



April 11, 2014

Jay Fountain, Chair  
Frank Cerasoli, Vice Chair  
Board of Representatives, Fiscal Committee  
888 Washington Blvd.  
Stamford, CT 06904

RE: Fiscal Year 2015 Annual Budget Request

Subject: Pacific House Emergency Shelter

Dear Committee Chairs, Fountain and Cerasoli:

On behalf of the Shelter for the Homeless, Inc. attached is the information requested for the City of Stamford Operating Budget Request for Fiscal Year 2015.

We thank you and the City of Stamford for your continued support. Last year, we experienced a reduction in overall funding – this at a time when demand for emergency shelter services (and associated costs) increased by 20%. We are requesting the City to consider funding the Pacific House Emergency Shelter at forty thousand dollars (\$40,000).

In June of 2013, we increased our standard capacity from sixty-seven (67) to eighty-two (82) men. We have also seen a spike in the average length of stay as our clients are finding it increasingly difficult to find employment and affordable housing within Greater Stamford.

Unfortunately, we expect this trend to continue as the demand for shelter grows and the economy continues on a downward trajectory. The Shelter has, by default, become “no income” or low income housing for many of our clients. Last year, (7/1/12 – 6/30/13) we served on average eighty (80) individuals per night and had to turn away over one hundred (100) men seeking shelter.

Serving Stamford, Darien, Greenwich and New Canaan

357 Pacific Street, Stamford, CT 06902 • tel (203) 318-2792 • fax (203) 318-5813 • e-mail: [info@shelterforhomeless.org](mailto:info@shelterforhomeless.org) • [www.shelterforhomeless.org](http://www.shelterforhomeless.org)



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We have received notifications of possible funding cuts from other sources, cuts that could jeopardize our ability to maintain the essential life-saving services we provide. We recognize that economic times are tough for the city as well. We do not make this request lightly. We need your help to keep the vital safety net we provide in place.

Thank you in advance for your assistance and consideration of our request, please do not hesitate to contact me at (203) 406-0017 with any questions or concerns you may have regarding this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Rafael Pagan, Jr.', with a large, stylized flourish at the end.

Rafael Pagan, Jr., Executive Director

## Shelter for the Homeless, Inc. Program/Service Summary

### **Emergency Shelter**

Pacific House is a 67 bed emergency shelter which operates 365 days a year and provides breakfast and dinner. During the winter months we are allowed to expand our bed capacity to 90 plus men. Individuals are allowed to seek shelter regardless of sobriety as long as their behavior is appropriate and they follow the agency rules and regulations. The Shelter is supervised 24 hours a day, 365 days a year.

### **Drop-In Center**

The Drop-In Center, located at Pacific House, is open all year round, from 9 am to 6 pm. Clients who stay at the Pacific House during the day are not allowed to come in and out. The clients are encouraged to participate in our delivery of services which are designed to help each client achieve a level of self-sufficiency. We provide an array of services for clients which include outreach, job-readiness/development, health screening, referral case management and a recovery program.

### **Case Management**

We provide referral case management for all of our clients. Case management supports both the emergency shelter and the drop-in center. We take an integrated, client-centered approach to services and interventions. All clients follow service plans that address their individual needs.

### **Outreach**

Dedicated case managers with expertise in drug treatment advocacy (DTA) and the Homelessness Outreach Poverty Eradication (HOPE) project go out into the community and inform homeless individuals and persons at risk for homelessness about the services that are available. These services include but are not limited to: shelter (bed), food, clothing, and case management services that triage the individual's current needs. Outreach also serves to better understand the magnitude of homeless individuals in our area, offering encouragement and support every step of the way. Special emphasis is made during the winter and summer months when extreme weather conditions can lead to individuals being at risk.

### **Health Services**

The Shelter's partnership with Optimus Health Care, Inc. provides comprehensive primary health care services to all of our clients, regardless of insurance status. Optimus offers quality health care services twice a week by a group of professional health care workers who are culturally competent, accessible and responsive to the community's needs. Shelter clients are encouraged to be screened shortly after their initial intake. Medical related referrals are made as needed. Also offered are HIV/AIDS prevention counseling and treatment referrals.

