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James H. Deadwyler  
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Bonni Hopkins  
Cary Ostrow

Dear Jay,

Thank you for this opportunity to request renewed budget support from the City of Stamford. The City's partnership is much valued and is critical the success of our inpatient and outpatient substance misuse and mental health programs in downtown Stamford.

Attached, please find:

1. Mission Statement and Program Description
2. Fiscal Year 2016/17 Operating Results
3. Fiscal Year 2017/18 Operating Budget as of October 31, 2017
4. Fiscal Year 2017/18 Operating Results Full Year Actuals
5. Fiscal Year 2018/19 Operating Budget as of October 31, 2018
6. Proposed Fiscal Year 2019/20 Operating Budget
7. Proposed Fiscal Year 2019/20 Capital Budget
8. Audited Financial Statement
9. Budget Narrative

As always, please let me know if you have any questions or need additional questions.

Sincerely,



James H. Deadwyler  
Chief Development Officer



**CITY OF STAMFORD**  
**LIBERATION PROGRAMS, INC. Grant Request FY2019-2020**

**Agency Name & Address:** Liberation Programs, Inc.  
129 Glover Avenue  
Norwalk, CT 06850

**Tax ID Number:** 06-0867006

**Amount Requested:** \$100,000

**President & CEO:** John Hamilton, LMFT, LADC

**Contact Information:** [john.hamilton@liberationprograms.org](mailto:john.hamilton@liberationprograms.org)  
203.604.1160

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Chief Development Officer  
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203.604.1162

**Website:** [www.liberationprograms.org](http://www.liberationprograms.org)

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**PROGRAM DESCRIPTION AND MISSION STATEMENT**

*In 2017, there were 1,038 unintentional overdose deaths in Connecticut – a 13% increase from 2016. Liberation believes that even one drug related death, is one death too many.*

**LIBERATION PROGRAMS – Who We Are**

Liberation Programs is one of the Fairfield County area’s primary behavioral health service providers specializing in the treatment of substance misuse disorder. We assist people struggling with addiction to alcohol, opiates, depressants and/or stimulants. Liberation provides services for youth, adults and families via two inpatient treatment programs; outpatient services; treatment and resources for adolescents and their families; education, prevention and wellness efforts in the community; and permanent supportive housing for families.

In operation since 1971, Liberation currently has two treatment programs in Stamford – our inpatient program for men and our outpatient program, both of which are described below and are subjects of this funding request. In addition to our Stamford-based programs, we have

## Liberation Programs

sites in Greenwich, Norwalk, and Bridgeport. Together, these sites served **2,130 individuals in our last fiscal year** (ended June 30, 2018).

**MISSION STATEMENT: Liberation Programs' mission is to empower people and their families to be free of the disease of addiction by providing targeted solutions that restore lives and strengthen our community.**

### **THE PROBLEM – A Growing Epidemic**

The substance misuse crisis continues to devastate families across Stamford and other Fairfield County communities. It is nearly impossible to open a paper or turn on the news without learning of yet another story of the disease of addiction and its impact on our community. **According to State Medical Examiner Dr. James Gill, in 2017 1,038 people died of drug overdoses; 144 of those deaths were in Fairfield County.**

Unintentional drug overdose deaths have risen in Connecticut for the fifth year in a row. This local trend is part of a national, nearly 40-year-long increase in overdose deaths that was just identified in research published in *Science Magazine*. Liberation Programs has been on the forefront of efforts to combat the deadly disease of addiction in Stamford since 1971. However, **despite the increase in the number of drug-related fatalities, resources for those seeking recovery remain limited—in fact funding from the state has decreased several years in a row.** There are too few licensed centers offering high-quality integrated behavioral health services in lower Fairfield County. For low-income individuals, who have limited access to the resources that are available, the situation is even more dire. As a result, we continue to have preventable overdose deaths and significant suffering from addiction.

### **THE SOLUTION – Help Without Stigma**

Treatment for substance misuse can be very effective, but only if one seeks it. Unfortunately, due to the stigma of drug addiction, many who need help will not reach out for it. The state's Department of Mental Health Addiction Services (DMHAS) estimates that more than 43,000 Fairfield County residents have a substance use disorder, 25,000 have a serious mental illness, and 18,293 suffer from both. And yet, fewer than 15,000 individuals will actually seek and receive some type of help.

