



# Impact Report

FY2023

July 1, 2022 to June 30, 2023





# About UMOM

As Arizona’s largest provider of services for families experiencing homelessness, UMOM exists to end family homelessness by restoring hope and rebuilding lives. Founded in 1964, UMOM is a community provider of shelter, job training, and affordable housing.

Our programs are built around a simple formula:  
Jobs + Housing = Ending Homelessness

We work hand-in-hand with every person we serve to solve that formula alongside them. From emergency shelter to affordable housing, UMOM offers a full slate of vital services, rooted in a foundation of trust and proactive support. We work individually with our clients to solve their housing crisis, recognizing that each situation requires a personal touch and listening ear. Our unique approach is empathetic and individualized to ensure long-term success.

When we tuck our kids into bed, brush our teeth, set the alarm clock for the next day, and settle in for the night, we are experiencing a peace that many of our neighbors have lost. At UMOM, we create healing spaces that ensure dignity and respect for all our families, so that they can also enjoy this same comfort and peace.



# A Letter From Our CEO



As inflation soared and people continued to move into Arizona over the past year, the cost of maintaining or accessing housing continues to be a burden for too many people.

The challenges are especially rising for larger families with 6 or more members.

At UMOM, we know that it takes far more than safe shelter to end homelessness. Our formula is simple: jobs + housing = ending homelessness.

Helping our program participants to match to the right job and the right home requires a full slate of supportive services delivered by competent and compassionate team members.

Quality outcomes come from quality programming, something that's more than backed by the numbers and stories you'll see throughout this report.

Case managers are the backbone of this system, and we are so grateful for the team members who are called to this work. From funders to staff to community partners, everyone is a vital part of the solution.

Thank You for Supporting Our Mission,

Jackson Fonder // CEO

# Jobs + Housing = Ending Homelessness

821

Adults Exited a Program with a Job

203,207

Nights of Safe Shelter Provided

1,229

Households Moved into Permanent Housing



# Community Success

To truly understand UMOM's impact on the community, it's important to understand the context in which we operate. All numbers below compare UMOM outcomes to the homeless services overall results, reported by Maricopa County. The most recent data set covers 10/1/21 to 9/30/22.

## Exits to Permanent Housing

	Community Goal	Community Result	UMOM Result	
Family Emergency Shelters	69%	64%	<b>81%</b>	(+12 percentage points over community goal)
Singles Emergency Shelter	19%	14%	<b>68%</b>	(+49 percentage points over community goal)
Family Rapid Re-Housing Programs*	83%	78%	<b>87%</b>	(+4 percentage points over community goal)

## Adults Who Increased Income During Program

	Community Goal	Community Result	UMOM Result	
Family Emergency Shelters	33%	27%	<b>37%</b>	(+4 percentage points over community goal)
Singles Emergency Shelter	14%	9%	<b>32%</b>	(+18 percentage points over community goal)
Family Rapid Re-Housing Programs	33%	24%	<b>38%</b>	(+5 percentage points over community goal)



\*Indicates that family had a lease at the time of program completion or exit.

**Our mission is to end family homelessness by restoring hope and rebuilding lives.**



# Our FY2024 Strategic Plan

The best solution to end homelessness in our community is more inventory of available, affordable units.

With a current shortage of 250,000 homes for low-income households, no one organization can solve the problem.

By focusing on high-quality supportive and wrap-around services for our program participants, we're able to help more families and single women into a life of long-term stability.

Fewer people returning to the homeless services system leaves more room to serve the people increasingly pushed from living on the margins into housing insecurity.

Our focus is on ensuring homelessness is rare, brief, and non-recurring. All of our programs are structured with those tenets in mind.