## Shelter for the Homeless, Inc. Program/Service Summary

### **Recovery Program**

The Recovery Program is a twelve-step program targeted at the recovery from alcohol and substance abuse. We have an 12 bed capacity and require a six-month length of stay. Participants are required to attend Alcoholics Anonymous, Anger Management, and addiction counseling sessions on-site. All participants attend services at Liberation substance abuse programs or other related programs which are coordinated with our services.

### **Employment - Job Development**

The Job Development program is designed to achieve placement outcomes in the following areas: Vocational, ESL, Job-related workshops (skills-based), as well as job placement. Clients that meet employment-related assessments criteria will receive job coaching, mentoring, and case management services using the *person-centered planning* model and will interact with staff to work towards greater self-sufficiency. Referrals to locally-based agencies and programs specializing in employment preparation, search, and placement are utilized.

### **Education**

In alignment with The Shelter's triage, referral-based case management approach, our team assesses client needs and goals as they relate to education and vocational training. Once a goal-oriented plan is formulated, case managers make referrals to the appropriate local-based agencies specializing in higher education, basic literacy, ESL, GED, as well as other education-related programs and workshops in Fairfield County.

### **Pathways To Housing**

The Pathways to Housing Program is a 12-bed shelter-based transitional housing program for clients who are ready to take that next step towards independent living. The program works intensively with clients who are stably employed or have an income source such as Social Security and are beginning the process of looking for permanent housing. These participants are ready to be integrated back into the community.

### **Permanent Supportive Housing**

Berkeley House is the permanent supported housing facility for homeless individuals with maximum capacity to serve 8 tenants. This program allows clients to live more independently while receiving the support from case managers who continue to assist them with life skill development and the search for more permanent, affordable housing. Funding for Berkeley House is provided mainly by Housing & Urban Development (HUD).

### **Permanent Affordable Housing**

Beacon House (Stone Street) is a permanent affordable housing development that was developed in collaboration with Charter Oak (Stamford Housing Authority). It provides 5 site-based Section 8 Vouchers for individuals who are homeless. Charter Oak is also responsible for referring potential tenants that meet their criteria to be screened by the

Shelter for the Homeless, Inc.  
Program/Service Summary

Shelter for tenancy. Supportive services are made available to all tenants, and staff members visit the site routinely to insure proper maintenance and safety.

## Goal Statement:

Our goals for fiscal year 2014/2015 are directed at further improving services offered to our clients. The foundation of our agency is our Emergency Overnight Shelter Program (EOS). Through this program we provide emergency overnight shelter, a hot dinner, and nutritious breakfast. When clients first come to the Shelter they are served in the EOS where they are assigned a bed nightly, and are permitted to store their belongings in an assigned locked. Those clients who are working diligently on their case plan are assigned to a Pathway to Housing Program bed. Clients at this level are assigned to the same bed every night and are permitted to store some belongings in their room. We have increase the number of from sixty-seven (67) to eighty-two (82) due to the increase in demand for shelter services. We still provide overflow beds to accommodate demand in extreme weather conditions giving us a total capacity of one hundred and ten (110) beds.

During the period from 7/1/2012 through 6/30/2013, Pacific House Emergency Shelter served 511 unique individuals and provided 29,550 bednights. Our goal for the FY2014/2015 is to continue to provide emergency shelter to adult homeless men.

The Shelter's Recovery Program, which collaborates with Liberation Programs, is designed to help up to 12 homeless clients at one time work to adopt a more stable lifestyle, without the abuse of alcohol or drugs. Liberation Programs provides substance abuse treatment and counseling in an outpatient setting, while Shelter for the Homeless provides shelter, meals and case management services. The Recovery Program requires a six-month commitment and contains three phases of development in addition to After Care, to increase self-sufficiency and stable sobriety. Upon completion of the program, clients will have secured a job or other productive activity, gained increased community support and developed significantly more self-awareness and self-confidence.

