New Reach (Formerly known as New Haven Home Recovery)

General Information

Contact Information

Nonprofit
New Reach (Formerly known as New Haven Home Recovery)

Address
153 East Street
New Haven, CT 06511 4974

Phone
(203) 492-4866

Web Site
Web Site

Facebook
Facebook

Twitter
Twitter

Email
grants@newreach.org

At A Glance

Year of Incorporation
1990

Former Names
New Haven Home Recovery

Organization's type of tax exempt status
Public Supported Charity

Organization received a competitive grant from the community foundation in the past five years
Yes
Mission & Areas Served

Statements

**Mission**
New Reach inspires independence for those affected by homelessness and poverty through a continuum of housing and support using the most innovative and progressive methods.

**A Great Opportunity**

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Starting in 1990 as a single eight-bed shelter for women, NR now serves over 3,300 people annually in New Haven and Fairfield counties. With more than 70 highly qualified staff and over 350 engaged volunteers annually, our goal is to end homelessness, meaning it is rare, brief, and one-time. This goal aligns with national priorities on homelessness. Our program staff are committed to achieving the goal and meeting our mission by providing person-centered solutions that: stabilize families to prevent homelessness; provide safe shelter and crisis services to those who have already lost or are at risk of losing their homes, and; ensure the availability of an array of affordable and supportive housing options aimed toward preventing recurring homelessness. Through a focus on an integrated service approach, a fidelity to using evidence-based practices, a commitment to attracting and retaining highly qualified staff, and a drive to attain, build, and sustain strong investments and partnerships, we keep our vision in sight - that all children, families, and individuals in Connecticut (CT) find a safe, secure, affordable home with the services and supports necessary to achieve a fulfilling, self-reliant life. New Reach seeks support to expand its eviction prevention program, which is the most cost-effective, efficient, and humane solution to prevent homelessness before it starts. Over its 10-year history, our Stable Families Program has prevented eviction on average, 99% of the time. Through a data match, recent case study, we have further learned that not one family that discharged from the program during the last four years entered the homelessness system. It costs about $6,000 to successfully prevent a family and children from severe trauma. It is estimated that by preventing evictions, we are creating both public and private savings that are at least eight-fold our costs considering the cost of emergency shelters. In addition, New Reach seeks capital funding to support the development of newly purchased property in New Haven, which equates with our mission by significantly increasing the agency's visibility, capacity, effectiveness, efficiency, and long-term sustainability to serve the most vulnerable members of our community – those affected by homelessness and poverty. By consolidating and expanding our offices and warehouse space; creating spaces that can be utilized by partners and other entities to gather, train and educate; gaining significant building space that can be used by businesses/entities that will benefit their goals, provide revenue to NR, and ideally complement our mission, and; by becoming a valuable resource for the Fairhaven neighborhood and the Greater New Haven Region (GNH), our vision will be in far closer reach.</td>
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</tbody>
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**A Great Opportunity Ending Date**  Dec 2025

**Background**
In 1990, New Reach, formerly New Haven Home Recovery was established in response to an immediate need for shelter for women and their children. New Reach began as a 10-unit homeless shelter for women and their children and immediately began to see the need to development permanent housing. Today, our agency serves over 3,300 unique clients annually through a wide spectrum of interventions for those experiencing or imminently at risk for homelessness that range from diversion, prevention, and emergency shelter, to short- and long-term supportive housing and the provision of donated furnishings.
Impact
ACCOMPLISHMENTS: 1. New Reach (NR) earned a three-year CARF re-accreditation in October 2018 with no recommendations on 1,027 standards of care (top 3% of all surveyed facilities internationally). 2. In FY-19, NR Diversion Specialists kept 600 families from entering emergency shelter. 3. NR launched its Integrated Care Program, partnering with Yale New Haven Hospital (YNHH). NR’s team of experts work with YNHH staff to address the homelessness of women with mental health and substance abuse issues, as well as frequent hospital visits. 4. In FY-19, our Stable Families Program (SFP), had a 100% success rate in preventing 42 families, (54 adults and 83 children) from being evicted and not entering the crisis service system. SFP has an average 99% rate over its 10-year history. 5. In FY-2019, a new computer lab and community room for residents were created at our Life Haven Shelter. 6. NR engaged over 350 volunteers to help with various projects and events throughout the last fiscal year. 7. In FY-2019, 92 households (117 adults and 193 children) exited from shelter and were rapidly placed into permanent housing using housing subsidies and focused case management. 97% of these households have since maintained their permanent housing. 8. Partnerships with Yale Hunger/Homeless Action Project, LEAP, the STRIVE Program, and Porter House are helping children at NR shelters. 9. 85% of family households that attended CAN appointments were diverted from shelter. GOALS: 1. Our five-year Strategic Plan’s directives are to:a. Deliver a comprehensive response to housing insecurity and homelessness; b. Achieve excellence by investing in people, and; c. Diversity and increase investments and partnerships to promote growth. 2. Our Portsea Place property renovations are nearly complete to provide supportive housing for 8 youth experiencing homelessness.

