

COTS



Committee on the Shelterless

# A Lifeline For Our Community

ANNUAL REPORT | 2011



“Quite frankly, you are one of the most exemplary organizations in the county, in terms of your vision and impact and your administrative diligence.....These are signs to us of a mature, strategic organization.”

— **Barbara Hughes, President & CEO**  
**Community Foundation Sonoma County**



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## A Message from John Records Executive Director

COTS is a lifeline for almost 2,000 children and adults in our community. We literally save lives every day, and we are deeply grateful for your support of our work. Assistance from the cities of Petaluma and Rohnert Park, as well as from Sonoma County has been invaluable to us and for this we are greatly appreciative.



The past year (2010-2011) has been extremely challenging for COTS and the more than 12,000 people who lost their homes in Sonoma County. Homelessness in Sonoma County increased by 40% over the last official count conducted in 2009. Hundreds of all of friends and neighbors fell into homelessness. Many of them have never experienced homelessness or ever thought it could happen to them.

As a result, the Board of Directors and staff at COTS made two important commitments. First, despite the economic challenges and loss of key funding, we decided not to retreat from our responsibility to do our best to help all of these newly homeless children and adults. Second, we decided to do everything we can to help all of our friends and neighbors living on the edge to keep their housing.

**We're really proud of what we've accomplished with your support.** Our Chief Operating Officer, Mike Johnson, describes key attainments on page four.

We also do a great job of running COTS like a successful business, with clear goals and rigorous management oversight. We have strict financial controls in place, and I'm happy to tell you that once again we passed our outside audit with flying colors. Our Board President Sara Malone speaks to this and more on page five.

In closing, I am deeply honored that so many in our community have joined with COTS to help the most needy children and our adults, and that you provide your time, talent and treasure in service of our mission.

With gratitude,

A handwritten signature in blue ink that reads "John". The signature is written in a cursive, flowing style.





*“If you want change in your life, this place can offer you everything. COTS is a good program and it’s a tough program. But if you work the program you’ll get over your struggles. It helped get us back on our feet, get organized, and situated physically and mentally. They’ve helped better our communication in our relationship. We don’t want to put ourselves or our family in this situation again.”*

**Jowie & Maria lost their home and struggled to get ahead. Jowie now works full time, Maria pursues her GED, and the family is now permanently housed.**

## ***ACCOMPLISHMENTS LAST YEAR***

Fiscal 2010-11

### **With Your Support We Helped People in Crisis to Stabilize....**

- 1,905 individuals, including 151 children, were sheltered
- 335 beds were provided each night
- 127,113 nutritious meals were served
- 800,000 pounds of food was distributed to hungry families, individuals and seniors

### **With Your Support We Helped Rebuild Shattered Lives....**

- 73% of emergency shelter adults remained drug and alcohol free for the duration of their stay
- 72% of emergency shelter adults completed a financial literacy course
- 91% of parents attended Kids First course and improved parenting skills
- 10,396 service hours contributed to the community by shelter residents

### **With Your Support We Helped People Find Income and Housing....**

- 81% of single adults in transitional housing moved to permanent housing at exit
- 96% of single adults in transitional housing obtained and retained income
- 80% of families moved into permanent housing

## Program Highlights—Fiscal 2010-11

— Mike Johnson, COO



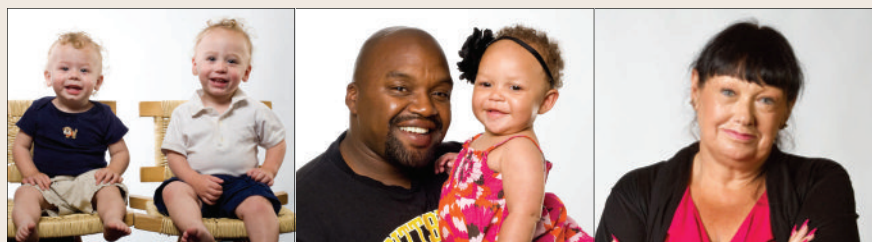
Though COTS faced many challenges this past year including the poor economy, an explosion of homelessness in Sonoma County and key funding reductions, I am very proud of how we have met these challenges. With rock-solid support and dedication from our wonderful community, the hard work and commitment of our Board, staff, and volunteers, we attained remarkable results this past year:

- Almost 2,000 children and adults were assisted with food, shelter, housing and transformative programs
- Every night 335 children and adults slept in warm, safe beds
- More than 127,000 meals were provided to hungry children, adults and seniors in our community
- 800,000 pounds of food was distributed to hungry families, individuals and seniors in our community

In every program we worked constantly to accomplish more with less. We leveraged every possible resource at our disposal. We employed cost-effective, evidence-based practices to help folks rebuild their shattered lives and get back under roofs of their own.

