

# Revitalized Renewed

Annual Report 2011



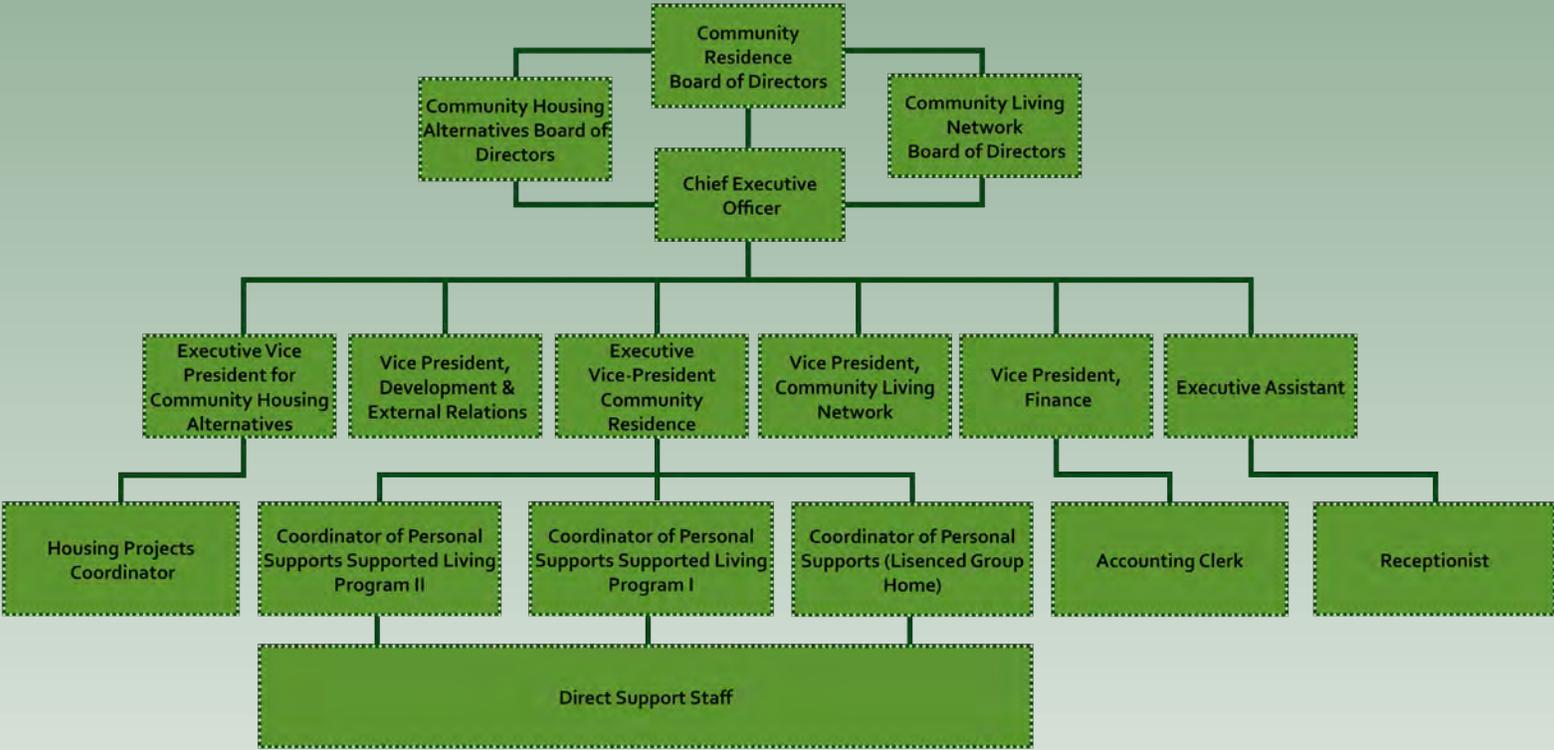


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# Realigning Leadership