Needs
(1) Totally dependent on private funds, New Reach is seeking support to scale our eviction prevention services that are consistently attaining success in preventing individuals and families from becoming homeless and connecting them to resources that are stabilizing their lives. 2) On the evening of January 22, 2019, the Point-in-Time Count reported that New Haven recorded 501 people experiencing homelessness; 98 were children, although the total count is less than in 2018, the children count is one greater. In alignment with the NR vision, there continues to be an urgent need to sustain the operations of our two emergency shelters that provide 23 units of housing for women with children and 18 beds for individual women. (3) Finding innovative solutions to meet the lack of affordable housing and to provide supportive services remains our top priority, which includes well-trained case management to help clients attain/maintain housing, link to needed community resources, and address barriers to stable housing. NR has an ongoing need for professional development in evidence-based practices. (4) Our Furniture Co-op is fully dependent upon private funding to collect and deliver new and gently used furnishings to households exiting homelessness into permanent housing. (5) Support for administrative functions, including those associated with finance, management, technology, and quality assurance and compliance responsibilities are critical for the ongoing operations at NR.
CEO Statement
In 2020, New Reach is celebrating 30 years of inspiring independence through the provision of housing and support to those experiencing homelessness and poverty. We achieve this through our dedicated leadership and staff, a consistent fidelity to the agency’s mission, a commitment to sustaining and building strong community partnerships, and by being vested in the lives of the individuals, youth and families served that seek shelter and support through our programs. New Reach helps those in great need every day using evidence-based approaches and results-based accountability. Our work has led to thousands of success stories because of our integrated services model that includes prevention, crisis services, and housing. Through these focus areas, our aim is to end homelessness – which means ensuring that it is rare, brief, and nonrecurring. Recent agency highlights include the implementation of our newly developed five-year Strategic Plan that focuses on our integrated services, our organizational excellence, and on building our investments and partnerships for the long-term growth of innovative solutions. Another was our ability to divert families from entering the homelessness system using targeted problem solving, mediation, and linkages to community services. Our Diversion Specialists kept 600 families from entering shelter. Also, 92 families exited shelter and were rapidly placed into permanent housing using housing subsidies and focused case management. Soon, we are about to open a newly renovated, supportive housing site in New Haven that will house eight youth (aged 18-24) who are experiencing homelessness. In Fairfield County, our Stable Families Program helped 100% of the households they served to avert eviction last year. Furthermore, due to New Reach's use of innovative solutions to address homelessness, several of our staff are educating the public and sharing their expertise through state and national conferences as well as other mediums. Financially, we are working hard to diversify our funding streams, reducing our dependence on stagnant and declining public dollars. Finally, we are building a partnership with Yale New Haven Health to serve homeless women with co-occurring disorders due to a multi-year grant award received from SAMHSA. We strive to sustain our services, but more importantly, are driven to thrive. In 2020, we will be moving our administrative and program staff to one site in the Fairhaven neighborhood. This move is based on sound financial planning and an aim to become a more visible and accessible site to foster our mission and end homelessness. By bringing our staff together at one site, we also know that our systems will continue to improve and become more effective and efficient. It is an exciting time to be part of this agency and I am proud of all we have accomplished. More importantly, we look forward to keeping our eye on the vision that all children, families, and individuals in Connecticut...

Board Chair Statement
New Reach provides a continuum of housing and support for those afflicted by homelessness and poverty. Starting in 1990 with a single shelter, we now offer a full spectrum of services, including eviction prevention, emergency shelter, rapid re-housing and affordable and supportive housing. Over the past year, New Reach served over 3500 clients in Greater New Haven, Bridgeport and Danbury. We use the most innovative and progressive tools available, holding paramount the dignity and value of those who seek our care. The Board of Directors are proud of the work New Reach performs, and of our reputation as a leader in this effort. We are constantly inspired by and grateful for the dedicated professionals and volunteers who serve so many so well. At the same time, we are acutely aware of the challenges facing all human services providers. We look forward to continuing to engage our community in carrying forward this important and rewarding work.  Al Smith  
Board Chair

Service Categories

| Primary Organization Category | Housing, Shelter / Homeless Shelters |
| Secondary Organization Category | Housing, Shelter / Housing Development, Construction & Management |

Areas Served

In a specific U.S. city, cities, state(s) and/or region.

