In a moment of reflection upon my situation, and upon those of my fellow clients here at the Columbus House, it came to my attention that a word of thanks is in order...the environment here has fostered a favorable situation for myself and the others to grow, prosper and ultimately heal our wounded beings and correcting our wayward ways.
In a moment of reflection upon my situation, and upon those of my fellow clients here at the Columbus House, it came to my attention that a word of thanks is in order...the environment here has fostered a favorable situation for myself and the others - to grow, prosper and ultimately heal our wounded beings and correcting our wayward ways.
Dear Friends,

We have been celebrating our 25th Anniversary all year, recognizing the history of Columbus House, remembering our first few years, when we housed people in a 34-bed shelter on that first cold November night. We have learned many lessons over the years, lessons that have led to the development of new programs and housing opportunities, with the goals of moving people toward recovery and independence.

Lesson learned: Every client will create his or her own unique plan for recovery. The work of the case manager is to help each client identify the steps that he or she must take to integrate into the community. Those steps might include vocational services, education, mental health and addiction treatment. Each year, we make hundreds of referrals to services that can address these and other needs of the clients we serve.

Lesson learned: There must be a variety of housing options available. Transitional housing is a critical step for many clients who need the structure to help them learn the skills needed to succeed in independent housing. Columbus House offers three such programs; Sojourner’s Place, On the Move and Davenport House. Permanent supportive housing is for those who need the support of on-site case managers to help them maintain their housing. Cedar Hill, Legion Woods, and Whalley Terrace are examples of such housing where Columbus House provides case management services on-site.

Lesson learned: We can only do this work within the context of a robust service system, and with the help of the entire community. There are myriad collaborations and partnerships among the many agencies working with people who are homeless. None of us could accomplish our goals alone but must work together to leverage funding and support to create solutions to homelessness. We also need and value the support of the community through civic and faith groups, corporations, small businesses, student groups, elected officials, our donors and others.

Because of these lessons and more, people like Frances, who you will meet within the following pages, are able to regain their lives, to become part of a community again, to embrace recovery and success. We are grateful for the long history of Columbus House and grateful for the possibilities that lie ahead.

Thank you for being a part of our history through your generous support of the work that we do. We invite you to be part of the future!

Sincerely,

Alison Cunningham
One of the primary things I am thankful for is the “Doll House,” by which I mean the Length of Stay program. It showed clients that with some space, an enforcing ideal of cleanliness and order, and a little striving, we can maintain a facsimile of our own living space...in a controlled environ, in which we are reinforced by the positive and uplifting aid of the staff. I’d like to
Dear Friends,

Many of you have heard me say in the past that when I joined the board some 9 years ago, I thought that Columbus House was just an emergency shelter on Columbus Ave.

I learned quickly, even then, that the scope of services provided by this agency far exceeds the beds and cots provided to homeless men and women throughout the year.

The staff at Columbus House is committed to providing comprehensive services to every person who walks through that shelter door, to support him through the initial emergency of homelessness to the success of permanent housing. We are proud of the fact that 82% of every dollar raised is poured into the direct care of people who come to our doors for help. With close to 100 employees, 7 housing sites, and an array of case management services, we are helping to create positive change in our community.

With your help, we have been able to create a strong organization committed to ending homelessness. With your continued support, we can one day reach that goal.

Sincerely,
Joe Pajor

MISSION

To serve people who are homeless or at risk of becoming homeless by providing shelter and housing and by fostering their personal growth and independence.
In a moment of reflection upon my situation, and upon those of my fellow clients here at the Columbus House, it came to my attention that a word of thanks is in order... the environment here has fostered a favorable situation for myself and the others – to grow, prosper and ultimately heal our wounded beings and correcting our wayward ways.
FRANCES HUCKABY (who has given permission to use her real name) has made the longest journey – from the despair of homelessness to a productive, happy life.

