



# OLD PUEBLO COMMUNITY SERVICES

*Building Futures Through  
Housing and Recovery*



## 2016 Annual Report



## A Message From Our CEO Tom Litwicki



**Tom Litwicki**

*Dear Friends,*

*Did you know that you are helping change the face of homelessness in Tucson? By transforming the lives of the individuals we serve, together we are also transforming our community; bearing witness to our true spirit of compassion and kindness to all our neighbors. This spirit has materialized into new collaborations between OPCS and others in our community, new opportunities for faster access to safe affordable housing, needed physical and mental wellness services, and an income to sustain a new life. This is due, in no small part, to your continued support of our shared mission and we are grateful. I hope you will take time to review this Annual Report and that you will feel confident that you have made a wise investment of your time, talent and treasure.*

*New initiatives, like the Homeless Work Program launched in December 2016, pulled together diverse community stakeholders, with a shared vision of reducing homelessness by providing immediate work and income to persons living on the streets of Tucson. I am honored that such prominent organizations and individuals not only came together to support this initiative, but also trusted OPCS to manage it, from coordination of partnerships, management of funds, supervision of workers, and data management. I send a special thank you to our agency and funding partners, including the City of Tucson, Ward 5, Pima County, HSLopez Family Foundation, Walmart, Cenpatico, Southwest Gas, Cox Communications and Tucson Medical Center.*

*In addition to changes in housing and services, we have also risen to the challenge of transforming ourselves. As a result of a generous grant from Social Venture Partners, staff and management have been immersed in an exploration of our individual and collective role in creating an organization that can grow and adapt to meet the challenges of a changing world. This has included a rigorous analysis of how we do business as a community-based nonprofit, and has resulted in the emergence of new and improved internal management systems that will not only increase our community impact, but do so at the best cost. As a result, we began 2017 with the knowledge that we will continue to grow in our ability to serve Tucson and that we will face our community challenges around homelessness head-on.*

*I write this letter today from the comfort of my own home. I have a safe and loving home. It is a place I can store my belongings, like the old family photos and kid's school papers. I can hang my clothing. I can store my food. In short, it is a place where I can live; a place where my dreams come true. At OPCS we believe that the foundation of our lives is in our home. With your help, we will continue to open doors to as many people as possible that they may realize the same dream. Together, we can save lives, and make dreams come true.*



# A Message From Our Board President

Dear Friend and Partner,

Yes - Partner. That's You! YOU are a partner in changing lives and community. You who have recognized that **homelessness is everyone's problem** and that **it takes all of us** to reach out and Lend-a-Hand to others in order to turn the corner on ending homelessness.

As Chair of the Board of Directors for OPCS, I am happy to report that, together, we have made great strides to assure that OPCS is alive and well and poised to respond to Tucson's changing needs in delivering our mission to reduce homelessness. In 2016, OPCS continued to build a strong infrastructure with guidance and expertise provided by Social Venture Partners. The Board of Directors and executive staff refined our strategic plan and identified core areas of concentration. This plan is a working plan that drives all new program and financial decisions to ensure furthering our mission.

One core area of concentration was strategic board development. In 2016 the board implemented a new recruitment process and elected seven new directors. The new board members attended a board orientation in November and we have developed an annual training program that prepares board members to work effectively on the board and sub-committees.

Another strategic area of concentration was to build up and maintain a strong financial position. This focus resulted in an increase of liquidity from 2-3 days to 30 days and growing by the end of 2016. Each line of business was examined for cost efficiencies and for alignment with the mission. The combined effect of the financial efforts was to increase our net assets by over \$300,000 in 2016. Yahoo!

Following the Housing First best practices in housing for the homeless, we developed low barrier/low demand housing and added multiple supportive housing programs. Known for getting the job done efficiently and effectively, OPCS was chosen by the City of Tucson as the administrative partner in the Tucson Homeless Work Program launched on December 6, 2016. This innovative project is a result of community conversations led by Richard Fimbres, Councilman for Ward 5, and is a true collaborative effort of multiple agencies and corporations from the public and private sectors.