Branford
Cheshire
East Haven
New Reach provides emergency shelter in New Haven to any woman and child, regardless of their town of origin. In addition, New Reach operates housing, supportive services, family stabilization, and furniture programs throughout New Haven and Fairfield counties.
**Programs**

**Supportive Housing Programs**

**Description**

The Supportive Housing Program (SHP) is the solution to homelessness for many families living in shelters, motels, or doubled up with family and friends, and who may suffering from disabilities. We target families who may be experiencing HIV/AIDS infection, mental health and/or substance abuse issues, or are in the process of reunification and/or transitioning out of area homeless shelters. We provide intensive, in-home services, support, and monitoring to assure clients stay securely housed. New Reach develops supportive housing in the community. New Reach owns 33 units of supportive housing in Greater New Haven.

**Budget**

$1,395,049.00

**Category**

Housing, General/Other / Affordable Housing

**Population Served**

Homeless / Families / Children and Youth (0 - 19 years)

**Program is linked to organization’s mission and strategy**

Yes

**Short Term Success**

100% of households will have a housing plan for maintaining or establishing on-going housing. 100% of households will have contact with their case manager at least one time per month. 85% of households will have contact with a primary health/mental health care provider. 85% of households will have access to medical insurance. 85% of households will successfully maintain or obtain entitlement.

**Long Term Success**

All families with disabilities in Greater New Haven will access to safe and affordable housing.

**Program Success Monitored By**

Quality Assurance is a part of all of New Reach's programs. Program Coordinators and staff understand the importance of providing quality services in a respectful and culturally sensitive environment. To ensure this happens through our 17 programs New Reach operates a Quality Assurance Committee was formed. It includes New Reach's quality assurance manager, executive director, director of programs, assistant director of programs, New Reach board members, staff members, and most importantly our clients. Our clients' input is valuable and we encourage their feedback which can sometimes lead to changes to enhance the program(s). The Quality Assurance team monitors all of New Reach's programs and makes adjustments based on internal audits, which include focus groups of clients. Case managers are also responsible for inputting information to the “Provide” database system to track the success of each client's action plan and goal achievement. Provide allows New Reach to track outcomes for each of our programs. The quality assurance manager develops reports to track the overall impact programs have had on participants. Anticipated results and outcomes are developed through a Results Based Accountability matrix. In the event unanticipated results or trends are observed the management at New Reach makes program modifications as needed.
Examples of Program Success

Yolanda came from Africa with her family and decided to settle in Connecticut. After becoming a victim of violence, Yolanda left her husband with her two young boys. With no home, income or job Yolanda needed support. Yolanda was referred to New Reach's Supportive Housing Program, which provided her with a home for her family. Yolanda had an advanced degree, but was unable to obtain a job due to her citizenship. She continued to work with towards refugee status, but the agency dropped her case due to capacity. Yolanda was able to work odd jobs and volunteered at a local hospital. After working with New Reach, Yolanda was inspired to write a program that empowers women in Africa. Yolanda received funding to implement the program in Africa. New Reach was thrilled to hear that Yolanda was moving back to Africa to start her own empowerment program!
**Emergency Shelter**

**Description**
In 1990, NR began with an eight-bed shelter for women. Knowing NR's high quality of care, effective administration, and client successes, the City of New Haven requested NR to take on our shelters' operations, previously run by other nonprofits and at risk of closing. Last year, our two shelters served 376 clients, of whom 183 were children. All clients were living in homeless/imminently homeless situations and found a safe, clean, and secure place to stay while given an array of supports. Our progressive impact includes providing a place to stay for 18 individual women and 23 women with children daily to begin a journey on a continuum of care beyond homelessness and poverty. Our shelters operate with 24/7 supervision and at full capacity nearly 100 percent of the time. Residents have access to case management, food, a kitchen in which to cook and eat as a family, onsite laundry appliances, hygiene essentials, diapers, donated clothing, a computer lab for job searches/education needs, and furnishings upon exit from our Furniture Co-op.

**Budget**
$1,477,116.00

**Category**
Housing, General/Other / Emergency Shelter

**Population Served**
Families / Females / Children and Youth (0 - 19 years)

**Program is linked to organization's mission and strategy**
Yes

**Short Term Success**
Utilization rate will be maintained 95% of the time. 50% of families will exit the shelter to permanent housing. 100% of women will receive case management services. 100% of women and children will have access to food pantry and clothing. 50% of women will obtain entitlement.

**Long Term Success**
All women and children will have access to temporary shelter that is safe and supportive.
Program Success Monitored By New Reach is committed to high-quality, data-driven operations with a Results-Based Accountability (RBA). RBA is achieved due to a robust Quality Assurance and Compliance Team (QA) who oversees all aspects of data collection, reporting and continuous quality improvement. The QA Team conducts regularly-scheduled internal audits that include a careful review of client files (both hard copy and electronic), client and staff focus groups/interviews, and anonymous client surveys. In addition, the accuracy and timeliness of information is overseen by program managers as data is input into the Homeless Management Information System (HMIS). This established system demonstrates NR’s strong belief in the use of quality assurance to monitor the way programs provide services and its emphasis on the importance of using data to drive delivery practices.

