

# ANNUAL REPORT

2015

MAKING AN IMPACT.

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FISCAL YEAR 2015

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## FROM THE CHAIRMAN

Dear Friends and Supporters,

On behalf of the Board of Directors, I am proud to present to you the 2015 Annual Report for Crossroads Rhode Island. With your support, in 2015 we were able to move more people from homelessness to housing than ever before. Additionally, we served thousands of Rhode Islanders by giving them access to our diverse range of programs and services, including supportive housing, case management, emergency shelter, basic needs assistance, street outreach, and education and employment services.

We are not only the largest homeless services organization in the state, we are also the only organization that provides assistance 24 hours a day, seven days a week. Our housing first approach has proven time and time again to be the most effective way to solve homelessness.

Our auditors, Lefowitz, Garfinkel, Champi & DeRienzo, have completed their annual examination and verification of our books and once again found no reportable conditions. This is proof of the excellent management and stewardship of your donations. You can be assured that this agency is using your contributions efficiently and effectively.

Your generosity and the support of the community make it possible for us to keep working to achieve our mission of helping homeless and at-risk families and individuals in Rhode Island secure stable homes. As always, we thank you for your support.

Sincerely,

Jack McConnell, *Chairman, Crossroads Board of Directors*

## FROM THE PRESIDENT

Dear Friends,

It is my pleasure to present to you the 2015 Annual Report for Crossroads Rhode Island.

Our goal is to show the impact of the work we do every day at Crossroads. Considering this, it is important to demonstrate that Crossroads has made good use of the funds entrusted to us by you, our donors and funders.

During my first year in the leadership role at Crossroads, I have often had the opportunity not only to review the numbers, but also to meet the people behind the numbers. Working with our front line staff, I have met chronically homeless individuals out on the streets, and families who have fallen on hard times.

These opportunities have given me a different perspective; having impressive numbers to prove impact is great. But it isn't everything. How does a single mother with two children who had nowhere to go, who found shelter through Crossroads, and then an apartment of their own, define impact? That one apartment - a safe and stable place for her and her children to make a home of their own is certainly impactful, isn't it?

Impact is in the eye of the beholder. I am proud of the outcomes and results Crossroads has achieved in my first full year as President. In 2015, we helped 693 households move into or maintain stable housing. We saw the average length of stay for single adults in shelter continue to decrease. We diverted more families from entering the emergency shelter system. Those results should be celebrated. But, I want to be sure we also take the time to celebrate "the one." I want to be sure we never lose sight of the one person or the one family behind each number.

As Crossroads continues to grow, we will continue to track overall outcomes. Impact is important. It ensures we know that our programs are effective in achieving our mission of securing stable homes for those who are at-risk or who are experiencing homelessness. We also need to take the time to really know that each number we report represents a person whose life has been impacted in a very positive way.

On behalf of Crossroads and those whom we serve, thank you for your continued generosity.

Karen A. Santilli, *President, Crossroads Rhode Island*



The ways our work impacts the people we serve are as diverse as our clients themselves; we serve people of all ages, backgrounds, and educational levels. We serve families, individuals, couples, veterans, and youth, and we operate the only LGBT emergency shelter in the state of Rhode Island.

Rather than try to serve the thousands of people who come to us for help each year with first-come, first-served one-size-fits-all services, we recognize that each circumstance is unique. Some clients need intensive help from Crossroads to end their homelessness, while others require less support from Crossroads and are able to solve their homelessness largely on their own.

# OUR IMPACT ON THE COMMUNITY.

## SNAPSHOT 2015

**168**

adults completed  
our job training  
programs

On any given night,  
provided shelter to  
an average of

**184**

people.

**133**

individuals became  
employed during 2015  
with support from  
our Education and  
Employment Services.

**693**

households made up  
of 1,364 formerly  
homeless men, women  
& children were housed...

**456**

adults were engaged  
in our Education  
and Employment  
Services programs.

**281**

families

**412**

single adults & couples  
without children.

Our primary focus is on securing stable housing, particularly for individuals and families who have been homeless the longest and have the most acute needs.