Liberation Programs' philosophy of treatment utilizes an asset-based approach that has proven extremely effective. According to the agency Credo, *"We help each Recoveree, through our daily efforts, to re-discover their gifts, skills, strengths, abilities and purpose for living. We will search to unearth those positive qualities; we will seek opportunities to grow them through positive reinforcement."* Liberation focuses on the strengths within each person to help them achieve and maintain lifelong recovery.

### **SERVING THE COMMUNITY**

Last year, Liberation served 2,130 people through our various programs. These are individuals who are now able to enjoy recovery, participate in their community, and be present with their loved ones. Our expectation is that we will serve approximately the same number of individuals in the year ahead.

Liberation provides its programs, regardless of race, gender, economic status or other characteristic or demographic, to those who need our help. Most of the individuals Liberation serves live at or below

## Liberation Programs

the poverty level and many have lost jobs, homes and families to their disease. Many are the “working poor,” earning too much to qualify for Medicaid and too little to afford treatment.

### KEY PROGRAMS IN STAMFORD

#### Liberation House—Inpatient Program for Men

Liberation House, located in Stamford, provides a short- to long-term inpatient treatment program for men with a capacity to serve 65 individuals at a time. Many of the men we serve in our inpatient program come from under-resourced communities. First, we meet their immediate needs of food, clothing and shelter. Then we begin to help them address their addiction and rebuild their lives. Duration of treatment can last up to 90 days, during which time men focus on skills that will help them maintain their recovery as well as work on critical needs such as transitioning to employment and housing.

Co-occurring disorders—substance misuse and mental illness—are common among the population that Liberation serves. Our part-time APRN (Advanced Practice Registered Nurse) at Liberation House increases our capacity to respond to our recoverees mental health needs, thereby improving their chances of successfully completing treatment. It is not uncommon for a recoveree to wait up to three weeks to see a mental health provider. Having an APRN on staff cuts wait times, allowing for timely evaluations and medication management for our clients. Access to medications can be critical to helping a recoveree with mental illness begin to stabilize and address their drug addiction. The APRN also helps link individuals with ongoing assistance once they leave the program.

**Program Goals and Objectives and Evaluation Methods:** Each man and his counselor work together to develop a comprehensive treatment plan that includes major goals that go beyond addressing their addiction. While individual goals may vary, three major areas for client improvement in the program include the following:

- ***Successful Completion*** – Men served will attain and maintain their personal goals regarding freedom from alcohol or any other substance use while enrolled in the program, as evidenced by toxicology screens, and successfully completing treatment.
- ***Establishment of a support network*** - It is critical that men build a sober support network to help them maintain recovery once they leave the program. Each person must decide what is going to work best for them whether it is Alcoholics Anonymous, Narcotics Anonymous, a place of worship or an alumni group. Additionally, Liberation is always there if someone needs help or just to talk.
- ***Ceased criminal activity and resolution of legal issues*** – Unfortunately, crime and addiction often walk hand in hand. For the men to build new lives, it is important to assist them in resolving any legal issues they may have including obtaining a conditional pardon.

***During our last fiscal year, Liberation House served a total of 297 men. Successful program completion (free of substance misuse, connected to sober support groups and no new legal issues) was achieved by 80% of program participants, six percentage points above the state average.***

## Liberation Programs

### **Outpatient Programs – Main Street Clinic in Stamford**

Liberation's Outpatient Programs includes individual and group counseling, family therapy, intensive outpatient treatment, and relapse prevention. From day one, services are focused on helping each person we serve achieve and maintain recovery for life. All individuals in treatment work on a plan developed with the help of their counselor to reduce and eliminate drug or alcohol use and improve their quality of life by making behavior changes such as reconnecting with family, ceasing illegal activities, becoming gainfully employed and addressing health issues.