## Reducing Returns to Homelessness

Maricopa County released a report in June of 2023 analyzing the available data for returns to homelessness. This analysis looks at all exits to permanent housing between October 2018 - September 2020 and if that participant utilized homeless services in the 2 years following that exit date. **What we're seeing is the stark reality that poverty and housing instability are difficult to escape.** UMOM's programs performed better than the community average with 78% of participants retaining housing (versus 76% at the community level). That tells us there's still work to do helping connect program participants to quality jobs, stable housing, and community resources. **Ultimately, we will continue to invest in case management and supportive services to set participants up for the best possible long-term outcome.**

## Increasing Program Capacity

As you've already seen, our programs are leading the community in positive outcomes. By increasing the available space in our family emergency shelter – while simultaneously ramping up staffing – we can increase the number of people we serve. We are slowly but steadily currently converting former motel rooms that have been used as offices into shelter spaces. We are also looking at how many rooms in our emergency family shelter should be converted to large family rooms, with a capacity of up to 10 (normal rooms at New Day Center can comfortably accommodate a family of 5).

## Operational Efficiencies & Asset Stewardship

While our staff is delivering high-quality interventions and support, our leadership team is looking at ways of ensuring we are excellent stewards of our resources: our buildings, our assets, and the time of our staff. Preventative maintenance, streamlining systems, and making strategic decisions about which services to in-source versus out-source are key examples of our commitment to continuous improvement.



# Coordinated Entry

The Family Housing Hub (FHH) is often called the "front door" of Maricopa County's family homeless response system. Families who are homeless or at risk of homelessness can visit the FHH to access homeless resources and connect with the network of family homeless service providers.

FHH staff work 1:1 with each family to understand their situation and create a short-term crisis plan and a long-term housing stability plan. FHH helps the family identify their own supports and community resources. Many families are able to create a stability plan that avoids needing emergency shelter, for those who can't, FHH collects the necessary information to put families on the list for 5 family homeless shelters in the valley and screen for eligibility for over 10 housing programs.

UMOM operates the Family Housing Hub on the New Day Centers Campus and manages the Service Priority List (SPL) for all family homeless shelter providers in the valley.

- **2258 families worked 1:1 with the Family Housing Hub's UMOM location to connect with homeless resources.**
- **An additional 1584 families contacted the Hub for basic community referrals.**
- **13% of families who visited were diverted from needing homeless services**





# A New Lease on Life...

Felicia was homeless for five and a half years before she was ready to make a change. When she found out she was pregnant with her daughter Sapphira, she asked her mom for help.

Felicia's mom works in mental health and was able to get her into classes and working a sobriety program so she could start to get back on her feet. But when her sister, who has four kids, needed to get out of a domestic violence situation, Felicia left her mother's home to make room.

With help and support from her sponsors, she was able to get onto the wait list for emergency shelter, ultimately coming to UMOM New Day Centers. Felicia was immediately grateful she could bring her medical service dog Streak into shelter with her and baby Sapphira.

Felicia's case manager, Sherry, lights up when asked about how far they've come. "She's a great mom. That's the first thing. She is a very, very great mom and she's a great communicator."

With Sherry's guidance and support, Felicia filled out forms for just about everything. She completed a job readiness program and got a part time job to augment the disability support she receives. And, through it all, Felicia is continuing to participate in a sobriety program to support her long-term recovery.

Sherry has nothing but praise to offer, "Felicia has done great and she can't underestimate what she's done for herself. I asked her to go to workforce. She went to workforce. Anything when it came to providing for her future, she's done it. She's going to do great. She's going to be good."



Felicia & Sapphira with UMOM Case Manager Sherry

**“Reflecting back, Felicia says “I would tell people not to be scared to get help. There are resources and people who actually care out there and they will help.”**



# Family Shelter Program

UMOM's Emergency Shelter Program is designed to provide safe temporary shelter for the most vulnerable and at-risk households with children experiencing homelessness in Maricopa County.

