



The Housing
Collective

2021-2022 Annual Report

*Mutual Impact.
Thriving Communities.*

Leadership Message

Last year, I spoke of our remarkable resilience and successes in collectively facing the pandemic head-on and keeping those facing homelessness safe, secure and housed. This year, I write with somewhat less enthusiasm and optimism. There is a palpable sense I hear from many of you that staff, agencies and our collective associations are sapped of energy and fortitude and are struggling to find common purpose and cause as we enter this post-COVID world. Frontline wages throughout our networks remain close to the poverty level, turnover is at an all-time high and most organizations struggle mightily to recruit new staff. But this is precisely why it is incumbent on all of us to regroup, re-energize and fervently lean into our collective goal to provide safe, decent affordable housing for all and to truly make homelessness rare and brief throughout the state.

2021-2022 did bring a number of notable successes to the Housing Collective. Highlights include: the transformative rebranding of the Housing Collective with a new governance structure and the recruitment of a remarkably talented and diverse board of directors; the dynamic launch of the Litchfield County Center for Housing Opportunity to complement and model the formative work of the Fairfield County Center for Housing Opportunity; our continued path to forging a more equitable, diverse and just organization that empowers those from all backgrounds and especially those with lived experience; and the launch of six innovative and impactful homeless Community Hubs throughout Western CT.

So, I enter 2023 contemplative but with fresh commitment, dedication and faith in our collective courage, determination and abilities to provide quality affordable and permanent housing for all individuals and families that call CT their home.

In Peace,



David Rich
President & CEO
The Housing Collective



Board Members

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Vice President, Bridgeport
Y's Alpha Community
Services / CCCYMCA

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Executive Director,
Operation Hope, Inc

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Treasurer & Finance Chair

Executive Director,
Open Door Shelter

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Human Resources Chair

CEO & President, Inspirica

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CHD/Adult Mental Health

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Executive Director,
Park City Communities

Marvin Bell

Student,
Columbia Law School

Melissa Kessell

Sr. Vice President & CFO,
CCCYMCA

Annie Harper, PhD

Program for Recovery
and Community Health,
Department of Psychiatry,
Yale School of Medicine

Melissa Kaplan-Macey

**Centers for Housing
Opportunity Chair**

State Programs &
Connecticut Director,
Regional Plan Association

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Opening Doors Chair

Founder,
Rapid Results Institute

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President & CEO,
Southwest Community
Health Center

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Managing Director,
Head of Wealth Advisory
EMEA

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Vice President of
Community Engagement,
Northwest CT Community
Foundation

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Senior Manager,
Economic Opportunity,
Fairfield County's
Community Foundation

