Dear Friends,

Eliminate homelessness! For several years now this lofty goal has been the hot topic among those of us involved in homeless services. Across the country cities, including New Haven, have developed 10-year plans to end homelessness within their own communities. The Coalition to End Homelessness has created the "Blueprint to End Homelessness," a document that identifies the basic components that will move us towards this goal. And, housing rights advocates have established the Reaching Home Campaign to develop 10,000 units of permanent housing.

But what does it really mean to say we want to end homelessness? Some people are defined by HUD as being chronically homeless. This means they’ve been without a home for a 12-month period, or for four episodes in the last three years. Those who fall into this category represent only about 20% of the total homeless population, yet they use 80% of all available services. If the chronically homeless could be housed, more resources would be available to those who would move more quickly through the system. Shelters would then become “triage” units, in which staff would identify both the barriers and the solutions for those seeking housing services. Even more important, a shelter stay would be shortened to weeks or months instead of years.

In two decades of providing services for the homeless, we’ve learned that for many, independent housing is not appropriate. The challenges of living alone and managing the responsibilities of maintaining an apartment can be so overwhelming the tenant returns to the familiar ways of life – on the streets or in the shelters. If we are ever to break the cycle of chronic homelessness, the housing we provide must be coupled with on-going supportive services.

You’ve probably heard about Cedar Hill apartments, a permanent supportive housing site located in New Haven. Cedar Hill tenants hold their own leases in safe, affordable efficiency apartments and, since the apartments are subsidized, they pay only 30% of their income for rent. Case management services are located on-site, with two case managers who provide support to the tenants and help them maintain their housing. With services on-site, the staff can interrupt the behavior that might lead a tenant back to homelessness. If a person relapses, the staff can help the tenant get into treatment. If a person is facing financial difficulties, the staff can help the tenant manage his or her money. And, if a person needs medical care, the staff can make an appropriate referral.

In the following pages, you’ll read about Daniel, a man who has lived at Cedar Hill since 1987. His experience will help us all understand the impact that permanent supportive housing will have on the crisis of homelessness. Thank you for taking the time to read about this brave, insightful man.

Sincerely,
Alison Cunningham
Mission

The organizational goal – ending homelessness – is reflected in the Columbus House Mission statement against which each and every decision, program, service and initiative is tested to ensure that the organization is mission-consistent in its every action: The Mission of Columbus House is to end homelessness by advocating for and serving those who are homeless or at risk of becoming homeless; providing shelter and supportive services from emergency to permanent housing, fostering personal independence and self-sufficiency.

Dear Friends,

Over the last several years, it's become increasingly difficult for lower income people to find a place they can call home. There's simply not enough affordable housing in the New Haven area, and many resort to temporary shelters where the most they can hope for is a bed and a locker. Clearly, this situation has to change.

The Campaign to End Homelessness was established to address this growing crisis in housing. Both locally and across the country, efforts are already underway to organize programs geared to end homelessness.

This past year, the Columbus House staff and Board of Directors completed a lengthy strategic planning process, revising our mission to embrace this national goal. While we'll continue our current programs, we'll do so with the vision that, someday soon, permanent housing will be available to everyone.

Sincerely,
Joe Pajor
Looking to a future brightened by its mission, Columbus House sees the day when its goal of eliminating homelessness is realized: Columbus House envisions a community free of homelessness where housing is a right – a community where everyone can participate as citizens with all the rights and responsibilities that entails.
Daniel lost 18 years of his life. He was homeless, though he doesn’t remember how it came about. For 18 years, Daniel had no contact with his friends and family. He didn’t know his mother had died. He never knew when his grandparents died. His father gave him up for dead. All that time, Daniel was lost in New Haven, lost in homelessness.

He grew up in New Haven, in what he remembers as a “normal” family. His father, who was in the military, was a prominent figure in the African American community. His mother raised the children. He fondly recalls his mother’s love of gospel music. Daniel was very close to his younger sister. When he was a child, the family lived in Paris for four years, and his eyes twinkle when he thinks of the fun they had as children in a far-away city. He grew up in a “potpourri of people” – a good environment for a young person, he says.

