NL HOMELESS HOSPITALITY CENTER

BUDGET REQUEST

FY2023

NEW LONDON Homeless Hospitality Center

Administrative Office
730 State Pier Road
Post Office Box 1651
New London, CT 06320

Program Office
325 Huntington Street
New London, CT 06320

www.NLHHC.org
(860) 439-1573

December 8, 2021

Mr. Robert J. Brule
First Selectman
Town of Waterford
15 Rope Ferry Road
Waterford, CT 06385

Dear Mr. Brule,

I am writing to ask the Town of Waterford to join its southeastern Connecticut neighboring towns in supporting the New London Homeless Hospitality Center.

The work of the New London Homeless Hospitality Center (NLHHC) provides an essential service to the Waterford Community, and it will be my pleasure to continue to further the mission of the center, together. We request funding from the Town of Waterford in the amount of $7,500. While this represents an increase in the amounts previously received from the Town of Waterford, so have the essential services we offer.

The New London Homeless Hospitality Center doesn't just offer hospitable shelter to neighbors experiencing homelessness but also offers tools to help guests achieve and sustain permanent housing. This year, for example, NLHHC opened a housing resource center that offers help to people before homelessness happens. Next year, we are further expanding our services to provide mortgage-related counseling and assistance through HUD, so that more members of our community can feel relief from the extreme financial constraints that cause homelessness. This growth in effectiveness requires the ongoing support of our whole community.

Our 36-bed (beds have been decreased due to Covid) shelter is a place of safety and welcome; our respite center also provides care to individuals facing health crises, including pneumonia, broken bones, and cancer. We help guests find affordable housing and manage four houses locally that offer extremely low rents. We collaborate regionally with dozens of public and private programs and agencies to address, as fully as possible, the underlying causes of homelessness for every individual. Guests receive personalized support to connect to the help they need, whether it's a new driver's license, treatment for an addiction, or preparation for a job interview.

Our shelter beds were used over 10,000 nights by people who identified their last addresses as from 38 Connecticut towns, including four at least residents who identified Waterford as her or his last known address in 2020. The number of people who have used the Housing Resource Center to complete UniteCT applications and receive other housing-related assistance is currently unmeasured. We believe that a regional approach makes sense, rather than each town attempting to provide its own services for people experiencing homelessness. And we believe that our entrepreneurial approach – based on best practices and the latest research – is most effective.

Municipal budgets are extremely tight, but the commitment of our region to help our neighbors in crisis is so important. Homelessness is not a problem that affects only a single town or our urban areas. It is a problem for all of us.

If you have any questions or need more information, please don't hesitate to contact me. In fact, it would be my pleasure to host you for a tour of our facilities and to meet just some of the people your support would aid. Thank you for your time and consideration. I know that you have many difficult choices to make.

Sincerely,

Annah Perch

Annah Perch
Development Manager

TOWN OF WATERFORD
15 Rope Ferry Road
Waterford, CT 06385
860-442-0553

SOCIAL SERVICES GRANT FUNDING REQUEST

ORGANIZATION NAME: New London Homeless Hospitality Center

REQUEST DATE (FISCAL YEAR): 2022-2023

REQUESTED AMOUNT: 7,500

BENEFIT STATEMENT (Describe how these funds will be used)

Support for the operations of this regional homeless shelter and housing support agency which is available to Waterford residents facing housing insecurity or homelessness.

Per Town of Waterford Budget Guidelines: please attach a certified audit report of all funds appropriated during the last completed fiscal year to your funding request.

DECLARATION

I, the requester, understand that I am requesting public funds from the Town of Waterford. I declare that this request does not pose any potential conflict with the Town of Waterford and I will provide any documentation requested by the Town of Waterford to authorize funding this request or review the appropriateness of the request.

[illegible signature]
Signature

12/10/21
Date

NEW LONDON **Homeless Hospitality Center**

Annual Report

July 1, 2019-June 30, 2020

The New London Homeless Hospitality Center does many things, but emergency shelter has always been our foundation. How we think about emergency shelter, however, has changed since our founding almost fifteen years ago. In this year's annual report, we continue to report on progress measured against specific goals that have guided our work in addressing homelessness. We also outline some new directions we plan to explore.

This year's report also shares some of the many ways Covid 19 has forced us to adapt in order to continue providing essential supports in the safest possible way. With the hard work of our staff, we have changed how we operate, but we have not missed a single day providing essential supports to our neighbors experiencing homelessness. We have not done this alone. Volunteers have continued to serve. Our board of directors has been fully engaged. The City of New London under the leadership of Mayor Passero and Social Service Director Jeanne Milstein have been remarkable partners on many fronts. The network of providers that make up the homeless response system continues to work as a team. Also critical has been support from Ledge Light Health District, the CT Department of Housing, L+M Hospital, the Community Health Center and the VNA of SE CT.

PROGRESS TOWARD CORE GOALS

I. FROM HOMELESSNESS TO SAFETY

Homelessness is a crisis. People need someone to talk with—quickly. People need help figuring out steps they can take to address the crisis they are experiencing. People need to be able to get a shelter bed if they have no other options.

When we began, people facing homelessness had to call from shelter to shelter, usually being told the shelter was full. Today, all of Connecticut has a coordinated access system that allows people to call 211 and be linked immediately to a face-to-face meeting to discuss their situation. For individuals in our region, most of these initial appointments take place at NLHHC.

When we started, people faced long waiting lists for shelter entry, leaving many of our neighbors outside while they waited for a shelter bed. Today, our system works more effectively allowing us to offer much quicker access to life-saving supports.

A. Quick access to help

Goal: People facing homelessness should have rapid access to a person who can discuss their situation and provide information on services available.

Actual: Individuals facing homelessness in our region were able to access an appointment to discuss their options in addressing their housing crisis within 2 days of their call to 211.

In the past fiscal year, we also added same day "emergency" appointments seven days a week: a person who would otherwise be unsheltered that night was able to talk with an HHC staff member that same day.

Our "front door" has stayed open this whole year though we have needed to adapt to the Covid-19 crisis in a variety of ways. We are using virtual tools where possible. Many initial appointments are now completed over the phone. Our CAN (Coordinated Access Network) assessment staff have been trained in conducting health screenings and linking people to appropriate quarantine and isolation options.

B. Diversion when possible

Goal: *Our first effort should be to assist people in solving their housing crisis quickly, avoiding their need for emergency shelter.*

Actual: In 2019-20 we expanded our diversion staffing with funding from the federal Community Development Block Grant (CDGB), graciously administered for our region through the Town of Stonington. Every initial CAN interview included an effective focus on discussing alternatives to shelter. This effort helped people remain in housing and freed up shelter beds for people without options. Approximately a quarter of those reporting to their CAN assessment interview were diverted—that is, helped to find alternative solutions to their housing crisis.