Through the past 21 years, OPCS has been dedicated to following best practices in our behavioral health programs. Now, with guidance provided by SVP, we have brought best practices to all the administrative functions of the company, the bedrock on which to carry out our mission. I am proud to serve as the Chair of the Board of Directors for this amazing organization and thank you for your contributions to our efforts to eradicate homelessness.

Marya Wheeler, CPA



**Marya Wheeler**  
Chair of the Board 2017

## Board of Directors 2016

**Lindsey Feldman**  
Chair  
**Carmen Ciuffetelli**  
**Jim Marten**  
**Scott Patka**  
**Marya Wheeler**



# Housing First Model

“Housing First” is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to other needs such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the theory that client choice is valuable in housing selection and supportive service participation. Exercising that choice is likely to make a client more successful in remaining housed and improving their life.

## Veteran Communities

Our seven different Veteran Recovery Communities provide a variety of housing options and support services for our Veteran population. A majority of our Veterans Assistance Programs are offered through an innovative partnership between the Veterans Administration (VA) and Old Pueblo Community Services. OPCS is an experienced veteran service provider in Tucson. The VA Hospital provides immediate and effective detoxification services and a full range of medical, psychiatric and rehabilitative care services.



**Sparkman**

## Reentry Communities

Our four Reentry Recovery Communities - alcohol and drug-free communities of top-quality, multi-resident housing locations - provide a structured living environment enhanced by a rich, well-balanced assortment of support services. Immediately upon release, individuals have housing and find support and encouragement from peers and staff. Substance abuse counseling, recovery support and employment assistance give each client the tools to tackle barriers they encounter and reenter the community with a foundation in recovery, employment and permanent housing.



**Flower**

## Bridge Housing

Old Pueblo Bridge Housing offers immediate, low-barrier, compassionate shelter for veterans and others who are chronically homeless. With this unique, low-barrier shelter program, OPCS opens its doors to the homeless who aren't otherwise sheltered because of active substance use, unmanaged mental health issues, their pets, possessions or partners. Once sheltered, the individual or family works with an OPCS navigator to enroll him/her in mainstream benefits and find placement as available in "Supportive Housing" in the Tucson area. Bridge housing provides furnished 2-bedroom apartments, each to be shared with three other individuals. Length of stay in the shelter is determined on a case-by-case basis. Food and clothing are provided as needed. Located near bus routes, clients are able to use public transportation in order to move about the city to enroll in benefits, look for employment and locate permanent housing.



**Bellevue**

## Supportive Housing



**Isabel**

OPCS operates several Supportive Housing Programs, each designed to meet the specific needs of the most desperate homeless populations. Residents work with a Housing Navigator to locate apartments located at scattered sites throughout the Tucson area. Apartments range from studio, to one or two bedrooms apartments. Additional services are made available to help residents remain in housing and may include case management, individual and/or group counseling and employment services.