The Outpatient Program also offers evidenced-based Medication-Assisted Treatment (MAT). Liberation is a leader in the field of MAT, the most effective treatment protocol for those addicted to opiates. In the words of Dr. Elinore McCance-Katz, Assistant Secretary for Mental Health and Substance Use, "Medication-assisted treatment combined with psychosocial therapies and community-based recovery supports is the gold standard for treating opioid addiction." No other protocol has been as effective, both for individuals in need of treatment and for lowering the economic impact of addiction on the community. **Liberation has seen a 31% increase in the need for this service over the past five years.**

***During our last fiscal year, Liberation's Outpatient Programs served 814 individuals. Eighty-three percent (83%) of the individuals enrolled in Liberation's MAT program eliminated their opiate use, 10% higher than the state average.***

### **Youth and Family Resources**

With the goal of keeping kids safe, Liberation's Youth & Family Resources (YFR) program offers professional counseling for adolescents, support services for families and extensive education and outreach into schools and the community about the dangers of substance misuse. This is a critically important endeavor considering the prevalence of drug and alcohol misuse among adolescents on a national scale and in particular those in Fairfield County.

Our Youth and Family Resources include:

- Support services for families.
- Professional substance misuse counseling for adolescents.
- School and community activities and presentations on topics ranging from cyber-bullying, to substance misuse, peer pressure, social networking, parent-child relationships, grief, anger management, and healthy living.
- Skill acquisition for students through role playing activities.
- Facilitation of peer mentoring groups.
- Access to speakers from the recovery community.

Working directly with the schools, Liberation provides a variety of activities throughout the school year that are aimed at preventing substance misuse. Research has shown that science-validated programs, such as those described in the National Institute on Drug Abuse's (NIDA) publication, *Preventing Drug Use Among Children and Adolescents: A Research-Based Guide for Parents, Educators, and Community Leaders*, can significantly reduce early use of tobacco, alcohol, and illicit drugs. Our approach has adopted many of the principles outlined by NIDA. In addition to presentations, students also have the opportunity to visit one of Liberation Programs' inpatient treatment programs where they hear personal stories and role-play with the clients.

## Liberation Programs

Liberation also works with parents, providing workshops and support groups to equip them with the skills they need and help them learn to have what can be, very difficult conversations with their children regarding substance misuse. While the topics vary, the focus is always the same—helping improve communication and parent-child relationships. This is by far one of the most effective ways to deter substance misuse in teens. The annual report for 2013 from the Substance Abuse and Mental Health Services Administration (SAMHSA) found that youth aged 12 to 17 who believed their parents would strongly disapprove of them using specific substances were less likely to use these substances than were youth who believed their parents would somewhat disapprove or neither approve nor disapprove.

### Goals & Methods

Liberation works to reach as many youth as possible and engage them in activities and discussions regarding the negative life-long impact substance misuse can have. Our program provides support and resources in an effort to reach the following goals:

- Reduce incidences of alcohol and substance misuse among teens
- Foster continued education, self-esteem, resiliency and wellness in children of all ages
- Diminish youth involvement in the criminal justice system

### Evaluation

Liberation's prevention approach aligns with evidence-based best practices and national policy. Liberation Programs uses various evaluation tools to gauge the effectiveness of both the presentations and presenter and the impact they have on behaviors and attitudes.

*In fiscal year 2018, Liberation conducted 7 activities in in schools and community venues across Stamford. Our message reached 535 individuals.*

### ACCOMPLISHMENTS WE PLAN TO ACHIEVE IN FY2019-2020

Liberation Programs is implementing its strategic plan that will take the organization through 2020. The plan includes several focus areas including the following:

- *Expand access to treatment for substance misuse and mental health disorders.*  
We are continuing to seek a long-term partnership with a major medical provider in Stamford. However, in the short-term we are pleased to announce that the state has recognized the needs in the community and approved additional beds at Liberation House. This will increase our capacity by six percent in the coming year.

Additionally, we are adding recovery coaches to our team. Recovery coaches have proven to be highly effective across the country. They help individuals gain and maintain recovery by partnering with them to address their needs and provide support. They also engage with the community to encourage individuals who would benefit from treatment, but are hesitant to do so, to start the process.