I am particularly proud of our accomplishments in the housing area. More than 80% of our transitional housing participants, including over 150 children, graduated into housing of their own. At the Mary Isaak Center emergency shelter more than 50% of adults graduated to stable housing – an astonishing accomplishment that is 400% greater than the national average placement rate!

Finally, we assisted over 150 families and individuals to stay in their homes and not join the thousands of people struggling in homelessness in Sonoma County. Had all of these families fallen into homelessness we would have had to spend 800% more to get them back under a roof of their own!



# FINANCIAL REPORT



*"I was never on my own before. But I have a really good support system here and I'm making it! COTS is helping me figure out which things I need to do in order to make sure that I have a stable foundation so that I will never have to be homeless again. My plans and dreams are to have a house or apartment of my own - a strong foundation. I know now how hard I have to work to get to where I'm going."*

**Sarina made the choice to come to COTS to work life out on her own. Now she's working in a retail store, taking care of her child, and growing stronger each day.**



Dear Friend of COTS,

The 2010 fiscal year was hard for almost everybody, including COTS. Our federal, state and local budgets continue to see deep deficits with little revenue improvement in sight. I am proud to say that COTS finished the year in sound financial shape, due to careful management, strong cost controls and a continued focus on our core mission.

We have purposefully made the decision not to cut our programs in this dismal environment: with the shrinking public safety net, COTS is even more vital to the health and well being of our community. Without the help that COTS can provide to our homeless and hungry children and adults, they have nowhere to turn. And we are not losing sight of our longer-term goal of breaking the cycle of homelessness and helping people transform their lives.

In the face of such a dreary outlook, how do we find ourselves able to be optimistic about the future of COTS? Because of the unwavering – and increasing – support of the many individuals and community organizations that are part of the COTS extended family. From first-time donors who have pledged modest monthly recurring contributions, to long-time supporters who have increased their commitments; from local organizations who have helped with gifts of money, supplies and talent to congregations who truly practice what they preach when it comes to the least fortunate amongst us – all have kept COTS alive and maintained our ability to serve those in need.

The environment may still get tougher before it gets better, and if you'd like specific information about our plans and the challenges we face, please feel free to call or email our Executive Director, John Records, at (707) 408-2527 or [john@cots@homeless.org](mailto:john@cots@homeless.org).