In May 2005, Frances wrote a letter to the staff and board of Columbus House, thanking them for their help, and acknowledging the progress she has made. She expressed her appreciation for the support systems that Columbus House provided as she moved from homelessness to shelter of her own. Not many clients are able to articulate the feelings and gratitude as eloquently as Frances did in that letter, but she likely spoke for many of her fellow clients – as well as hundreds more who came before her.

In a moment of reflection upon my situation, and upon those of my fellow clients here at the Columbus House, it came to my attention that a word of thanks is in order...the environment here has fostered a favorable situation for myself and the others – to grow, prosper and ultimately heal our wounded beings and correcting our wayward ways.

Ten years ago, Frances, originally from North Haven, was a volunteer at the shelter on Columbus Avenue. She sorted donated clothing, helping clients find the sizes they needed, and helping the staff keep the clothes closet organized. Never did she dream that she would become a client at Columbus House in a few short years.

Her life changed radically after a debilitating illness that left her dependent on the painkiller oxycontin. Even through the haze of her addiction, Frances realized she could no longer manage her apartment. She felt she was losing control of her life. As her dependency progressed, she knew she had to give up the apartment and seek help. Her first step was de-tox, to get herself off the medication meant to ease her pain.
Frances recalls de-tox as “a painful, exhausting but necessary step in my recovery process.” Before she got sick, Frances used to look down on people using drugs, but she had come to understand the addiction process and she now has tremendous compassion for those trying to “kick the habit.”

Once clean, Frances was ready to start over and take control of her life again. She remembered her time as a volunteer at Columbus House. It was seven years later and she was in a very different place. But she remembered the voice of Bill Johnston, saying, “If you ever need anything, let us know…we’ll be there for you.” She didn’t think he meant Columbus House’s services when he said that, but she knew it was a place to start. She swallowed her pride and knocked at the door of the shelter, which had moved to the Boulevard.

It was 2004. Frances was accepted into Columbus House’s length-of-stay-program, which ensured her a bed for as long as she worked with a case manager to set goals and regain the skills she needed to go back to maintaining a home of her own.

Frances has warm memories of her stay in the shelter, the friends she made there, and the staff who helped her. She resumed the role she had once held as a volunteer – sorting through donated clothing to help others find what they needed.

At the same time, with guidance from her case manager in the shelter, she was finding help to get herself to the next step in her recovery. Frances was facing increasing health problems and needed additional surgery, after which she was referred to a rehab center where she lived for over a year. Still, she continued to meet with her Columbus House case manager, who helped her find the right housing when she was ready to move on.
And she still carries with her the list of names and sizes for clients who needed clothing.

Frances was able to leave the rehab center in order to move into her own apartment in July 2007. She moved to Cedar Hill, a 25-unit permanent supportive housing apartment building, where Columbus House provides case management services.

Today, at Cedar Hill, Frances has an efficiency apartment, decorated with her own furniture and her unique style that reflects her heritage. Around her apartment are pictures of her sons and her 11 grandchildren. They have been a tremendous support for her: one son manages her money, helping her stay on track with rent and bills. She visits with her children regularly. They are proud of her journey back to health and well-being.

Recently, she invited a friend from the rehab center to come for dinner. She speaks fondly of the people that she met there and has made a point to stay in...
touch with the friends that she made. She also finds support from her neigh-
bors, two in particular, who help her with the daily chores she finds difficult.
On any given day, you can find them all out in the back yard of Cedar Hill,
enjoying the garden. Their friendship is apparent, as is their support for each
other. In turn for their help with her chores, Frances cooks Sunday dinner. “My
freezer is always full” she is proud to say. Last Sunday, the meal included oxtail,
collards, potato salad and cornbread. “You can’t have Sunday dinner without
cornbread,” she explains.

Frances, now 65, will be moving to a new home again in
February 2008. Columbus House is part of the team developing
a new permanent supportive housing site for people 62 and
older who have been homeless. There will be 22 one-bedroom
units. Frances already picked out her apartment – the one on
the corner of the third floor where she can see what’s going on
and watch the people in the neighborhood. She doesn’t want to
miss anything in her new home.