## Liberation Programs

Liberation believes in meeting people where they are, meaning we focus on doing whatever we can to keep a person alive. Many programs require a person to abstain from substances and alcohol in order to receive treatment. Instead of forcing abstinence on a person, Liberation offers a glimmer of hope and encourages them to start or continue with the recovery process. We do this by building trust and treating every person with dignity and respect.

- *Seek ways to provide integrated services that include easy and quick access to support for mental health issues and primary care.* In January 2019 Liberation will open a new outpatient clinic in Bridgeport. The new facility will replace the outdated and overcrowded facility we are currently using and will increase our clinic space from 3,200 square feet to 8,200 square feet. The new facility will allow us to provide expanded services to 30% more people.
- *Increase revenue for the organization.* The Development Department has a five-year action plan to double development revenues. In order to reach the goal we are investing in an expansion of the team from two people to four people. This will result in incremental increases over a few years until we reach the goal of doubled revenues by 2023.

## CHALLENGES OUR ORGANIZATION IS FACING

When individuals and families are caught in the throes of addiction with little hope in sight, Liberation can be the lifeline they are looking for—if we have the resources.

Liberation seeks to give each person we serve the treatment and other supports they need to attain and sustain their recovery. Unfortunately, the state of Connecticut's ongoing budget challenges have impacted the organization. Over the past four years, we have sustained cuts totaling more than \$1 million—at times putting a significant strain on our ability to offer individuals the services and tools they need to deal with their addiction.

## LIBERATION PROGRAMS, INC

### Comparison of Operating Results and Budget for the Indicated Periods

In Thousand of Dollars (000's)

Fiscal Year 2016-17 Operating Results

	<u>Budget FY17</u>	<u>Actual FY17</u>	<u>Variance</u>
Revenue			
1st and 3rd Party Revenue	5,252	5,385	133
Bad Debt Expense	(104)	(242)	(138)
Government Funding	3,150	3,176	26
Private Giving & Fundraising	700	871	171
Miscellaneous Revenue	66	134	68
Contracted Fee for Services	44	55	11
In Kind Revenue	-	67	67
<b>Total Revenue</b>	<b>9,107</b>	<b>9,446</b>	<b>338</b>
Controllable Expense			
Salaries & Wages	5,132	4,997	135
Fringe & Benefits	1,410	1,319	90
Contract Labor	66	137	(71)
Administrative Support & Contracted Svcs	553	612	(59)
Lab & Medical Services/Supplies	150	221	(71)
Supplies	154	153	1
Rent	202	158	44
Utilities	307	247	60
Professional Fees (Legal, Accounting, Consultants)	130	142	(12)
Maintenance	122	123	(2)
Transportation	46	33	13
In Kind Expense	-	67	(67)
Food	270	267	3
<b>Total Controllable Expense</b>	<b>8,541</b>	<b>8,477</b>	<b>64</b>
<u>Non-Controllable Expense</u>			
Business Insurance	114	115	(1)
Interest	48	45	3
Property and Other Taxes	16	18	(2)
Depreciation and Amortization	369	336	33
<b>Total Non-Controllable Expense</b>	<b>547</b>	<b>513</b>	<b>34</b>
<b>Net Income / (Loss)</b>	<b>19</b>	<b>455</b>	<b>436</b>



Liberation Programs and Related Entities Financial Statements  
Statement of Income and Expense for the Month of October 2017