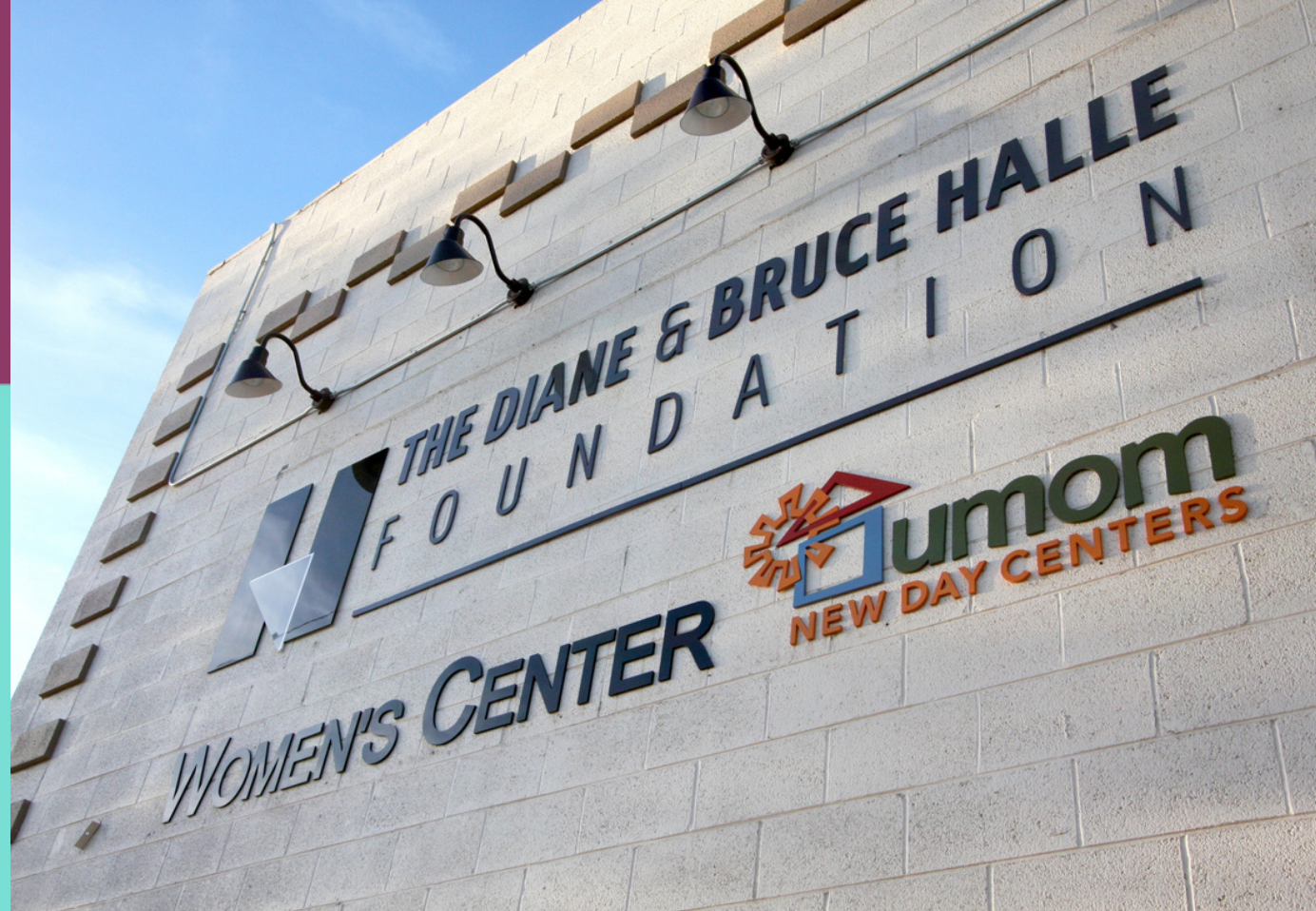
Shelter residents are provided intensive individualized client support which includes: 1-on-1 case management; employment services to help individuals secure and maintain employment; advocacy with property management companies, landlords, courts, and partnering agencies; and connection to community resources. Shelter stays include hot meals 7 days a week.

The family shelter at UMOM New Day Centers also includes a children's health clinic run by Phoenix Children's and an on-site Boys & Girls Club, all fully funded by UMOM operating funds. At exit, Boys & Girls Club members receive a free year of membership to the club nearest their new home.

## Key Program Metrics for FY2023

- **163,527 Bed-nights of shelter provided at family shelter**
- **1,312 Children served**
- **Average length of stay in family shelter: 97 days** (-14 days from FY2022)
- **Cost per family for a full shelter stay: \$10,000** (includes supportive services)
- **81% of clients in family shelter exited to permanent housing** (+1% from FY2022)
- **61% of adults maintained or increased total income at program exit** (+3% from FY2022)





# Single Women's Shelter

The Halle Women's Center Emergency Shelter Program is designed to provide safe temporary shelter for the most vulnerable and at-risk single women experiencing homelessness in Maricopa County.