Staff

David Rich

President & CEO

Paul Acker

Community Impact Manager

Corey Allen

Senior Technical Assistance
Specialist

Jocelyn Ayer

Director, Litchfield County
Center for Housing
Opportunity

Kassandra Beaujour

Finance & Admin Specialist

Pleshaun Bing

Northwest CAN Coordinator

Aïcha Woods

Director, Fairfield County
Center for Housing
Opportunity

Lindsay Fabrizio

Opening Doors of Fairfield
County Manager

Lorrie Jean-Charles

Housing Solutions Manager

Selena Kelly

Grants Manager

Spencer Knoll

Grants Specialist

Jessica Kubicki

Chief Initiative Officer,
Opening Doors

Stephanie Lanteri

Health and Housing Project
Manager

Lindsay Larson

LCCHO Project Manager

Eliza McNamara

YTLC Senior Program
Associate

Zoey Melendez

Youth Lead Advocate

Leigh Nathan

Healthcare and Recovery
Integration Coordinator

Gabrielle Padilla

Western CT CAN Manager

Pam Ralston

Chief Development Officer

Jason Rinaldi

Western CT CAN Manager

Keley Steele

Neighborhood and Faith-
Based Partnerships Lead

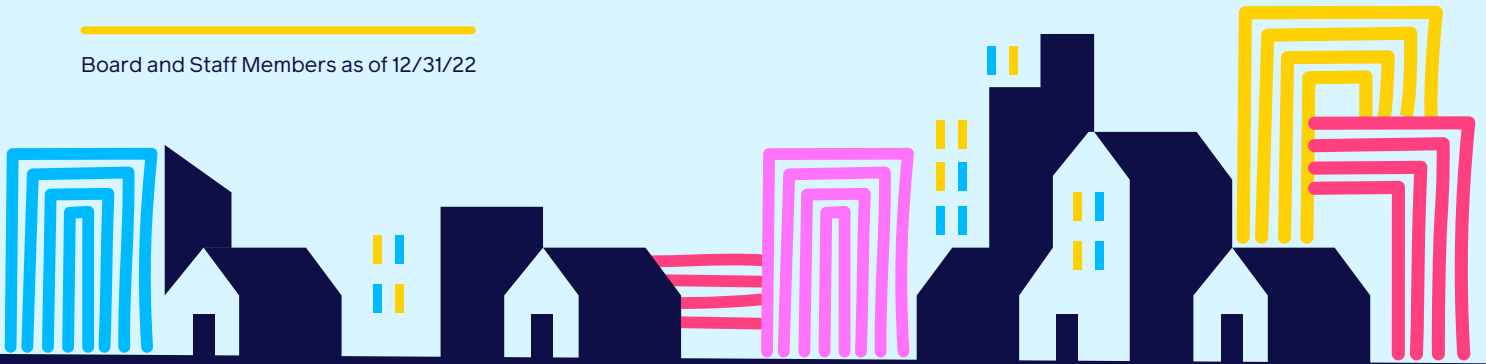
Christie Stewart

Chief Initiative Officer, Center
for Housing Opportunity

Lauren Zimmermann

Chief Operating and
Strategic Officer

Board and Staff Members as of 12/31/22



Highlights



The Housing Collective Rebrand

Mekanic

Your mission matters and your brand should express the impact of what you do. To reflect The Housing Collective's transformative work, we worked with Mekanic, a branding agency, to rebrand the organization. In addition to the visual design, Mekanic partnered with us to elevate our messaging and storytelling as well as an evolved web design.

The evolved logo was based on the concept of a layered house – an echoing effect that represents the various communities we have impacted and the continued impact the organization can make.

Our story is one of service and togetherness, convening other people and organizations to solve longstanding challenges and to set an example for how it can be done. The Housing Collective is an umbrella under which multiple initiatives can thrive - we provide the scaffolding and backbone support for multiple CI initiatives.

Litchfield County Center for Housing Opportunity

by **Christie Stewart**

In January of 2022, the Housing Collective successfully replicated its Fairfield County Center for Housing Opportunity model in Litchfield County, partnering with Partnership for Strong Communities, Regional Plan Association, and the regional community foundations Berkshire Taconic Foundation, the Foundation for Community Health, and the Northwest CT Community Foundation to launch the Litchfield County Center for Housing Opportunity (LCCHO.)

LCCHO is working to align every available regional resource in service of the preservation, production, and protection of housing that is safe, affordable, and accessible to residents at every income level and every stage of life. Under the leadership of Director Jocelyn Ayer, in its first year of operation, LCCHO has established itself as a strong thought leader on housing throughout the region.



- LCCHO hosted the first annual Litchfield County Affordability Summit in October of 2022, attended by approximately 250 Litchfield County residents and housing practitioners.
- With support from the CT Department of Housing, LCCHO established a program to provide pre-development seed funding to non-profit organizations or housing authorities serving one or more municipalities in Litchfield County, allowing these organizations to move quickly to determine feasibility and next steps for housing projects. To date, this program has funded 5 regional housing projects.
- With support from the Foundation for Community Health, LCCHO established a Community Engagement Mini-Grant Program to support efforts in northwest Litchfield County that promote affordable housing community engagement efforts. Through this program, towns and community-based organizations are working to deepen community engagement around the benefits of housing affordability and strengthen ties between affordable housing decision-makers and those most impacted by those decisions. See an example of an engagement project [on our website](#).
- LCCHO assisted eight local housing non-profits with Community Project Funding requests to their US congressional representatives. Five of those organizations have been recommended to the House Appropriations Committee for FY24 funding.