Examples of Program Success Sally (name changed to protect her identity) was nine-months pregnant and living at our Life Haven Shelter when she returned from an 8-hour shift at work after working a double shift the day before. At 5 a.m. in early November, Sally’s contractions began and after her water broke, her baby was soon on its way. New Reach shelter staff helped Katie by calling 911, but then went to prepare her to have her baby in case the EMTs did not arrive in time. The EMTs did arrive just in time and helped deliver the baby in the children’s activity room on the couch. New Reach not only helps with a warm place to stay, compassionate support and linkage to needed resources, an array of other accessible items, but also staff who are onsite 24/7 and dedicated to meeting the needs of every client, even those ready to give birth. Since this momentous day, Sally and her baby are living in their own apartment, with the help of New Reach’s continuum of care.
<table>
<thead>
<tr>
<th><strong>The Furniture Co-Op</strong></th>
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<tbody>
<tr>
<td><strong>Description</strong></td>
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<td><strong>Budget</strong></td>
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<tr>
<td><strong>Category</strong></td>
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<td><strong>Population Served</strong></td>
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<td><strong>Program is linked to organization’s mission and strategy</strong></td>
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<td><strong>Short Term Success</strong></td>
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<td><strong>Long Term Success</strong></td>
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<tr>
<td><strong>Program Success Monitored By</strong></td>
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Examples of Program Success

Ralph Morrow, The Furniture Co-Op Warehouse Manager, clearly remembers Jorge playing the piano in the warehouse the first time the Ortiz family came to the co-op for help. Jorge’s eight year-old son Miguel translated to Ralph that Jorge had been a music teacher when their family lived in Puerto Rico. The Ortiz family came to The Furniture Co-op for help after their house burned to the ground. The Ortiz family was left with only the shirts on their back. A local agency was able to help the family find an apartment to live in. Miguel took charge for his parents and translated everything to Ralph. Miguel and his two brothers were given beds, as well as a bedroom set for Jorge and his wife. The Furniture Co-op also provided the family with dressers, a kitchen set & supplies, living room furniture and linens for their new beds. The boys were excited to receive bikes from the co-op as well. Jorge and his wife could not afford to deliver the furniture to their new apartment, so Ralph gathered a couple volunteers to bring everything for the Ortiz family to set up their new home. “I was so happy that we were able to help this family,” explained Ralph about the Ortiz family, “They were so appreciative of all the furniture they received.” The Ortiz family was so grateful for the help they received from the co-op. The family returned in hopes that The Furniture Co-op could help a family in their congregation that had come on hard times. The Furniture Co-op was happy to help.
New Haven Stabilization Programs

Description
New Reach’s Family Stabilization programs provide the necessary intensive supports to children and their families, in order to stabilize the family in housing and the child in school. New Reach’s stabilization programs include: Connecticut Rapid Re-Housing, which assists families from moving out of homelessness into stable housing.

Budget
$647,325.00

Category
Human Services, General/Other / Family-Based Services

Population Served
Families / Children and Youth (0 - 19 years) / At-Risk Populations

Program is linked to organization’s mission and strategy
Yes

Short Term Success
100% of family-child relationships will be strengthened. 80% of households served remain stably housed at 12 months after exit from program.

Long Term Success
Homeless households will be rapidly re-housed. At risk children and families will be successful socially and academically in New Haven.

Program Success Monitored By
Quality Assurance is a part of all of New Reach’s programs. Program Coordinators and staff understand the importance of providing quality services in a respectful and culturally sensitive environment. To ensure this happens through our 17 programs New Reach operates a Quality Assurance Committee was formed. It includes New Reach's quality assurance manager, executive director, director of programs, assistant director of programs, New Reach board members, staff members, and most importantly our clients. Our clients' input is valuable and we encourage their feedback which can sometimes lead to changes to enhance the program(s). The Quality Assurance team monitors all of New Reach’s programs and makes adjustments based on internal audits, which include focus groups of clients. Case managers are also responsible for inputting information to the “Provide” database system to track the success of each client's action plan and goal achievement. Provide allows New Reach to track outcomes for each of our programs. The quality assurance manager develops reports to track the overall impact programs have had on participants. Anticipated results and outcomes are developed through a Results Based Accountability matrix. In the event unanticipated results or trends are observed the management at New Reach makes program modifications as needed.