The effort to find shelter alternatives did not, however, end at the conclusion of the initial CAN interview. Staff continued to encourage people waiting for shelter admission to explore possible housing options. This added discussion has paid off, as 20% of those who initially felt shelter was their only option resolved their housing challenge and never came in to shelter.

C. Shelter bed when needed

Goal: People facing homelessness should have quick access to safe and well managed emergency shelter if they need it.

Actual: Vulnerable people in need of shelter were admitted immediately. Our shelter wait list rarely required people without other options to wait more than a few days to get access. A total of 395 different individuals were enrolled in our emergency shelter. Especially vulnerable individuals were offered access to Department of Housing hotel rooms beginning in April. In addition, during the cold weather, HHC operated a winter warming center to assure that people waiting for regular shelter had at least a warm place to be at night.

The Covid-19 crisis presented multiple challenges to achieving our goal of quick access to safe shelter for all who need it. In March, we reconfigured our shelter layout to achieve the social distancing required to control virus spread. This reduced our capacity by about 20%. Operating safely also required the implementation of multiple protocols including the following: mask wearing, reconfiguring seating areas, stepped up cleaning, staff training, health screening protocols and intensive efforts to inform guests about hand washing.

As the Covid crisis accelerated in March, we feared a major surge of Covid positive cases and worked with the City of New London to create an off-site Covid isolation site on Viets Street. While the surge fortunately did not occur, Viets Street safely housed 25 individuals who were symptomatic or Covid positive. The site allowed us to provide discharge options for L+M hospital to free up in-patient beds, provided a place for recuperation for those impacted by Covid, and kept the general shelter population safer. As cases declined, we were able to close the Viets Street site but continue to have an organized quarantine section within our existing shelter.

In total, approximately 500 people accessed a shelter option through HHC during the last fiscal year.

D. Fewer barriers to shelter use

Goal: Shelter needs to be organized to provide people facing multiple challenges, particularly substance use disorders and mental health challenges, with the opportunity to use shelter successfully. To operate safely and effectively the shelter must set behavioral expectations. Staff must strive, however, to implement these expectations with flexibility and skill, so as to minimize the number of people who need to be excluded from shelter involuntarily.

Actual: Overall, negative exits declined to 8%.

E. Treatment when requested

Goal: Individuals who seek assistance in addressing substance use disorders should have access to recovery supports that complement rehousing efforts.

Actual: Shelter staff worked closely with Recovery Navigators, treatment programs and community-based options to help people link to recovery support. Last fiscal year we assisted 46 individuals to find intensive treatment options and 118 individuals to locate other program options that eliminated the need to remain in the HHC shelter.

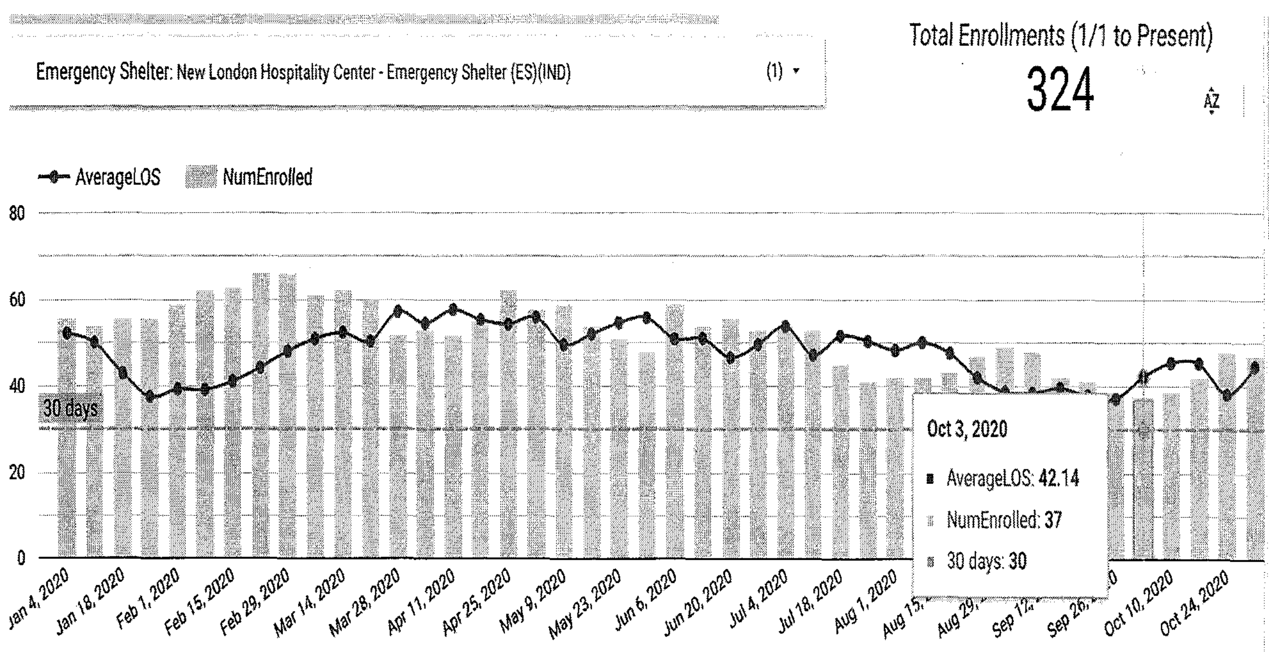
II. FROM SHELTER TO HOUSING

When we started, HHC provided only a place to sleep. Early on, however, we saw that housing, not just emergency shelter, is the ultimate answer to homelessness. Today we have a robust program of housing location support and short-term rental assistance that helps people get back to housing more quickly. Someone who gets a job or has some income can now get into housing right away, without having to wait weeks or even months to save enough for a security deposit and first month's rent. These supports are dramatically shortening the amount of time people spend in shelter and allowing them to get back to their jobs and community more quickly.

A. Shorter shelter stays

Goal: Shelter is a lifesaving resource but should be like a trampoline: helping people bounce back to housing as soon as possible. Shorter shelter stays are better for our guests and also free up capacity to serve new people in need. Our goal is to reduce the average length of stay in shelter to 30 days by helping people exit more quickly for housing.

Actual: While our shelter stays are 40% shorter than the statewide average for similar shelters, we have not yet achieved our target of 30-day average length of stay.