We also provide support in the forms of emergency shelter, street outreach, basic needs assistance, and education and employment services. While no numbers can articulate the impact we have had on countless lives, this is a snapshot of what we accomplished in 2015.

Our outreach  
team moved

**41**

individuals who were  
living on the streets  
directly into housing.



**THERE ARE ALWAYS EXCITING CHANGES HAPPENING AT CROSSROADS! WE ARE PROUD TO BE CONSTANTLY EVOLVING AND CHANGING TO BECOME THE MOST EFFECTIVE ORGANIZATION POSSIBLE.**

**Here are some highlights from 2015:**

- We fully integrated Education and Employment Services with our housing based case management for families and adults, ensuring that they have help setting and reaching their goals.
- We completed the first full year of our new Street Outreach program. Previously, our street outreach efforts centered on hand-outs, supplies, and moving people into shelter. Now, our program focuses on moving people from the streets directly into housing!
- We reopened the former Rhode Island Family Shelter in Warwick, now called the Crossroads Warwick Family Shelter. This space provides emergency shelter for 10 families and permanent supportive housing for seven families.
- We were selected to implement the state-wide use of a coordinated assessment tool. This ensures that there is consistency among Rhode Island's homeless services agencies, and that when an individual or family enters the system, they are assessed and prioritized the same way.
- We produced our fifth monograph, "Housing is Health," which highlighted the critical connection between health and housing status for people of all ages and life stages.





# A CHANGE IN LEADERSHIP.

Following the retirement of 14-year President Anne Nolan, Karen Santilli assumed the role of President of Crossroads on June 1, 2015. Karen has been with Crossroads since 2008, and previously led the Marketing and Development team.

In addition to leading fundraising efforts, she was instrumental in bringing a housing focused strategy to Crossroads, and led the implementation of our new service delivery model based on the housing first philosophy.

**“She has been a key part of our success, and the board believes that Karen has the vision and leadership to guide our organization as we continue to put housing first and end homelessness in Rhode Island.”**

*– Jack McConnell, Board Chairman*

**“CROSSROADS WILL ALWAYS BE THERE TO HELP PEOPLE WHO FIND THEMSELVES HOMELESS GET BACK ON THEIR FEET AND BACK INTO HOUSING. IT IS MY HOPE AND INTENTION TO CONTINUE TO WORK TOWARDS A TIME IN OUR STATE’S HISTORY WHEN NO ONE WILL BE LIVING UNDER A BRIDGE, OR IN A TENT, OR IN HER CAR. BECAUSE ANYTHING LESS THAN THAT IS UNACCEPTABLE.”**



# Events

Each year, we hold fundraising events which bring people together, increase awareness of homelessness, and most importantly, allow us to continue to do our work of securing stable homes. Thanks to the dedicated support of our sponsors and partners, our events are highly anticipated and well attended. These events play an important role in raising critical funds to support the programs and services we provide to those who turn to us for help.



Women Helping Women

**Women Helping Women** was attended by hundreds of professional women and their friends to support the Women's Shelter and other programs that help women at Crossroads.



Anne Nolan's Retirement Party

**Anne Nolan's Retirement Party** was a very special celebration of Anne's 14 years of service as President of Crossroads. In the presence of her family, colleagues, and close friends, we announced the Anne Nolan Endowment Fund to continue her legacy.

**Men on a Mission**, the male counterpart to Women Helping Women, was attended by professional and civic leaders from across the state.



Men on a Mission

**Rolling on the River** marked our last September Special Event! This was the 13th year of the premiere event, which was reinvented annually

with a new theme and

location. In 2015, over 500 guests joined us at Rhodes on the Pawtuxet to set sail for a riverboat-themed night of dancing, live entertainment, and Southern cuisine!