Examples of Program Success
Have you ever asked a child how their day at school was and simply received a shrug or no answer? Daily, Jackie asked her granddaughter Beth how her day at school was and continued to receive little response. Jackie and her three grandchildren has recently moved from Puerto Rico to Connecticut; she knew the move was not easy on Beth. Jackie grew worried that Beth was being bullied and not performing well at school and turned to the Family School Connection program for assistance. Jackie met with NHHR staff, Yazmin, about how to help Beth both academically and emotionally. Yazmin connected the family with a therapist to work through the changes Beth was experiencing moving so far away from her original home. After seeking out help, Beth is performing better at school and is happier at home.
Fairfield County

Description
In 2009, New Reach began the Stable Families Program in Bridgeport; the philosophy of the program is that a stable tenancy promotes a stable family life and that a stable family greatly improves chances that family members will be able to improve their life circumstances and prospects. The goal is to prevent families from eviction who reside in public housing. Also in Fairfield County is The Housing First Collaborative model, an innovative approach to ending homelessness through the coordinated delivery of health, mental health, social services and affordable housing resources to homeless individuals and families. This program delivers a true community collaboration focused on eliminating homelessness for the most vulnerable populations in CT and building regional crisis response systems capable of delivering coordinated care across agencies, locations and time. Piloted in Bridgeport by New Reach and partners, the agency now teams in place serving Stamford, Norwalk, and Danbury. New Reach has recently begun providing case management services to residents living in Crescent Crossing who are at risk of being evicted.

Budget
$577,414.00

Category
Housing, General/Other / Affordable Housing

Population Served
At-Risk Populations / Families / Adults

Program is linked to organization’s mission and strategy
Yes

Short Term Success
90% of families in public housing will prevent eviction in Bridgeport. There will be a steady decrease in the point in time count in Bridgeport.

Long Term Success
Families living in public housing in Bridgeport will not be evicted. Chronic homelessness in Bridgeport will be eliminated by 2015.

Program Success Monitored By
Quality Assurance is a part of all of New Reach's programs. Program Coordinators and staff understand the importance of providing quality services in a respectful and culturally sensitive environment. To ensure this happens through our 17 programs New Reach operates a Quality Assurance Committee was formed. It includes New Reach's quality assurance manager, executive director, director of programs, assistant director of programs, New Reach board members, staff members, and most importantly our clients. Our clients' input is valuable and we encourage their feedback which can sometimes lead to changes to enhance the program(s). The Quality Assurance team monitors all of New Reach's programs and makes adjustments based on internal audits, which include focus groups of clients. Case managers are also responsible for inputting information to the “Provide” database system to track the success of each client's action plan and goal achievement. Provide allows New Reach to track outcomes for each of our programs. The quality assurance manager develops reports to track the overall impact programs have had on participants. Anticipated results and outcomes are developed through a Results Based Accountability matrix. In the event unanticipated results or trends are observed the management at New Reach makes program modifications as needed.
Examples of Program Success

After experiencing and feeling the effects of Haiti’s devastating earthquake in January 2010, Ali brought her family to the United States in hopes of a fresh start. Although she found an apartment and job immediately, Ali was living paycheck to paycheck to cover her bills. Faced with the high cost of living and inadequate income, Ali soon fell behind on payments. While struggling financially, Ali also found out her visa was about to expire due to a lack in the completeness of her application forms the first time she applied. She was scared at what the future might hold for her. She needed help and New Reach's Stable Families Program in Bridgeport was there to help her. After her initial phone call Ali was put in contact with New Reach Stable Families Program Case Manager Amalfi. Amalfi and Ali went right to work creating a plan to help her family. The first course of action was to fill out the necessary information Ali needed to keep her visa valid. New Reach staff helped Ali find the resources she needed to get back on her feet. With Amalfi’s encouragement and support Ali was able to secure full-time employment and began paying back her bills little by little each week. Ali says if it were not for New Reach’s help she would have lost hope. New Reach continues to inspire hope in the lives of women and children.

Program Comments

CEO Comments
Our most significant challenges are flat-lined and decreased public funds while our general operation costs continue to rise. This creates over a $1 million annual gap in funding for our programs. The shelters serve as the front door for many homeless women and children. Typically, once they enter the shelter system they are placed on waiting lists for housing that is dependent on chronicity and vulnerability. If federal, state, and local funding cannot financially support shelters, it creates a bottleneck of people trying to enter the system. This past year, New Reach has been raising public awareness on access to shelter, specifically as it relates to women and children. We have spoken with our local Coordinated Access Network as well as several local and state news organizations to discuss the issue of family and youth homelessness and what the gaps in the system are. We will continue these efforts going forward to help educate local and state leaders and to help advocate for improved resources for the shelter system.
Leadership & Staff

