



# **SHOWERS FOR THE HOMELESS BUSINESS PLAN**

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# SHOWERS FOR THE HOMELESS

## Executive Summary

The Showers for the Homeless Project is a response to the needs of some of the most vulnerable members of our community of Middletown. Despite significant interest taken in homeless persons by various groups,<sup>1</sup> homeless persons often lack such basic goods as 1) a place to store personal belongings, 2) a place to make phone calls, 3) a mailing address (an address is sometimes a necessary condition for receiving various kinds of aid), and 4) a place to be when St. Vincent DePaul, the Warming Center and the Russell Library are closed. Another problem, one that has a far-reaching and devastating impact on the physical and mental health of homeless persons, is 5) the lack of a means to be clean. It is the need to be clean that Church of the Holy Trinity (CHT) hopes to address by building a showers/laundry facility in its basement.

CHT has a history of service to the homeless of Middletown. With the support of Ron Krom (Executive Director of St. Vincent DePaul) and others, the Warming Center (first called Fabian's Place) was established at CHT over ten years ago by Maggie Minnick (rector at CHT) and Carl Loges (retired social worker providing services to disadvantaged person through CHT). The Warming Center was designed to serve homeless persons who were unable to find other shelter in the winter. Though other churches have participated, CHT has been a constant in the effort since the beginning. The decision to provide showers may be viewed as a natural expansion of the work already performed at the Warming Center. It is anticipated that the Showers Facility would serve roughly the same population that the Warming Center currently serves.<sup>2</sup>

CHT is well-situated when it comes to ministering to the homeless. Located in the middle of Main St. It is close to Community Health Services, St. Vincent DePaul Soup Kitchen and other services. Sometimes called "the ministry of the building," Trinity has a long history of providing space to help the community at large.<sup>3</sup> The church is a large building that lends itself to creative use.

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<sup>1</sup> Some groups addressing the problem of homelessness are St. Vincent DePaul, the Eddy Shelter, a Middlesex County chapter of the nationwide *TenYear Plan to End Homelessness*, the *Mayor's Task Force on Homelessness*, Columbus House, the Middlesex County Coalition on Housing and Homelessness, and other community action programs.

<sup>2</sup> On any given night the number of homeless persons using the Warming Center fluctuates between about 20 and 25. It is not necessarily the same group of persons being served each night; it is estimated that over the course of a month, the Warming Center serves as many as 160 unduplicated people.

<sup>3</sup> CHT was used by the American Red Cross and the Headstart Program. During the influenza outbreak, it also served as an annex to Middlesex Hospital. It was home to Perceptions, a support program for drug users, and for a time provided space for Odd Fellows playhouse. Currently, the building is used by a number of groups, including the Warming Center (already mentioned), 12 step AA and NA programs (e.g., Pigs in Space, Friday Night Sanity, and Surrender to Win).

There is space in the CHT basement that is available and that possesses certain virtues such as existing drains, north and south entrances, enough room to achieve multiple purposes, a large newly-installed furnace capable of providing a source of radiant heat to the area that would become the facility, and a new water heater large enough to provide supply warm water to the facility.

The idea of providing showers for the homeless has grown out of a several-year conversation between parishioners and members of the larger community. Among the larger community members are individuals who have considerable experience working with the homeless population in Middletown. Several of these individuals are now members of the Showers for the Homeless Committee dedicated to making the showers facility a reality. The Showers for the Homeless Committee, answerable to the Vestry of Church of CHT, that would eventually administrate the facility. [SEE *Governance*, p. 11]

Currently, the project is in the preliminary phase which involves laying the groundwork so that construction can commence. Architectural drawings have been obtained and the cost of construction has been estimated at approximately \$230,000. There have been asbestos and lead inspections. Additional funds are being sought to cover lead abatement and the creation of final blueprints. Additional fundraising will be necessary before construction can begin. Once the facility is constructed and furnished, it will be staffed by volunteers and personnel trained by St. Vincent DePaul. An annual budget has been estimated as falling between \$20,000 and \$25,000. Procedures for operation as well as guidelines for handling money have already been formulated.

