



Memo

To: Jay Fountain, Interim Director of OPM

Date: Jan. 9, 2018

Subject: Request for City of Stamford FY19 funding for Chester Addison Community Center Utilities

From: Mike Duggan, Executive Director, Domus

1. Mission Statement & Program Description: The City of Stamford requires the inclusion of a Mission Statement and a Program Description in the submitted budget package. Please include major challenges facing your entity and accomplishments you plan to achieve in the 2018-19 fiscal year.

Domus began as a single residential group home for ten boys in 1972. In 1991, we started expanding our programs to meet the growing needs of the youth we serve. Today, Domus is a multiservice organization serving more than 1,200 of the most struggling youth in Stamford.

Domus finds and loves young people who are shut out, unwanted, unloved, and afraid; young people society has failed and discarded; young people who, without our intervention, would drop out of their schools and their communities and wind up incarcerated, homeless, or dead. Our kids are often referred to as the “bad kids”—those young people that society has labeled as undeserving of additional resources and sympathy and whose lives are seen having little or no value to the larger community. At best our kids are seen as incapable of change and at worst as dangerous criminals or criminals-in-training. Because our young people have been chronically exposed to adverse childhood experiences and because they have reacted to this trauma by harming or threatening to harm themselves or others, they are feared and shunned. Because they are difficult, disconnected, and disengaged, they have not received the interventions they need to not only achieve their goals but to even understand that they can strive for goals and that their lives can be better.

Domus supports vulnerable, high-risk young people to rise above adversity. Through more than a dozen programs, we provide academic support, social-emotional skill building, and personal and practical connections to help guide our youth through critical junctures in their lives so they may become resilient, positive contributors to their communities.

As important as what we do is how we do our work. Everything we do at Domus is shaped by our five core principles:

- Our work is about the kids.
- We never give up on people.
- Everyone should be treated with dignity and respect.
- People should have many chances to learn and grow from their mistakes.
- Loving relationships change people.

The Chester Addison Community Center provides after-school enrichment for 165 elementary and middle school students, as well as specialized programs for teens, adults, and the elderly. The center supports older youth who are already in crisis as well as younger children at high risk for exposure to trauma that will negatively impact their immediate and long-term success. Chester Addison is located in the Waterside section of Stamford, in Southwood Square, a mixed income housing development serving 315 households. The community center is open Monday to Friday 10am to 8pm, Saturdays 11am to 9pm, and Sundays 1pm to 9pm. A staff of more than thirty full- and part-time associates work at Chester Addison to bring programming to the enrolled members.

The after-school program is tailored to meet the academic challenges of each student, with homework help and enrichment activities meant to strengthen academic achievement. Our staff leads students in homework help and recreational activities organized by grade.

The program operates after school, on holidays, breaks, snow days, and in the summer. Students arrive for the after-school program anytime from 2:15pm to 4pm, depending on bus schedules from the elementary and middle schools. From arrival time until 3:45pm, the youth engage in recreational activities in the gym, game room, and outside when the weather allows. At 3:45pm, kids move to assigned classrooms for snack and to begin to work on academics. For set time periods during the next 75 minutes, participants work on silent reading or brainteasers with counselors; do selected reading, English or language arts activities; and work on specific math exercises. Program participants then have an hour to spend doing recreational, study-skills building, or academic activities. Summer programming takes place Monday through Friday from 9am to 5pm; breakfast is served free of charge to all participants starting at 8:30am. Hot lunch is also served free-of-charge to all members—as well as to any Stamford child who needs a meal. The summer program runs for five weeks, from early July to early August.

Students primarily attend City of Stamford schools. Their teachers tell us that their academic performance is enhanced by the attention and dedicated help they receive in the Chester Addison program. These positive activities teach these vulnerable kids new skills while keeping them fully occupied during a time of the day when many school-aged children find themselves tempted to engage in negative behaviors. Also, this program provides a safe, pro-social, and positive place for these youth to go after school which allows their parents the ability to stay at work during these hours, helping the parents retain their employment.

The street outreach work engages approximately 100 high-risk youth who are on the path or are already engaged in violence and/or gang activity. Youth who drop out of school and have nothing to occupy their time are more likely to engage in unhealthy risk-taking behaviors such as early sexual behavior and drug use. With no diploma, their immediate job prospects are as bleak as their future ones, and they lose hope for a good and fulfilling life.