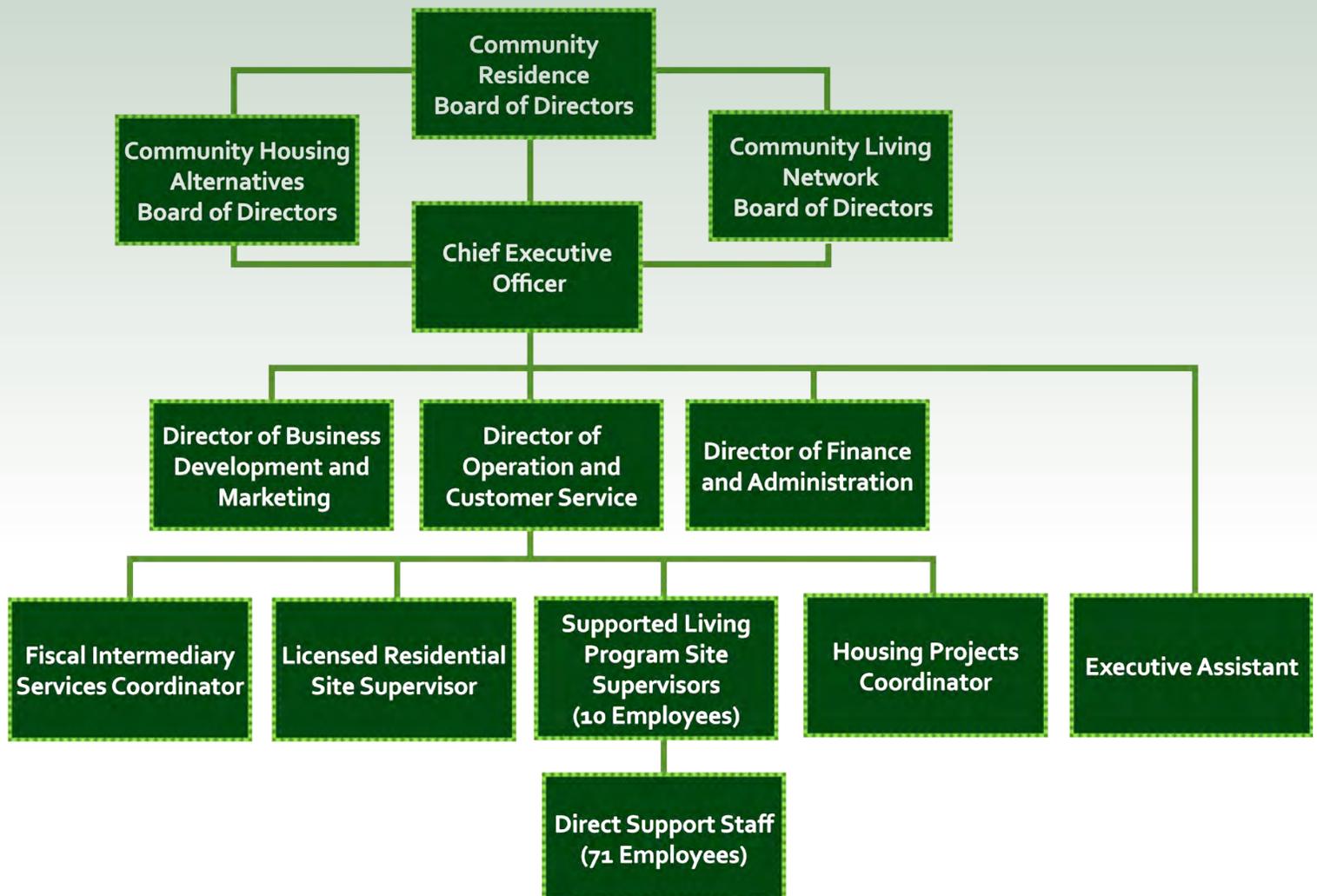
Old Organizational Chart- the hierarchy and structure did not allow for lean practices especially as budgets were stretched.