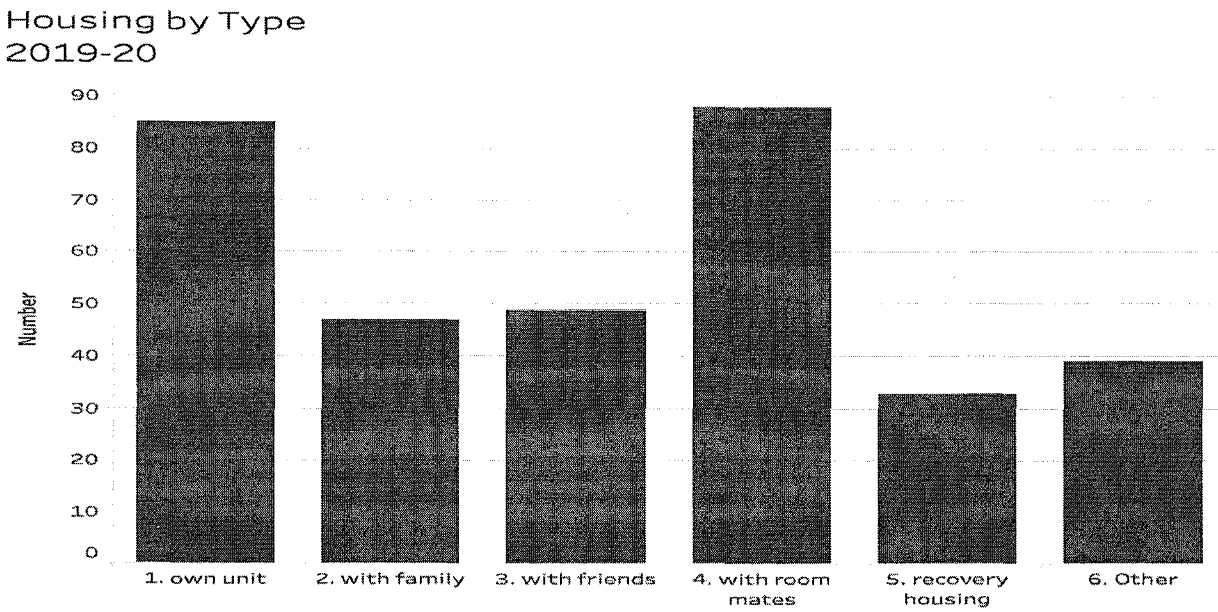
(ctcandata.org)

B. More exits to housing

Goal: With the right supports, many people can reconnect to housing quickly. HHC housing location staff help people find vacancies, and our shelter staff help guests address other issues that stand in the way of housing.

Actual: Housing is the answer to homelessness. NLHHC continued to make progress in maximizing entries to housing, beginning with the CAN appointment and continuing through shelter enrollment. 52% of NLHHC shelter exits were to permanent housing compared with a statewide average of 38%. Housing placements were also achieved in the diversion process and through outreach efforts to people who were unsheltered. Overall, we recorded 341 exits to housing in the last fiscal year.

The majority of our guests have very limited income. Increasing housing placements, therefore, required great staff support but also creativity in helping people with find housing options they can afford. As indicated below, for most people this meant sharing housing with others.



C. Greater housing stability

Goal: While housing is the start, keeping housing is the longer-term goal. Short-term rental assistance (security deposits and help paying rent) is a critical resource to allow very low-income people to stabilize in housing. With the onset of the Covid crisis, the CARES act provided new resources for housing assistance.

Actual: We began using new CARES Act resources to invest heavily in increasing our housing capacity at the end of 2019-20, with an intense focus on building relationships with local landlords. As these relationships brought housing leads, we developed the infrastructure to process rental assistance requests and meet multiple documentation requirements from different new funding sources. These efforts generated increased housing placements and allowed us to help people access over $234,000 in rental assistance payments (outside HHC's budget!) in the first four months of the current fiscal year.

NEW DIRECTIONS

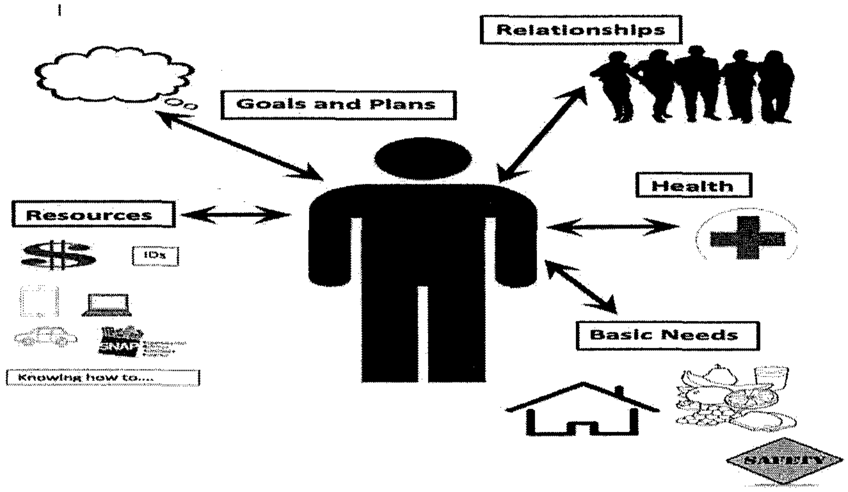
SEEING THE WHOLE PERSON

As a nation we have approached homelessness as a problem that can be solved with **programs**. When HHC started in 2006, emergency shelter was the **program** tapped to address the problem of homelessness. Then about ten years ago, a new national focus called "HOUSING FIRST" shifted attention to housing as the most effective **program** intervention.

As the earlier parts of this report make clear (see especially Sec. II), much has been accomplished with an investment in effective **programs**. We increasingly see, however, that lack of income, physical/mental health issues, substance-use disorders, limited social networks and other challenges remain even after housing is in place. All these challenges are easier to solve once a person is housed. But without added supports, they can drag a person back onto the path of homelessness all too quickly.

Many social service thinkers therefore see the need to add a more **person-centered** approach, one which recognizes that external realities (lack of housing or income) can be addressed with good **programs,** but that the individual's own internal <u>capacity</u> (resilience, focus, motivating goals, knowledge) are critical to long-term success. A **person-centered** approach understands that each person faces a unique set of challenges and brings a unique combination of strengths to the task of maintaining housing.

What increases a person's capacity to stay stably housed?



A **person-centered** approach also recognizes that solving problems is not the same as setting people up to really thriving. To use a medical analogy, being free of the problem of disease is not the same as the thriving we call health. We survive when we solve problems...we thrive when we embrace possibilities that give our lives meaning. A **person-centered** plan addresses challenges but also asks "what kind of life do you want?" and "how can we build that?".

A **person-centered** approach therefore seeks to help build each person's unique capacity to achieve the goals that matter to them. Such an approach has to be:

- flexible (each of our challenges and dreams differ),
- focused on possibilities (we are each more than our problems)
- focused on relationships (change happens and people thrive when they feel supported in strong human relationships),
- available over the longer term (capacity takes time to build) and
- empowering of individual agency (as opposed to the dependency encouraged by some program approaches).

Adopting a more **person-centered** approach at HHC does not, of course, mean that we can lessen our focus on offering quality housing programs. It also does not mean that HHC can provide all the supports an individual identifies as important. We believe HHC can, however, still organize the help we have in a more person-centered way.