Adult-focused programming at Chester Addison is recreational and informational, with an emphasis on employment assistance and educational services. The services we provide allow many local residents the chance to work during the after-school hours as they know their children will be in a safe, supervised program that is geared toward helping them succeed in school and in life. We also provide free tax services each tax season, and this past year, we provided AARP tax services to hundreds of local residents at Chester Addison and VITA tax services to more than 400 local residents (at our two community centers, Chester Addison and East Side).

Our results for students in our after-school program at Chester Addison were as follows:

Chester Addison Community Center After School program:

Behavioral Goals:

All youth who attended Chester Addison after-school (147)

- At least 95% of participants will not be suspended from school: 97% (142) of 147 were not suspended
- At least 95% of participants will not be suspended from the school bus: 95% (139) of 147 were not suspended

Our greatest organization-wide challenge centers around facing significant fundraising challenges in each of our three sectors at Domus due to cuts at the State level as well as changing funding priorities from some of our longstanding private funders. We continue to reach out to new partners, and have found some success stretching grants into multi-year commitments and with funders who have a specific interest in one area of our work. For those areas where funding is insufficient to allow the program to continue, we have closed programs, such as our partnership at Domus Academy with the New Haven Public Schools, which closed last year.

We continue to see students coming to Trailblazers Academy and Stamford Academy with significant academic challenges, particularly in reading proficiency—and have experienced multiple traumas in their lives, including domestic abuse, witness to violence, hunger, homelessness, academic failure, chronic untreated health care issues, death of a family member, incarceration of a parent, and/or untreated mental illness. We have on-site medical and mental health counseling services for our youth—and we refer young people to other needed services. We also address social and emotional learning daily at Trailblazers—and were recertified in November 2016 as an elite trauma-responsive organization using the Sanctuary Model.

We also see Stamford becoming ever less affordable for our families—especially with regard to housing costs, as more and more low-income neighborhoods get bulldozed in order to build expensive new apartment and condo buildings designed to attract young professionals to the city. This has driven up rental costs—and our young people are suffering chronic stress from poverty. We are seeing an increase in the number of our students whose basic needs for food and shelter are not being met. We do our best to help these young people: We feed all Trailblazers students breakfast, lunch and snack daily, and we provide families with emergency financial relief to help defray short-term financial emergencies, such as a broken appliance or a security deposit for new housing. (For long-term financial assistance, we refer families to community partners, such as Neighbors Link and Person-to-Person, and we link them with Filling in the Blanks for food.) And we provide free transportation to Trailblazers students whose families have been chased out of Stamford by housing costs. There are currently approximately 12 students who started with us as Stamford residents but are now commuting from Norwalk or Bridgeport because their parents could no longer afford Stamford.

Multi-year Initiatives for 2017-2019:

- Domus won a \$150,000 planning grant from the Barr Foundation to reimagine Stamford Academy alternative charter high school. We will explore the ideas of flexible school hours for students who work or provide childcare; internships with local businesses where high school graduates can earn family-sustaining wages; and multiple pathways to graduation. We were one of nine grantees selected out of 49 applicants throughout New England. We hope to receive a two-year, \$750,000 implementation grant at the completion of this planning project.
- We have also received a two-year, \$400,000 grant to fund a new partnership with the Stamford Public Schools. Domus staff is working with disengaged 9th grade students at Stamford High School to address attendance, behavior, and other non-academic challenges to their school success.
- For the third year in a row, we have received a grant to help our school leaders provide more robust instructional teacher coaching and allow our schools to better use student assessments to drive classroom decisions.

- We now operate a high school inside the Hartford Juvenile Detention Center, which will serve more than 100 youth per year.
- Thanks to foundation and private grants, we are creating new curricula for our schools that approach history and literacy through multiple points of view, including those of American Indians, Americans descended from Africa, the Caribbean, Asia, and women. This work is ongoing and will expand to address other topics in our curriculum over time.
- We have completed a three-month planning project to explore a re-entry program for young men returning to Stamford after incarceration. Domus staff would begin working with the young people six months before release from incarceration and continue for six to 12 months after release—working to prevent recidivism and teach work-readiness skills. We hope that this planning project will lead to long-term funding.

2. Fiscal Year 2016/2017 Operating Results: Please include your most recent statement of your actual operating results. The statement should include your operating results for expenditures and revenues, compared to budget, for every line item in your budget.

See attached.

3. Fiscal Year 2017/2018 Operating Budget: Please include a copy of your current operating budget, year-to-date expenditures and revenues as of October 31, 2017, and projected operating results for the current fiscal year.

See attached.