The program was launched July, 2003 with a six-bed sober dorm. To date the program has served over 215 men and have had 53 graduates of the program successfully changed their lives through sobriety and the life skills they have learned. The goal for this program is to serve 30 clients in fiscal year 2014/2015

Clients who are ready to leave the EOS Program, but who do not quite have the skills to live independently, may apply for our Supportive Housing Program. Berkeley House, which serves a total of seven, has three separate apartments accommodating three to four men each. The Supportive Housing Program helps clients learn independent living skills, work on their vocational or educational skills, and continue to save money as part of their self-sufficiency.

The goal is to serve 8 clients in the 2014/2015 fiscal year. The program served nine in fiscal year 2012/2013.

The Drop-in Day Program is available to clients of the Emergency Overnight Program and Supportive Housing Program as well as men and women in the community who are homeless or at risk of becoming homeless. A full-time outreach worker visits area parks, vacant buildings, bridges, railroad stations and downtown areas where the homeless are known to congregate to make them aware of available services. Additionally, we are in the process of formalizing a collaborative relationship with Stamford Health Systems to provide on-site outreach to the homeless visiting the emergency room. Once engaged individuals are provided with bi-lingual case management services including housing referrals, access to mental health counseling, and for those with addiction issues a full-time drug treatment advocate is available. Five hundred twelve (512) individuals were provided services during the 2012/2013 fiscal year.

The goal for 2014/2015 is to serve 500 clients.

The Career Development Program teaches basic educational skills while also providing training in job readiness and job retention assistance. 284 clients received services through this program of which 90 clients participated in job readiness classes, 182 were provided with job readiness skills such as proper work-place dress, resume and cover letters development and interviewing techniques. 195 were assisted in finding employment.

For fiscal year 2014/2015 the goal is to serve a total of 300 clients in this program, placing 100 in jobs earning an average of \$12.00 an hour.

As always we at Shelter for the Homeless, Inc. will be examining ways to improve client services and reach more members of the homeless or at-risk community.

**SHELTER FOR THE HOMELESS, INC.**  
**Operating Results and Projections**  
July 2013 through March 2014

	Actual Jul '13 - Mar 14	Projected Apr '14 - Jun '14	Projected Total	Annual Budgeted	Projected Variance
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
4145 · The WorkPlace Grant (Veteran's Program)	62,412	29,367	91,779	<i>Included</i>	
4000 · Governmental Grant Contracts	746,414	162,540	908,954	944,011	56,723
4100A · United Way Contracts	66,490	24,339	90,829	99,536	(8,708)
4105A · Other	170,186	40,318	210,503	48,500	162,003
4107A · FDNS	275,500	500	276,000	368,500	(92,500)
4108A · Organizations	10,275	-	10,275	16,000	(5,725)
4109A · CORPORATE	19,980	-	19,980	-	19,980
4120A · Rent	68,542	34,685	103,228	89,276	13,952
4120B · FEES	40,650	23,630	64,279	67,000	(2,721)
4200 · Special Events	468,729	156,230	624,959	543,000	81,959
<b>Total Income</b>	<b>1,929,178</b>	<b>471,608</b>	<b>2,400,787</b>	<b>2,175,823</b>	<b>224,963</b>
<b>Expense</b>					
4600 · Special Events Expenses	18,240	39,417	57,656	60,000	(2,344)
5000 · Salaries	919,923	353,784	1,273,708	1,540,914	27,832
5100 · Employee Benefits	130,501	48,671	179,172	<i>Included</i>	
5200 · Payroll Expenses	84,645	31,221	115,866	<i>Included</i>	
5300 · Client Assistance	1,420	400	1,820	<i>Included</i>	
5400 · Other Professional	118,338	37,111	155,449	137,000	18,449
5500 · Food Expenses (Header Account)	154,252	44,162	198,415	57,000	141,415
5600 · Occupancy Expenses	157,971	56,651	214,622	136,963	77,659
5600A · Other Operational Expenses	99,633	38,181	137,814	192,840	(14,431)
5800 · Transportation Expenses	7,322	2,132	9,453	<i>Included</i>	
5900 · Insurance	27,475	8,081	35,556	51,106	(15,550)
6000 · Other Expenses	17,160	12,162	29,322	<i>Included</i>	
<b>Total Expense</b>	<b>1,736,880</b>	<b>671,974</b>	<b>2,408,855</b>	<b>2,175,823</b>	<b>233,032</b>
<b>Net Ordinary Income</b>	<b>192,298</b>	<b>(200,366)</b>	<b>(8,068)</b>	<b>0</b>	<b>(8,068)</b>
<b>Other Income/Expense</b>					
<b>Other Income</b>	<b>8,270</b>	<b>-</b>	<b>8,270</b>	<b>-</b>	<b>8,270</b>
<b>Net Other Income</b>	<b>8,270</b>	<b>-</b>	<b>8,270</b>	<b>-</b>	<b>8,270</b>
<b>Net Income</b>	<b>200,568</b>	<b>(200,366)</b>	<b>202</b>	<b>0</b>	<b>202</b>



