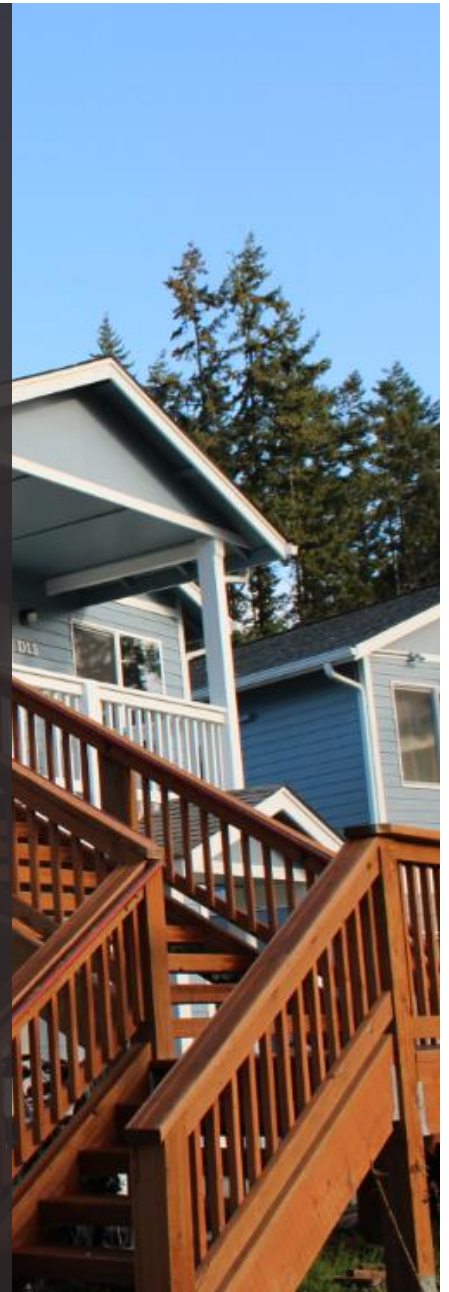


Serenity House of Clallam County

2020 Annual Report

Serving Clallam County since 1982



Serenity House of Clallam County strives to be the resolution to barriers preventing our community from accessing resources and affordable housing. Operating from seven locations in Port Angeles, Sequim, and Forks, we provide low-barrier, low-income, transitional and permanent supportive housing options. We have 7 million in federal funds allocated to rental subsidies, the operation of three apartment buildings, outreach for homeless youth, 24x7 shelter for homeless adults, and a Thrift Store which subsidizes 20% of our payroll. Our focus is on creating permanent solutions that cultivate a culture of self-reliance among those we serve.



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Greetings from the Executive Director

2020 has been a very busy and productive year at Serenity House, delivering top-notch service through new management, new policies, and a pandemic!

We have changed our entire business office model and accounting processes including bill payment, rent tracking, the pledge management team, developing document management plans as well as off-site storage for documents. On top of all of this, we installed new accounting software January 2020. We have gone from 90 days late on bills to current month!

We appointed a Grant Manager to improve compliance and grant spending and billing to ensure we maintain cash flow and government compliance required to retain our grants.

We hired a Human Resources staff member that has implemented new wage scales, cleaned up all job descriptions, developed new performance review standards and interviewing processes, implemented salary adjustments, and found us health care benefits that each of you can sign up and use.

We appointed Business Development Manager to target the grants we need, manage media efforts and fundraising. This brought us \$4 million in Grant funds!

We started the Youth Services Drop-in Center, implemented outreach lunches, equine therapy programs and housing programs. The Youth Services team has succeeded in its goals to be recognized as a significant Clallam County Youth services provider.

We changed the housing program by securing operational funding for all housing sites, developing new lease agreements to hold tenants accountable, adding three staff each site to ensure client and staff safety, and achieving grant awards for capital projects at each housing location.

We changed maintenance practices to include funding professional cleaning, landscaping, pest control, equipment maintenance, a new software system, and added a new employee to manage contracts and materials to provide maintenance effectively across our sites.

The Serenity House Thrift store weathered its closure by cleaning out Tempest and initiating a community outreach program called "Faces of The Homeless." The store also renegotiated some of their service delivery contracts during March April and May. Upon reopening, the Store Team was able to pick up where they left off!

We have changed management in Coordinated Entry which has adjusted work for outreach, diversion, family shelter, landlord liaison, and the eviction rent assistance program in addition to our normal housing programs. Outreach efforts have flourished and include training of partners, partner agreements and community facing efforts.