4. Proposed Operating Budget for Fiscal Year 2018/2019: Please include a copy of your proposed operating budget, including revenues and expenditures by line item, which has been approved by your respective board. Please include any capital improvement plans that may not be reflected in the forwarded budget.

See attached.

5. Audited Financial Statement:

- Entities receiving more than \$50,000 from the City of Stamford in any one fiscal year are required to submit an organization-wide financial statement prepared in conformity with generally accepted accounting principles audited by and with the report of, an independent certified public accountant.
- Entities receiving at least \$25,000, but less than \$50,000, from the City of Stamford in any fiscal year may be required to submit an organization-wide audit to the City at the City's request.
- Entities receiving less than \$25,000 from the City of Stamford in any fiscal year may be requested to submit a financial statement indicating the overall financial condition of the organization and identifying the impact of City funding. The City may require that such a report include: (1) a balance sheet showing appropriate categories of assets, liabilities and fund balances, (2) a statement of operations showing appropriate categories of revenues and expenses and (3) appropriate explanatory footnote disclosures. Two officers of the organization shall attest to the accuracy of all financial disclosures in writing.

See attached.

6. Budget Narrative: As part of the budget submission process, all outside agencies are requested to submit a narrative overview of their expenditure budget request. This overview should identify any significant areas of change or concerns related to funding levels, levels of service, and key issues you feel should be identified. In addition, any organizations requesting additional staffing or program

expansions to be funded by the City of Stamford should outline those requests in this overview. Please address this memorandum to Mayor Martin but forward it to the OPM department by the due date identified in the attached budget schedule.

This submission serves as our request for continued operating expense support of \$50,000 from the City of Stamford to help defray the cost of utilities and other operating expenses at the Chester Addison Community Center. The Chester Addison Community Center provides programming to hundreds of area youth including after-school enrichment for elementary and middle school students and specialized programs for high-risk teens. These young people come to the center several times a week, and there are dozens of other people who use the community center on a less-than-weekly basis. The center is located in the Waterside section of Stamford, in Southwood Square, a mixed income housing development serving 315 households. The community center is open Monday to Friday 10am to 8pm, Saturdays 11am to 9pm, and Sundays 1pm to 9pm. Our ability to keep the lights on provides a safe and secure place for parents to leave their children while they work after school and weekends. Adults also use the center to attend programs such as Literacy Volunteers, Narcotics Anonymous, and church groups. We host Volunteer Income Tax Assistance annually to help local low- and middle-income residents prepare their taxes, free of charge. Our library in the building for youth, teens, and adults is the only library serving this community and contains printed materials in both English and Spanish.

We raise private funds to run the Chester Addison Community Center and its library—and provide all services free of charge, other than a \$75 per youth registration fee. Starting in February, 2013, Chester Addison collects a \$75 non-refundable registration fee for each student enrolled in the afterschool program, and a \$75 for each student enrolled in the summer program (meaning some pay a total of \$150 each year). Parents can pay in-full or in multiple payments anytime up to the start of the program: Most pay in full close to the final date. This gives the families some “skin in the game,” helping to ensure that applicants think through whether their child is really going to attend regularly and that families take the program seriously. It also minimizes the number of slots taken by people who end up not using the spot.

We provide after-school programs and summer camp to the low-income residents of the neighborhood. Teens come into the center at night and on weekends to meet with our outreach worker who engages Stamford youth who need help finding ways to redirect their attention toward positive activities like learning job-seeking skills. We provide job search and employment consulting to adults and teens using our center. We have collaborated with the Waterside Coalition to host job fairs. We help teens and adults write their resumes and conduct job searches: Teens and young adults get our help searching and applying for summer jobs offered through the City of Stamford and local camps. Youth in this program get referrals to the Domus-operated Work & Learn program, where youth at high risk of court involvement or those with criminal justice records improve their skills and establish a work record which is critical to their ability to secure outside employment.

Our program participants have limited financial resources with 29% of our participants 18 or younger qualifying for free or reduced lunch. In the after-school program, youth of color comprise 98% of the youth served at Chester Addison, with 59% Black, 33% Hispanic, 5% multi-racial, and 1% bi-racial. We serve more females than males, with 60% female and 40% male. Most youth using Chester Addison live in a single-parent household. Our program participants range in age, with 10% aged 3 to 5, 82% 6 to 12 years old, 8% 13 to 18 years old, and 0% 19 and older.

Since we started operating this programming at Chester Addison in 2005, crime statistics show we have helped reduce property and other crimes, improving the quality of life for local residents and saving the City money. We have completely maximized the occupancy of the building, with programs occurring at all peak times and increasingly during off-peak times. We have a long waiting list for those wanting to enroll their children in our programs.