## SHELTER FOR THE HOMELESS, INC.

## STATEMENTS OF FINANCIAL POSITION

JUNE 30,

<u>ASSETS</u>	<u>2013</u>	<u>2012</u>
Cash and Cash Equivalents	\$ 578,248	\$ 358,969
Grants Receivable	175,325	66,110
Other Receivable	7,904	26,644
Prepaid Expenses	47,889	21,699
Short Term Investments	196,348	153,325
Mortgage Costs – Net	-	12,000
Land, Building, and Equipment, Net	<u>3,588,725</u>	<u>3,113,241</u>
<u>TOTAL ASSETS</u>	<u>\$ 4,594,439</u>	<u>\$ 3,751,988</u>
<u>LIABILITIES AND NET ASSETS</u>		
<u>Liabilities</u>		
Accounts Payable and Accrued Expenses	\$ 106,270	\$ 133,887
Deferred Revenue and Refundable Deposits	391,869	49,181
Notes Payable	<u>972,286</u>	<u>495,522</u>
<u>Total Liabilities</u>	<u>\$ 1,470,425</u>	<u>\$ 678,590</u>
<u>Unrestricted Net Assets</u>		
Undesignated	314,783	198,326
Net Investment in Land, Building and Equipment	<u>2,616,439</u>	<u>2,610,691</u>
<u>Total Unrestricted Net Assets</u>	2,931,222	2,809,017
Temporarily Restricted	<u>192,792</u>	<u>264,381</u>
<u>TOTAL NET ASSETS</u>	<u>3,124,014</u>	<u>3,073,398</u>
<u>TOTAL LIABILITIES AND NET ASSETS</u>	<u>\$ 4,594,439</u>	<u>\$ 3,751,988</u>

See accompanying notes and independent auditors' report.