We have enhanced the shelter program, going from 12 hours and one meal per day with 8 employees to 24x7 and three meals per day with 18 employees. We licensed the shelter for operations and increased meal services and modified the kitchen with new equipment and cleaning standards. We also provided a security patrol both in house and to the surrounding community. The Shelter Team supported the homeless community during covid-19 by providing a space to shelter in place and we are working on a shelter expansion.

The Serenity House Board has provided its support of our efforts by creating board sponsors for each business line, helping with the sale of Tempest, writing and reviewing policy, finding an attorney, meeting with Representatives, and business planning with executive manager.

Thank you to all our sponsors, contributors, volunteers, and staff for making this a very successful year in a trying environment!

Sharon Maggard

Covid Response

The COVID-19 pandemic posed major challenges for the last three quarters of 2020. Although this affected virtually every aspect of the agency and demanded many new procedures and modes of operation, the staff rose to the challenge. This was important since the effects of the pandemic were expected to cause significant increases in the need for services that we provide. Requirements such as social distancing caused changes in how services were delivered and, in some cases, how much services were possible, but all the programs continued to function strongly. Here are some of the many parts of our agency-wide response.

Thrift Store

- Our Thrift store was closed from March to July 2020 depleting revenues by 100,000 dollars. Revenue recovery continues to be slow due to COVID 19 restrictions on businesses. Our revenues were not fully recovered by December 31, 2020

Administration

- Our office continued normal business hours with additional mask and cleaning requirements. We experienced no COVID incidents with exception of external exposures and mandatory stay home orders for exposed personnel.
- Applied for and awarded PPP loan which carried critical business activities related to loss of store revenue and requirement to increase operations in non funded programs

Housing

- Closed common areas, provided residents with masks, food deliveries, and cleaning supplies, hired external cleaning contractor to assist in higher level cleaning. Ensured clients testing positive were quarantined

Coordinated Entry

- Office was closed to public from March to December 2020. Appointments for housing were taken over the phone and face to face meetings were performed by appointment only
- We deployed our rental subsidies contracts per compliance requirements.
- Emergency eviction prevention funds of \$729,000 received in late November were deployed by December 31, 2021 to pay 1,176 months of rent for over 340 clients

Homeless Shelter

- Adjusted from night-by-night schedule to 24x7 shelter-in-place model
- Increased meal services from once daily to three meals per day
- Social distancing capacity limited to 72 cots
- Hired additional staff to increase site safety in response to increased traffic
- Instated nightly security patrol to shelter and surrounding neighborhood in addition to neighborhood community outreach
- Provided face masks, hand washing stations and temperature monitoring before all meals
- Worked with Dr. Allison Berry to ensure all health and safety protocol were met

None of our work would be possible without YOU.

Thank you for your support!



BUILDING CHANGES

United Way of Clallam County



WILDER AUTO



First Federal COMMUNITY FOUNDATION
A Private Charitable Corporation

First United Methodist Church Port Angeles



OLYMPIC PENINSULA COMMUNITY CLINIC



SOUND COMMUNITY BANK



2020 Donors

Robert Bailey
Rosanna Bailey
Maria Birch
M Evelyn Boyd
Florence Bucierka
Michael Bucierka
Brett Commander
Sandra Cook
Suzanne H Cram
Gail Cripe
Lisa Dekker
Keith Dekker
Susan Ferguson
Julie Anne Fisher
Anita Hall
Patrick Hall

JoAnne Hughes
Bonnie Hurd
Larry Hurd
Jon Jacobs
Lori Jacobs
Richard Labreque
Sandra Lagrone
Karen Larsen
John Miles
Sue Miles
Carolyn Parker
Andrew Pitts
Kathleen Pitts
George Rampp
Paul E. Reed
Renee Reed

Joleen Schultz
Steven Schultz
J. Scott Shaefer
Bruce Skinner
Patrica Snowhook
Gerald Stevens
Jay Tomlin
Roseline Tomlin
Deborah Wakeley
Kim Wenneberg
Pam Wenneberg
D. Howard Werner
Bronson West
Marion Yeager