Some of her friends at Cedar Hill will move, along with
Frances; others will come to visit, for Sunday dinner, as usual.
Undoubtedly, Frances will make new friends and continue to help others as
they create a new community of support and care.

When Frances talks about her life today, her face lights up. Despite health
problems that make walking difficult, she is a happy, gentle soul who cares
deeply for the well-being of others.

Frances’ journey to homelessness, Columbus House and Cedar Hill is not
unusual. There are over 650 people who are homeless every night in New
Haven. Over 150 of them will stay tonight in one of Columbus House’s two
shelters. For some, that is a first step on the long, painful journey to a home of
their own.

“My gratitude and thankfulness to have such a positive and
beneficial lodging system to learn and grow from... I am thankful
for its presence in my life and progress back to the “right.”

Whalley Terrace, still under
construction, will be Frances’
future home.
Columbus House 2007 Annual Report 10

Shelter:
There were over 650 people experiencing homelessness in New Haven on a single night in January ’07. In 2006, Columbus House served close to 3,000 clients agency-wide. We now provide 81 shelter beds in the shelter on the Boulevard. We serve close to 100,000 meals each year, and make thousands of referrals to community-based agencies which provide mental health and substance abuse treatment, medical care, employment services, social rehabilitation, and housing.

Men’s Overflow Shelter:
Historically opened as a temporary winter shelter with a capacity of 75 men, the Overflow Shelter is typically filled beyond capacity throughout the season. The Shelter provides food, clothing, showers, personal care items and case management services.

On The Move:
Transitional housing is provided for 20 men and women committed to rebuilding their lives by addressing those issues which caused them to be homeless. Clients can stay for up to 1 year. Located on the third floor of the main shelter, On the Move provides residents with individual rooms, meals, utilities and case management services.

Sojourner’s Place:
In this transitional housing program, 16 women who are diagnosed with both mental health and substance abuse disorders live in a structured, supported environment. This program is part of the Supportive Housing Project, a nine-agency collaboration that provides social and vocational rehab as well as clinical and residential services. Women can stay for up to 2 years at Sojourner’s.

Recovery House:
This new program provides transitional housing and support for up to 10 men who are in early recovery. The house offers a safe, secure, sober living space, with 24-hour staff and case management support.

Cedar Hill Apartments:
Celebrating its 10 year anniversary, Cedar Hill is a permanent supportive housing site with 25 efficiency apartments for single adults, 13 for chronically homeless, 12 for low-income wage earners. Columbus House provides on-site case management for residents in this apartment complex that is owned and managed by HOME Inc.

Legion Woods:
Collaborating with the VA, The Connection, and CMHC, Columbus House provides case management services in this 20 unit permanent supportive housing site. Ten units are for veterans and 10 for chronically homeless adults.
Scattered Site Housing:
Columbus House provides case management services for over 20 clients living in individual apartments throughout the greater New Haven area.

Street Outreach:
A critical component of our work is the street outreach work found in two programs, the Outreach and Engagement Team and the Urban Initiative. In collaboration with other agencies, our teams seek out ‘unsheltered’ people living on the streets, in abandoned buildings or under bridges. This population represents those who are hardest to reach and who are resistant to treatment or services. Many live with mental illness and/or drug or alcohol dependence.

Mentorship Program:
This program trains/offers meaningful mentoring activities to men and women early on in their own substance abuse recovery so that they can assist/support others who are contemplating or are involved in earlier recovery. Mentors are placed in 6-month internships in agencies across New Haven.

The Community Living Room:
A gender and cultural specific program of outreach, engagement, case management, and behavioral health care, this program utilizes peer based engagement and low demand drop-in centers to engage hard to reach homeless women. Partners include Hill Health Center, Fellowship Place, Marrakech, Yale Program on Recovery and Community Health and the Connecticut Women’s Consortium.