**Operating Budget for Fiscal Year 2017-18 (ending June 30, 2018)**

October-17		Actual - Better/ (Worse) than Budget		4th Month Ended 10-31-17		Actual - Better/ (Worse) than Budget	
Month		(Worse) than Budget		Year to Date	OCT 2017	(Worse) than Budget	
Actual	Budget	Amount	Percent	Actual	Budget	Amount	Percent
<b>REVENUE</b>							
533	528	5	1.0 %	1,896	1,864	(68)	(3.5) %
(20)	(20)	(0)	0.1	(76)	(67)	(9)	(13.6)
513	508	5	1.0	1,819	1,897	(78)	(4.1)
259	259	(0)	(0.1)	1029	1037	(8)	(0.8)
20	23	(3)	(14.5)	76	100	(25)	(24.5)
10	10	1	7.4	39	38	1	1.9
8	5	3	58.1	32	20	12	
<b>810</b>	<b>805</b>	<b>5</b>	<b>0.7</b>	<b>2,995</b>	<b>3,093</b>	<b>(98)</b>	<b>(3.2)</b>
<b>CONTROLLABLE COST</b>							
427	455	28	6.2	1,644	1,773	129	7.3
97	114	17	15.3	439	466	26	5.7
12	12	0	1.0	43	52	8	16.3
41	40	(1)	(2.7)	194	167	(27)	(15.9)
17	14	(3)	(18.6)	62	57	(5)	(9.3)
12	14	2	14.9	48	54	6	11.8
17	17	(0)	(2.0)	67	67	(0)	(0.5)
22	18	(4)	(24.9)	71	77	6	7.6
11	10	(0)	(4.9)	33	40	8	19.1
10	11	1	10.7	43	45	2	5.2
2	4	1	34.2	9	16	7	44.4
34	23	(12)	(53.3)	106	90	(16)	(18.2)
<b>702</b>	<b>731</b>	<b>29</b>	<b>4.0</b>	<b>2,760</b>	<b>2,905</b>	<b>145</b>	<b>5.0</b>
<b>108</b>	<b>74</b>	<b>35</b>	<b>(46.7)</b>	<b>235</b>	<b>188</b>	<b>47</b>	<b>24.9</b>
<b>NON-CONTROLLABLE COST</b>							
9	9	(0)	(4.0)	38	36	(2)	(5.9)
4	4	0	3.8	15	15	1	3.7
1	2	2	70.1	9	5	(4)	(68.2)
24	24	(0)	(0.5)	95	95	(0)	(0.4)
<b>38</b>	<b>39</b>	<b>1</b>	<b>3.5</b>	<b>157</b>	<b>151</b>	<b>(6)</b>	<b>(3.7)</b>
<b>71</b>	<b>35</b>	<b>36</b>	<b>102.5 %</b>	<b>78</b>	<b>37</b>	<b>41</b>	<b>112.4 %</b>

## Operating Budget Fiscal Year 2017-18 Actuals

July 1, 2017 - June 30, 2018

	(b)	(c)	(c-a)
	*Bud FY18	Actual FY18	*Variance (Act18-Bud18)
<b>Revenue</b>			
Total 1st and 3rd Party Revenue	\$5,872,578	\$5,555,350	(\$317,228)
Total Bad Debt Expense	(\$230,000)	(\$179,640)	\$50,360
Total Government Funding	\$3,111,929	\$2,996,523	(\$115,406)
Total Private Giving & Fundraising	\$856,158	\$740,263	(\$115,895)
Total Miscellaneous Revenue	\$122,741	\$169,072	\$46,331
Total Contracted Fee for Services	\$59,520	\$78,970	\$19,450
Total In Kind Revenue	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$9,792,926</b>	<b>\$9,438,139</b>	<b>(\$354,787)</b>
<b>Controllable Expense</b>			
Total Salaries & Wages	\$5,493,324	\$5,028,458	(\$464,866)
Total Fringe & Benefits	\$1,488,119	\$1,412,577	(\$75,542)
Total Contract Labor	\$150,891	\$198,269	\$47,378
Total Administrative Support & Contracted Svcs	\$612,436	\$647,059	\$34,623
Total Lab & Medical Services/Supplies	\$170,000	\$182,861	\$12,861
Total Supplies	\$171,500	\$166,801	(\$4,699)
Total Rent	\$200,952	\$202,646	\$1,694
Total Utilities	\$232,366	\$256,282	\$23,916
Total Professional Fees (Legal, Accounting, Consultants)	\$120,500	\$170,693	\$50,193
Total Maintenance	\$136,500	\$142,277	\$5,777
Total Transportation	\$44,136	\$28,802	(\$15,334)
Total Food	\$270,000	\$302,241	\$32,241
<b>Total Controllable Expense</b>	<b>\$9,090,724</b>	<b>\$8,738,967</b>	<b>(\$351,757)</b>
<b>Non-Controllable Expense</b>			
Total Business Insurance	\$108,905	\$116,989	\$8,084
Total Interest	\$49,052	\$70,908	\$21,856
Total Property and Other Taxes	\$19,273	\$14,890	(\$4,383)
Total Depreciation	\$348,073	\$284,406	(\$63,667)
<b>Total Non-Controllable Expense</b>	<b>\$525,303</b>	<b>\$487,193</b>	<b>(\$38,110)</b>
<b>Net Income / (Loss)</b>	<b>\$176,899</b>	<b>\$211,979</b>	<b>\$35,080</b>