# Those We Serve

## Prior Conditions

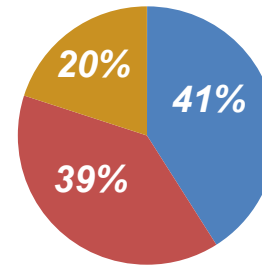
### Income



**66%**  
None

### Housing

Institutions  
Literally Homeless  
Temp or Eviction



### Substance Abuse



**54% Alcohol 56% Drugs**

### Wellness



**44%**

Mental Illness



**37%**

3 or more Phy. or  
MH Conditions



**20%**

Chronic HC  
Conditions



**29%**

Disability

### Diversity



White	70%
Latino	13%
Black	12%
Native	03%
Asian	01%
Other	01%

### Demographics



**48%**

Veterans



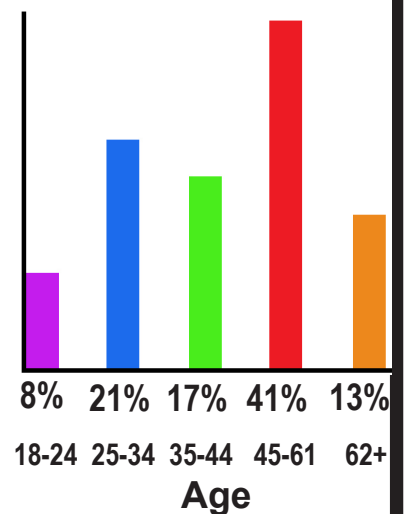
**78%**

Gender \*



**23%**

\*1% other or undecided





## Outcomes



**1230**  
Persons Served

### Income



**\$1,171**

Average increase for  
those entering with  
no Income

### Length of Stay



**83 Days**  
Average



**56 Days**  
Mean

### Cost



**\$4,018**  
Per Client



**\$72**  
Median per Day

### Housing Destination



**58%**  
To Permanent



**15%**  
To Temp Housing



**10%**  
To Institutions



**17%**  
Unknown

# Thanks To Our Generous Investors

## **\$25,000 or greater**

The HS Lopez Family Foundation  
The Kautz Family Foundation  
Social Venture Partners Greater Tucson Fund  
Held At The Community Foundation of Southern Arizona

## **\$10,000 or greater**

Bank of America Charitable Foundation, Inc.  
The Clan McKay Fund, a Fidelity Charitable Fund

## **\$5,000 to \$9,999**

Catalina Rotary Club  
Cox Communications  
Focus HR, Inc.  
JNR Networks, LLC  
The Martha R. Van Gorder Trust  
Walmart, District 366  
Wells Fargo Foundation

## **\$1,000 to \$4,999**

Cenpatico Integrated Care, Inc.  
Citi Tucson  
Eddo and Terry De Lang  
Don And Dee Johnson Charitable Fund  
Held At The Community Foundation of Southern Arizona  
John and Anne Duffy  
Nancy Eskridge Jones  
Joseph F. Stein Family Foundation, Inc.  
Harold and Ellyn Langer  
Lawrence J. Lippert  
Natalie McGee  
National Bank of Arizona  
Pima Prevention Partnership  
Southwest Gas Corporation Foundation  
Sharon Stetz and Caroline Peck  
The Jim Click Automotive Team  
Thunder Mountain Moose Lodge 2475  
Trico Electrical Cooperative  
Tucson Electric Power  
Tucson Medical Center

## **\$500 to \$999**

Anonymous  
Patricia A. Andrade and Henry G. Walker  
Michael and Elaine Becherer  
Benevity Community Impact Fund  
Amber Burdsall  
Richard M. Butler and Georganne E. Doty  
Stephen and Carol Dunham  
Bob and Janet Eskridge  
Gary and Sydney Evans  
Tom and Mary Heeringa  
Humana  
Mary and Jim Kautz  
Thomas and Darcie Litwicki

Heriberto Luna-Torres  
Anne Maley-Schaffner and Timothy Schaffner  
Bob and Virginia McKay  
William P. and Ellen Nicoletti  
Greg and Jeanie Pike  
Daniel and Patricia Price  
Tim and Debbie Price  
Jacque Rex  
Dr. Robert Rhode  
James and Natalie Riley  
Daniel and Katy Scoblink  
The Tom & Betty Shambo Family  
St. Mark's Presbyterian Church  
Michael and Jeanne Sturgis  
Joe F. Tarver and Peggy Johnson  
Scott and Laurie Weiss

## **\$100 to \$499**

Anonymous  
Gary and Mary Abrahams  
Sharon Adam  
AIM Solutions, LLC - Korina Gregg  
Lisa Allen  
Paul W. and Maureen P. Andrew  
Nancy C. Atherton  
Lori and Steve Banzhaf  
Pamela S. Bice  
Jeffrey Bisschop  
Scott Blades  
Ludi Campbell  
Beth Ann Carey  
Alan and Sharyn Chesser  
Natalie and Matthew Clark  
Community Foundation for Southern Arizona  
Kathleen G. Corley  
Allen W. and Betty Crawford  
Robert and Rev Kimberly Crecca  
Jerilyn Cunningham  
Kent F. and Katherine L. Davis  
John and Ardith Deering  
Kim and David Dobson  
Arnold and Bethanne Enoki  
Gary A. Fergione  
Bruce Ferrell  
Yvonna J. Fields  
Michael and Florine Francis  
Fry's Food Stores - Kroger Community Rewards  
Shelly P. Gallichio  
Terry and Mayra Galligan  
John and Carol Garr  
Lisa and Jim Garrett  
Glenn Street Apartments  
Suzy and Greg Gooch  
Liz Gulick  
Howell and Mary Herring

