

Building Communities to End Homelessness



2023

Annual Report



A Message From Our Executive Director

Friends,

While my time at Avalon Housing has just begun, the profound impact of this organization's work is already clear to me. With over 16 years of working in affordable housing, the first thing I noticed upon joining Avalon is how our team goes beyond providing mere housing; we provide a foundation for individuals and families to not only survive but thrive.

In 2023 alone, Avalon Housing provided housing for more than 800 tenants/clients. Our dedicated staff provide a range of services, including housing stabilization, healthcare coordination, substance use counseling and support, and life skills development, to help clients achieve long-term stability and well-being.

This comprehensive approach to supportive housing empowers individuals and families to rebuild their lives with the dignity everyone deserves. The effectiveness of Avalon Housing's



Executive Director
Aaron Cooper began
his tenure at Avalon in
February 2024.

Cover photo: Members of the Community Leadership Council break ground on the Dunbar Tower project, a joint development between Avalon Housing and the Ann Arbor Housing Commission.

model is evident in our remarkable 95% housing retention rate, significantly exceeding the national average of 84%. This achievement speaks volumes about the power of providing permanent supportive housing alongside essential wrap-around services.

Avalon Housing's dedication to ending homelessness in Washtenaw County is unwavering. We are not content to simply address the immediate needs of our neighbors experiencing homelessness; we are deeply invested in creating long-term solutions. This commitment is evident in our ongoing efforts to build new affordable housing units, including the development of The Grove at Veridian, which will provide 50 new homes for our community members. Avalon Housing's vibrant, values-driven culture, the dedication of its talented staff, and our shared commitment to community inspire me as I embark on this journey as Executive Director.

Building on over 30 years of experience working to end homelessness, Avalon Housing is poised for continued growth and innovation in this vital work. I am honored to be a part of this incredible organization and look forward to our work together.

Sincerely,

A handwritten signature in blue ink that reads "Aaron Cooper". The signature is written in a cursive, flowing style.

Aaron Cooper | Executive Director

Serving Those in Greatest Need

70

households with
high-need served

With resources from a state-funded pilot program, Avalon established a seven-person Intensive Case Management Team to provide an advanced level of services to tenants with acute needs such as mental health or substance use issues. The state grant allows for a 10-household caseload for each case manager, much lower than the national average of 35.



10:1

households per
case manager

More Housing for All

170+

new units under
development



Avalon's Hilltop View Apartments in Dexter won the Charles L. Edson Tax Credit Excellence Award in the Housing for Veterans category. U.S. Sen. Debbie Stabenow (left) presented the award to Avalon's Wendy Carty-Saxon.



Avalon has several new projects in the works:

- The Grove at Veridian on Platt Road in Ann Arbor
- 206 Washington St. in Ypsilanti, replacing an old, vacant building
- Dunbar Tower, in partnership with the Ann Arbor Housing Commission, in downtown Ann Arbor

Housing the Whole Family



“[Avalon is] tailored to fit everyone who has struggled in some sense.”

Savannah Crittenden,
Hickory Way tenant



Avalon served

71 youth

through our partnership
with Warm the Children

Members of Avalon’s Adult and Family Services Team meet clients in their homes in order to provide individualized care that includes housing stabilization, goal planning, crisis intervention, substance abuse recovery support, and medical case management assistance. For families, we also provide support and coordination with the local school systems as needed.

Aging in Place

**“You’ve got a home here,
you’re safe here, and
you’ve got people who
care about you.”**

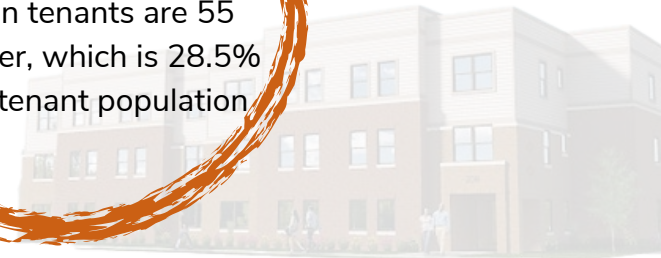
Kimberly Douglas,
Older Adult Support
Specialist



Avalon’s Older Adult Support Specialists focus on helping senior tenants and clients with the daily tasks of life, along with assisting in accessing resources like medical care. With the aging of the population, we expect more Avalon tenants to need this type of help over the next several years.

226

Avalon tenants are 55
and older, which is 28.5%
of our tenant population



BUILDING COMMUNITIES WITH VOCAL

Avalon's Community Building and tenant leadership committee VOCAL Voices of Community Advocates and Leaders create and offer opportunities for tenants to engage with their neighbors and other community members. Activities include weekly food pantries, annual community building events for tenants, and drives for basic needs items like warm winter gear and backpacks for school aged children. Community Centers are available to tenants for homework, computer and internet usage, and many other activities.