**Liberation Programs and Related Entities Financial Statements**  
**Statement of Income and Expense for the Month of October 2018**

In Thousands (000's)

Operating Budget for Fiscal Year 2018-19 (ending June 30, 2019)

	<u>4th Month Ended 10-31-18</u>		<u>Actual - Better/ (Worse) than Budget</u>		<u>2018 ~ 2019 Annual Operating Budget</u>
	<u>Year to Date Actual</u>	<u>OCT 2018 Budget</u>	<u>Amount</u>	<u>Percent</u>	
<b>REVENUE</b>					
1st and 3rd Party Revenues	1,930	1,991	(60)	(3) %	6,113
Less: Allowance for Bad Debts	(92)	(81)	(11)	(14)	(230)
1st and 3rd Party Revenues (Net)	1,838	1,910	(72)	(4)	5,883
Government Funding	966	961	5	1	2,877
Private Giving and Fundraising	64	121	(57)	(47)	882
Miscellaneous (Inc. Gain/Loss on Disp.)	41	43	(1)	(3)	206
Contracted Fee For Services	26	20	5		50
<b>Total Revenue from Operations</b>	<b>2,935</b>	<b>3,055</b>	<b>(120)</b>	<b>(4)</b>	<b>9,897</b>
<b>CONTROLLABLE COST</b>					
Total Salaries	1,668	1,842	174	9	5,555
Fringe Benefits	393	475	82	17	1,632
Contract Labor	59	50	(9)	(17)	151
Administrative Support & Contracted Svcs.	264	198	(66)	(33)	709
Lab & Medical Services/Supplies	76	64	(12)	(19)	193
Supplies	55	50	(5)	(10)	198
Rent	69	69	(0)	(0)	206
Utilities	87	84	(3)	(4)	273
Professional Fees & Consultants	41	40	(1)	(3)	120
Maintenance	30	37	7	19	131
Transportation	10	9	(1)	(10)	35
Food	99	98	(1)	(1)	290
<b>Total Controllable Costs</b>	<b>2,850</b>	<b>3,015</b>	<b>165</b>	<b>5</b>	<b>9,493</b>
<b>GROSS PROFIT/(LOSS)</b>	<b>85</b>	<b>40</b>	<b>45</b>	<b>113</b>	<b>405</b>
<b>NON-CONTROLLABLE COST</b>					
Business Insurance	36	38	2	5	122
Interest & Amortization	25	37	13	35	133
Property & Other Taxes	3	7	4	55	19
Depreciation	95	95	0	0	539
<b>Total Non Controllable Costs</b>	<b>159</b>	<b>178</b>	<b>19</b>	<b>11</b>	<b>813</b>
<b>Net Income / (Loss)</b>	<b>(74)</b>	<b>(138)</b>	<b>64</b>	<b>(46) %</b>	<b>(408)</b>