CEO/Executive Director
Kellyann Day LMSW

Term Start
June 1997

Email
kday@newreach.org

Experience
Kellyann Day is the CEO of New Reach, Inc., formerly New Haven Home Recovery, Inc. since 1997. New Reach is the parent company of Life Haven, Inc. as of August 2012. In her role, Kellyann is responsible for the strategic direction and health of the agency, including ensuring fidelity to the mission, vision and values of the agency. Ensuring responsible stewardship over public and private supports, Kellyann is responsible for the oversight and management of legal, regulatory and programmatic compliance, management and administration of agency assets and operations, including safety and security and risk assessment. In addition, she is responsible for fund development, raising awareness regarding the need for shelter, housing and stabilization services and reporting on the positive results the agency achieves. Kellyann also serves as a partner with the Board of Directors, ensuring the health and effectiveness of New Reach, Inc., by ensuring the agency achieves its mission in an ethical, transparent, accountable and prudent manner. Kellyann serves as the leader and agency spokesperson for New Reach, Inc. Kellyann attended the State University of New York at Plattsburgh and received a B.S. in psychology. She completed her Masters of Social Work (MSW) with a concentration in administration in 2002 from UCONN. In addition to her professional duties, Kellyann has served as Chair to the Board of Directors of the South Central Behavioral Health Network, and the CT AIDS Residence Coalition. She has also served as the Chairperson of the Statewide Reaching Home Steering Committee and numerous boards throughout the state including: the New Haven Early Childhood Council, the CT Coalition to End Homelessness, New Haven Mayor’s Task Force on AIDS, City of New Haven’s 10 Year Plan to End Homelessness, Supportive Housing Works, United Way of South Central Connecticut, and the Greater New Haven Opening Doors, Regional Alliance to End Homelessness. In addition she has presented New Reach’s programs at State and National Homelessness Conferences.

Staff

Number of Full Time Staff 57
Number of Part Time Staff 17
Number of Volunteers 350
Staff Retention Rate 75%

Staff Demographics - Ethnicity

African American/Black 23
Asian American/Pacific Islander 0
Caucasian 27
Hispanic/Latino 19
Native American/American Indian 0
Other 5 two or more races

Staff Demographics - Gender
Male 14
Female 59
Unspecified 1

Plans & Policies

Organization has a Fundraising Plan? Yes
Organization has a Strategic Plan? Under Development
Management Succession Plan? Yes
Organization Policy and Procedures Yes
Nondiscrimination Policy Yes
Whistleblower Policy Yes
Document Destruction Policy Yes

Senior Staff

Cindy Lavoie
Title Finance Director

Meredith Damboise
Title Director of Quality Assurance

Nicole Barnofski
Title Chief Program Officer

Linda Ann Morales
Title Director of Human Resources

Brooke Lombardo
Title Director of Clinical Services

Marta Goldman
Title Director of Investments & Partnerships

Fred DePourcq
Title Special Projects Director
Experience/Biography Mr. DePourcq joined the NR team after completing a 20-year administrative career at the Yale School of Medicine overseeing clinical research operations, community-placed research and engagement, federal compliance oversight of research, and project management.

Formal Evaluations
Collaborations

New Reach has an excellent reputation in the community. New Reach staff are active members of statewide and local leadership councils including: Reaching Home Steering Committee; CT AIDS Resource Council, CT Coalition to End Homelessness; Mayor’s Task Force on AIDS; New Haven Continuum of Care; New Haven 10 Year Plan to End Homelessness; New Haven Homeless Children’s Collaborative. New Reach achieves success with the help of many other providers of services and housing including: The Coordinating Council for Children in Crisis; The Connection Inc.; CT Mental Health Center; Yale-New Haven Hospital; Hill Health Center; City of New Haven; and other community non-profits. Our Transition in Place Program is a collaborative with the CT Women’s Consortium; the APT Foundation Vocational Programs; Life Haven, and Christian Community Action. This collaboration is called the Homeless Families Transition Collaborative (HFTC). We also collaborate with New Haven Healthy Start, the Partnership for Strong Communities, Ryan White, South Central Behavioral Health, New Haven Public Schools, and Fairfield County Community Foundation. New Reach has also collaborated with Alpha Community Services, Housing Authority of the City of Bridgeport, Operation Hope, Shelter for the Homeless and Supportive Housing Works to work with homeless in Bridgeport.

Affiliations

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Year</th>
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<tbody>
<tr>
<td>Association of Volunteer Administrators</td>
<td>2009</td>
</tr>
<tr>
<td>Connecticut Association of Nonprofits</td>
<td>1999</td>
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Awards

<table>
<thead>
<tr>
<th>Award/Recognition</th>
<th>Organization</th>
<th>Year</th>
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<tbody>
<tr>
<td>CT HMIS Data Quality Award</td>
<td>CT HMIS</td>
<td>2010</td>
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<tr>
<td>NAHRO Award of Merit for Bridgeport Stable Families Program</td>
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<td>2011</td>
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<td>Merit Award for Stable Families Program</td>
<td>Housing Authority of the City of Bridgeport</td>
<td>2011</td>
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<td>Merit Award for Bridgeport Housing First Collaborative</td>
<td>NAHRO</td>
<td>2012</td>
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<tr>
<td>Neighborhood Builders Award</td>
<td>Bank of America Charitable Foundation</td>
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Comments