Daniel attended Sleeping Giant Junior High and Hamden High and graduated from Hillhouse. A musician, he played drums in the band at Sleeping Giant, and in bands outside of school in later years. He went on to Southern Connecticut State College for a year, enjoying it until his parents separated and he was faced with a choice of staying in New Haven or moving to Philadelphia with his mother. In 1971, he did go with her and his sister for two years before moving back to New Haven with his dad. For the next eight years, Daniel shuttled back and forth between the two cities.

He remembers various jobs he held, relationships he had, and apartments in which he lived. He remembers working in a machine shop, and things were going well. But then, things got very confusing for Daniel. He doesn’t remember how he lost his job or his apartment. He wasn’t doing drugs, he didn’t have an alcohol problem, and he had no criminal background. But around 1980, he found himself on the streets, asking for directions to a homeless shelter. He honestly has no recollection of how he became homeless.

Daniel spent the next 18 years homeless, moving from one shelter to another in New Haven, with various health problems, little trust of the people around him and no vision for a future. He started at the city’s Overflow Shelter, then on Crown Street. From there, he found the Columbus House shelter on Columbus Avenue, where he stayed for two years. For the next few years, Daniel lived at the Immanuel Baptist Shelter on Grand Avenue. Luckily, Daniel never had to spend time living “on the streets.”

In Hebrew, the word for “life” is “chai.” Each Hebrew letter possesses a numerical value, and the two Hebrew letters that make up the word “chai” are chet (8) and yod (10). So chai is equivalent to 18, a number which has come to assume mystical meaning. When a monetary gift or donation is given, it is often given in multiples of $18 – symbolic of giving “chai” or life.

{ L’Chayim! To Life, to life! }
Daniel was utterly lost. Lost in New Haven, lost in homelessness.

He found life in the shelters regimented and difficult. He had to do what he was told, eat and sleep when he was told, and leave the building at 7 a.m. every day, even when it was bitterly cold outside. In the early days of his homelessness, he coped by walking for hours. Later he spent his days in the library reading. Sometimes he tried temporary factory work, but it was too difficult and, he believed, toxic. His favorite job – one he held for several months – was in the mailroom for a newspaper company.

This was his life for 18 years. He was isolated and ashamed. He didn’t call any of his family or friends because he didn’t want them to know he was living in a homeless shelter. Even if he had wanted to reach out to his father, he didn’t know where he was living.

Over the years, there were rumors about Daniel’s whereabouts – some said he was in jail, others thought he had simply moved away, and some wondered if he was still alive. His father had lost hope altogether and after seven years of silence, notified the Social Security Administration that Daniel was dead. By the late ‘90s, his friends and his family had given up hope of ever seeing him again.

Then something happened that caused Daniel to begin to wake up. He met people from Columbus House who wanted to help him. He hadn’t trusted anyone for years.

But the Columbus House ACCESS team – case managers who did aggressive outreach and engagement – were used to working with people who were difficult and had long histories of homelessness. A case manager named Tracy made repeated visits to the shelter and had consistent meetings with Daniel. Eventually she connected. In spite of himself, Daniel began to trust Tracy, and to believe her when she told him he didn’t have to live in the shelter for the rest of his life. Tracy said she
would introduce him to someone who could help find permanent housing.

Daniel was skeptical but he agreed to meet Emily in August of 1997. Right from the start, he had the feeling Emily would not steer him in the wrong direction. She told him about new apartments that were being built on State Street. Together, Emily and Tracy took Daniel to see the building under construction. They told him he could live there if he wanted. All he had to do was say yes.

Week after week, he watched as the walls at 1465 State Street went up, the windows were built in, the tile was laid, and finally when the doors were open. Week after week, Emily met with Daniel, gently moving him from his quiet isolation to trust and hope.

Emily, the Community Services Coordinator at Cedar Hill – as 1465 State Street came to be known – recalls that when she first met Daniel, he had long hair, a full beard, and was very thin. He was very untrusting. Emily knew that he had a story to tell, but more important, she knew that he was a good candidate for this permanent supportive housing site. If she could just get him to agree to move in, the rest would follow. She let Daniel know she believed in him and had faith in him. During this time, Daniel “felt a big lift” from making a connection at last with someone who cared about him. Daniel was ready to take a leap of faith. In December, 1997, he became one of the first tenants at Cedar Hill.