Four strategies will be used to raise money to build and operate the facility:

- networking and information sharing through presentation and brochures,
- creating and maintaining a website to provide updates and solicit donations,
- seeking grants, and
- sponsoring specific fundraising events.

A City of Middletown Health Department Block Grant has provided funds to determine project feasibility. Several individual donations have been received. A sizable contribution from a family foundation has been promised. Though not formally publicized, the program has already gained attention and support.

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Currently there is a clothes collection in the basement. Last summer, a children's feeding program, having lost the space that had formerly housed it, was able to continue after being invited to take over the upstairs Sunday school rooms.

## **Mission**

The mission of the Showers for the Homeless Project is to construct a safe, clean and aesthetically pleasing area for homeless persons to take showers, do laundry and receive personal services such as foot care. This facility is to be constructed in the basement of Church of the Holy Trinity. The showers facility will include an office, a laundry room, and separate men's and women's shower rooms; there will also be a limited number of lockers, storage closets, a waiting area and a multi-purpose room that can be used for foot care and hair care. The effort may be viewed as an extension of the work that has been done in the community by the parish since 2004 when the Warming Center was first established at Church of the Holy Trinity.

## **Vision**

Our vision is to see homeless persons receive the help that they need and to develop our sense of kinship with a sector of community that is often marginalized. It may be that, in time, Church of the Holy Trinity could establish a day center for the homeless. Homeless persons are in need of a place to be when commonly frequented buildings, such as the library, are closed; a day center would be a place to make phone calls, rest, watch television and play board games. This might also be a place where classes could teach basic life skills, computer skills, cooking and nutrition, etc. If Church of the Holy Trinity is unable to provide additional space for an expanded homeless ministry, there may still be opportunity for the parish to support other agencies in expanding their services to the homeless. Our desire is to see homeless persons empowered to live more functional and joy-filled lives. If homeless persons are unable to achieve self-sufficiency, we would still hope that they would find comfort, greater vitality, and a sense of enhanced self-worth through the assistance provided.

## Description of the Project

**Phases:** In brief, the project is being undertaken in three phases:

- 1) *Laying groundwork for beginning construction:* This has included obtaining lead and asbestos inspections, architectural drawings, an estimated cost for of the project, a plan for fundraising. The funds necessary for construction will be obtained and building permits will be granted.
- 2) *Construction:* Bids will be solicited from reputable vendors, and the best will be selected to do the work.
- 3) *Operation:* When construction is complete, the facility will be staffed by volunteers and personnel trained by St. Vincent DePaul, and the showers facility will be advertised to members of the homeless population. Finally, the facility will open its doors for business.

Currently, the project is still in the preliminary phase. We have a schema for the area of the basement to be renovated and are anticipating some exploration of the walls and ceilings in conjunction with lead abatement; this will be done before final blueprints are created. Fundraising will be necessary before construction can begin. Appendix A shows an illustration of the showers facility to be built, designed by architect Christina Wasch and engineer Lorri DiBattisto.

**Services and Population to Be Served:** The showers facility will provide service to those members of our community who lack resources to meet their basic need for cleanliness. The benefit to the homeless population is two-fold: 1) there will be an obvious benefit to physical health, and 2) there will be benefit to mental health, since cleanliness and the ability to get clean promote a better sense of self worth and increased confidence.

It is not enough to provide showers. Homeless persons may also lack the resources for cleaning their clothes. For this reason, the showers facility will also provide washers and dryers to homeless persons free of charge. These machines will also be used to launder towels for the showers facility.

The need for foot care for the homeless is also be critical. Homeless persons spend a great deal of time on their feet and may lack clean functional socks and shoes that fit. There may be swelling, chronic foot infections, calluses, blisters and in-grown nails, as well as a condition such as Trench Foot caused by the inability to keep feet dry and clean. Frostbite from freezing temperatures can be a factor. These problems can be extremely painful and debilitating. The showers facility will provide a space within which foot care can be administered. Currently foot care for the homeless is being provided by WYA (Wherever You Are), a branch of the Community Health Center in Middletown administered by Kasey Harding and serving clients in New Britain, Meriden and Middletown at various locations. Church of the Holy Trinity will be able to offer the Showers Facility as a site for this service.