2011 was a year of change for Community Alliance. As state and local mental health budgets continued to shrink, it was necessary that an agency wide reorganization with a major restructuring of personnel take place. While the process of change is often difficult, ultimately we are very pleased with the new structure and functionality of the agency. These two organizational charts contrast the multi layered, and at times confusing bureaucracy that existed at Community Alliance and our new, more economical and streamlined structure. Tough choices were made, but ultimately the new structure of the agency allows us to better serve our clients.

The first part of the restructuring began at the end of 2010, when supported living management staff was moved from the administrative office to our 22 sites around Washtenaw County. Our Site Supervisors now work directly at clients' homes and apartments. This model has allowed for more informed decision making by those in the field providing vital services to our clients.

In the beginning of 2011, Community Alliance began the process of restructuring administrative job functions. After a series of significant strategic discussions between Community Alliance's CEO and the board of directors, it was determined that the best way to structure the agency for the coming years was by functional rather than programmatic areas. This change has eliminated unnecessary duplication of efforts. Now, the administrative staff is responsible for duties in their area of focus for all programs, rather than only one program area. The end result is that all staff are better informed about all aspects of the enterprise and can better help guide the strategic direction of the agency.



*New organizational chart where jobs are created based on functional areas rather than programs.*

# Boards, Committe and Staff

## *Fiscal Intermediary Services Board*

Amin Ladha  
Judy Wernette  
Jason Baxter  
Penny Yohn

Chair  
Vice-Chair  
Treasurer  
Secretary

Washtenaw Community College  
Strategic Partners Inc.  
HC Manor Care  
Community Volunteer and Parent

## *Housing Board of Directors*

Christopher Sevick  
Joanne Magee  
Kyla Day  
Raphael Dominguez  
Linda Larson-Boynton  
Thomas Oldakowski  
Monsoon River Elliot Eninsche

President  
Vice President  
Director  
Director  
Director  
Director  
Director

Sevick Law  
Community Living Network  
Graduate Student  
Lorandos Joshi PC  
Med Sales, LLC  
Huron Valley Legal Group PLLC  
Washtenaw County Treasurer's Office

## *Supported Living Board of Directors*

Guy Conti  
Judy Wernette  
Jason Baxter  
Penny Yohn  
Manley Ford  
Linda Larson-Boynton  
Barrie Brown  
Billy Salamay  
Carol Galizia  
Amin Ladh

Chair  
Vice-Chair  
Treasurer  
Secretary  
Director  
Director  
Director  
Director  
Director  
Director

ContiLegal  
Strategic Partners Inc.  
HC Manor Care  
Community Volunteer and Parent  
Independent Communications Consultant  
Med Sales, LLC  
Community Driven Credit Union  
Stadium Budget Towing  
Lake Trust Credit Union  
Washtenaw Community College