Shelter residents are provided intensive individualized client support which includes: 1-on-1 case management; employment services to help individuals secure and maintain employment; advocacy with property management companies, landlords, courts, and partnering agencies; and connection to community resources. Shelter stays include hot meals 7 days a week.

## Key Program Metrics for FY2023

- **39,680 Bed-nights of shelter provided at Halle Women's Center**
- **Average length of stay at Halle Women's Center: 59 days** (-10 days from FY2022)
- **Cost per person for a full shelter stay: \$5,250** (includes supportive services)
- **68% of clients maintained or increased total income at exit** (+7% from FY2022)
- **91% of clients were connected to mainstream community benefits at exit.**



# It Takes A Village...

Senior year is a transformative time for students. While most students are wrestling with big life questions about what to do after high school, Diamond was just worried about making it THROUGH.

In January, she and her parents entered the emergency family shelter at UMOM New Day Centers. In March, she turned 18 and Diamond moved to the Halle Women's Center (HWC).

During her time at HWC, Diamond kept a positive outlook and stayed engaged with school. She even attended prom with help from Case Managers and other women in shelter collectively acting as "fairy godmothers" to help her find clothing and style her hair for the big night.

Diamond's case manager Rosa is proud to report that Diamond graduated as planned and intends to enlist in the US Army. Diamond successfully exited shelter and is now living with her older sister in California while she gets ready to embark on her next chapter.



Diamond ready to head to her graduation ceremony.

**DID YOU KNOW?** Nationally, 75% of homeless youth drop out of high school and do not earn their diploma. Without their diploma, these youth face tremendous challenges obtaining gainful employment that pays a living wage and provides access to health insurance and benefits. This barrier to higher pay and benefits can lead many youth experiencing homeless to experience chronic homelessness – regularly lacking a safe, stable, and secured housing situation.





# Workforce Development

UMOM's Workforce Development team assist clients with meeting their employment goals by conducting regular job training and job placement activities geared toward gaining and retaining employment.

This includes mock interviews, resume writing assistance, job searches, job placements, and educational workshops. One of the agency's primary outcome measures is to ensure clients who are able to work exit with sustainable employment.

## Preferred Employment Partners

We don't want our participants to get just any job, we want them to find long—term stability and success. That's why we've created a Preferred Employment Partner Program that cultivates long-term relationships with employers that are consistently hiring jobs that match several of the following criteria: livable wage jobs (\$17.50/hour and up), regular hours, comprehensive benefits, growth pathways, and work/life balance.

## Key Program Metrics for FY2023

- **821** adults exited UMOM shelter and housing programs with employment.
- **Increased** job placements by **6%** versus prior fiscal year.
- **Increased** rate of adults who maintained or increased income by **6%** versus prior FY.





# Homegrown Training

At UMOM New Day Centers, we use social enterprise to change lives. Helpings Café and Catering provides delicious, hand-crafted menu items, job training and hope.

Our Homegrown foodservice training program delivers 6 weeks of hands-on kitchen and barista training in UMOM’s own Café and Residential Dining facilities under the guidance of chef instructors, expert staff members, and Homegrown program graduates.

The ultimate goal of our Homegrown Training program is to avoid future homelessness. We do it by helping clients build their skills and establish a foundation for jobs in the food service and hospitality industries. A solid job can put permanent housing within reach.



## Key Program Metrics for FY2023

- **Number of Trainees: 65**
- **86% of participants completed either one (half program) or two modules (full program) of the Homegrown Training Program**
- **82% of participants graduated from the full 6-week program**



# Rapid Rehousing

UMOM's Rapid Rehousing program is designed to help individuals and families to quickly exit homelessness, return to housing in the community, and not become homeless again in the near term.

Rapid Rehousing provides move-in costs and limited rental assistance which stages-down over time as the family builds stability. Rapid Rehousing clients are provided intensive individualized client support which includes: 1-on-1 case management; employment services to help individuals secure and maintain employment; advocacy with property management companies, landlords, courts, and partnering agencies; and connection to community resources.