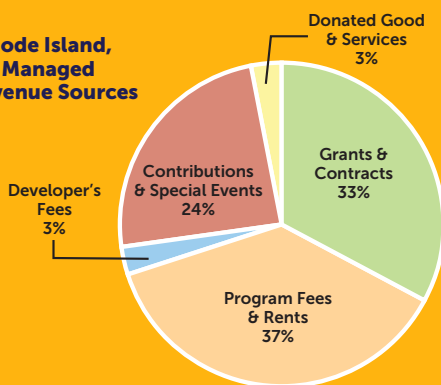
Rolling on the River



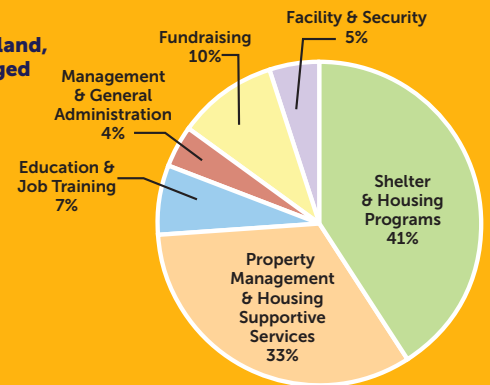
# Consolidated financial report on Crossroads Rhode Island and its affiliated Low-Income Housing Tax Credit Properties (LIHTC) as of December 31, 2015

Crossroads Rhode Island & Affiliated Operations	Crossroads Operating	Changes in temporarily restricted	Changes in permanently restricted	Total Crossroads Rhode Island	LIHTC Properties*	Consolidated
Grants & Contracts	4,791,205			4,791,205	100,605	4,891,810
Rents, Sales, Program Fees	1,554,208			1,554,208	2,336,594	3,920,802
Contributions	2,147,168	194,390	38,961	2,380,519	-	2,380,519
Special Events	661,823			661,823	-	661,823
Donated Goods & Services	304,842			304,842	-	304,842
Other	6,461	(8,837)		(2,376)	13,379	11,003
<b>Total Revenue</b>	<b>9,465,707</b>	<b>185,553</b>	<b>38,961</b>	<b>9,690,222</b>	<b>2,480,578</b>	<b>12,179,800</b>
Shelter & Housing Programs	5,706,170			5,706,170	-	5,706,170
Property Management & Housing Supportive Services	1,321,127			1,321,127	3,669,636	4,990,763
Education & Job Training	896,389			896,389	-	896,389
Management & General Administration	454,935			454,935	-	454,935
Fundraising	1,268,105			1,268,105	-	1,268,105
Facility & Security	594,542			594,542	-	594,542
Miscellaneous	72,315			72,315	-	72,315
<b>Total Expenses</b>	<b>10,313,583</b>	<b>-</b>	<b>-</b>	<b>10,313,583</b>	<b>3,669,636</b>	<b>13,983,219</b>
Depreciation & Amortization	756,974			756,974	1,219,489	1,976,463
Deferred Interest	19,136			19,136	114,968	134,104
Drawdown on Reserves	30,859			30,859	157,917	188,776
Surplus Cash Distribution – Limited Partnerships	26,698			26,698	-	26,698
Grant from Endowments	9,668			9,668	-	9,668
Proceeds from Debt		74,710		74,710		74,710
Mortgage Payments	(4,861)			(4,861)	(116,879)	(121,740)
Contributions to Reserves (RIH)	(3,480)			(3,480)	(125,543)	(129,023)
Distributions of Surplus Cash				-	(31,992)	(31,992)
Capital Improvements		(253,512)		(253,512)	(8,897)	(262,409)
Distribution from Endowment		(9,668)		(9,668)	-	(9,668)
<b>Projected Cash Surplus/(Deficit)</b>	<b>(12,883)</b>	<b>(2,917)</b>	<b>38,961</b>	<b>23,162</b>	<b>20,006</b>	<b>43,167</b>

**Crossroads Rhode Island, Subsidiaries & Managed Properties Revenue Sources**



**Crossroads Rhode Island, Subsidiaries & Managed Properties Expenses**



\*Low-Income Housing Tax Credits comprised of Travelers Aid Housing, LP, Kingstown Crossings, LP and Kingstown Crossings II, LP





# HOW YOU CAN HELP.

“When I make a donation to Crossroads, I know that it will make a difference to someone who is trying to rebuild their life.”

## Visit Us

We would love to see you and give you an inside look at what your donation has helped to make possible. To arrange a tour, call (401) 277-4326.