## *Marketing Committee*

Barrie Brown  
Manely Ford  
Jan Lee  
Marcie VanBlack  
Kimberly VanDeCreek

Chair  
Member  
Member  
Member  
Member

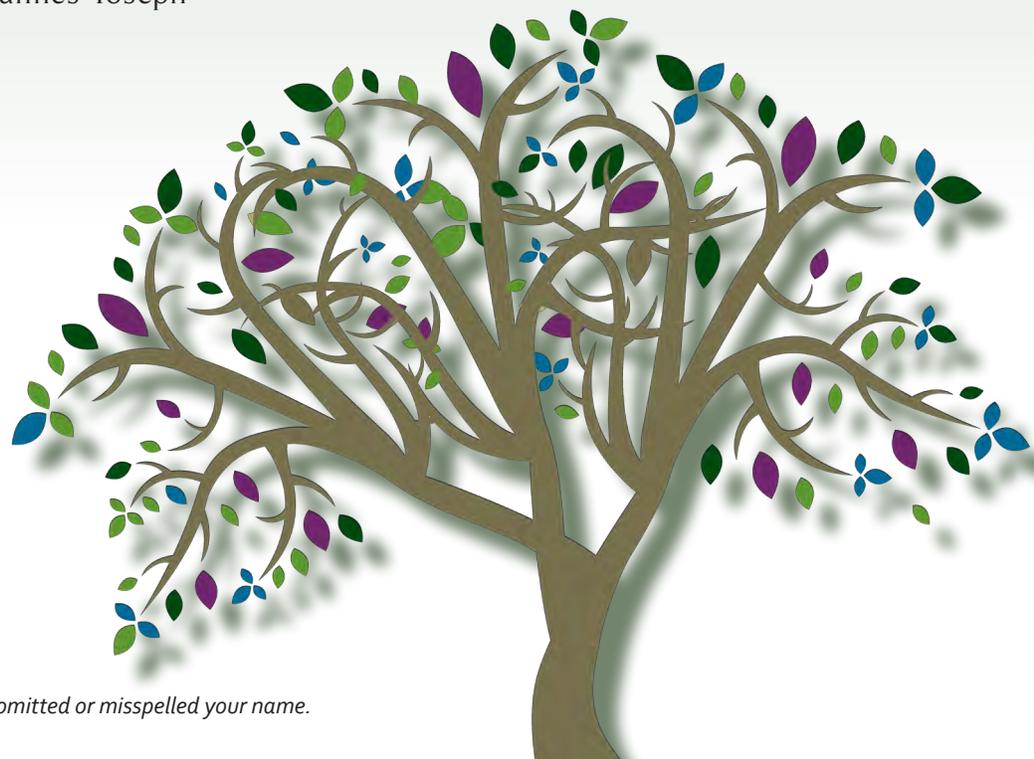
Community Driven Credit Union  
Independent Communications Consultant  
Print Tech Inc.  
annarbor Radio  
Adams Outdoor Advertising



## Staff

Djibril Adam  
Sierra Adegboyega  
Esther Alfred  
JiChaka Barber  
Mary Beaudry  
Anna Bell  
Joanne Bertoni  
Bonner Akins  
Danielle Boyd  
Takilia M Bozeman  
Sammie Brown Jr.  
Yamisha Brown  
Jasmyne R Burbridge  
Wanda Burton  
Kelly Carter-Scott  
Carmen Chisholm  
Karmen Coleman  
Taliesha R Darby  
Aissa Diallo  
Tracy Edwards  
Toni V. Evans  
Melissa S. Frash  
Jermaine E. Gause  
Gwendolyn Giger  
Tanasha Gilchrist  
Carol Gobeyn  
Katherine M Grant  
Donald Hagele  
Jamie V. Harding  
LaShanda Hartman  
Hillary R Hawker  
Christiana C. Ihebom  
Carmen Jackson  
Autumn James  
Nakeya Jones  
Ronald Kreger  
Robin Lee  
Sueann Levack  
Kathryn MacEwen  
Joanne Magee  
Julia Martin  
Amber Massingo  
James W. McKivens  
Jason Medeiros  
Lakeisha S Moore  
Michael Moore  
Devion L Morgan

David J. Mulcahy  
Charity Murphy  
Bianca N Nasir  
Donald Newsted  
Edwin Ogu  
Violet Osuji  
Darryl L. Parham  
Arthurine Peace  
Lucretia E Pinder  
Danira E Posas  
Linnae Rankin  
Laquanda Reid  
Renee P Robb  
Jennifer Robuste  
Dwight B Seals  
Joseph Shalhoub  
Ernest Shepard  
Albertina N. Simfukwe  
Alton Smith  
Cyriacus Sunday  
Ronda R. Teague  
Antionette E Todd  
Cindy Treharne  
Chiffon Walker  
Shawnita Warren  
Steven J. Weindorf  
Chiquita Whitfield  
Takesha Williams  
Alexander Wilson  
Yohannes Yoseph



# Reaching New Markets

Community Alliance is pleased to be a new partner with the Community Mental Health Authority of Clinton, Eaton and Ingham Counties in 2011. The Community Mental Health Authority of Clinton, Eaton and Ingham Counties is a locally-based, public organization, created in 1964 with the purpose of serving the mental health needs of the residents of the tri-county community. Community Alliance is pleased to be helping as the fiscal intermediary services provider for this Mental Health Authority.