SHELTER FOR THE HOMELESS, INC.  
STATEMENTS OF ACTIVITIES  
YEARS ENDED JUNE 30,

	2013			2012		
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
<b>PUBLIC SUPPORT AND REVENUE</b>						
Grants and Fees from Governmental agencies	\$ 1,112,062	\$ -	\$ 1,112,062	\$ 1,275,682	\$ -	\$ 1,275,682
Client Fees	181,473	-	181,473	167,569	-	167,569
Contributions received directly	330,814	-	330,814	365,623	73,298	438,921
Contributions received through United Way agencies	99,886	-	99,886	98,776	-	98,776
In-Kind Contributions	157,500	-	157,500	157,500	-	157,500
Special events, net of expenses of \$58,809 and \$52,104	496,576	-	496,576	375,723	-	375,723
Investment Return	43,183	-	43,183	9,840	-	9,840
Miscellaneous Income	54	-	54	-	-	-
Net assets released from restrictions	<u>71,589</u>	<u>(71,589)</u>	<u>-</u>	<u>61,313</u>	<u>(61,313)</u>	<u>-</u>
Total Public Support and Revenue	<u>2,493,137</u>	<u>(71,589)</u>	<u>2,421,548</u>	<u>2,512,026</u>	<u>11,985</u>	<u>2,524,011</u>
<b>EXPENSES</b>						
Program Services						
Drop In Center	452,031	-	452,031	449,289	-	449,289
Emergency Shelter	1,091,385	-	1,091,385	1,087,792	-	1,087,792
Recovery Program	115,297	-	115,297	114,042	-	114,042
Permanent Housing	80,057	-	80,057	82,405	-	82,405
Employment Development	28,992	-	28,992	29,193	-	29,193
Outreach Programs	<u>156,107</u>	<u>-</u>	<u>156,107</u>	<u>153,154</u>	<u>-</u>	<u>153,154</u>
Total Program Services	<u>1,923,869</u>	<u>-</u>	<u>1,923,869</u>	<u>1,915,875</u>	<u>-</u>	<u>1,915,875</u>
Supporting Services						
Management and General	263,159	-	263,159	316,354	-	316,354
Fundraising	<u>183,904</u>	<u>-</u>	<u>183,904</u>	<u>185,606</u>	<u>-</u>	<u>185,606</u>
Total Supporting Services	<u>447,063</u>	<u>-</u>	<u>447,063</u>	<u>501,960</u>	<u>-</u>	<u>501,960</u>
Total Expenses	<u>2,370,932</u>	<u>-</u>	<u>2,370,932</u>	<u>2,417,835</u>	<u>-</u>	<u>2,417,835</u>
Change in Net Assets	122,205	(71,589)	50,616	94,191	11,985	106,176
<b>NET ASSETS</b>						
Beginning of Year	<u>2,809,017</u>	<u>264,381</u>	<u>3,073,398</u>	<u>2,714,826</u>	<u>252,396</u>	<u>2,967,222</u>
End of Year	<u>\$ 2,931,222</u>	<u>\$ 192,792</u>	<u>\$ 3,124,014</u>	<u>\$ 2,809,017</u>	<u>\$ 264,381</u>	<u>\$ 3,073,398</u>

See accompanying notes and independent auditors' report.

SHELTER FOR THE HOMELESS, INC.

STATEMENTS OF CASH FLOWS

JUNE 30,

CASH FLOWS OPERATING ACTIVITIES:

	<u>2013</u>	<u>2012</u>
Change in net assets	\$ 50,616	\$ 106,176
Adjustments to reconcile changes in net assets to net cash provided by operating activities		
Unamortized Discount on Non-Interest Bearing Loan	2,989	4,192
Depreciation and Amortization	148,366	122,561
Net (Gain) Loss on investments	(42,075)	(18)
Changes in operating assets and liabilities		
Grants and other receivables	(90,475)	(49,432)
Prepaid expenses	(26,190)	(3,991)
Accounts payable and accrued expenses	(27,617)	36,299
Deferred revenue and refundable deposits	<u>342,688</u>	<u>(24,578)</u>
Net Cash Provided By Operating Activities	<u>358,302</u>	<u>191,209</u>

CASH FLOWS FROM INVESTING ACTIVITIES:

Purchase of property and equipment	(179,556)	(722,380)
Purchase of investments – Net	<u>(946)</u>	<u>(9,659)</u>
Net Cash Used In Investing Activities	<u>(180,502)</u>	<u>(732,039)</u>

CASH FLOWS FINANCING ACTIVITIES:

Principal Payments on Notes Payable	(350,725)	(7,150)
Proceeds from Notes Payable	392,204	410,000
Mortgage Costs	<u>-</u>	<u>(18,000)</u>
Net Cash Provided By Financing Activities	<u>41,479</u>	<u>384,850</u>
Net Change in Cash and Cash Equivalents	219,279	(155,980)

CASH AND CASH EQUIVALENTS:

Beginning of year	<u>358,969</u>	<u>514,949</u>
End of year	<u>\$ 578,248</u>	<u>\$ 358,969</u>

SUPPLEMENTAL DISCLOSURES OF CASH FLOWS:

Cash Paid During the Year for:

Interest	\$ 5,853	\$ 6,354
Income Taxes	-	-
Non – Cash Investing and Financing Activities		
Fixed Assets Acquired through Financing	432,294	-

See accompanying notes and Independent auditors' report.