Supporting Organizations

Amazon Smile
Benevity Fund
Blackbaud Givingfund
Clallam Transit Center
Frontstream
Holy Trinity Lutheran Church
Jay and Roseline Tomlin Charitable Fund
Mighty Cause Charitable Foundation
Network for Good
Safeway-Lincoln
Peninsula Church of God
Peninsula WCG
Seahawks Central Council
United Airlines
United Way of Callam County
Unity in the Olympics
Vanguard Charitable
Wells Fargo Foundation
Wilder Toyota



*Your Donations Bring Clallam
County Home*

Landlords

Serenity House paid for **1-12 months** of rent in the amount of **\$1,677,941.38** to **249** different landlords in 2020

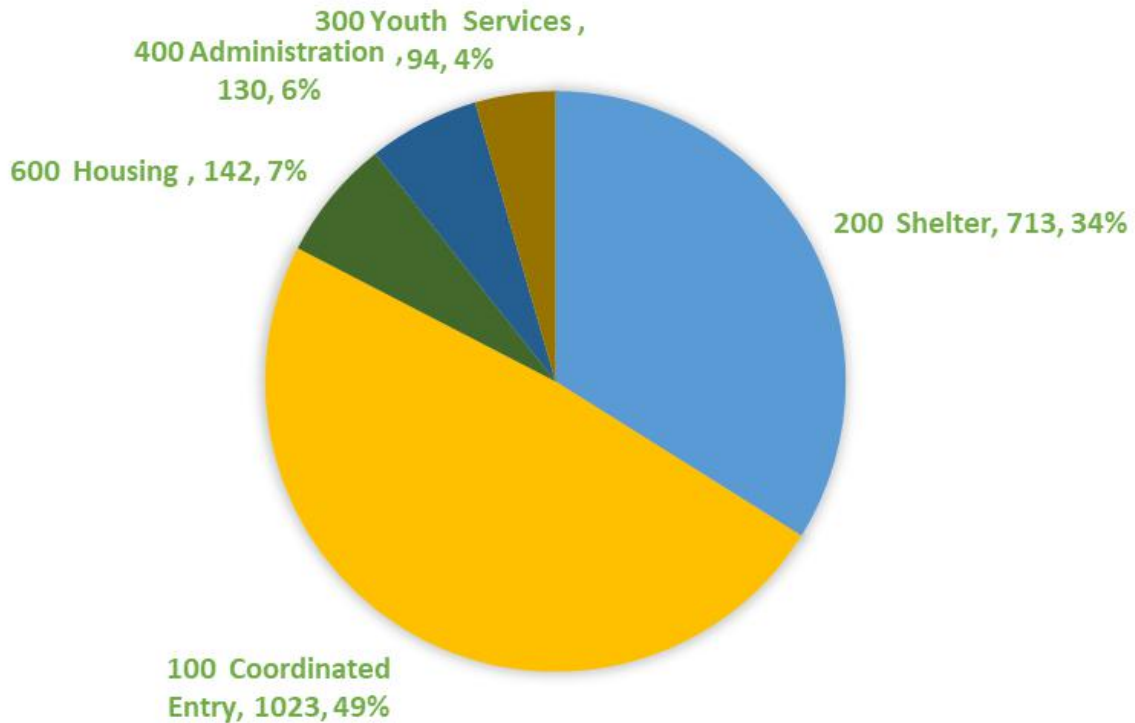
Aircrest Motel	Dolores Wallace	Jim Richesun	Marolee Smith-Dvorak	Robert Eash
Al's RV Park	Don Politte	Jody Reuther	Mary Graham	Robert Lawrence-Markarian
Albert Huffman	Donald Meyer	Joel Berson	Matt Remine	Robin Messersmith
Albey Braster	Donna Spivey	John Coon	Maureen Morgison	Rodney Dills
Alder Grove Motor Home Park	Dupree Properties, LLC	John Dickinson	Megan Johnston	Rozelle LLC
Amy Watts	Dylan Godsey	John L Scott Real Estate	Micaela Villicena	Russell Mack
Ana-Maria Neal	Edward Bauer	John Madden	Michael Anderson	Salish City LLC
Angela Baker	Edward Crowley	Johnny Davis	Michelle Nimz	Sally Saunders
Ann Kimier	Eldon Officer	Joselyn Mullins	Monicka Anderson	Satishkumar Seshiah
Anthony Thompson	Elk Creek Apartments	Joseph Olander	Mountain View Court Apts	Scott Schwagler
Arthur Greenberg	Emerald Mobile and RV Park	Joshua Fagan	Mountain View RV Park	Sea Breeze Apartments
Barbara Anders	Eric Munger	Judith Munro	Myra Ann Dutcher	Sean Taylor
Barbara O'Connor	Fairchild Heights Apartments	Julie Peabody	Natalie Wilson	Sequim West Inn
Baywood Village	Fairgrove, LLC	Kameo Nelson	Nicole Reed	Shadow Mountain RV Park, LLC
Beaten Path Investment, LLC	Forks Avenue Real Estate	Karen Doran	Norman Huffman	Shawnra Cash
Becky Charles	Forks Mobile Home Park	Karen Eisenstadt	Northwest Community Property	Sheila Fullingim
Benin 3 LLC	Frank Chamberlin	Karen Noble	Olympic Peninsula Apartments	Somerset LLC
Bennett Smith	Frank Taylor	Kathryn Gyori	Opal Creek Apartments	Stability Properties
Best Homes Inc	Frank Vervaart	Kayla Brown	Open Housing	Stephanie Castillon
Bexco Property LLC	Frederic Sherman	Keith Franklin	Oxford House	Sunbar Holdings, LLC
Billie Fonville	Fuson Enterprises	Kevin Morton	Oxford House Hawks Nest	Sunrise Heights Oxford House
Blue Sage Property Management	Gary Caswell	Kevin Vance	Oxford House Heart O'The Hills	Susan Scribner