In a nutshell, a Fiscal Intermediary provider allows clients to be the employer of record. This means, that rather than working for an agency, caregivers work directly for a customer. This allows clients and their families many benefits—including full control over who works for them and more flexibility over when services are provided. An extra benefit of this model is that it costs less to provide services. As the fiscal intermediary provider, Community Alliance will assure that all taxes are paid, monthly statement of financial activity are provided and that employees will receive accurate pay and W2s.

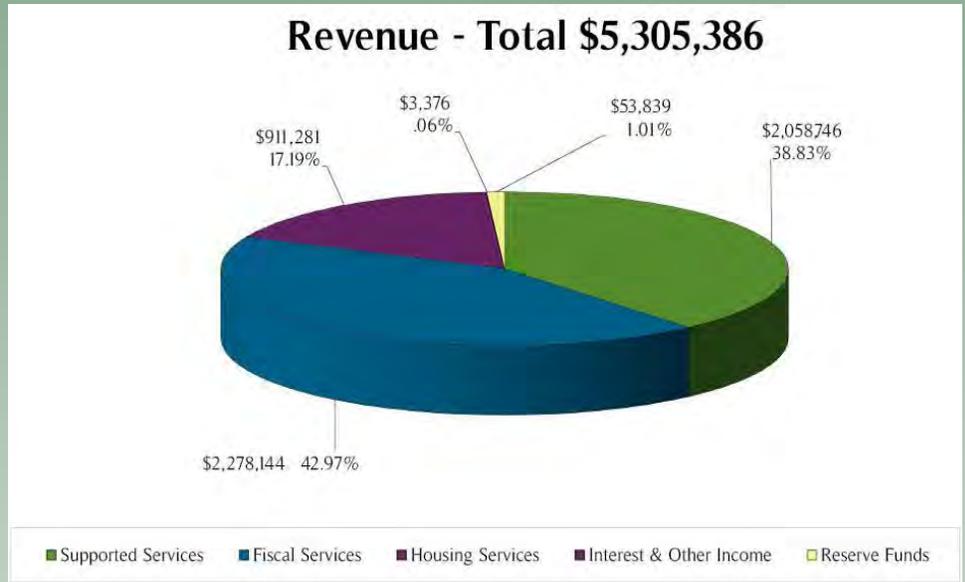
Prior to the new contract with the Community Mental Health Authority of Clinton, Eaton, and Ingham County Community Alliance provided fiscal intermediary services for over 70 individuals for four county mental health agencies. With The Community Mental Health Authority of Clinton, Eaton and Ingham Counties joining the Community Alliance family we are pleased that our fiscal intermediary customer base has increased to nearly 150 clients!