## Key Program Metrics for FY2023

- **97% of participants who sign a lease exit the program with permanent housing**
- **92% of adults were connected to mainstream community benefits at program exit.**
- **Average program length: 7 months** (program target is 9 months or less)
- **Program cost per household: \$18,000**
- **Program cost per individual: \$6,000**



# Forever Grateful...

Seeking a better life for their family of 8 (soon to be 9), the Price family took a "leap of faith" and drove to Arizona from Flint, Michigan.

Safe, affordable housing was almost impossible to find. For 30 days, they lived out of their cars until they got a call from UMOM.

"We all had a bed to sleep in. We were given hygiene items and even diapers. We even saw a cafeteria that would feed us three times a day for FREE. It was just such a relief."

While Mr. Price continued to work full-time, he accessed job training through our Workforce Development program to get his Class A commercial driver's license (CDL) and increase his earning potential. Mrs. Price was accepted into the medical billing and coding program through DeVry university.

A few short months later, they left UMOM to move into a beautiful home.



The Price family's new home

***"If I could scream with joy for the world to hear me, I would. I could never thank UMOM and our case manager Sherry for everything that they have done for myself, my husband, our six children, and our bundle of joy on the way."***

— The Price Family





# Veteran Families Program

UMOM is proud to support those who have served our country through our Veteran Families Program. Thanks to key community partners, UMOM is able to immediately shelter veteran families in local hotels, bypassing the need to use a shelter room at UMOM New Day Centers, or another local family emergency shelter.

We understand that Veterans facing homelessness can have a long history of mental health issues that originate from their service, and can be subsequently accelerated by unsheltered living. UMOM New Day Centers adheres to an evidence-based model of support known as "Housing First". UMOM acknowledges that Veterans needing treatment for mental health disorders are also more likely to be successful and gain stabilization from homelessness faster if their family has a home to reside in prior to treatment starting.

Our Staff are all trained by Veterans Affairs (VA) providers to assess Veteran crisis scenarios, suicide prevention, and make appropriate & timely referrals to Phoenix VA mental health professionals, additionally, we utilize community mental health services to help bridge Veteran mental health needs if distance or location are a barrier for treatment. By also supporting Veterans gaining connection to earned VA benefits, we can help stabilize Veterans long-term by increasing access to medical and mental health services that holistically address the needs of the entire household.

Veteran families are immediately connected with a case manager to provide intensive individualized client support which includes: 1-on-1 case management; employment services to help individuals secure and maintain employment; advocacy with property management companies, landlords, courts, and partnering agencies; and connection to community resources. Veteran families are also provided with move-in costs and limited rental assistance which stages-down over time as the family builds stability.

Thanks to the partnership of funding and quality case management, the Veteran Families Program keeps veteran family homelessness in Maricopa County at or near "functional zero".

## Key Program Metrics for FY2023

- **150 households/475 clients served in FY2022**
- **97% of clients exited to permanent housing**
- **94% of adults were connected to mainstream benefits in their community**





# Affordable Housing

## At its core, homelessness is a housing problem.

The Phoenix Metro Area is experiencing a shortage of affordable housing with over 250,000 being severely rent burdened. Put another way, we have a shortage of a quarter of a million affordable, available rental homes.

A 2022 study from the National Low Income Housing Coalition ranked Arizona among the five worst states for affordable housing, with just 26 available options for every 100 extremely low income households.

UMOM New Day Centers aims to complete one affordable housing community per year, and to date we've built over 900 units in the Valley. These communities are made possible through partnerships with local government, corporate support, and Low Income Housing Tax Credit (LIHTC) funding.

The need is great, and every affordable unit built — by us and others — helps.