Bo Holden	Gary Lepak	Kimber Jenkins	Oxford House Madrona	Susie Gustafson
Bonnie Gee	Gary Monson	Kings Way Four Square Church	Oxford House Ohana	SY Eng & Company
Bradley Butler	Gayle McCormick	Kurt Jafay	Oxford House Pine Street	Tad Price
Brandy Eballo	Glasco Enterprises, LLC	Lake Pleasant Motor RV Park	Oxford House Rainshadow	Teresa Glen
Bryan Swanberg	Grady Longacre	Lance Ruddick	Pamela Crosby	Teresa Holden
Caprice Himmelberger	Great House Motel	Laurence Russell Rud	Pamela Lindquist	Terra Eden Apartments LLC
Carla Madison	Greenlief Oxford House	Laurey Hansen-Carl	Panorama Manor	Terrence McCartney
Casey Allen	Gregory Parrish	Lawrence M Dempsey	Park Manager, LLC	The Oxbow Apartments
Cathleen Lucero	Heather Property Management	LDG Properties	Park Operator, LLC	Theodore Ripley
Cathryn Stockey	Hen Trac	Leonard Buchner	Park View Villas	Thomas Muir
Charles Brown	Hilltop Ridge Apartments	Leslie Diimmel	Pat McCormick's Family LLC	Tiny Bubbles Pet Store Inc
Chauncey Salman	Holiday Lodge	Leticia Rubalcava	Patricia Brahman	Tom Grunwaldt
Chelea Alwine	Hong Chan	Lincoln Property Management	Patrick Richardson	Tracy Devose
Cherie Hovik	Ignacio Morelos	Linda Allen	Peninsula Behavioral Health	Troy Gallagher
Chris or Susanne Siri	Irene Bourm	Linda Debord	Peninsula Housing Authority	Two Crows Northwest, LLC
Chris Wojnowski	Iva Martinez	Lindsay Rieker	Penn Place Apartments	Ty Hodge
Christine Winans	Ivy Hut Realty	Lisa Bright	Peter Vanderhoof	Valerie Powell
Christopher Mahlum	J&G Comm LLC	Lorraine Jacobson	Peter Weston-Webb	Vicki Hallberg-Gross
Christopher Odlund	Jacalyn Miller	Lower Elwha Homes	Port of Port Angeles	Vintage At Sequim
Cindy Teitzel	James & Associates, Inc.	Lunsford Real Estate & Property	Properties by Landmark, Inc	Virginia Tierney
Clallam Bay Apartments	Jamestown S'Klallam Tribe	Lynda Coventon	RE Done Deal LLC	Wendy Buck
Collegiate Housing International	Jamie Chartier	Madeline Jensen	Rebecca Harpst	Wildwood Terrace Apts
Community Management Group LLC	Janet and Robert Hayes	Margaret Sallstrom	Rebecca Smith	William Fischer
Conestoga Quarters RV Park	Jason Fankhouser	Margaret Taylor	Rebecca Steinger	William Kildall
Connie Collins	Jason Himmelberger	Marietta Mobile Home Court	Renee Herrera	Windermere
Craig Danielson	Jef Boyd	Mark Soderlind	Rickey Reaves	Windermere - Sequim
David Gallauher	Jennifer Roberts	Mark Wendt	Riviera Inn	Wirta Hotels LLC
David J Kruth	Jessica Lee	Marla Van Beek	Robert Battle	