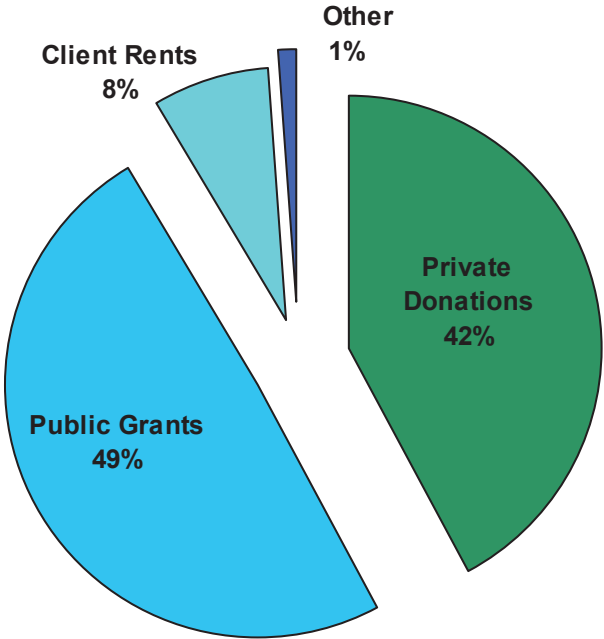
Thank you for your support,

Sara Malone, Board President

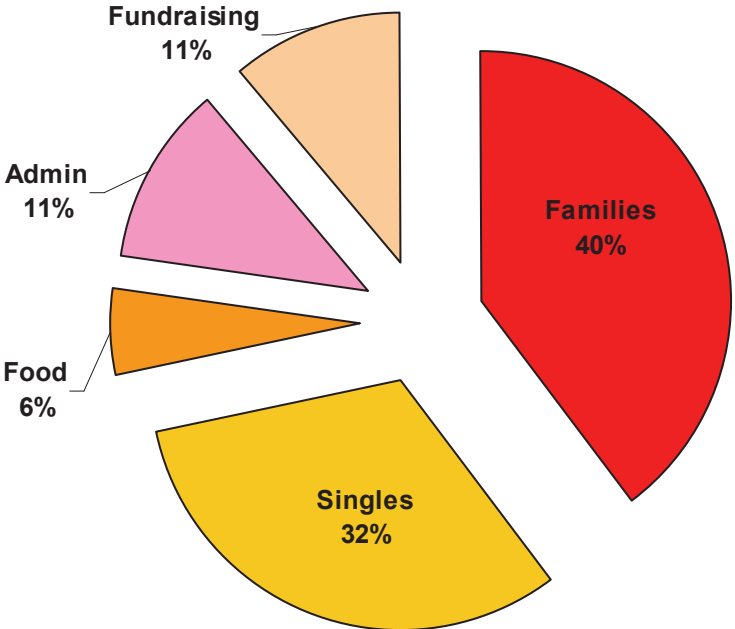
# STATEMENT OF OPERATIONS

## Year Ending June 30, 2010

### Revenue 2010-2011



### Expenses 2010-2011



# COTS LEADERSHIP

## Board of Directors

Sara Malone  
President/Chair  
Owner, Circle Oak Ranch

Vice President  
Chris Ranney  
Ranney Capital Management

Chuck Seebock  
Treasurer  
Retired COO, Next Level Communications

Judy Tuhtan  
Secretary  
Retired Manager, Winegrape Commission

Brian Dixon  
Board Member  
Senior Reverse Mortgages

Pat Grinnell  
Board Member  
Family Nurse Practitioner

Ray Noll  
Board Member  
Retired Professor, USF

Bob Billings  
Board Member  
Retired Pilot

Dev Goetschius  
Board Member  
Exec. Director, Housing Land Trust, So. Co.

Andrea Pfeiffer  
Board Member  
Owner, Chocolate Horse Farm

## Senior Management

John Records  
Executive Director

Mike Johnson  
Chief Operations Officer

Marilyn Stuart  
Controller

Monica Savon  
Director Programs

Deborah Breitbach  
Director Individual Giving

Mary Ellen King  
Director Grants & Communications



## FACILITIES

**Mary Isaak Center** - 100 beds, emergency shelter for single adults  
(500 adults served/year)

**Center for Homeless Children and their Families** - 35 beds, 2-year transitional housing program for families (19 families served/year)

**Shared Transitional Houses - Families**- 60 beds, 2-year shared housing  
(26 families served/year)

**Shared Transitional Houses - Single Adults** - 30 beds, 2-year shared housing

(50 adults served/year)

**Intention Houses** - 12 beds, 3 apartments, 2-year transitional housing for families

(4 families served/year)

**Integrity Houses** - 22 beds, 5 houses, permanent supportive housing for adults only

(25 adults served/year)

**Vida Nueva** -75 beds permanent supportive housing apartment complex for families with a disabled head of household at risk of homelessness

**Veterans' Apartments** - 9 beds, 4 units for chronically homeless vets

## PROGRAMS

**Rent Right** - comprehensive course in budgeting, credit repair and housing search

(90 people served/year)

**Work Right** - education needs assessment, intern program, and job search assistance

(50 people served/year)

**Petaluma Kitchen** - free daily meals for adults, families and children  
(127,000 meals/year)

**Food Box Program** - weekly grocery boxes delivered to seniors, families and individuals (800,000 lbs food delivered/year)

**Kids First** --comprehensive parenting education and mentoring focused on child development and strengthening families

(30 families served/year)

**The Family Connection** - trained volunteer mentors assist families for one year as they transition out of homelessness (20 families served/year)

**Heads Above Water**— Homeless prevention assistance  
(75 people served/year).

**Home Share**— Facilitate housing match (40 people served/year)





Committee on the Shelterless

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*"With COTS you have the time and the resources you need to rebuild your life. COTS doesn't make people leave during the day when they need to be working on changing their lives. I got my recovery foundation here."*

**- Tammy**

*"Over the past 10 years or so, I have looked closely at COTS and I am very pleased at what I see!*

*COTS is a strong, well-managed and widely respected organization. It is managed and staffed by men and women of integrity, commitment, and compassion - people who are incredibly good stewards for the charitable dollars with which we have entrusted them. We are thankful for people like them, and people like you who make this community what it is."*

**— Ron Malone, Petaluma, CA**

Ron Malone is a nationally known lawyer specializing in trust and estate law, particularly in the area of donor intent. He is proud to be a member of the COTS Miracles Giving Circle as both an individual with his wife Sara, and as the president of a foundation.