**CEO Comments**

New Reach has a strong governing structure. The agency’s leadership team is made up of the Chief Executive Officer, Chief Program Officer, Director of Finance, Director of Quality Assurance and Corporate Compliance, Human Resources Director, Clinical Director of the Integrated Care Plan, Director of Investments & Partnerships and Director of Special Projects. The Board of Directors has an active Governance Committee who is responsible for recruiting board members. The committee identifies skills and knowledge that could benefit the
board. As of February 2020, the Board has 13 members. New Reach is beginning the implementation of a new five-year strategic plan, that includes: delivering a comprehensive response to housing insecurity and homelessness; achieving organization excellence by investing in people, and; diversifying and increasing investments and partnerships to promote innovative growth. Part of this strategic plan further includes an enhancement of our robust quality assurance system, efforts that are based on a results-based accountability. New Reach is integrating four disciplines of execution (4DX) that can measure long-term organizational success, and better position the agency to collect data and evaluate program outcomes. This new system has involved a focused education effort with all teams and staff, helping them to identify wildly important goals, to focus and act upon lead measures, and to keep a compelling scorecard. The new system is prescriptive with new trackers, timelines for data to be entered, data to be pulled, and ongoing team meetings. In addition to a continuation of ongoing, regularly scheduled supervision for all employees, the process is expected to optimize all work by NR staff as teams shift to a 4DX mindset that will improve performance across the board.
Board & Governance

Board Chair
Alfred Smith Jr.

Company Affiliation
Murtha Cullina LLP

Term
June 2018 to June 2027

Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leo Connors Jr.</td>
<td>Merrill Lynch</td>
</tr>
<tr>
<td>Vernette Gray</td>
<td>Yale New Haven Health Services Corp.</td>
</tr>
<tr>
<td>Ralph Gutierrez</td>
<td>The Briars Group</td>
</tr>
<tr>
<td>Michael Holmes</td>
<td></td>
</tr>
<tr>
<td>Jorge Jimenez</td>
<td>Key Bank</td>
</tr>
<tr>
<td>David Kadamus</td>
<td></td>
</tr>
<tr>
<td>John A. Keyes Esq.</td>
<td>New Haven Probate Court</td>
</tr>
<tr>
<td>Frederick Leaf Esq.</td>
<td>Attorney</td>
</tr>
<tr>
<td>Cathy Pettinella</td>
<td></td>
</tr>
<tr>
<td>Linda Stephens</td>
<td>Linda Stephens Fitness, LLC</td>
</tr>
<tr>
<td>Nova Taylor</td>
<td>Wells Fargo Bank</td>
</tr>
<tr>
<td>Diana Teixeira CPA</td>
<td>BlumShapiro</td>
</tr>
<tr>
<td>Linda Zimmerman</td>
<td></td>
</tr>
</tbody>
</table>

Board Demographics - Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American/Black</td>
<td>3</td>
</tr>
<tr>
<td>Asian American/Pacific Islander</td>
<td>0</td>
</tr>
<tr>
<td>Caucasian</td>
<td>8</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>2</td>
</tr>
<tr>
<td>Native American/American Indian</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
</tr>
</tbody>
</table>

Board Demographics - Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>8</td>
</tr>
<tr>
<td>Female</td>
<td>5</td>
</tr>
<tr>
<td>Unspecified</td>
<td>1</td>
</tr>
</tbody>
</table>

Governance

<table>
<thead>
<tr>
<th>Board Term Lengths</th>
<th>3</th>
</tr>
</thead>
</table>
Board Term Limits 3
Board Meeting Attendance % 90%
Number of Full Board Meetings Annually 10
Written Board Selection Criteria Yes
Written Conflict of Interest Policy Yes
Percentage Making Monetary Contributions 100%
Percentage Making In-Kind Contributions 100%
Constituency Includes Client Representation Yes

- Automobile Insurance
- Automobile Insurance and Umbrella or Excess Insurance
- Blanket Personal Property
- Builders Risk
- Business Income
- Commercial General Liability and D and O and Umbrella or Excess and Automobile and Professional
- Computer Equipment and Software
- Crime Coverage
- Directors and Officers Policy
- Employee Benefits Liability
- Employee Dishonesty
- Employment Practices Liability
- Fiduciary Liability
- Flood
- General Property Coverage
- General Property Coverage and Professional Liability
- Improper Sexual Conduct/Sexual Abuse
- Life Insurance
- Liquor Liability
- Medical Health Insurance
- Professional Liability
- Special Event Liability
- Umbrella or Excess Insurance
- Workers Compensation and Employers' Liability
- Workplace Violence

Board Co-Chair
Bernadette Welsh

Company Affiliation Contessa Insurance
Term June 2016 to July 2017
Email bwelsh@contessainsurance.com
Standing Committees

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts
Finance
Board Governance
Strategic Planning / Strategic Direction
Financials