2020 Client Distribution

Sum of # Households

2020 ANUAL HMIS HOUSEHOLDS SERVED TOTAL 2102



Homeless Management Information System

All data presented in this report comes from the Homeless Management Information System (HMIS). Serenity House conducts HMIS data entry for all programs as a requirement from state and federal funders. Data from Serenity House programs is submitted monthly and annually to WA Commerce, HUD, and other funders.

In 2020, Serenity House served 2,102 unique persons across all programs and lines of service. **It is important to note, as you read through this report, that roughly 1/3 of our clients received multiple services from different programs. This is reflected in the program numbers used above and throughout this publication.**

Financial Overview

Serenity House of Clallam County is a 501(c)3 non-profit entity funded mainly by government grants. We are subject to government audits annually and use government accounting standards. 90% of funds we manage are pass through funds, meaning we pay rents/utilities/agency operations costs and then are reimbursed through our grants.

In January 2020, we implemented the software system QuickBooks. In our previous accounting system, they assigned general ledger accounts to track items, inflating the number of general ledger accounts. We created better accountability down to the grants by assigning each grant either a customer or job number.

We've paid off back debt, pre-2011, of 680,000 through sales of properties and grant funding for previously unfunded projects. 75% of programs were funded by end of 2020. This brought us over 4 million dollars in Grant funds! Our accounting department grew from 2.5 to 4 employees. We separated our finance operations for grant billing, accounts payable/payroll, and accounts receivable and implemented accounting processes.

Human Resources has implemented a policy review for new wage scales, job descriptions, performance review standards, interviewing processes, and health care benefits for staff members.

Business development manager position was created to target grants, manage media efforts and fund raising.

PROGRAM AREAS	PROGRAM AWARDS	PEOPLE SERVED
Coordinated Entry	\$1,881,248	1,023
Housing	\$808,807	142
Shelter	\$759,597	713
Youth Services	\$346,377	94
Thrift Store	\$486,526	N/A
Other Programs (PIT Count)	\$367,934	130
General/Administrative	\$613,614	N/A
Total Program Funding	\$4,981,797	2,102

1

Coordinated Entry

2203 W 18th St. Port Angeles, Washington



2020 Grants: \$3,537,940
Operating Expenses: \$3,913,636
Staff: 8
1,301 people served in 2020

Fun Fact:

- in 2020, Serenity House paid out ERAP funds in the last two months of the year in the amount of \$755,000, which we were not reimbursed for until January 2021.
- In addition to 1,023 clients served by CE, we served XXX clients with utility and rental assistance.

Description: Coordinated Entry is the central entry point that facilitates the coordination and management of resources that comprise the crisis response system in Clallam County. CE works to effectively connect the highest need, most vulnerable persons in the community to available housing and supportive services such as, housing, case management, and referrals to internal/external services that will help stabilize them in their journey to obtaining housing and self-reliance. Coordinated Entry is accessible at all Housing Resource Centers located in Port Angeles, Sequim, and Forks, as well as our shelter facilities and the youth Drop-In center in Port Angeles.

Changes in 2020: Coordinated Entry took on Pandemic Response by assisting landlords and tenants with \$1.8 million in government eviction prevention funds. Management changes have led to expanding outreach, diversion, family shelter, landlord liaison efforts, and eviction protections in addition to our normal housing programs.

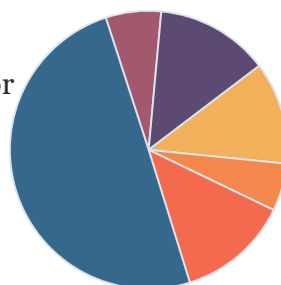
CE Eligibility: CE serves all people (single adults, young adults, couples, families, and veterans) experiencing homelessness. Please contact our housing specialists if you are:

- Living and sleeping outside
- Sleeping in a place not meant for human habitation
- Staying in a shelter
- Fleeing/attempting to flee domestic violence
- Exiting an institution where you resided for up to 90 days and were in shelter or a place not meant for human habitation immediately prior to entering that institution.

Young adults who are imminently at risk of homelessness within 14 days are also eligible for CE.



