviction Prevention Training in two years!

Our Property Management and Services teams were able to gather on a sunny day for an outdoor lunch and tough-but-good dialogues to strengthen our partnerships and ultimately keep our tenants in their homes.



With a grant from the City of Ann Arbor's Sustainability Fund, **we were able to install a brand new playground at Carrot Way just in time for the kids to play on it before winter set in.**



NEW IN 2021

Supportive Housing Services



Avalon's *Miller Manor* team continued to support the recovery needs of our community, with an 8-month **prevention** program and an on-site recovery group. They also hosted the first Avalon staff-prepared Thanksgiving Dinner for tenants!

In coordination with *Packard Health*, we **held seven flu shot/COVID vaccination clinics at our community centers and coordinated numerous home visit vaccinations for our clients.**



Community Building

The *Family Services* team took 120 children shopping for winter clothing through the *Warm the Children* program, delivered turkeys and sides for Thanksgiving and continued food pantries at all our community centers.



Our tenant-led VOCAL community building group continued to meet safely throughout 2021. The group organized four summer celebrations at various Avalon properties, published issues of *VOCAL Voice*, our tenant newsletter, and continued to distribute welcome baskets to families moving into Avalon properties.



Working at Avalon

NEW IN 2021



Avalon's equity work advanced throughout 2021. We re-launched our employee-led Equity Action Committee, and our BIPOC and Aspiring Anti-Racist Allies Affinity groups continued to meet and grow under new leadership.

Our Human Resources department was rebranded and is now Employee Experience (EE).

EE hired and onboarded a total of 34 new Avalon employees in 2021! They also rolled out numerous improvements and changes, including more Wellness supports for staff, a new Employee Assistance Program, new performance review system, expanded benefits coverage, and a new onboarding process for volunteers.



10

Ten former Avalon employees returned to Avalon! We asked people why they came back and what they now appreciate about working for Avalon.

“I came back because of the beautiful people that work here. **People genuinely care about each other.**”

“**The stark difference between Avalon and other employers is Avalon's genuine investment in its employees as human beings.** Avalon leadership doesn't accept status quo, they're willing to do the challenging work to change, and grow.”

“I missed having the feeling of knowing that my hard work was going towards something greater than myself and was having a **direct positive impact on my local community and the world!**”

“After experiencing other work environments, I realized that **the culture of health and happiness that Avalon facilitates is unique.** Being respected, supported and appreciated are invaluable qualities that I may have taken for granted before.”

Avalon Nonprofit Housing Corporation and Subsidiaries

Audited Consolidated Statement of Activities for the year January 1, 2021 to December 31, 2021

Revenues

Contributions	\$652,064
Grants	\$3,266,079
Contracted Services Income	\$1,150,664
Interest Income	\$121,062
Rental Income	\$3,758,414
Miscellaneous Income	\$57,502

Total Revenue **\$9,005,785**

Expenses

Personnel	\$4,821,581
Professional Fees	\$306,593
Repairs and Maintenance	\$769,211
Utilities	\$561,276
Depreciation and Amortization	\$1,245,034
Miscellaneous	\$140,634
Interest Expense	\$293,444
Administrative *	\$810,135
Pass Through Expense	\$992,554

Total Expense **\$9,940,462**

*Includes travel, staff training, occupancy, IT services, and insurance.



Net Revenue Over Expense **(\$934,677)**

Adjustment For Non-Cash & Non Operating Items

Restricted Interest Income	(\$96,050)
Developer Fee Received	\$396,677
Deferred Property Mortgage Interest Expense	\$154,659
Depreciation and Amortization Expense	\$1,248,358

Total Adjustments **\$1,703,644**

Adjusted Net Revenue Over Expenses **\$768,967**



AVALON HOUSING

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Our Mission

is to build healthy, safe, and inclusive supportive housing communities as a long-term solution to homelessness.

Our Values

- Dignity
- Self Determination
- Equity
- Best Self
- Community
- Excellence
- Well-being