Fiscal Year Start
July 01 2019

Fiscal Year End
June 30 2020

Projected Revenue
$7,418,717.00

Projected Expenses
$6,995,506.00

Spending Policy
N/A

Detailed Financials

Prior Three Years Total Revenue and Expense Totals Chart

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$6,268,645</td>
<td>$6,160,199</td>
<td>$14,982,889</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$6,290,723</td>
<td>$5,921,336</td>
<td>$6,988,054</td>
</tr>
</tbody>
</table>

Prior Three Years Assets and Liabilities Chart

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>$15,791,539</td>
<td>$15,074,864</td>
<td>$15,146,125</td>
</tr>
<tr>
<td>Current Assets</td>
<td>$1,580,547</td>
<td>$1,971,367</td>
<td>$2,262,760</td>
</tr>
<tr>
<td>Long-Term Liabilities</td>
<td>$1,235,322</td>
<td>$655,042</td>
<td>$641,619</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$784,172</td>
<td>$529,574</td>
<td>$853,121</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$13,772,045</td>
<td>$13,890,248</td>
<td>$13,651,385</td>
</tr>
</tbody>
</table>

Prior Three Years Top Three Funding Sources

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Funding Source &amp; Dollar Amount</td>
<td>State of Connecticut Department of Housing $2,189,527</td>
<td>State of Connecticut Department of Housing $1,443,775</td>
<td>DMHAS $1,729,360</td>
</tr>
<tr>
<td>Second Highest Funding Source &amp; Dollar Amount</td>
<td>State of Connecticut Department of Mental Health and Addiction $942,156</td>
<td>State of Connecticut Department of Mental Health and Addiction $1,053,002</td>
<td>CT Dept. of Housing $1,443,755</td>
</tr>
<tr>
<td>Third Highest Funding Source &amp; Dollar Amount</td>
<td>City of New Haven $610,548</td>
<td>City of New Haven $653,154</td>
<td>City of New Haven $679,972</td>
</tr>
</tbody>
</table>

Solvency

Short Term Solvency

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Ratio: Current Assets/Current Liabilities</td>
<td>2.02</td>
<td>3.72</td>
<td>2.65</td>
</tr>
</tbody>
</table>

Long Term Solvency

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Term Liabilities/Total Assets</td>
<td>8%</td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Capital Campaign
Currently in a Capital Campaign?
Anticipated In 3 Years

Capital Campaign Anticipated in Next 5 Years?
Yes

Comments

CEO Comments
New Reach is a fiscally-sound organization. While we currently do not have an endowment, the agency has operating cash and a few investments. New Reach’s development program, renamed the Investments and Partnerships Program this year, increases its fundraising goals and results every year to meet our operation needs. Each spring, in conjunction with the Board’s finance committee, the management team at New Reach reviews the past year’s budget amounts to actual and drafts the next fiscal year budget. This process includes a review of grants, public and private receivables, potential expansions/contractions, and programmatic reviews to determine community need and effectiveness. Simultaneously, the I&P staff and the sustainability committee of the board create an annual development plan and calendar. New Reach has adopted a donor-centered philosophy that includes outreach to and educating community members on the mission of New Reach and the impact of our programs. Our challenge this year is twofold. First, is the annual challenge to maintain a high quality of services, which includes educated, well trained, and supervised staff while resources stay the same or decrease. City, state and federal funding for programs do not include annual increases to keep up with the increase cost of doing business. Many grants do not cover costs for quality assurance, data collection, professional development and supervision. New Reach believes in these critical pieces of infrastructure because it has a direct impact on the quality of services and the positive results for the clients we serve. New Reach will continue to write grants, issue newsletters and outreach the community to tell the story of the mission and request that the community invests in these much needed services. The second challenge is Life Haven, an integrated component of the New Reach family. Life Haven remains a 501 c 3, but will have limited staff capacity to fund-raise for the operational “gap”. Life Haven will rely on a group of dedicated volunteers to facilitate events and solicit donations during the next fiscal year. New Reach will provide support behind the scenes, through administrative help and logistics. In addition a comprehensive fund development plan will be created to guide the work for the coming year. Through good communication and a strong plan, Life Haven and New Reach will address this challenge. The CFGNH’s support of both agencies will move the process in the right direction.

Foundation Staff Comments
This profile, including the financial summaries prepared and submitted by the organization based on its own independent and/or internal audit processes and regulatory submissions, has been read by the Foundation. Financial information is inputted by Foundation staff directly from the organization’s IRS Form 990, audited financial statements or other financial documents approved by the nonprofit’s board. The Foundation has not audited the organization’s financial statements or tax filings, and makes no representations or warranties thereon. The Community Foundation is continuing to receive information submitted by the organization and may periodically update the organization’s profile to reflect the most current financial and other information available. The organization has completed the fields required by The Community Foundation and updated their profile in the last year. To see if the organization has received a competitive grant from The Community Foundation in the last five years, please go to the General Information Tab of the profile.