The successful launch of LCCHO has provided further proof of concept for the Housing Collective's impactful Center for Housing Opportunity model, building interest and support for further replication in additional CT regions and redefining how organizations can work together with communities to address housing affordability.

Opening Doors Initiative

by **Jessica Kubicki**

In response to the reduction of call hours by 2-1-1, the Coordinated Access Network (CAN) created an option for those experiencing literal homelessness to receive assistance through more localized hubs, effective November 1, 2022. Through the HUB model, both the Fairfield County and Northwest CANs are able to work more fluidly with their community partners to address the needs of people living in unsheltered situations and those that have difficulty navigating the existing homeless response system.

Each sub-community in Fairfield County and Northwest has a centralized location where navigators conduct in-person CAN appointments and client meetings and are a point of referral for community service providers. In addition, in some communities, outreach & housing coordinators, employment specialists, and other CAN staff collaborate and work out of the HUBs for a few hours a week to ensure easy access to services for those facing a housing crisis.

Each of the HUBs has the ability to conduct CAN assessments over the phone or in person to accommodate scheduled 2-1-1 appointments, walk-ins, and referrals from community partners and to provide immediate support from coordinated service teams. This has allowed the Fairfield County and Northwest CANs to maintain same-day appointments for any household that self-reports as literally homeless and next-day appointments for any household at imminent risk of homelessness.



Equity

As part of the Housing Collective's ongoing pledge to make equity a central tenet of our organization, the Housing Collective partnered with experts in the field to develop and launch our equity initiatives. In March of 2022, Thought Partner Solutions presented the leadership team with their recommendations for advancing racial equity, which arose from 2021's comprehensive racial equity organizational assessment. The assessment and recommendations lead to the development of four primary objectives:

- **A) Board and Leadership Capacity Building, Development, and Representation:**

The Housing Collective's organizational leadership and staff will incorporate Diversity, Equity, Inclusion, & Belonging principles into its governance/organizational planning, decision making, operations, and across its workplace culture, systems, policies, and practices.

- **B) Workforce Hiring, Staffing, and Representation:**

The Housing Collective will demonstrate equity in its human resources – with a goal of recruiting and retaining a backbone team that is diverse and reflective of its service population.

- **C) Workplace Culture:** The Housing Collective will develop authentic partnerships with community members who are better informed to create solutions because of their lived experiences.

- **D) Community Outreach Partnerships:**

The Housing Collective will organize best efforts to steward racial equity across the Collective Impact initiatives to strengthen our partnerships and relationships with those most impacted by structural racism.

Throughout 2022, the Housing Collective staff participated in monthly training sessions led by Thought Partner Solutions. The goal of these workshops was to adopt the recommended best practices to advance racial equity by building an anti-racist workplace, implementing restorative practice, building a community for learning and change, and demonstrating transformational leadership for racial equity.

In addition to these trainings, the Housing Collective continued to strengthen our internal Equity team. In the last quarter of the year, the Housing Collective enlisted Erin Crosby as our Racial Justice Consultant. Under her leadership, the HC Equity Team was reestablished in October. Erin also led the entire Housing Collective team in reviewing our Racial Equity Plan to strengthen our commitments for the next year.

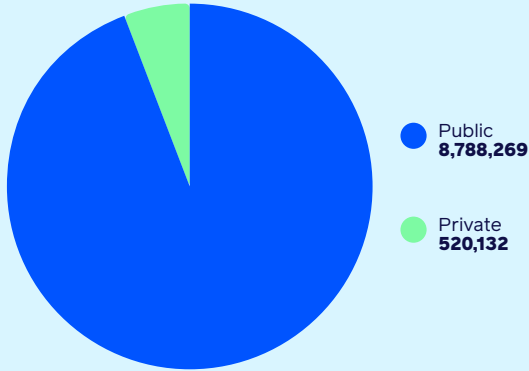
The Housing Collective's equity work is ongoing. As long as systemic racism persists in our society, we will need to strive to combat it as an organization and as individuals. We appreciate the expertise that Thought Partner Solutions and Erin Crosby brought to the organization during 2022 and the frameworks they have provided to sustain our efforts in 2023.