Church of the Holy Trinity has seasonally obtained donations of new socks for homeless persons. It is anticipated that there will be coordination between the showers facility and church members as well as members of other parishes and outside agencies so that continuing donations of socks can be made. These socks will be made available to clients who need them.

There will also be coordination between the showers facility and the clothes closet, now operating in the basement of Church of the Holy Trinity, to insure that homeless persons have adequate clothing.

The area to be used for foot care is multi-purpose and may also be used for giving haircuts.

There will be a limited number of lockers providing space to clients who will be allowed to leave personal belongings in them during the day.

## Marketing Plan

**Costs:** Below is a breakdown of the costs of constructing the showers facility plus set-up and one year of operation:

<b>COSTS</b>	
Lead, Asbestos testing	\$690
Lead abatement and wall/ceiling exploration	\$9,000
Permit	\$3,000
Site work (exterior stairs, fire escape, etc.)	\$5,000
Dumpster	\$2,000
Repoint brownstone	\$3,000
Demolition	\$10,000
Framing (drywall, windows, doors, trim, concrete)	\$35,000
Painting	\$6,000
Cabinetry	\$3,000
Insulation	\$2,500
Flooring	\$8,000
Fire alarm	\$2,500
Security	\$8,000
Plumbing (includes fixtures)	\$18,000
HVAC	\$12,000
Electrical	\$25,000
Contingency	\$15,000
Construction fee	\$47,400
Architect/Engineer fee	\$13,810
<b>Subtotal (Construction Costs)</b>	<b>\$228,900</b>
Set-up costs (appliances, furniture, office supplies, towels, detergent, soap, cleaning supplies, etc.)	\$16,100
Maintenance costs for 1 year (utility costs \$8972.60, replenishing supplies \$3777.40)	\$12,750
Staffing for 1 year	\$12,250
<b>Total</b>	<b>\$270,000</b>

Advice regarding fundraising has been sought from the executive directors of two facilities that provide services to the homeless: Catherine Zall (New London Homeless Hospitality Center) and Cheryl Trzcinski (Master's Manna). Both have shared their experiences obtaining money. NLHHC was built with State and Federal funds and private donations while Master's Manna has relied entirely on private donations. The marketing plan of the Showers Project at Church of the Holy Trinity will most resemble that of Master's Manna, though it may utilize creative efforts similar to ones used by NLHHC to make money.

Significant fundraising will be required to build and maintain the showers facility. The fundraising effort will utilize four strategies: networking and information sharing, creation of a Showers for the Homeless website, grant and donation solicitation, and specific fundraising events.

**Networking:** The networking aspect of our fundraising effort has already begun naturally as word of the project has spread. Recently a number of new persons



from the larger community have joined the Showers Committee in addition to the initial group of five parishioners and two non-parishioners. Based upon reports of growing interest in the project provided anecdotally, we anticipate the involvement of leaders and members in other faith fellowships as well as leaders and members of non-faith-based groups in the larger community including local businesses. Paul Dodge (Middletown Small Business Development Center, Chamber of Commerce) assisted the Committee in writing this business plan.

In the interest of further networking and disseminating information about the Showers Project to the larger community, the Committee will work with High St. Graphics (a local business that supports the Showers Project) to create a keynote presentation that can be shown to various groups. We will also publish a brochure that can be shared in various ways with various people. Information may also be provided through local newspapers and community publications.

**Website:** Critical to the fundraising effort will be the creation of a Showers for the Homeless website. This website will be equipped with a PayPal function so that groups and individuals can make contributions online. The website will also will provide information about the project as well as regular updates regarding the fundraising effort. High St. Graphics has offered to help build this website.

**Grant Solicitation:** To date a \$3,000 block grant has been obtained from the City of Middletown Department of Health to determine feasibility of the project. The end of that grant period is approaching, and an additional block grant of \$21,000 is being sought from the same source. The new grant, if obtained, will be allocated the following way: \$9,000 for lead removal and exploration of the walls and ceilings, and \$12,000 for work done by the architect and engineer.

A grant application to the Episcopal Church for \$20,000 is currently being written. In addition, a donation of \$15,000 has been promised by a family foundation.

