



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 handwritten signature in black ink, appearing to be 'TL' followed by a stylized flourish.

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

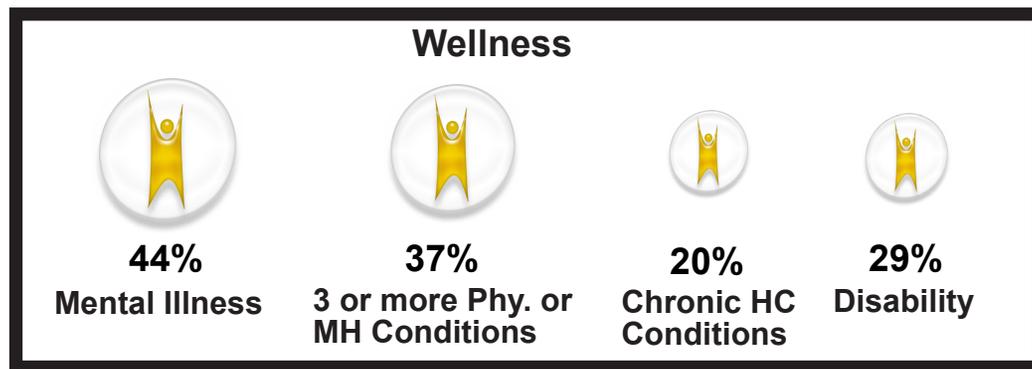
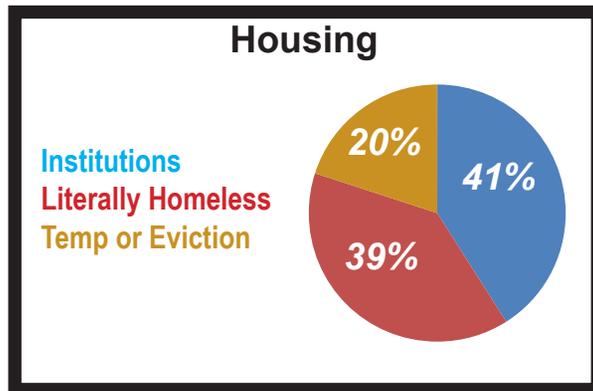


Isabel

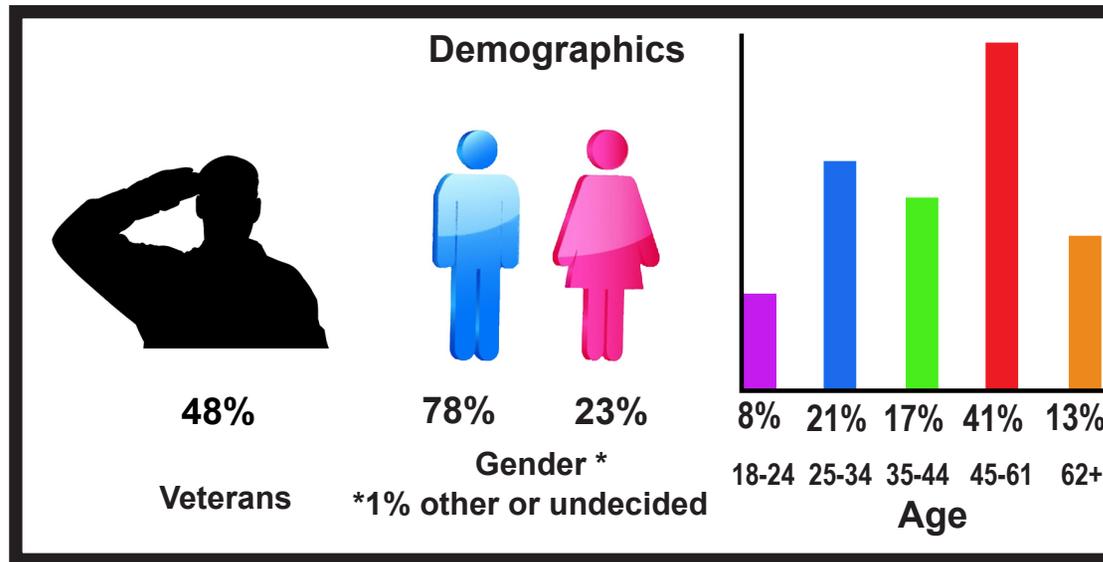
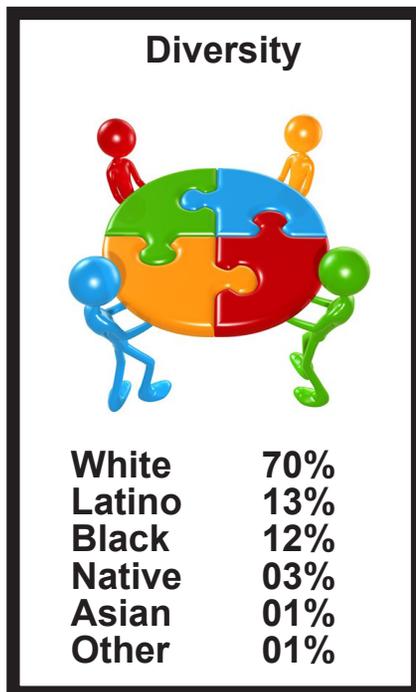
OPCS operates several Supportive Housing Programs, each designed to meet the specific needs of the most desperate homeless populations. Residents work with a Housing Navigator to locate apartments located at scattered sites throughout the Tucson area. Apartments range from studio, to one or two bedrooms 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