Let's help our homeless neighbors. Any gift, no matter how big or small, will make a difference to a person in need. Please consider helping in one of the following ways:

### Donate Now

Visit us online at [www.crossroadsri.org](http://www.crossroadsri.org) to make a donation and keep up with the latest news from Crossroads. You can also make a donation by phone by calling (401) 277-4327, or by mailing a check made out to Crossroads Rhode Island to:

Crossroads Rhode Island  
Attn: Development Office  
160 Broad Street, Providence, RI 02903

### In-Kind Donations

For a current list of our in-kind needs and contact information, please visit [www.crossroadsri.org/Ways-to-Help/In-kind-Needs](http://www.crossroadsri.org/Ways-to-Help/In-kind-Needs).

### Legacy Giving

You can help Crossroads in the future by planning your gift now. Crossroads has two endowment funds to provide a regular stream of support now and in the years to come. If you would like to make a permanent investment in our essential programs, there are many ways you can leave a legacy:

- A bequest in your will
- Gifts of life insurance
- Gifts of real estate
- Gifts of retirement assets
- Gifts of securities

To speak with someone about these options, please call our Development office at (401) 277-4327.

### Volunteer

Crossroads has a variety of volunteer and group project opportunities. Some ways to help are:

- Hosting a drive to collect donated items
- Holding a paid dress down day at your place of employment with proceeds benefitting Crossroads
- Putting together personal care item kits for men and women in shelter

# 2015 DONORS

## FISCAL YEAR 2015

### \$100,000+

The Rhode Island Foundation

### \$50,000-\$99,000

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Citizens Bank Foundation

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### \$10,000-\$49,000

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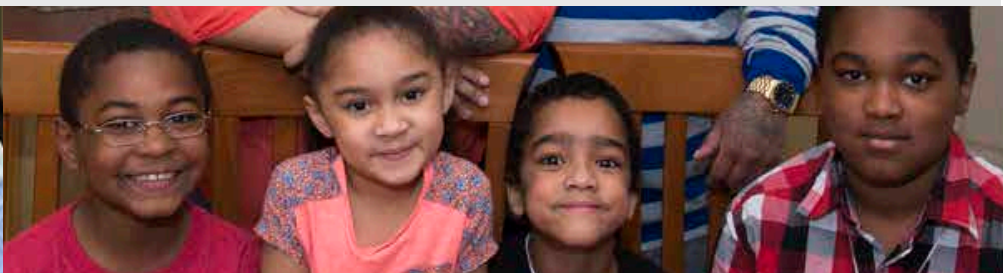
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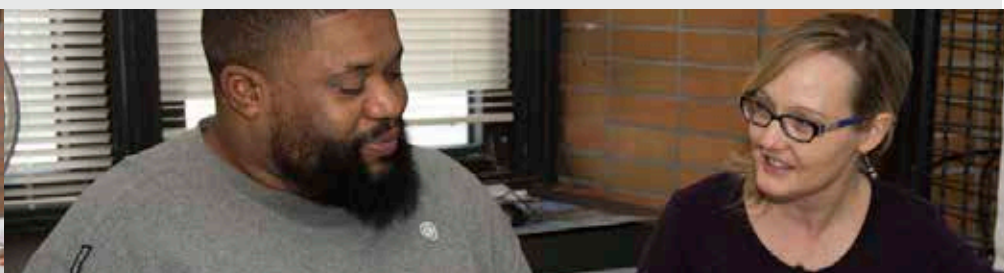
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A close-up photograph of two women. The woman on the left is wearing a red bandana with white patterns and glasses, and she is leaning her head against the woman on the right. The woman on the right is wearing a blue shirt and looking directly at the camera with a slight smile. The background is blurred, suggesting an indoor setting with other people.

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### **SAFETY.**

We promote an environment free from physical and emotional harm and ensure a feeling of security and comfort for all.

### **RESPECT.**

We acknowledge the intrinsic worth of every person.

### **EFFECTIVENESS.**

We deliver services and manage the organization with efficiency, professionalism, innovation and accountability.

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