Cedar Hill is a small, 25-unit housing site, set back on an acre of land on State Street. It was built for low-income wage earners and for people who are homeless. Daniel, like most tenants, pays only 30% of his income for rent, and is responsible for his utilities and other living expenses. HOME, Inc. owns and manages the property; Columbus House provides the on-site support services with two case managers.

Daniel’s progress was slow. When he tried to reinstate his Social Security benefits, he was told that his family had declared him legally dead. Daniel literally needed some proof of his existence. The search for his father began, and eventually Daniel and Emily found him, living...
and working in the Bahamas. His dad was astounded to hear Daniel's voice over the phone, and asked old friends of the family who still lived in New Haven to run right over to Cedar Hill and verify that this was his son. Sure enough, Daniel's godfather recognized him immediately.

It was at this time that Daniel realized he had begun to wake up. He knew he had been out of touch with his family, friends, and even himself for many, many years. He had missed major life events. Daniel couldn't put those 18 years back together, but he could begin to reach out to family and friends and try to create a life for himself.

He called his friends. Though he was very anxious, he went to visit his father. He called his sister in Philadelphia. He met the whole family there, where they had many questions about his life over the last two decades. He couldn't remember a lot, but they were all happy to be reunited. Though disturbed by the mystery of Daniel's disappearance, they accepted him back into the family as if no time had elapsed. Since then, Daniel has seen his father often, and his father came to visit him at Cedar Hill several times in the past year.

Emily helped get Daniel's Social Security reinstated; she supported him as he regained his health; and she is always there to give him guidance when he needs it. Daniel credits the staff for helping him get where he is today.

For Daniel, the last eight years at Cedar Hill have flown by. He lives in an efficiency apartment, drives a car, has a job and plays in two bands. He enjoys cooking, when he takes the time to do it, and is proud that he is able to manage his other responsibilities. He participates in the weekly support group for the men in the house, where they work on short- and long-term goals. His short-term goals include losing weight through good nutrition and cooking healthy meals for himself. His long-term goal is to become more responsible for his finances. The support group helps Daniel as he examines his life from time to time.

For Daniel, Cedar Hill is "not a program – it's home." His own home, where he can come and go as he pleases. He says "It's normal, like what everyone needs, and most people have."

He has no desire to look back at his time of homelessness. He wants to put that behind him and continue on his path, healthy and happy. "I'm happy," he says "I'm fortunate to be where I am. I just appreciate what I have."

What he has, everyone should have:

family, friends, home Life
Values

Columbus House lives its mission and seeks the realization of its vision guided by the values of social justice and equality, respect and compassion, dignity, excellence and fiscal responsibility.
Columbus House, Inc. opened its doors in 1982 to provide services for men and women at least 18 years of age. Our goals quickly broadened from the mere provision of food and shelter and simple survival, to understanding and working toward overcoming the problems which cause people to become homeless.

In addition to food, shelter and the provision of basic human needs, Columbus House goes deeper by providing comprehensive case management. Our case managers provide assessment and then referrals to appropriate community services for many of the common root causes of homelessness: substance abuse; mental health issues; lack of education and job skills; lack of affordable housing; personal histories of abuse and neglect, etc.

Columbus House is a 501 c 3 non-profit organization that relies on government grants as well as contributions from the private sector including businesses, foundations and individuals.

In order to accomplish our stated goals of moving people beyond homelessness, we rely on extensive volunteer support and collaborate with a number of community-based service providers to provide a continuum of care for all of our clients.
Columbus House provides the following programs:

**Shelter:** Last year there were over 33,000 people experiencing homelessness throughout the state and we served close to 3,000 clients agency-wide. We now provide 81 shelter beds at our new facility and an additional 75 beds at the overflow shelter. We served close to 100,000 meals last year. We also made over 4,000 referrals to other community-based agencies which provide mental health and substance abuse treatment, medical care, employment services, social rehabilitation, and housing. (see photo 2)

**Men’s Overflow Shelter:** Historically opened as a temporary winter shelter with a capacity of 75 men. Typically, the Overflow is filled, beyond capacity, in the winter and remains open throughout the spring and fall months as well due to increased demand. The Overflow Shelter provides food, clothing, showers, personal care items and case management services. Last year, Columbus House also had to turn away 1,400 people due to a lack of bed space.