Program Centered	**Person Centered**
Agency led	Participant led
Problem focused	Possibility focused
Narrowly focused financial assistance	Flexible financial assistance
Assigned provider	Choice of provider
Directing and telling	Listening and guiding
Case management	Navigation and accompaniment
Episodic	Longer term if desired
Office based	Community based

The Covid crisis has slowed our work on implementing this person-centered effort. We continue, however, to invest in our Help Center, which has been grounded in a person-centered approach for years: offering flexible financial assistance, access to technology that allows people to act on their own behalf and individualized information on resources. One new step has been the creation of a Navigation Center, where we are experimenting with offering more in-depth one-on-one assistance informed by person-centered approaches.

ADDRESSING RACIAL INEQUITY

The deep-seated impact of racial injustice on every aspect of American society is becoming increasing clear. HHC is not immune from a need for deep reflection and analysis on the impact of racial inequality. This process has just begun, but we have identified a few initial areas of focus.

Homelessness exposes the impact of racial inequality. According to a report by the Pew Charitable Trust, for example, African Americans represent 13% of the general population, 21% of those living in poverty and 40% of those experiencing homelessness. More effective housing programs help address this inequity by provide the financial resources that help people pay for housing. Working with people as unique individuals, focusing on strengths, emphasizing possibility, building relationship that increase people's feeling of connection will also reduce the incidence of homelessness.

We have begun the work of analyzing our data and procedures to look for areas of improvement. One initial finding was the realization that the way we have organized access to our resources has resulted in underserving the local LatinX population—especially individuals who are undocumented and experiencing homelessness.

We are, therefore, working to better reach the LatinX community in partnership with the Hispanic Alliance. Special funding from the Department of Housing through the Connecticut Institute for Refugees and Immigrants (CIRI) has, for example, allowed us to launch a rental assistance program for undocumented individuals and families in partnership with the Hispanic Alliance. Our goal is to reach over 200 undocumented individuals and families with this assistance by February 2021.

Our initial assessment also identified organizational strengths upon which we can build. Our HHC staff is currently over 50% people of color and includes many individuals who have experienced homelessness themselves. They bring a rich mix of experience to our work. Our next challenge is to do more to let this experience deeply inform our work, offer this outstanding staff better pay and increased opportunities for promotion within HHC.

THANK YOU

For more information on our work please visit our website at NLHHC.org where you will find our financial statements, a list of our board of directors, more information on our services and information about our donors.

None of this work would be possible without the financial and volunteer support of so many generous members of our community. We appreciate your help and invite you into ever deeper partnership in the effort to make homelessness rare, brief and non-recurring in our area. Information about volunteering and donating can be found on our website.

Catherine Zall
Executive Director
NLHHC.org

NEW LONDON HOMELESS HOSPITALITY CENTER, INC.

FINANCIAL STATEMENTS
AS OF JUNE 30, 2020

TOGETHER WITH

INDEPENDENT AUDITORS' REPORT,

AND

FEDERAL SINGLE AUDIT REPORTS

HOYT FILIPPETTI & MALAGHAN LLC

CERTIFIED PUBLIC ACCOUNTANTS

NEW LONDON HOMELESS HOSPITALITY CENTER, INC.
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JUNE 30, 2020

NEW LONDON HOMELESS HOSPITALITY CENTER, INC.
STATEMENT OF FINANCIAL POSITION
JUNE 30, 2020
(With Summarized Financial Information for 2019)

ASSETS

	2020	2019
CURRENT ASSETS		
Cash and cash equivalents	$ 987,565	$ 564,960
Grants receivable	302,742	37,699
Prepaid expenses	40,741	48,876
Total current assets	1,331,048	651,535
PROPERTY AND EQUIPMENT, net	3,219,926	3,152,658
Total assets	$ 4,550,974	$ 3,804,193

LIABILITIES AND NET ASSETS

	2020	2019
CURRENT LIABILITIES		
Current maturities of long-term debt	$ 101,976	$ 89,953
Accounts payable	12,552	15,611
Deferred revenue	219,232	-
Accrued expenses	135,414	106,585
Security deposits	17,363	23,467
Total current liabilities	486,537	235,616
OTHER LIABILITIES		
Long-term debt, less current maturities	703,584	422,435
Total other liabilities	703,584	422,435
Total liabilities	1,190,121	658,051
NET ASSETS		
Without donor restriction:		
Undesignated	819,654	354,180
Designated as investment in property and equipment, net of related debt	2,414,366	2,640,270
Total net assets without donor restrictions	3,234,020	2,994,450
With donor restrictions	126,833	151,692
Total net assets	3,360,853	3,146,142
Total liabilities and net assets	$ 4,550,974	$ 3,804,193

The accompanying notes are an integral part of these financial statements.

NEW LONDON HOMELESS HOSPITALITY CENTER, INC.
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2020
(With Summarized Financial Information for 2019)

	Without Donor Restrictions	With Donor Restrictions	2020 Total	2019 Total
REVENUES				
Grants and contracts	$ 1,762,152	$ -	$ 1,762,152	$ 1,483,101
Contributions	723,444	34,000	757,444	514,389
Non cash contributions:				
Building rent	13,500	-	13,500	19,625
Thrift shop sales	84,357	-	84,357	139,958
Other income	14,174	-	14,174	11,597
Net assets released from restrictions	58,859	(58,859)	-	-
	2,656,486	(24,859)	2,631,627	2,168,670
EXPENSES				
Program services:				
Day and night shelter	929,683	-	929,683	711,964
Thrift shop program	115,334	-	115,334	175,117
Housing	903,515	-	903,515	786,122
Total program services	1,948,532	-	1,948,532	1,673,203
Supporting services:				
Management and general	418,545	-	418,545	261,452
Fundraising	49,839	-	49,839	38,378
Total supporting services	468,384	-	468,384	299,830
Total expenses	2,416,916	-	2,416,916	1,973,033
Change in net assets	239,570	(24,859)	214,711	195,637
NET ASSETS, beginning of year	2,994,450	151,692	3,146,142	2,950,505
NET ASSETS, end of year	$ 3,234,020	$ 126,833	$ 3,360,853	$ 3,146,142

The accompanying notes are an integral part of these financial statements.