We collaborate with Stamford Achieves and SoundWaters to provide science education to the kindergarten to third grade students in the summer in a curriculum about the sea and the environment. The Stamford Sailing Foundation provides sailing and swimming instruction to kids in our program. We collaborate with the local Boy Scouts and Girl Scouts to run troops at Chester Addison. We also work with the USTA and Stamford Youth Tennis Academy to bring tennis instruction to our youth. We collaborate with local organizations in our Mighty Mights basketball program, Jackie Robinson Baseball Little League, and with other community-focused initiatives like VITA (Volunteer Income Tax Assistance through the IRS) which we provide at no cost to local low-and middle-income residents. We constantly look for additional partners to align with our programming as these students have few other opportunities to experience the benefits of activities where admission fees often act as a barrier to entry.

Our efforts to obtain free services don't stop with local organizations who supplement programming. We work hard to obtain significant in-kind contributions to offset expensive programming materials and items to directly improve the lives of families using the center. Strong support from local volunteers who provide countless hours of volunteer help to organize the reading materials in the library, read to the children, mentor, tutor, run the trout in the classroom project, and perform beautification projects. Corporate groups come to CACC to do team-building exercises: these benefit us greatly by providing free labor to accomplish necessary major cleaning and maintenance projects. Chester Addison provides a venue available during workday hours to engage local corporations in relationship building both internally and with Domus. This is important to many of our corporate funders who provide valuable financial support.

Our programming remains in very high demand. We hope the City will continue to support Chester Addison as we are the only local one-stop provider of comprehensive enrichment and support services to this Stamford neighborhood. The parents of our members get help finding employment, and our community center is critical to their ability to work during after-school hours and during the summer. We need help to pay the bills we incur to provide pro-active and pro-social programming allowing these low-income residents in this area of Stamford to stay engaged as contributing citizens.

Impact on the center if funding is reduced or eliminated:

The Chester Addison Community Center provides programming for children, teens, young adults, families, and senior citizens, and opens its doors to community groups seven days a week. The demand on the center and occupancy limits means we make it available to conduct more programming on Saturdays and Sundays. Since we receive very little financial support from program participants, an elimination or reduction in funding for utilities from the City, would mean that the Center would have to reduce programming in the morning, late evening, and weekend hours to cut costs. Although these reductions will impact all the families served by the center, the reductions would mainly affect the teens, working adults, and senior citizens who use the center in the off hours.

Thank you for your consideration of our request. If you have any questions about this request or our work at Chester Addison, please don't hesitate to contact me.

Domus Kids, Inc.
Chester Addison Community Center
Proposed Budget FY18-19
Total Operating Budget

Budget

Revenue	
Operating Revenue	
Individual Donations	1,000,000
Foundation Grants	30,000
Corporate Donations	1,550
City Grants	50,000
Miscellaneous Income	<u>7,500</u>
Total Operating Revenue	<u>1,089,050</u>
Total Revenue	<u>1,089,050</u>
Personnel Services	
Salaries & Wages	
Salaries and Wages	<u>629,059</u>
Total Salaries & Wages	629,059
Fringe & Indirect	
Other	<u>251,304</u>
Total Fringe & Indirect	<u>251,304</u>
Total Personnel Services	<u>880,363</u>
Other Than Personnel Services	
Discretionary OTPS	
Training/Conferences	2,500
Prof.Serv./Consulting	15,000
Equipment-Office	5,000
Gas	1,155
Travel Expense	861
Food	16,000
Office Supplies	6,000
Program Supplies	13,000
Maintenance/Cleaning Supplies	2,325
Telephone	6,602
Postage	200
Advertising	749
Dues & Subscriptions	648
Computers - H/S	2,248
Clothing	10,000
Recreation	40,000
Participants' Incentives	4,000
Youth-Family Relief Expense	2,300
Other Program Expenses	<u>3,325</u>
Total Discretionary OTPS	131,913
Non-discretionary OTPS	
Auditing	4,000
Bookkeeping/Accounting	3,000
Professional Services/Consulting - IT	9,000
Vehicle Maintenance	1,000
Rent	29,400
Utilities	38,500
Maintenance & Repair	2,875
Insurance (Liab,Auto,D&O)	23,000
Copy Expenses	<u>4,500</u>
Total Non-discretionary OTPS	<u>115,275</u>
Total Other Than Personnel Services	<u>247,188</u>
Total Expenses	<u>1,127,551</u>
Net Income	<u>(38,501)</u>