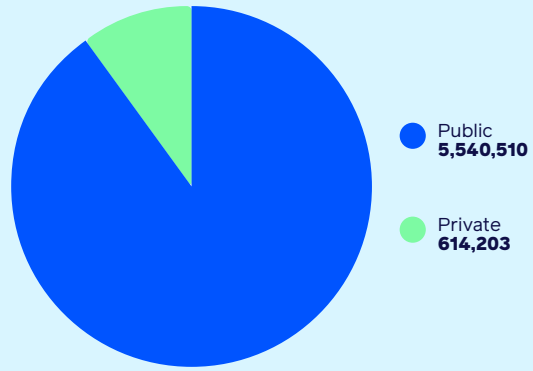
Financial Overview

INCOME

Jan - Dec 2022

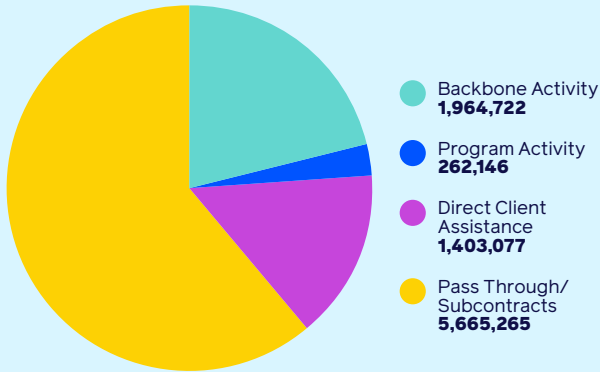


Jan - Dec 2021

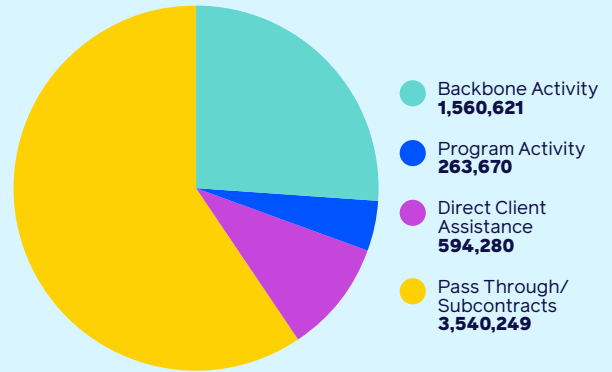


EXPENSES

Jan - Dec 2022



Jan - Dec 2021



\$ Change



TOTAL

Jan - Dec 2022

9,308,401 **9,297,064** **11,337**
 Total Income Total Expense Net Ordinary Income

Jan - Dec 2021

6,154,713 **5,960,238** **194,475**
 Total Income Total Expense Net Ordinary Income

Funders

- American Savings Foundation
- Apple Pickers Foundation
- Bank of America
- Berkshire Taconic Community Foundation
- City of Bridgeport
- City of Danbury
- City of Norwalk
- City of Stamford
- City of Torrington
- Community Foundation of Eastern CT
- CT Coalition Against Domestic Violence
- CT Department of Housing
- CT Department of Mental Health and Addiction Services
- CT Humanities
- Fairfield County's Community Foundation
- Foundation for Community Health
- M&T Bank (Peoples Bank)
- Melville Charitable Trust
- New Canaan Community Foundation
- Northwest CT Community Foundation
- Northwest Hills Council of Governments
- Partnership for Strong Communities
- The Workplace
- Town of Greenwich
- Town of Westport
- United Way of Coastal Fairfield County
- United Way of Greater Waterbury
- United Way of Western CT
- U.S. Department of Housing and Urban Development
- Webster Bank





thehousingcollective.org