NEW LONDON HOMELESS HOSPITALITY CENTER, INC.
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2020
(With Summarized Financial Information for 2019)

	2020								
	PROGRAM SERVICES				SUPPORTING SERVICES				
	Day and Night Shelter	Thrift Shop Program	Housing	Total	Management and General	Fundraising	Total	Total 2020	Total 2019
Salaries	$ 561,967	38,590	489,125	$ 1,089,682	$ 208,248	32,329	$ 240,577	$ 1,330,259	$ 1,049,957
Payroll taxes and benefits	74,899	3,955	52,863	131,717	42,863	3,081	45,944	177,661	168,348
Total payroll related costs	636,866	42,545	541,988	1,221,399	251,111	35,410	286,521	1,507,920	1,218,305
Occupancy	33,898	11,984	86,778	132,660	2,791	-	2,791	135,451	115,369
Guest support	11,014	287	92,706	104,007	-	-	-	104,007	78,626
Insurance	-	-	-	-	86,172	-	86,172	86,172	48,505
Supplies	57,292	-	6,365	63,657	-	5,408	5,408	69,065	56,195
Repairs and maintenance	47,008	7,743	9,874	64,625	2,267	-	2,267	66,892	33,742
Rent	2,750	40,500	16,800	60,050	-	-	-	60,050	109,925
Miscellaneous	6,617	1,263	32,736	40,616	12,930	2,711	15,641	56,257	12,489
Professional fees	20,085	92	13,893	34,070	29,931	6,310	36,241	70,311	50,641
Telephone	25,160	947	21,195	47,302	602	-	602	47,904	36,846
Office expense and supplies	5,157	157	2,155	7,469	21,832	-	21,832	29,301	29,741
Casual labor	3,324	6,461	16,715	26,500	-	-	-	26,500	20,672
Interest expense	3,602	-	20,966	24,568	-	-	-	24,568	23,612
Travel	7,022	-	7,929	14,951	2,618	-	2,618	17,569	10,485
Vehicle expense	4,106	-	-	4,106	-	-	-	4,106	18,799
Bank and credit card fees	-	2,311	2	2,313	1,092	-	1,092	3,405	6,196
Staff development	-	-	-	-	3,022	-	3,022	3,022	8,094
Total expenses before depreciation	863,901	114,290	870,102	1,848,293	414,368	49,839	464,207	2,312,500	1,878,242
Depreciation	65,782	1,044	33,413	100,239	4,177	-	4,177	104,416	94,791
Total expenses	$ 929,683	$ 115,334	$ 903,515	$ 1,948,532	$ 418,545	$ 49,839	$ 468,384	$ 2,416,916	$ 1,973,033

The accompanying notes are an integral part of these financial statements.

NEW LONDON HOMELESS HOSPITALITY CENTER, INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2020
(With Summarized Financial Information for 2019)

	2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ 214,711	$ 195,637
Adjustments to reconcile the change in net assets to net cash provided by operating activities:		
Depreciation	104,416	94,791
Changes in operating assets and liabilities:		
Grants receivable	(265,043)	7,666
Prepaid expenses	8,135	(16,004)
Accounts payable	(3,059)	(62,506)
Accrued expenses	28,829	11,251
Security deposits	(6,104)	14,567
Deferred revenue	219,232	(78,947)
Net cash provided by operating activities	301,117	166,455
CASH FLOWS FROM INVESTING ACTIVITIES		
Cash outlay for property and equipment	(171,684)	(451,147)
Net cash used in investing activities	(171,684)	(451,147)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from long-term debt	375,700	-
Repayment of long-term debt	(82,528)	(20,451)
Net cash provided by (used) in financing activities	293,172	(20,451)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	422,605	(305,143)
CASH AND CASH EQUIVALENTS, beginning of year	564,960	870,103
CASH AND CASH EQUIVALENTS, end of year	$ 987,565	$ 564,960
SUPPLEMENTAL CASH FLOW INFORMATION		
Cash paid during the year for interest	$ 27,150	$ 17,809
Non cash investing and financing activities:		
Land and building acquired through assumption of long-term debt	$ -	$ 185,000

The accompanying notes are an integral part of these financial statements.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

PURPOSE OF ORGANIZATION

New London Homeless Hospitality Center, Inc. (the Center) was established to provide a place of hospitality for the homeless. At night, the Center provides a shelter for single adults. The goal is to provide a place of rest and safety in a setting that is welcoming and dignified. On an average night, the Center provides a place of safety for about fifty (50) men and women. During the day, the Center offers a hospitality center where the homeless can find sanctuary and practical assistance. The hospitality center helps address some of the practical aspects of being homeless such as getting mail, taking a shower, and finding a place to sit in cold weather. The hospitality center also works to link people with the resources they need to return to permanent housing. On an average day, eighty (80) people visit the daytime hospitality center. The thrift shop sells donated goods and the proceeds from the shop contribute to the support the Center's programs. The Center also provides a transitional housing program serving those experiencing homelessness.

USE OF ESTIMATES

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts and disclosures in the financial statements. Actual results could differ from those estimates.

PRIOR YEAR SUMMARIZED FINANCIAL INFORMATION

The financial statements include certain prior year summarized financial information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Center's financials as of and for the year ended June 30, 2019, from which the summarized information was derived. Certain reclassifications have been made to the 2019 amounts to conform with the current year presentation.

NET ASSET CATEGORIES

To ensure observance of limitations and restrictions placed on the use of resources available to the Center, the accounts of the Center are maintained in the following net asset categories:

Without Donor Restrictions

Net assets without donor restrictions represent available resources other than donor-restricted contributions.

With Donor Restrictions

Net assets with donor restrictions represent contributions and investment earnings thereon that are restricted by the donor either as to purpose or as to time of expenditure.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

RECOGNITION OF SUPPORT AND REVENUE

Grants and Contracts

Grants and contracts are generally characterized as exchange transactions in which the grantor or contractor requires the performance of specific activities.

Entitlement to cost reimbursement grants and contracts is based on the expenditure of funds in accordance with grant restrictions. Therefore, revenue is recognized to the extent of grant expenditures. For performance-based grants and contracts, revenue is recognized to the extent of the performance achieved. Grant receipts in excess of revenue recognized are presented as deferred revenue.

Contributions

Contributions are defined as voluntary, nonreciprocal transfers.

Unrestricted and unconditional contributions are recognized as support when received or pledged, if applicable. The Center recognizes contributions of cash and other assets as support with donor restrictions if they are received with donor stipulations that limit the use of such assets. When a restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets are reclassified and reported in the statement of activities as net assets released from restrictions. Contributions received whose use is contingent on the occurrence of a future event are presented as deferred support until such conditions are substantially met, at which time they are recognized as support.

Donated Services

The Center recognizes contributions of services received if they create or enhance nonfinancial assets or require specialized skills and would typically need to be purchased if not provided by donation. General volunteer services do not meet this criteria for recognition in the financial statements. However, a substantial number of volunteers have donated significant amounts of time to the Center's programs.

Donated Assets

Donated assets, including the usage of assets such as rent are recognized at their estimated fair market value.

The Center reports gifts of land, buildings, and equipment as unrestricted support. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted support. Absent explicit donor stipulations about how long those long-lived assets must be maintained, the Center reports expirations of donor restrictions in full when the donated or acquired long-lived assets are placed in service.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

CASH EQUIVALENTS

For purposes of the statement of cash flows, the Center defines cash equivalents as liquid investments with an original maturity of three months or less. The Center had cash equivalents totaling $392,762 as of June 30, 2020 which consist of money market accounts.

PROPERTY AND EQUIPMENT

Property and equipment acquisitions and improvements thereon that individually exceed $5,000 are capitalized at cost, if purchased or at market or assessed value on the date of gift or bequest. Depreciation is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Building and improvements	20 – 40 years
Vehicles	5 years
Furniture, fixtures, and equipment	5 – 10 years

Repairs and maintenance are charged to expense as incurred.