John E. and Rhoda S. Hubbard  
The Jack Hopkins Group  
Jet Management, Inc.  
Jane P. Jones  
Jeanette I. Jones  
Thomas Jones  
John C. Lancaster  
Linda Leatherman  
Adrienne and Scott Lindsey  
Doug and Judy Lubben  
Mary Louise Luna  
Delbert and Rebecca Mack  
Jim and Jami Marten  
Brooke McDonald  
Deirdra L. McMahon  
Mark Metzner  
Jameson Schuyler Miller  
Elizabeth Miller  
Barry and Linda Morenz  
Michael Oliver  
Cindy and Bill Pande  
Leigh B. Pattalochi  
Fred and Christine Petersen  
Philip M. Pierce  
James and Jane Prescott-Smith  
Assured Life Association Matching Program  
Kathy Ramert  
Larry D. and Trudi J. Rayburn  
Kirk and Susan Reed  
Howard M. and Janice K. Richard  
Jessica Richards  
Roadrunner Office Supply  
Mayor Jonathan Rothschild  
Rumsey Architecture, LLC  
Claire Scheuren In Memory Of Rhiannon Powell  
Clark Crist and Leslie Shultz-Crist  
Southern Arizona Land Trust  
St. John on the Desert Presbyterian Church  
Ray and Nadine Stanley  
State Employees Charitable Campaign  
Louis W. and Rhona L. Stern  
Greg and Anna Stutz  
Helen Tabb  
Jim and Susan Taylor  
Greg Taylor  
Title Security Agency, LLC  
TML Counseling  
Karin Uhlich  
United Way of Tucson and Southern Arizona  
Bob and Patty Villamana  
John Warnock  
Marya C. and T. Christopher Wheeler  
Angela Wilson  
Diane and John Wilson



# Days of Caring

Up to \$100

Denise L. Alexander  
Lorenzo and Nancy Allen  
Amazon Smiles  
Jacob Barr  
Catherine Beddard  
Leah Beenken  
Rebecca L. Benavidez  
Janette Bernal  
Catherine M. Bickel  
Morella Bierwag  
George J. and Lorine E. Birger  
Amelia Blume  
Samantha J. Bossert  
Murryelle Bothwell  
Kathleen Boyle  
Christopher J. Burton  
Christopher L. Carlsen  
Bryan and Julia Castner  
Linda Cerveny  
Brandi K. Champion  
Barbara A. Christiansen  
Carmen and Richard Ciuffetelli  
Evelyn Cowing  
Bonnie Crystall  
Marilyn E. Dano  
Elizabeth M. Davidson  
Domet Designs  
Bridget Dowling  
Amy DuBois  
Sue M. Dunn  
Pat and Candy Egbert  
David M. Elliott  
Kim M. Fernandez  
Bryan Foerster  
Steven and Martina Frost  
Robert and Sylvia Gergen  
Lisa Giannini  
Linda Goode  
Melissa A. Griebel  
Valerie Gsoell  
Melissa L. Hall  
Robert and Michelle Hefner  
Rosanna Hernandez  
Margaret Higgins  
Lawrence E. and Joann Hinchliffe  
M Shirley Hockett  
Kevin C. Horstman and Corolla  
K. Hoag  
Joseph V. Ingegneri  
James and Jane Iskiyan  
Phyllis James  
Harry J. Joiser  
Jami L. Kaminski  
Richard and Sue Keeth