Building Bridges:
Building Bridges provides peer mentorship, intensive case management and vocational services for ex-offenders transitioning back into the community. The focus is on stable sober housing, employment linkages, and community/neighborhood supports all aimed at the reduction of recidivism and relapse rates. Columbus House, Project More, APT, and Easter Seals will serve 100 men from the Gates Correctional facility per year. Other collaborative partners include Court Support Services, the Department of Corrections, and the Department of Mental Health and Addiction Services.

Road to Recovery:
Columbus House transportation program provides DMHAS clients throughout the state with a ride to and from approved treatment facilities anywhere in the state. Clients are accompanied by our driver (a graduate of our mentorship program) and a current mentor for support and companionship.

Lead Safe House:
A safe haven for families who have been displaced from lead-contaminated houses while their children undergo treatment at Yale-New Haven Hospital. Columbus House owns and manages the property at 138 Davenport Ave., while the hospital social workers assist the families with relocation.
# STATEMENT OF OPERATING REVENUE & EXPENSES

For the Year Ended June 30, 2007 (Unaudited)

## Operating Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants for Operations</td>
<td>$4,038,844</td>
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<tr>
<td>Client Fees &amp; Rents</td>
<td>124,956</td>
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<tr>
<td>Other Fees &amp; Rent</td>
<td>12,902</td>
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<tr>
<td>Fundraising Revenue</td>
<td>351,440</td>
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<tr>
<td>Investment &amp; Interest Income</td>
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<td>Other Revenue</td>
<td>61,752</td>
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<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>4,609,500</strong></td>
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## Operating Expenses

<table>
<thead>
<tr>
<th>Description</th>
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</thead>
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<tr>
<td>Salaries</td>
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<td>Fringe Benefits &amp; Payroll Taxes</td>
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<td>Client Needs</td>
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<td>Client Workfare</td>
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<tr>
<td>Food, Food Supplies &amp; Service</td>
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<tr>
<td>Rent &amp; Mortgage Interest Expense</td>
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<tr>
<td>Utilities</td>
<td>163,408</td>
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<td>Other Occupancy Expenses</td>
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<td>Depreciation Exp-Bldgs &amp; Improvements</td>
<td>37,334</td>
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<td>Vehicle Expenses</td>
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<tr>
<td>Staff Travel, Training, &amp; Recruitment</td>
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<td>Consultants &amp; Grant Subcontracts</td>
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<td>Accounting &amp; Legal Expense</td>
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<td>Office Supplies &amp; Other Expense</td>
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<td>Bank Fees &amp; Charges</td>
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<td>Promotion Materials &amp; Services</td>
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<td>Event Expenses</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>4,600,035</strong></td>
</tr>
<tr>
<td><strong>Net Operating Revenue (Expense)</strong></td>
<td><strong>$9,465</strong></td>
</tr>
</tbody>
</table>
We gratefully acknowledge these donors who made contributions to Columbus House, Inc. between July 1, 2006 and June 30, 2007. If we have inadvertently omitted or misspelled your name, please accept our apologies and notify the Development Office at 203-401-4400, ext. 116.
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St. Brendan School, The 8th Grade
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St. Rita's Roman Catholic Church
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Whitney Donut Shop
WinterGreen Magnet School
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WTNH
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Sargent Manufacturing Company
Shubert Theater
S-O-H-O at Yale
Splash New Haven, LLC
St. Barnabas' Church
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DEDICATED TO

CALVIN GIBSON 1961–2007


Calvin’s commitment to the clients of Columbus House was exceptional. Full of compassion and understanding, he was loved by clients, staff and volunteers. His good nature, firm hand and respect for all was an inspiration to all of us.
Columbus House wishes to thank all the donors who supported us over the past year. You have made a difference in the lives of many people in our community. Please help us with your gift today by using the enclosed envelope, or by calling John Brooks, Director of Development, at (203) 401-4400, x 108.