Client Breakdown By CE Project Type



Diversion	84
Homelessness Prevention	172
HARPS	155
HEN	72
RRH	170
Services Only	648

2

Youth Department

110 E 7th St. Port Angeles, Washington



2020 Grants: \$277,735

Operating Expenses: \$305,672

Staff: 6

131 people served in 2020

Description: Serenity House's Youth Department programs have helped the most vulnerable young people, 12-24 years old, get back on their feet by providing services that help with housing, and emergency access to shelter/support. Our programs include Youth Entry Services (YES) and a HUD Youth Homelessness Demonstration Program grant that provides a drop-in center, rapid re-housing, supportive services, case management, flex funding, meals, access to medical/mental health, employment education, and internal/external referrals.

Changes in 2020: Youth Department became a significant member of the Clallam County Youth Service Providers Network and implemented social emotional programs including equine therapy, LGBTQ+ support group, and life skills classes.

Youth Department Eligibility: The Youth Department serves youth and young adults 12-24 years old experiencing or at-risk of experiencing homelessness. Please contact our if you are:

- Living and sleeping outside
- Sleeping in a place not meant for human habitation
- Fleeing/attempting to flee domestic violence
- Exiting an institution where you resided for up to 90 days and were in shelter or a place not meant for human habitation immediately prior to entering that institution.



3

Housing

2203 W 18th St. Port Angeles, Washington



2020 Grants: \$1,380,076
Operating Expenses: \$1,189,763
Staff: 4
155 people served in 2020

Description: Serenity House is the leading housing organization in Clallam County, working to resolve homelessness and housing insecurity for low-income families, seniors, individuals, and people with disabilities. Through public/private landlord rental agreements, Clallam Families Fund, and our three housing facilities (Evergreen Family Village, Maloney Heights, and Sunbelt) we provide transitional and permanent supportive housing. With our wraparound case management and our community partners, we are helping to create healthy, sustainable communities where every person has a place to call home.

Changes in 2020: We have changed the housing program by secured operational funding for all housing sites, new lease agreements to hold tenants accountable, added three staff each site to ensure client and staff safety, and achieved grant awards for capital projects at each housing location.

US Department of Housing and Urban Development (HUD)

Single Permanent Supportive Housing: Our facilities, Maloney Heights and Sunbelt, house chronically homeless individuals with a documented disability making less than 30% of the area median income (AMI).

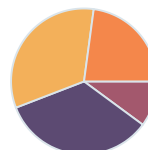
Family Permanent Housing: Evergreen Family Village, which has 16 total units with 4 of those designated as family shelter, where disability is not a precondition, provides supportive housing designated for families.

HUD Requirements: Rents are subsidized for 30% AMI at fair market value. Clients with disability, physical or mental, make up 90% (Need correct Percentage) of our clients.

Challenges: Our challenges include housing an aging population that requires more care than just housing and an extreme housing shortage resulting in a wait list of 94 (need correct number) clients.



Client Breakdown By Housing Program Type



■ Transitional Housing	19	■ Clallam Families	64
■ Permanent Supportive Housing	62	■ Other Permanent Housing	43

4

Shelter Services

2321 W 18th St. Port Angeles, Washington



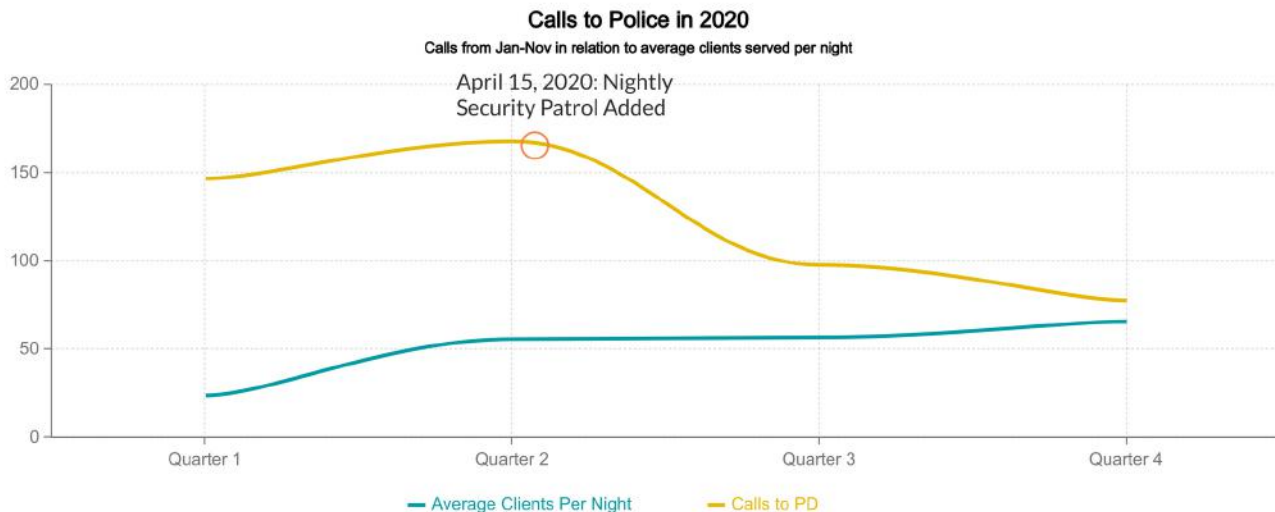
2020 Grants: \$662,573
 Operating Expenses: \$1,031,674
 Staff: 15
 713 people served in 2020