## Key Program Metrics for FY2023

- **In Progress Now: Bret Tarver Terrace, 96 units, expected to begin leasing in 2025.**
- **Opened May 2023: 9 South, 60 units on 9th street in Phoenix.**
- **Opened December 2022: Newsome Village, 60 units, on 9th street in Phoenix.**



# Financials

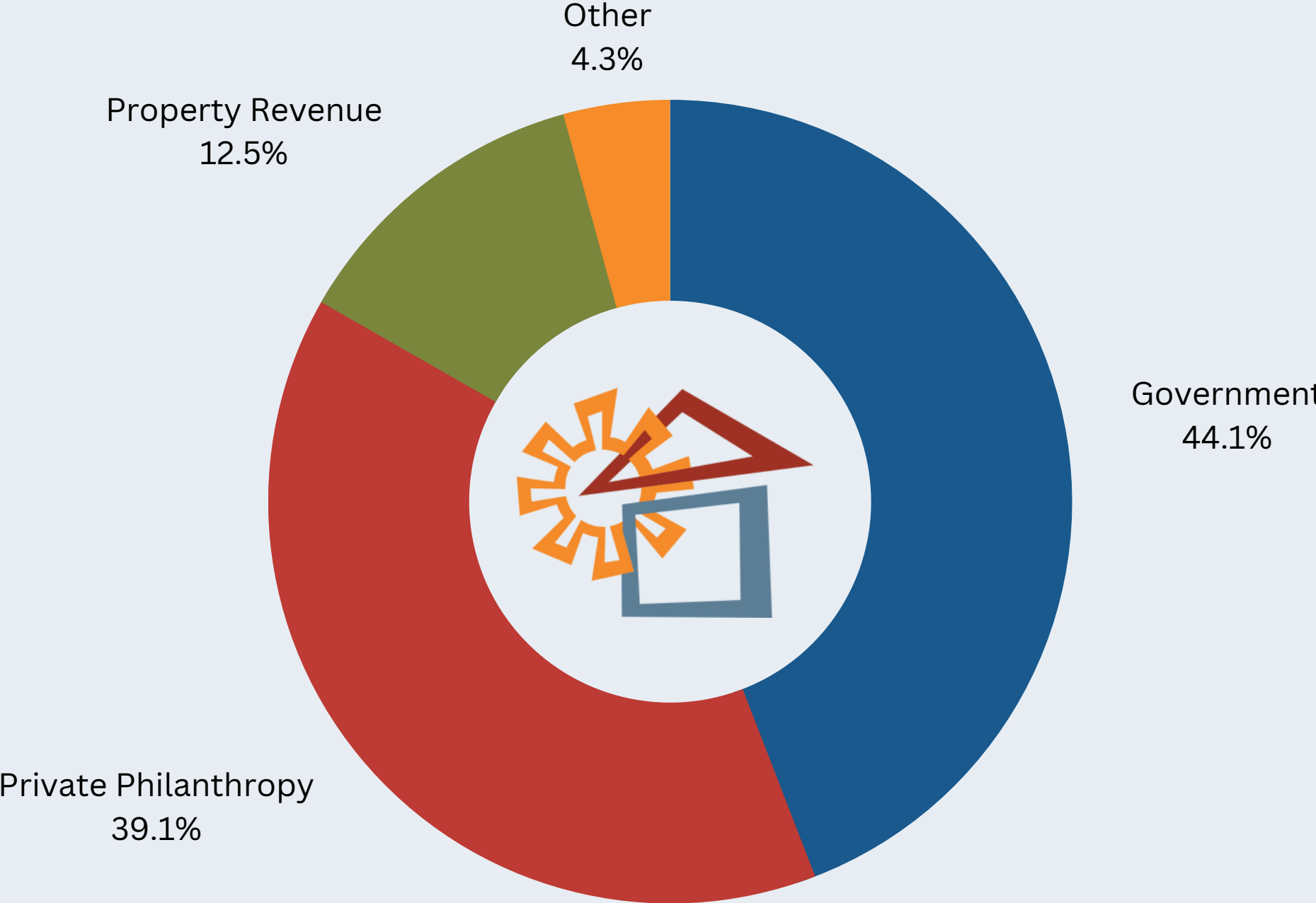
July 1, 2022 to June 30, 2023

Annual Budget: \$20.7million

## FY2023 EXPENSES

Housing Programs	27.6%
Family Emergency Shelter	23.5%
Administration	20%
<small>(includes warehouse operations, facilities &amp; maintenance that are essential for our emergency shelter &amp; housing programs)</small>	
Halle Women’s Center	11.3%
Fundraising	9%
Workforce Development	4.3%
Family Housing Hub	3.2%
Social Enterprise	1.3%