The Community Leadership Revolution (CLR) Academy runs sports outreach camps at 3 Avalon communities and throughout Washtenaw County

Avalon Housing Board of Directors

Dr. Jeremy Lapedis (President)

Executive Director, Washtenaw Health Plan

Crystal Campbell (Vice President)

Public Information Officer, Washtenaw County

Gary Bruder (Treasurer)

Attorney, Bruder PLC

Linda Rexer (Secretary)

Executive Director, Mich. State Bar Foundation, Retired

Barbara Kessler

Mediator, Kessler Mullkoff & Hooberman, Retired

Allan Newman

President, The Newman Group, Retired

Alex Thomas

Advisor, The New West Willow Neighborhood Association,
Former Avalon Community Member

Ryan Henyard

Director, Faculty and Education Initiatives, Association of
American Medical Colleges

Greg Copp

Vice President, Development and Construction, MAVD

Ashley Blake

Director of Solutions Management & Chief of Staff,
Solutions Division, Enterprise Community Partners

Kelly Moore

Avalon Community Member

In Memoriam: Jude Walton, 1972-2023

Jude Walton, Avalon's Director of Employee Experience for 14 years, died on April 13, 2023. Jude was a trusted, beloved friend to so many of us at Avalon and the greater community.



Avalon Nonprofit Housing Corporation and Subsidiaries, Audited Consolidated

Statement of Activities

for the year Jan. 1, 2023 to Dec. 31, 2023

Revenues

Contributions	\$632,686
Grants	\$4,659,949
Contracted services income	\$1,924,655
Interest income	\$272,998
Rental income	\$5,130,228
Miscellaneous income	\$69,283
<u>Total Revenue</u>	<u>\$12,689,799</u>

Expenses

Personnel	\$6,668,243
Professional fees	\$680,117
Repairs and maintenance	\$1,423,398
Utilities	\$812,967
Depreciation and amortization	\$1,962,202
Miscellaneous	\$587,879
Interest expense	\$418,828
Administrative *	\$1,122,566
Pass Through Expense	\$693,576
<u>Total Expense</u>	<u>\$14,369,776</u>

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

Net Revenue Over Expense

Adjustment For Non-Cash & Non
Operating Items

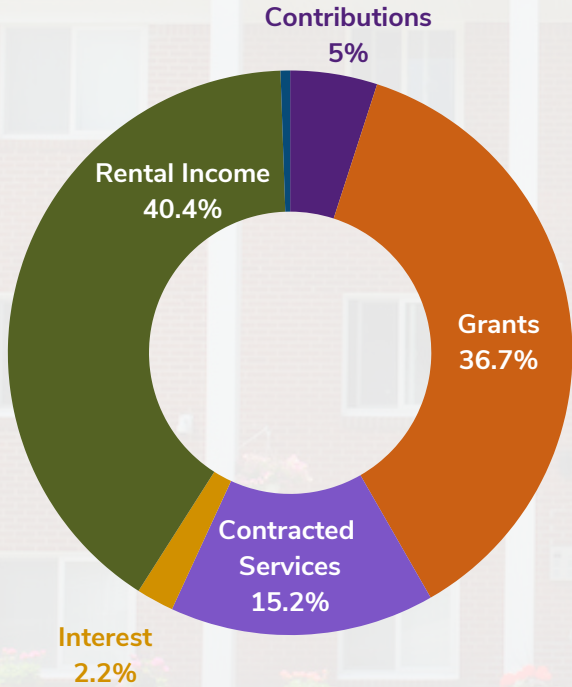
Restricted Interest Income	(\$173,016)
Revenue From Debt Forgiveness	(\$75,000)
Developer Fee Received	\$530,837
Deferred Property Mortgage Interest Expense	\$156,113
Depreciation & Amortization Expense	\$1,962,202
Total Adjustments	\$2,401,136

Adjusted Net Revenue Over Expenses **\$721,159**

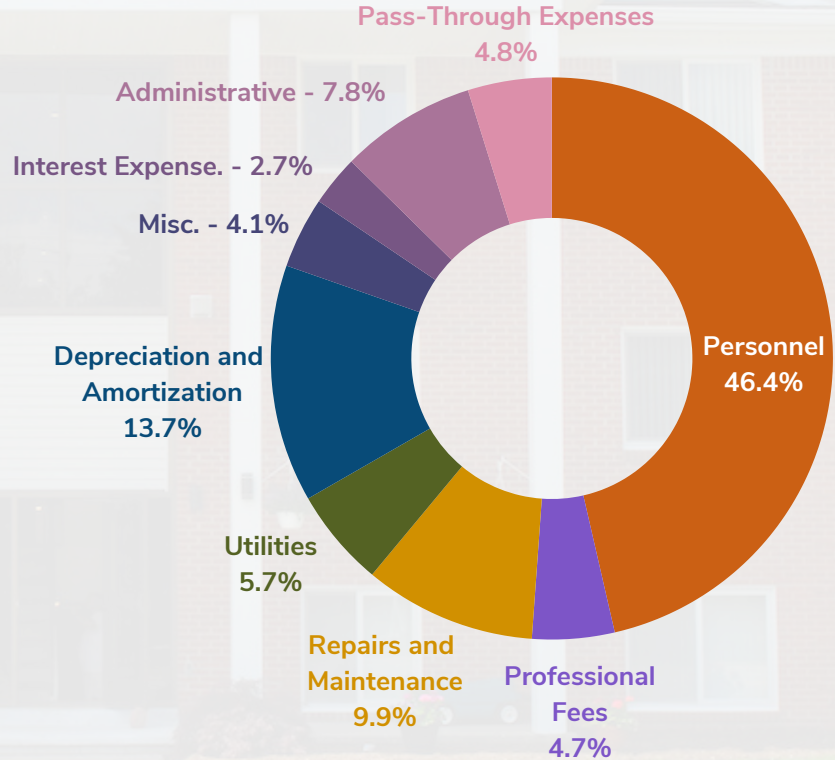
Platinum
Transparency
2024

Candid.

Revenues



Expenses





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