Fun Facts:

- 18,833 bed nights in 2020
- 37,000 meals served

Description: For adults who need immediate shelter, Serenity House of Clallam County provides a warm, safe place to stay through our low barrier enhanced congregate shelter for single adults and clean and sober Beat the Streets program.

Changes in 2020: We have made many modifications to the shelter, vastly improving the services that were previously available. Serenity House's shelter has transformed into a licensed 24x7 congregated shelter with 18 employees. The shelter now offers 3 meals per day, provided by renovated kitchen including new equipment with processes in place to increase food safety standards. We provide in-house security and a professional security patrol as well, supporting the community during Covid-19 with shelter-in-place requirements. We began working on an expansion that will add an additional 80 beds to allow



- Quarter 1:** Shelter open in the evenings from 7PM-8AM. One person on staff in the evenings and one meal served per shift.
- Quarter 2:** Transition to 24x7 services, hired employees to have at least 3 people per shift, instated evening security patrol for shelter and neighbors, began offering 3 meals per day.
- Quarter 3:** Stabilization and continuation of services instated in Quarter 2.
- Quarter 4:** Continued decrease in calls to PD in relation to average client site access.

5

Serenity Square

551 W Washington St. Sequim, Washington



2020 Revenue: \$683,191
Operating Expenses: \$550,197
Staff: 17

Description: Serenity Thrift Stores have served Clallam County since 1998, and are now located in Serenity Square at 551 W Washington Street in Sequim. The main store sells clothing, furniture, luggage, decorations, household goods, and many other items. The Boutique has a selection of high quality and well preserved furniture. The Appliance Center carries all manner of electronics, appliances, sporting goods, and other like items.

Changes in 2020: The Serenity House Thrift store weathered its closure by cleaning out Tempest and finding a community outreach program called "Faces of The Homeless," renegotiated some of their service deliver contracts, during March, April, and May on Reopening the Store Team was able to pick up where they left off!



Revenue from these stores supports expenses that our grants don't supply. These stores provide high quality, affordable goods to our community. Goods are taken in from donors, cleaned, preserved, and put on display for sale. We provide pickup and delivery services in Sequim. We provide 17 jobs through these stores, and we are happy to train volunteers.



Thank you to our Volunteers!