**Proposed Operating Budget Fiscal Year 2019-20**

	*Proposed Budget FY20
Revenue	
Total 1st and 3rd Party Revenue	\$6,669,912
Total Bad Debt Expense	(\$280,360)
Total Government Funding	\$2,877,216
Total Private Giving & Fundraising	\$981,801
Total Miscellaneous Revenue	\$127,836
Total Contracted Fee for Services	\$127,770
Total In Kind Revenue	\$0
<b>Total Revenue</b>	<b>\$10,504,176</b>
Controllable Expense	
Total Salaries & Wages	\$5,832,810
Total Fringe & Benefits	\$1,633,187
Total Contract Labor	\$158,436
Total Administrative Support & Contracted Svcs	\$744,266
Total Lab & Medical Services/Supplies	\$202,594
Total Supplies	\$207,375
Total Rent	\$216,733
Total Utilities	\$286,685
Total Professional Fees (Legal, Accounting, Consultants)	\$126,263
Total Maintenance	\$137,445
Total Transportation	\$37,065
Total Food	\$304,500
<b>Total Controllable Expense</b>	<b>\$9,887,357</b>
Non-Controllable Expense	
Total Business Insurance	\$128,088
Total Interest	\$132,956
Total Property and Other Taxes	\$19,273
Total Depreciation	\$300,000
<b>Total Non-Controllable Expense</b>	<b>\$580,317</b>
<b>Net Income / (Loss)</b>	<b>\$36,502</b>

## Capital Budget Fiscal Year 2019-20

	<u>Budget FY19</u>	<u>Notes</u>
<b>Capital Reserves FY2018</b>		
Reserves Operating Account (at Start Fiscal Year)	\$ 1,270,114	A
Net Income FY 2019	\$ 36,502	
<b>Total Capital Reserves</b>	<b>\$ 1,306,616</b>	
<b>Current Major Repairs &amp; Replacements</b>		
Vehicle Libhouse	\$ 25,000	
Upgrade Main Street Facilities	\$ 85,000	
<b>Total Current Major Repairs &amp; Replacements</b>	<b>\$ 110,000</b>	
Depreciation FY19 (no cash acitvity)	\$ 300,000	
<b>CAPITAL RESERVES BALANCE (Projected June 2019)</b>	<b>\$ 1,496,616</b>	

### Notes

A: Cash @ end of FY19

Memorandum

**To: Hon. David R. Martin**  
**Mayor of Stamford**

**From: John Hamilton, LMFT, LADC**  
**President & CEO, Liberation Programs**

**Re: Budget Narrative**

**Date: January 10, 2019**

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Since 1971, Liberation Programs has served Stamford, making recovery from substance misuse a reality for thousands of members of the community. Liberation provides critically-needed services to those suffering from addiction as well as prevention-based outreach to youth to encourage them to make better choices in their lives.

Budget support from the City of Stamford helps Liberation Programs to ensure a robust offering of both inpatient and outpatient programs from our location in downtown Stamford. Through the requested budget support, the City helps to make possible our Stamford-based array of services, including inpatient treatment for men; outpatient medication-assisted treatment; mental health counseling; case management; and basic essentials (e.g. hygiene items, bedding, clothing, etc.).

This funding is used to support the staffing necessary to run the facilities, along with other operating costs such as utilities, insurance, food, supplies, and debt service. In short, budget support gives Liberation the ability to spend where needed in order to effectively, efficiently run our treatment and mental health programs in Stamford.

With regard to Liberation's current fiscal year operating budget, for the first time in many years we are projecting an operating loss (approximately \$408,000). This is attributed to several factors. First, we have \$254,000 in depreciation expenses. These are non-cash expenses, resulting primarily from the need to write off the remaining net book value of our existing Bridgeport properties that are being demolished to make way for a new Health and Wellness Center in that city. An additional \$62,000 of this net loss relates to the increased interest expense on \$1.5 million in mortgage loans that are funding the construction of the center in Bridgeport.

On the revenue side, we are projecting a reduction of approximately \$119,000 in funding from the State of Connecticut. At the same time we are projecting increases in operating expenses. The most significant increases are the result of: 1) salaries and benefits relating to the addition of two new staff positions in the Development Department; 2) salaries and benefits relating to increased staff needs at the Health and Wellness Center when it opens in the first quarter and 3) an expected 15% increase in the cost of providing healthcare coverage to the staff.

Liberation has long prided itself on its commitment to serving the behavioral health needs of the individuals and families of lower Fairfield County, regardless of clients' insurance status or ability to pay. In a time of great uncertainty vis-à-vis public funding and health insurance reimbursement, funding such as that provided by the City of Stamford has never been more vital.

We are grateful for the City's long-time support, and for your consideration of the present request. As always, I am at your disposal to answer any questions you may have.