Demographics



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 HSLopez 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
Jeffry 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 Bierweg
 George J. and Lorine E. Birger
 Amelia Blume
 Samantha J. Bossert
 Muryelle 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
 Jamí 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
 Kenneth 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 Raytheon
 Team AGM Container**



Team IBM



Team Hubbay Minerals

Consolidated Statement

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

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

\$5,451,820

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

\$5,077,548

\$1,435,691

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

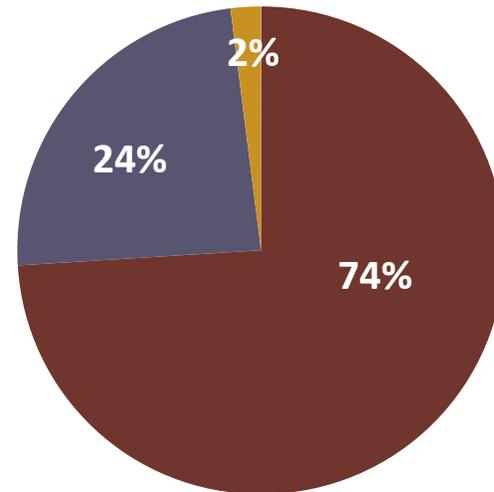
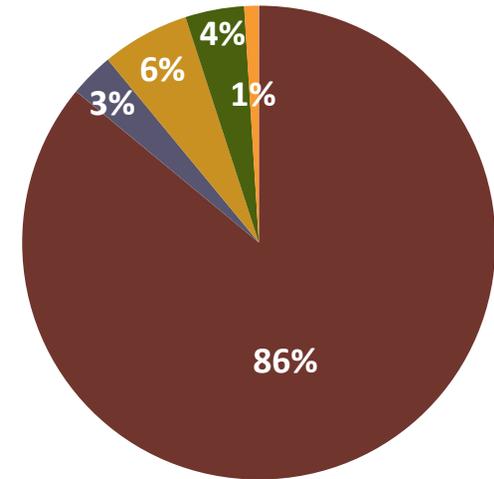
TOTAL REVENUES AND GAINS

EXPENSES

- Program Services
- Management and General
- Fundraising

TOTAL EXPENSES

NET ASSETS, END OF YEAR



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Presenting Sponsor



Gold Sponsor



Silver Sponsors



Bronze Sponsors



Preview of 2017



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