SALES TAX

The Center collects Connecticut sales tax from customers on the sale of taxable goods at the Thrift Shop. The Center remits the entire amount to the state. The Center's accounting policy is to exclude the sales tax collected and remitted to the state from revenue and expenses.

INCOME TAXES

The Internal Revenue Service has determined that the Center is exempt from federal income taxes on exempt function income as a public charity under Section 501(c)(3) of the Internal Revenue Code. Consequently, no provision for income taxes has been made in the accompanying financial statements.

The Center did not recognize any liability for uncertain tax positions as defined by accounting principles generally accepted in the United States of America.

The federal tax return of the Center for the year ended June 30, 2020 is subject to examination by the IRS, generally for three years after it has been filed.

METHODS USED FOR ALLOCATION OF EXPENSES AMONG FUNCTIONS

The financial statements of the Center report certain categories of expenses that are attributable to more than one program or supporting function. Therefore, these expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include depreciation, office, and occupancy, which are allocated on a square footage basis, as well as salaries and benefits, which are allocated on the basis of time and effort studies.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

SUBSEQUENT EVENTS

The Center has performed an evaluation of subsequent events through February 25, 2021, which is the date the financial statements were available to be issued. There were no subsequent events that require additional disclosure.

NOTE 2 - CONCENTRATIONS OF CREDIT RISK

The Center's financial instruments that are exposed to concentrations of credit risk consist primarily of cash and cash equivalents and grants receivable. The Center places its cash deposits in high quality financial institutions and such deposits are fully covered by federal depository insurance. Grants receivable consist primarily of amounts due under a contract with a federal agency. Based on historical experience, management believes these receivables represent negligible credit risk. Accordingly, management has not established an allowance for potential credit losses.

NOTE 3 - PROPERTY AND EQUIPMENT

A summary of property and equipment is as follows:

Land	$ 468,124
Construction in process	171,684
Buildings and improvements	2,890,935
Furniture and equipment	90,746
Vehicles	154,911
	3,776,400
Less: accumulated depreciation	556,474
	$ 3,219,926

Depreciation expense for the year ended June 30, 2020 was $104,416.

NOTE 4 - LINE OF CREDIT

The Center has established a $100,000 line of credit with a local bank. The line of credit bears interest at prime plus 1.5%. There was no activity with this line of credit during the year ended June 30, 2020.

NOTE 5 - LONG-TERM DEBT

A summary of long-term debt follows:

Equity Trust, Inc. mortgage, due December 2021, annual principal payments of $69,000 and monthly interest on the unpaid balance at 5.0%	$	124,125
Eastern Savings Bank mortgage, due September 2028, monthly payments of $860 including principal and interest at 4.75%		65,040
Equity Trust, Inc. mortgage, due May 2024, monthly payments of $664 including principal and interest at 5.0%		56,826
Equity Trust, Inc. mortgage, due July 2021, monthly payments of $395 including principal and interest at 5.0%		41,433
Liberty Bank mortgage, due December 2035, monthly payments of $1,090 including principal and interest at 4.59%		144,217
Equity Trust, Inc. mortgage, due May 2025, monthly payments of $2,529 including principal and interest at 5.0%		132,219
SBA Paycheck Protection Program (PPP) loan, due April 2022, monthly payments of $13,602 including principal and interest at 1.0% starting in August 2021 if not forgiven		241,700
		805,560
Less: current maturities		101,976
	$	703,584

Principal maturities of long-term debt in each of the succeeding years are as follows:

Year ending June 30:		
2021	$	101,976
2022		367,263
2023		33,314
2024		34,966
2025		107,969
2026 and thereafter		160,072
	$	805,560

Interest expense on long term debt was $24,568 for the year ended June 30, 2020.

The PPP loan may be used for certain payroll and related costs as well as rent, utilities, and interest payments on debt. The SBA may provide forgiveness of principal and accrued interest under the loan agreement if the loan is used for the costs mentioned above. The Center believes they have spent the loan within the terms of the agreement, but no forgiveness has been applied for or granted as of June 30, 2020.

NOTE 6 - LIQUIDITY AND AVAILABILITY OF RESOURCES

The following reflects the Center's financial assets as of the statement of financial position date, reduced by amounts that are not available for general use due to contractual or donor-imposed restrictions within one year of the statement of financial position date. Amounts that are not available also include board designated amounts that could be utilized if the Board of Trustees approved the use. However, amounts already appropriated from either the donor-restricted endowment or quasi-endowment for general expenditure within one year of the statement of financial position date have not been subtracted as unavailable.

Financial assets, at year-end		
Cash and cash equivalents	$	987,565
Grants receivable		302,742
		1,290,307
Less those unavailable for general expenditures within one year, due to:		
Security deposits		17,363
Client custodial accounts		22,616
Contractual or donor-imposed restrictions		126,833
Financial assets available to meet cash needs for general expenditures within one year	$	1,123,495

NOTE 7 - NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions are restricted for the following at June 30, 2020:

Time-restricted	$	83,558
Purpose restricted: Housing program		43,275
	$	126,833

Net assets with donor restrictions that were released from donor restrictions during the year ended June 30, 2020 by satisfying the following restrictions:

Time-restricted	$	50,134
Purpose restricted: Housing program		8,725
	$	58,859

NOTE 8 - OPERATING LEASES

The Center leases the space for its Thrift Store Program under a month to month operating lease. The monthly lease amount is $3,000 plus utilities.

The Center also rents space for housing on a periodic basis as part of its Housing Program.

Rent expense under all these arrangements totaled $60,050, which includes $13,500 of donated rent, for the year ended June 30, 2020.

NEW LONDON HOMELESS HOSPITALITY CENTER, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2020