Aleta Smith
Betsy
Bob Sanders
Delilah
Donna Coley
Donna H
EB

Evelyn
Faye
Gwen Moore
Helga Berger
Jean
Kathy Strozyk
Lucy

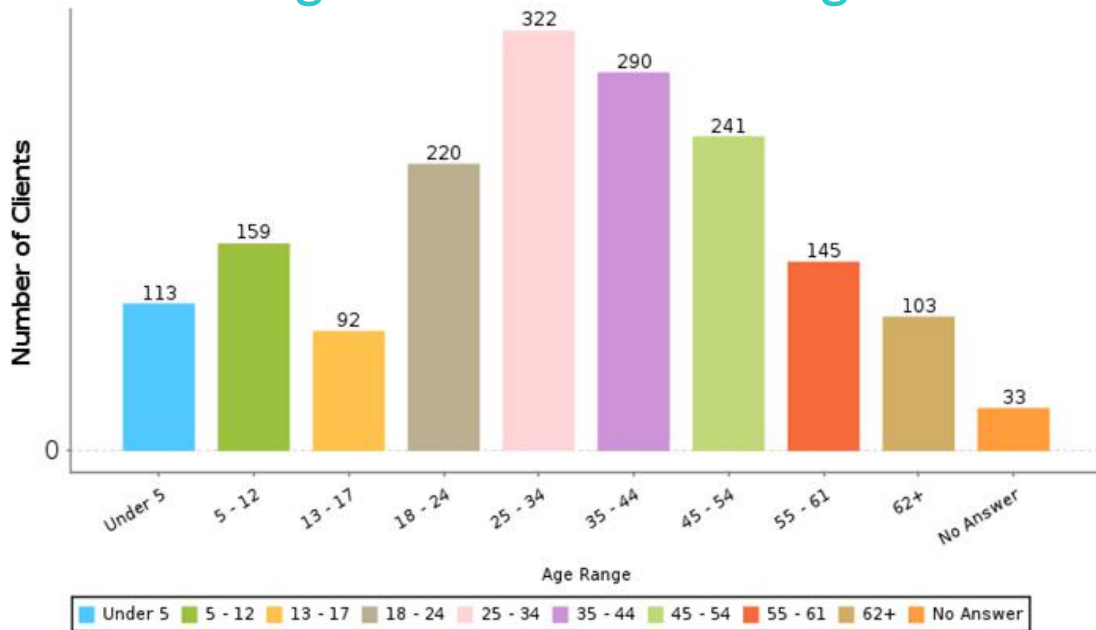
Lyn
Marc
Mary Mira
Pat Sklors
Rita-Tom
Roger White
Ruth Dunlop

Sandra G
Sharon M
Sheldon
Steph
Sue L
Susan Magner
Theresa Webster

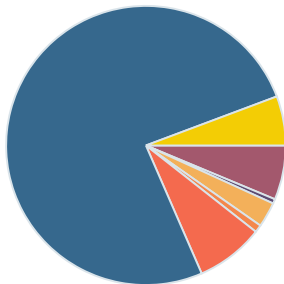
Jackie
Carmen
Cathleen Lundine
Cathy S
Peter I
Morgan S

Demographics

Client Age Distribution All Programs

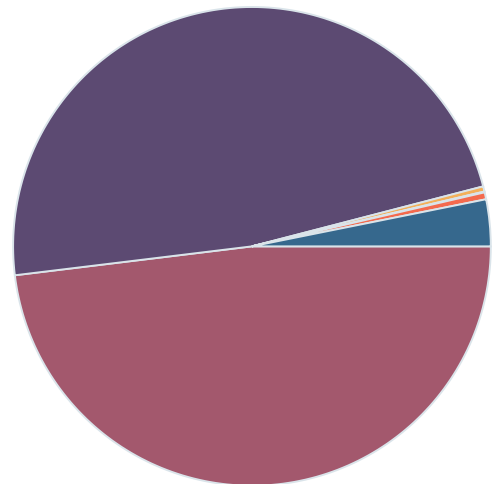


Racial Distribution All Programs



Race	Count
American Indian or Alaska Native	109
Asian	9
Black or African American	50
Native Hawaiian or Other Pacific Islander	15
Multiple Races	134
White	1,303
Client Refused	98

Gender Distribution All Programs



Gender	Count
Male	823
Female	820
Transgender (MTF)	6
Transgender (FTM)	1
Gender Nonconforming	8
Client Refused	54

2020 Strategic Goals

Goals:

- Secure funding for all programs - 85%
- Upgrade apartment facilities - achieved funding
- Change accounting system and create self-auditing - 100%
- Staff programs to maintain security and safety at each site - 100%
- Provide more case management - 100%
- Revise leases to ensure we can enforce rules for tenants that cause damage or disrupt community living - 100%
- Create transparency in the agency - 95%
- Build partnerships throughout the community to provide wrap around services to clients - 75%
- Create alliances to address issues of homelessness through existing forums - 50%
- Provide health insurance and benefits to employees - 100%
- Create a teamwork environment - 95%

2021 Strategic Goals

Goals:

- Secure funding for case management and kitchen in homeless shelter, and family shelter
- Complete upgrade of apartment facilities
- Become fully current with no bills 90 days past-due
- Install security systems at all sites
- Create consistent case manager training portfolio
- Create results-oriented community emergency responses to homeless citizens
- Create alliances to address lack of housing for citizens
- Implement employee training package
- One major fundraiser
- Remove cots from shelter and provide standard sleeping spaces
- A Class federal audit