COMMUNITY MENTAL HEALTH AUTHORITY  
CLINTON • EATON • INGHAM

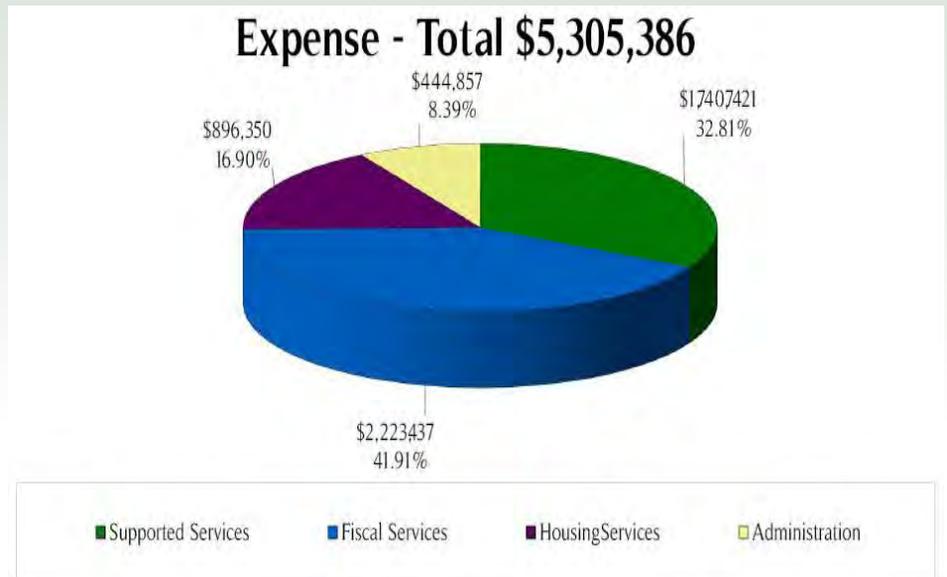


# Financials



## Revenues

Supported Services	38.80%	\$ 2,058,746
Fiscal Services	42.94%	\$ 2,278,144
Housing Services	17.18%	\$ 911,281
Interest & Other Income	0.06%	\$ 3,376
Reserve Funds	1.01%	\$ 53,839
<b>Total</b>	<b>100.00%</b>	<b>\$ 5,305,386</b>



## Expenses

Supported Services	32.81%	\$ 1,740,742
Fiscal Services	41.91%	\$ 2,223,437
Housing Services	16.90%	\$ 896,350
Administration	8.39%	\$ 444,857
<b>Total</b>	<b>100.00%</b>	<b>\$ 5,305,386</b>



# Renovating and Rebuilding

In the spring of 2009, Community Alliance was invited to have a round table discussion with Washtenaw County Office of Community Development and KeyBank to discuss a potential partnership in a Low Income Housing Tax Credit project, The Oaks of Ann Arbor. The Oaks of Ann Arbor consists of 12 condo units with single car attached garages, four bedrooms, two and a half baths, 1800 square feet floor plans, washer and dryers, walk-in closets, central air and heating.

The original construction began in 2006 as market rate condos priced from \$195,000 to \$215,000. When it was clear that the housing market would not support the sales price, a Florida developer pursued state tax credits to turn the property into affordable housing - and that's what the condos on the site are today.

As a result of the failing housing market and high property taxes, the condo project was not able to sustain on its own and KeyBank was forced to identify another general partner, Community Alliance. One of the major accomplishments of this new partnership was for Community Alliance to obtain a PILOT (Payment in Lieu of Taxes) agreement with the City of Ann Arbor for an annual fee of \$12.00 per year. An assessment of the development determined that there were some minor maintenance items to be addressed, and a need to arrange a settlement with Washtenaw County on past due taxes that were issued to the original developer. After identifying the funding gaps in the proposed financing for the partnership, it was determined that the project would need approx. \$240,000 to stabilize and make the project solvent.

The condos are four bedroom units with 1,800 square feet and finished basements. The targeted population is for families whose annual income is at 60 percent or less of the area's median income. For a family of four, the maximum income limit is \$52,440 per the 2012 HUD guidelines. In Ann Arbor, waiting lists are common for affordable housing and homes with this many bedrooms are in short supply.

Community Alliance obtained the help of pro-bono legal counsel through Community Legal Resources. We were fortunate to work with Thomas Forster from Honigman Miller Schwartz and Cohn LLP, an attorney familiar with Tax Credit projects, to review and assist with negotiations with KeyBank to pull the deal together.

After negotiations the property closed in early 2011 and updates and repairs began on the units. Community Alliance has addressed grading and basement flooding issues with the balance of the grant awarded by the Washtenaw Urban County. The units are currently 100% occupied by 60% or below AMI income families.



# New Relationships



## Introducing Kathy Grant, Community Alliance's New Director of Operation and Customer Service

Community Alliance is pleased to announce the hiring of Kathy Grant as the new Director of Operations and Customer Service. Most recently, Ms. Grant worked for The Michigan State Housing Development Authority (MSHDA), where she served as a Homeownership Counseling Specialist. Previously, Ms. Grant was the Coordinator for the Mortgage Foreclosure Intervention Program at Michigan State University Extension, Washtenaw County.