Sandra L. and Jean-Claude  
Khawam  
Peggy V. Kusian  
Denise Lopez  
John E. and Rosita I. Lutzel  
Patricia Ann MacFarland  
Paige A. Maier-Bunas  
John M. and Regina M. Mangold  
Natalie McConnell  
Cynthia K. Medford  
Peter C. and Carol N. Mike  
Lisa Moore  
Maya E.D. Nash  
Kimberly A. Noble  
Michael and Laraine O'Brien  
Ana M. and Marco A. Pallares  
Ed Palma  
Shiraz Peera  
Albert P. Pesqueira  
Christopher Pompa  
Agnes C. Poore  
Ricky Portillo  
Claire Jean Prager  
Ryan Pulido-Dettmer  
Wendy Rager  
Rebecca Redhouse  
Amy Reichgott  
Vanessa Roberts  
Kathleen P. Roman  
Carleen Russell  
Kennith J. Saaby  
Luis Sandoval  
Victor SantaCruz  
Remy Sawyer  
Robert and Jeanne Shaw  
Charlene Sigala  
Caitlin Smith  
Catharine Smith and Rocky  
Hoopengardner  
James L. Srnck  
Jane Stewart  
Jennifer and Bruce Stewart  
Emily Suski  
Larry A. and Mary Swartz  
Kimberleigh and Dan Talerico  
Cecilia A. Urizar-Faught & Daniel  
W. Knee  
Rosa Weihs  
Susan West  
William Emmet White  
The Yoga Connection  
Kim M. Young  
Megan M. Zukowski



**Team TEP**



**Team IBM**



**Team Raytheon  
Team AGM Container**



**Team Hubday Minerals**

# Consolidated Statement

\$4,611,327  
\$147,949

\$351,765  
\$200,839  
\$35,351  
\$45,734  
\$58,855

**\$5,451,820**

## REVENUE

Government Grants and Contracts

Revenue Generated by Transitional Housing  
and Clinical Programs

Revenue Generated by Housing Development Programs

Contributions

Fundraising Events

In-Kind Donations

Other Income

## TOTAL REVENUES AND GAINS

\$3,744,350  
\$1,232,707  
\$100,491

**\$5,077,548**

## EXPENSES

Program Services

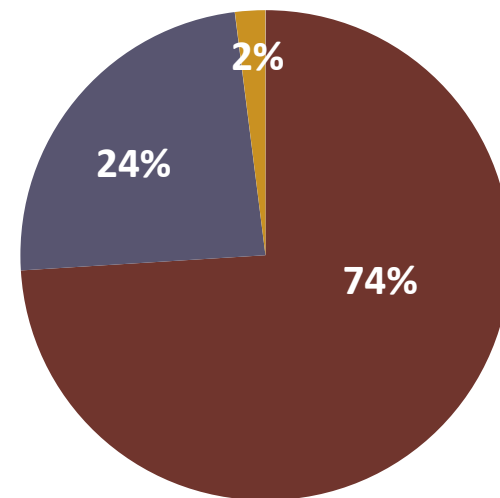
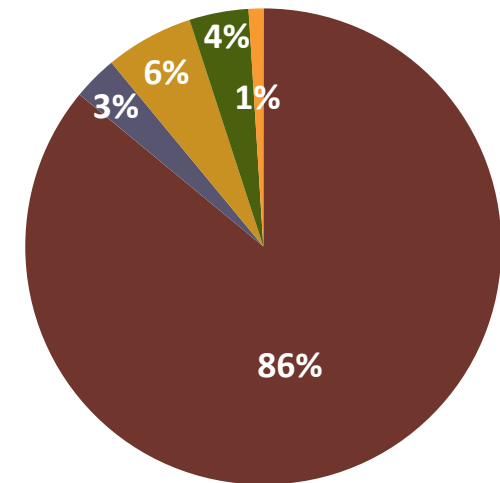
Management and General

Fundraising

## TOTAL EXPENSES

**\$1,435,691**

## NET ASSETS, END OF YEAR





# A Special Thank You To Our Building Futures Sponsors

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*Gold Sponsor*



*Silver Sponsors*



*Bronze Sponsors*





## *Preview of 2017*



**OPCS Is Proud To Administer Tucson Homeless Works Program, Started December 2016**