Grantor; Pass-through Grantor; Program Title; Description	Grant Number	Federal CFDA Number	Grant Period Ending	Grant Expenditures
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES				
Indirect:				
Passed through the State of Connecticut Department of Housing				
Social Services Block Grant				
Independent Living	15DOH0101CD A3	93.667		$ 113,318
Passed through the State of Connecticut Department of Mental Health and Addiction Services				
Projects for Assistance in Transition from Homelessness (PATH)				
Reliance House, Inc (PATH)		93.15		33,360
Total U.S. Department of Health and Human Services				146,678
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT				
Direct:				
Continuum of Care		14.267		34,705
Indirect:				
Passed through the State of Connecticut Department of Housing				
Continuum of Care				
Rapid Rehousing	17DOH0901CD	14.267		102,120
Rapid Rehousing	20DOH0901CD	14.267		29,767
Passed through the State of Connecticut Department of Mental Health and Addiction Services				
Continuum of Care				
Supportive Housing Case Management	18MHA2092	14.267		47,395
Passed through the Connecticut Coalition Against Domestic Violence, Inc. (CCADV)				
Continuum of Care				
Domestic Violence and Human Trafficking Rapid Rehousing	19DOH0901FJ	14.267		30,000
Passed through the Town of Stonington, Connecticut				
Community Development Block Grant		14.228		77,178
Passed through the City of New London, Connecticut				
Community Development Block Grant		14.228		7,000
Total U.S. Department of Housing and Urban Development				328,165
U.S. DEPARTMENT OF TREASURY				
Indirect:				
Passed through the State of Connecticut Department of Housing				
COVID-19 Coronavirus Relief Funding				
Thames Valley Council for Community Action, Inc.	20DOH1001CX	21.019		97,615
COVID-19 Coronavirus Relief Funding				
Coronavirus Isolation Site	12060/DOH46920/29561	21.019		65,000
Total U.S. Department of Treasury				162,615
U.S. DEPARTMENT OF HOMELAND SECURITY				
Indirect:				
Passed through the United Way of Southeastern Connecticut				
Emergency Food and Shelter National Board Program		97.024		65,500
Total U.S. Department of Homeland Security				65,500
U.S. DEPARTMENT OF VETERANS AFFAIRS				
Direct:				
VA Homeless Providers Grant and Per Diem Program		64.024		119,194
Total U.S. Department of Veterans Affairs				119,194
U.S. DEPARTMENT OF AGRICULTURE				
Indirect:				
Passed through the State of Connecticut Department of Social Services				
SNAP Employment and Training		10.561		8,000
Total U.S. Department of Agriculture				8,000
Total Federal Awards				$ 830,152

The accompanying notes are an integral part of this schedule.

NEW LONDON HOMELESS HOSPITALITY CENTER, INC.
NOTE TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2020

NOTE A - ACCOUNTING BASIS

BASIC FINANCIAL STATEMENTS

The accounting policies of New London Homeless Hospitality Center, Inc. (the Center) conform to accounting principles generally accepted in the United States of America as applicable to nonprofit organizations.

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

The accompanying schedule of expenditures of federal awards has been prepared on the accrual basis consistent with the preparation of the basic financial statements. Information included in the schedule of expenditures of federal awards is presented in accordance with the requirements Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

For cost reimbursement awards, revenues are recognized to the extent of expenditures. Expenditures have been recognized to the extent the related obligation was incurred within the applicable grant period and liquidated within 90 days after the end of the grant period.

For performance-based awards, revenues are recognized to the extent of performance achieved during the grant period.

New London Homeless Hospitality Center, Inc. has not elected to use the 10% de Minimis indirect cost rate.

New London Homeless Hospitality Center
Foundations Grants
April 1, 2020 through December 10, 2021

Type	Date	Num	Name	Amount	Balance
City of New London					
Sales Receipt	06/24/2020	6272	City of New London	25,000.00	25,000.00
Total City of New London				25,000.00	25,000.00
City of Norwich					
Invoice	04/15/2020	370533	City of Norwich	5,000.00	5,000.00
Total City of Norwich				5,000.00	5,000.00
Town of East Lyme					
Sales Receipt	07/23/2020	6321	Town of East Lyme	3,000.00	3,000.00
Sales Receipt	07/23/2020	6322	Town of East Lyme	3,000.00	6,000.00
Sales Receipt	08/19/2021	7219	Town of East Lyme	3,000.00	9,000.00
Sales Receipt	10/27/2021	7289	Town of East Lyme	2,000.00	11,000.00
Total Town of East Lyme				11,000.00	11,000.00
Town of Groton					
Sales Receipt	12/03/2020	6644	Town of Groton	7,125.00	7,125.00
Sales Receipt	07/29/2021	7192	Town of Groton	7,125.00	14,250.00
Total Town of Groton				14,250.00	14,250.00
Town of Lisbon					
Sales Receipt	07/10/2020	6311	Town of Lisbon	1,000.00	1,000.00
Sales Receipt	03/05/2021	6950	Town of Lisbon	1,000.00	2,000.00
Sales Receipt	07/09/2021	7136	Town of Lisbon	1,000.00	3,000.00
Total Town of Lisbon				3,000.00	3,000.00
Town of Lyme					
Sales Receipt	06/16/2020	6261	Town of Lyme	500.00	500.00
Sales Receipt	07/13/2020	6304	Town of Lyme	500.00	1,000.00
Total Town of Lyme				1,000.00	1,000.00
Town of Montville					
Sales Receipt	04/09/2020	6144	Town of Montville	3,000.00	3,000.00
Sales Receipt	06/30/2021	7129	Town of Montville	3,000.00	6,000.00
Total Town of Montville				6,000.00	6,000.00
Town of North Stonington					
Sales Receipt	12/04/2020	6681	Town of North Stonington	1,000.00	1,000.00
Total Town of North Stonington				1,000.00	1,000.00
Town of Old Lyme					
Sales Receipt	06/22/2020	6283	Town of Old Lyme	1,500.00	1,500.00
Sales Receipt	06/17/2021	7085	Town of Old Lyme	1,500.00	3,000.00

Type	Date	Num	Name	Amount	Balance
Total Town of Old Lyme				3,000.00	3,000.00
TOTAL				**69,250.00**	**69,250.00**

New London Homeless Hospitality Center	
Proposed Budget 2021-22	
Income	**2021-22 Proposed**
Foundations	244,750
Faith community Gifts	24,000
Individual and Business	454,000
Respite	79,200
Surrounding Towns	20,725
Special Events	45,000
Rental income (SSVF)	12,000
Rental Income (net after write-offs)	317,500
Government Grants	1,678,000
Mental Health Waiver (Medicaid)	386,000
Total Income	**3,261,175**
Expenses	**2021-22 Proposed**
Total Staff	1,962,000
Fringe Benefits	358,000
Health Reimbursement	20,000
Simple IRA match	15,000
Staff Training	24,000
Accounting Fees	38,500
Equipment Purchase/Replacement	21,750
Travel (mileage and gas)	24,550
HUD Rent payments	28,000
Insurance	75,000
Loan amortization (Rental Properties)	45,000
Loan Amortization (State Pier Road and Bank St)	37,000
Master Lease payments	51,000
Miscellaneous (including Holiday gift)	22,000
Payments for Guests	142,000
Printing/Postage	9,200
Professional Fees (not accounting)	53,400
Property Taxes	40,400
Repairs & Maintenance	73,500
Supplies	50,500
Telephone	43,600
Utilities (gas, electric, water)	114,000
Total Expenses	**3,248,400**