Ms. Grant brings a wealth of knowledge and experience to Community Alliance as a National Foundation for Credit Counseling Certified Housing Counselor, a certified MSHDA Homeownership Counselor and a NCHCE Certified Foreclosure Intervention and Default Counselor.

Ms. Grant has been awarded both the "2009 Collaboration of the Year Award" and the "2010 Employee of the Year Award" from Washtenaw County Government. In 2009, under Ms. Grant's leadership, the Michigan State University Extension, Washtenaw County was presented the MSHDA "Housing Agency of the Year Award."

Ms. Grant holds both her bachelors and masters degrees in social work from Wayne State University.

As the Director of Operations and Customer Services, Ms. Grant is responsible for leading and managing a comprehensive array of services for Community Alliance's three Initiatives, Community Residence, Community Living Network and Community Housing Alternatives. "We are very pleased to have Kathy Grant join the Community Alliance team. Not only does she have extensive experience with housing, as a social worker she is uniquely qualified to oversee the management of our programs serving people with disabilities," states Chief Executive Officer Steven Weindorf.



# Realizing Potential



Meet Ehren Moosburger, a longtime client of Community Alliance and his mother, Penny Yohn. Community Alliance has been pleased to be providing services to Ehren since he was 21. In 1998 Ehren first moved into Skelkun House one of Community Alliance's group homes. Since then, Ehren has moved from a group home into a supported living environment and has his own apartment with roommates in Ann Arbor. Ehren enjoys reading the newspaper, loves all things Shrek, (and even had Shrek on his hole sponsor sign at the Community Alliance Classic!), and his favorite sport is wrestling.

Penny Yohn is also a part of the Community Alliance Family and has served on the Board of Directors since 2005. Penny first met CEO Steven Weindorf when she worked for Comcast, and helped organize a Comcast Cares Day at Skelkun house. This day, along with how impressed she was with the staff of Skelkun house, is why Penny wanted to be on the board of directors.

Besides lending her talents to the board, both Penny and Ehren have given a lot back to Community Alliance. Both can add radio commercial star to their resumes—Penny and Ehren helped us with our campaign with Ann Arbor Radio, “Hope and Help Right Here.” Additionally, Penny comes in and volunteers at Community Alliance almost weekly and has helped with things such as repainting the office to stuffing envelopes!

When asked why she chose Community Alliance for Ehren, Penny's answer was similar to many of the parents who are of retirement age. “As a parent, I am concerned that as I age someone will always be there to help Ehren live a full life right here in our community. With Community Alliance I know he will have the assistance he needs to live independently and enjoy his interests like reading the paper, movies and even wrestling.”

Penny knows that Community Alliance will always help Ehren with the services he needs so he can live a long and happy life.



# Reinvesting for the Future

Community Alliance was very pleased to have begun two very exciting advertising and marketing partnerships in 2011 with Adams Outdoor Advertising and Sports Talk WTKA.

Adams Outdoor Advertising helped Community Alliance with an extremely generous donation of two free billboards every month—a gift worth \$48,000! The billboards were used to promote Community Alliance throughout Washtenaw County. With billboards from the eastern part of Ypsilanti to downtown Ann Arbor, Adams helped Community Alliance reach a large portion of the community. Without their generosity, Community Alliance would not have been able to promote itself through billboards the way it was able to in the past year.

WTKA graciously invited Community Alliance to participate in weekly radio interviews with Sam Webb and Ira Weintraub during their morning show, The Michigan Insider. Almost every Wednesday around 7:30 a.m. Community Alliance's Director of Business Development and Marketing goes on the air to have a quick conversation with hosts Sam and Ira about Community Alliance's clients and the work it does. With this generous donation of almost \$90,000 Community Alliance was able to reach WTKA's 70,000 listeners weekly!

Part of the strategic direction for Community Alliance is to raise community awareness of the important services we provide. Having partners like Adam's and annarbor's Sports Talk WTKA have been extremely helpful for us to get the word out.