## FY2023 REVENUE



# UMOM Leadership



**Jackson Fonder**  
Chief Executive Officer



**Monique Lopez**  
Chief Operating Officer



**Mila Valle**  
Chief Programs Officer



**Colette Black**  
Chief Development Officer

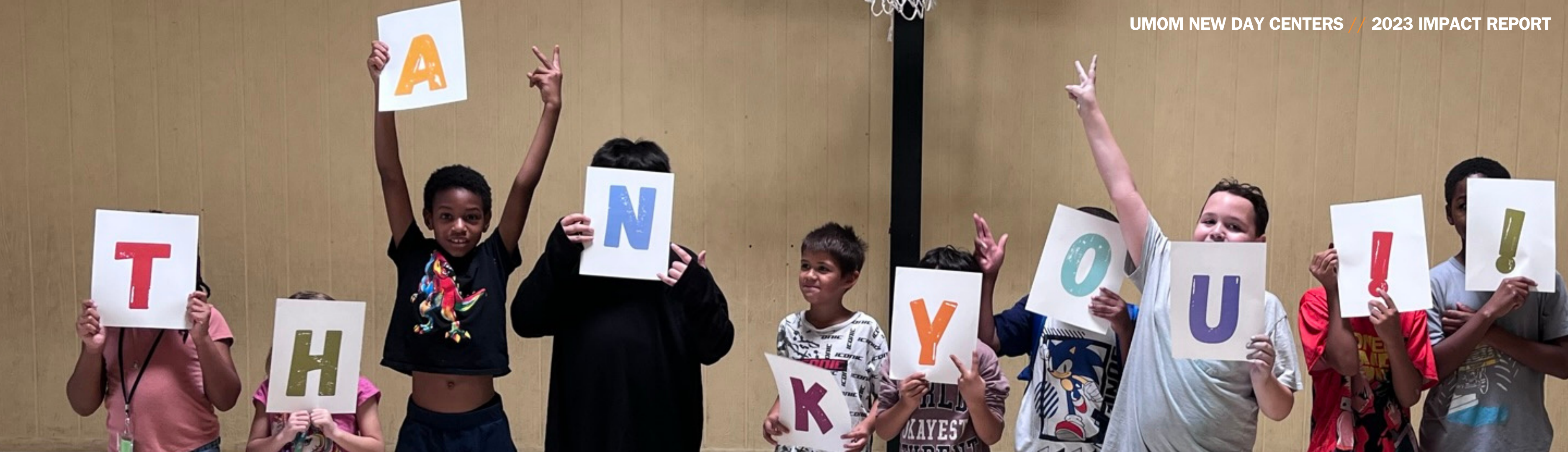
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- Katie Lynn Richards** // Board Secretary
- Greg Gierwielaniec** // Board Treasurer

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- Theresa Krakauer**
- Kari Luther**
- Candace Schwarz**
- Malini Wright**

- Javier Olivares**, Ex-Officio Member
- Kaye Rountree**, Ex-Officio Member





**The work we do is not possible without the support of community members & partners. We especially want to thank the following organizations for their support:**

American Express Employee Giving  
APS  
Arizona Community Foundation  
Arizona Department of Economic Security  
Arizona Department of Housing  
Arizona Multihousing Association  
Bank of America Foundation

Bezos Day 1 Family Fund  
Carlisle Companies  
Circle K Stores of Arizona  
City of Phoenix  
City of Tempe  
CVS Health Corporation  
Desert Southwest Conference of The UMC

Garcia Family Foundation  
H&B Builders  
Maricopa County  
Moreno Family Foundation  
Morgan Stanley  
Myer Neal & Evalyn Louise Wilson Food Bank Fund  
Nationwide

State Farm Mutual Automobile Insurance Company  
The Kemper and Ethel Marley Foundation  
The Norton Foundation  
U.S. Department of Housing and Urban Development  
Valley of the Sun United Way (VSUW)  
Virginia G. Piper Charitable Trust  
Wells Fargo Foundation

Every single dollar and item donated helps us to serve our community.

**Thank you to the 2,869 individual donors who contributed \$2.9 million dollars to lift up our community and support our mission.**