**On The Move:** Transitional housing for 20 men and women committed to rebuilding and reclaiming 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. (see photo 3)

**Sojourner’s Place:** A transitional housing arrangement for 16 women who are diagnosed with both mental health and substance abuse disorders. 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. (see photo 5)

**Cedar Hill Apartments:** A permanent supportive housing community with 25 efficiency apartments for single adults. Columbus House provides on-site case management for residents in this apartment complex that is owned and managed by Home Inc. (see photo 4)

**Street Outreach:** A critical component of our work is the Outreach and Engagement Team. 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 suffer from mental illness and/or drug or alcohol dependence.

**Leadership & Jail Diversion Programs:** Training and empowerment initiatives aimed at facilitating the community integration of people who are homeless. Graduates of this program are placed in internships on various boards and committees of local and statewide organizations.
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.

The Community Living Room: A gender and cultural specific program of outreach, engagement, case management, and behavioral health care that serves 100 homeless women annually. The program utilizes 'Peer based engagement' (the Columbus House mentorship program) and low demand drop-in centers to engage hard to reach homeless women. Partners include Hill Health's Village of Power, Fellowship Place's drop in center, Marrakech's Taking Initiative Center, Yale Program on Recovery and Community Health and the Columbus House Emergency Shelter. Training will be coordinated by The Connecticut Women's Consortium.

Building Bridges: A support program for men transitioning back into the community from prison. The program provides support services while men are incarcerated. Services include peer mentorship, intensive case management and vocational management upon release. 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 Move, 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.

Access to Recovery: ATR is a Washington based initiative that serves uninsured adult men and women who are in need of substance abuse services and basic needs. Through the Connecticut Department of Mental Health and Addiction Services, Columbus House is able to offer the following: case management services through our Urban Initiative program; sober housing for women at Davenport; and men and women in our On the Move program; and transportation from our Road to Recovery program. Columbus House was instrumental in helping DMHAS launch this program. Because it also serves adults transitioning out of incarceration, it has been incorporated into our Building Bridges program. (see photo 1)

Road to Recovery: Columbus House transportation program that provides qualified 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.
### Operating Revenue
- Grants for Operations: $2,622,725
- Client Fees & Rents: $135,779
- Other Fees & Rent: $18,320
- Fundraising Revenue: $320,449
- Investment & Interest Income: $3,711
- Other Revenue: $147,551
- **Total Operating Revenue:** $3,248,535

### Operating Expenses
- Salaries: $1,841,811
- Fringe Benefits & Payroll Taxes: $537,918
- Client Needs: $28,612
- Client Workfare: $96,649
- Food, Food Supplies & Service: $53,682
- Rent & Mortgage Interest Expense: $17,476
- Utilities: $123,406
- Other Occupancy Expenses: $149,407
- Depreciation Expense-Bldgs & Improvements: $37,095
- Vehicle Expenses: $71,793
- Staff Travel, Training, & Recruitment: $16,459
- Consultants & Per Diem Help: $13,055
- Accounting & Audit Expense: $10,802
- Office Supplies & Other Expense: $72,381
- Telephones & Beepers: $42,953
- Insurance - Commercial & Auto: $97,870
- Data Processing: $47,123
- Bank Fees & Charges: $1,176
- Promotion Materials & Services: $4,069
- Event Expenses: $5,791
- **Total Operating Expenses:** $3,269,528

**Net Operating Revenue (Expense):** $(20,993)
We gratefully acknowledge these donors who made contributions to Columbus House, Inc. between July 1, 2004 and June 30, 2005. If we have inadvertently omitted or mis-spelled your name, please accept our apologies and notify the Development Office at 203-402-4400, ext. 116.

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