Housing Resource Center

New London Homeless Hospitality Center

	WEEKLY							Funding Source Breakdown		ANNUAL			
										TOTAL		SOURCE BREAKDOWN	
	budget basis	people/ week	Hours/ person	Hours/ week	Cost /hour	Total Cost/week		Other Funding	NL ARPA Pilot	Total Annual		other funding	ARPA
Housing Resource Center supervisor	hours			40	$ 30.00	$ 1,200		$ 1,200		$ 62,400		$ 62,400	$ -
Front desk (phone calls, screening documents e	hours			48	volunteers					$ -		$ -	
Resource specialist	hours			40	$ 21.60	$ 864			$ 864	$ 44,928		$ -	$ 44,928
Housing Counseling Agency Coordinator	hours			8	$ 50.00	$ 400			$ 400	$ 20,800		$ -	$ 20,800
Housing Stabalization/Eviction prevention (renters)													
one-on-one meetings and plans	people	20	2	40	$ 21.60	$ 432			$ 432	$ 22,464			$ 22,464
UniteCT	people	75	1	75	$ 21.60	$ 1,620		$ 1,620		$ 84,240		$ 84,240	$ -
Housing Counseling Agency services (current or potential homeowners)													
group classes	hours			8	$ 27.60	$ 221			$ 221	$ 11,482		$ -	$ 11,482
one on one housing counseling	people	10	4	40	$ 27.60	$ 1,104			$ 1,104	$ 57,408		$ -	$ 57,408
						$ -							
Tech center (computers/support as needed)						$ -							
staffing	hours			25	$ 21.60	$ 540		$ 378	$ 162	$ 28,080		$ 19,656	$ 8,424
volunteers	hours			40	$ -							$ -	
Neighborhood outreach	hours			20	$ 19.20	$ 384			$ 384	$ 19,968		$ -	$ 19,968
Personnel Costs						**$ 6,765**		**$ 3,198**	**$ 3,567**	$ 351,770		$ 166,296	$ 185,474
Space (utilities/phones/internet/insurance etc.)						$ 500		$ 500		$ 26,000		$ 26,000	$ -
Flexible Financial assistance						$ 1,000		$ 250	$ 750	$ 52,000		$ 13,000	$ 39,000
Contracted Training/Supervision (HCA)						$ 250			$ 250	$ 13,000		$ -	$ 13,000
Total direct						$ 8,515		$ 3,948	$ 4,567	$ 442,770		$ 205,296	$ 237,474
Indirect (@20%)						$ 1,703		$ 790	$ 913	$ 88,554		$ 41,059	$ 47,495
Total Operating Budget						$ 10,218		$ 4,738	$ 5,480	$ 531,324		$ 246,355	$ 284,968
CAPITAL										$ 150,000		$ 150,000	$ -
TOTAL CAPITAL AND OPERATING										$ 681,324		$ 396,355	$ 284,968

[redacted]

Payroll Calculation

base pay	$ 16.00	$ 18.00	$ 23.00	$ 25.00
fringe (20%)	$ 3.20	$ 3.60	$ 4.60	$ 5.00
	$ 19.20	$ 21.60	$ 27.60	$ 30.00

New London Homeless Hospitality Center
Shelter Budget (based on 20-21 spending)

Note: We had many highly unusual expenses and funding sources in FY 20-21. This summary reports seeks to isolate expenses and income that are not specifically Covid related.

<u>**EXPENSES**</u>	**Shelter FY 22**	**Shelter FY 23**
Payroll (excluding Covid leave)		
Salary & Wages	388,157	400,000
Fringe benefits (@20%)	77,631	80,000
Other Direct Expenses		
Direct payments for guests (not covered by other funding sources)	14,339	15,000
Equipment	2,913	3,000
Printing copying and postage	3,515	3,500
Supplies (not covered by special Covid funding)	20,288	21,000
Repairs Maintenance (not covered by special Covid funding)	23,051	25,000
Utilities	13,661	15,000
Total Direct	543,554	562,500
Indirect (@10%)	54,355	56,250
Total Expenses	**597,909**	**618,750**

Projected Income Sources (restricted to shelter and Help Center)

INCOME	**Shelter/Help Center FY 22**	**Shelter/Help Center FY 23**
Bodenwein Foundation	1,000	1,000
Charter Oak	4,000	4,000
Electric Boat	5,000	5,000
Hoffman Foundation	25,000	25,000
Liberty Bank Foundation	5,000	5,000
Liberty Bank Giving Circle	2,000	2,000
Pfizer	2,000	2,000
United Way	17,000	17,000
Surrounding Towns	20,725	20,725
EFSP Phase 37--State (to 5/31/21)	20,000	20,000
EFSP Phase 37--New London	14,500	14,500
Community Development Block Grant	8,000	8,000
State DOH	246,533	246,533
Total Dedicated Income Streams	**370,758**	**370,758**
Unrestricted Donations	**227,151**	**227,151**

HHC Organization Chart
August 2021

Executive Director

Catherine Zall

CAN/Diversion

Barbara Montrose

CAN/Diversion
Ileana Soto-Valentin
Deuane Phachanh Oren
Sheri Kovalik
Phillip Brose (.5)

Diversion/UniteCT Housing
Noreen Zupnik (25 hours)

Emergency Shelter

Tori Bulted

Shelter Services
Lania Harris

Shelter Help Center (and rapid exit)
Ada Lilong
Barbara Perkins

Shelter Supervisors
Celida Baez
Seretta Stilley

Shelter Staff
Russell Robinson
Michael Drayon
Cody Taylor
Sara Leone
William Cancel
Jorge Santana

Housing Team

Ron Steed

Housing Location
Rachael Perkins
Marita Johnson
Jennifer Rector (.5) shared housing placements
Julia Castro
Bri Widham (.5)

Moving
Bri Widham (.5)

Intensive Case Management
Kate Griffith
Lonnie Graham
Mark Peake (.75)
Alba Barstow
Andy Nobles (.5)

VA GPD
Mirca Reyes
Mark Peake (.5)

Outreach
David Horst (.5)

Ron Other
Voucher process tracking

HPT rep.

Housing Resource Center

Lisa Russo

Tenancy Supports (including HHC properties--see note)
Jennifer Rector (.5)
Coleman Wallace
Noreen Zupnik (15 hours)
Alexis Mootry
David Horst (.5)
Sydney Fort (.5)

Housing Operations
Sarah Jarrett (payment processing) (.5)

UniteCT
Miranda Ronai
Sydney Fort (.5)
Sheri Kovalik (as available)
Fatima Serrano (part time)
Judy Serrano (part time)
Caroline Karakey (part time)
Kassandra Olmedo (part time)

Employment
Katherine Brown

Tenant Liaisons

Jenn--Mater leases
Coleman--70 Mountain and Steward
Alexis-Friendship Street
Noreen--Broad and Williams

Medicaid Funded Housing Supports

Steve Elci

MHW
Daisy Clay
Dorothy Ames
Carolyn Denoia
Eric Johnson
Jay Connor
Joan Johnson
Lisa Saccu
Tammy Alger

CHESS
TBD

Administration

Accounting
Marilyn Glover
Nicole Thomas

Personnel (AA/EOE Officer)
Nicole Thomas

HMIS and IT
Dave Lang

Rental Properties Maintenance
Arthur Lerner

Admin. Facilities
Andy Nobles (.5)
Dan Bachinski

Development and Volunteers
Annah Perch

Reporting and Compliance
Donna Russo

Health Services
Dana Dixon
Philip Brose (.5)