We will contact Toral Maher, Program Officer for the Liberty Bank Foundation which funds nonprofits. She is able to provide information about many funding opportunities and will work with non-profit agencies. We will also contact the Connecticut Association of Non-Profits and the Community Foundation of Greater New Haven which offers free grant-writing classes. Other agencies we will contact that might be sources of grants are WalMart, the Kuni Foundation and Middlesex Community Foundation.

The Committee will form a sub-committee to investigate further grant options.

We have already received individual donations amounting to \$9,200 (in addition to the Health Department Grant mentioned above). An account is being kept at Liberty Bank. We anticipate that there will be other donors.

**Fundraising Events:** NLHHC has raised significant money in a variety of ways, such as an annual Connecticut College sponsored 'Walk for the Homeless,' an annual 'Homeless to Hopeful' Gala, musical performances, and art shows of paintings and photographs that donate proceeds to the Center. It might be mentioned that NLHHC also owns and operates a thrift store. It seems that the Showers for the Homeless Project might raise money creatively in a similar fashion. The Showers Committee will seek out the advice of other individuals and groups who have successfully held fundraising events and will endeavor to sponsor such events themselves.

## Operational Plan

**Governance:** In 2014 the *Showers for the Homeless Committee* was established by the Vestry. The present composition of the Committee follows:

### Members

- Dana Campbell, Priest in Charge, Church of the Holy Trinity
- Carl Logess, Showers Committee Co-Chair, Church of the Holy Trinity
- Shannon O’Roarke Demarest, Showers Committee Co-Chair, Church of the Holy Trinity
- Gordon Adams, Junior Warden, Church of the Holy Trinity
- Sal Nesci, Chief Public Health Sanitarian/ Office Manager, Department of Public Health, City of Middletown
- Ron Krom, Executive Director, St. Vincent de Paul, Middletown
- Ann Faust, Board Member of the Middlesex County Coalition on Housing and Homelessness, sponsored by United Way

### Honorary Members

- Taylor Duckworth, Senior Warden, Church of the Holy Trinity (was instrumental in writing the application for the first Health Department Block Grant)
- Casey Harding, Director of WAY, Wherever You Are

### Anticipated Members

- John Hall, Jonah Center
- Representative from South Congregational Church (also participating in the Warming Center)

Christina Wasch, Architect, and Lorri DiBattisto, Engineer, serve the Committee as paid consultants and also attend meetings. They have provided critical assistance by providing a design for the showers facility and an estimate of costs.

Members are such owing to their interest, positions and/or skills. Membership is intended to be elastic, so that members can be added as the needs of the project change

So far, the Committee has been responsible for work done during the feasibility phase of the project. It will be responsible, as well, for making sure that the construction phase is completed. In addition, the Committee will oversee the maintenance and operation of the facility.

**Administration:** For at least the first two years of operation, the Showers Committee--under the Vestry—would directly supervise the program for the following reasons:

- Several members of the Committee have had significant experience working with the clientele that the showers facility will serve and, for this reason, would be able to provide competent guidance.
- Stability of organization, especially in the initial years of operation, is critical. There will be unexpected issues to be addressed and decisions to be made in

the interest of maintaining and improving the program. Having played a significant role in shaping the program, Committee members are already familiar with its intent, and they understand the importance of adopting a structured and compassionate orientation that supports the emotional well-being and growth of clients.

- There needs to be a means of providing accountability to the Vestry who, overseeing the facility in the broader sense, will want reports so as to insure that the program is operating smoothly and without detriment to the Holy Trinity Parish as a whole.

**Staff:** Staff will be contracted so payroll deductions will not be necessary. Shower staff will be paid from the “Shower Fund” in a manner similar to the way Warming Center staff are paid. They will receive W-2 forms at the end of the year for tax purposes.

One staff member will be on duty during the hours of operation. It would be feasible to have more than one person on contract, splitting hours and back up if the other staff person is ill or not available.

The staff will be trained by Ron Krom, who supervises the Warming Center. Members of the Shower Committee will be involved in the curriculum development.

**Hours of Service:** The program will be open from 8:00 am to 12:00 pm, Monday through Friday. It will be closed on the five major holidays.

**Verification of Homelessness:** With the consent of the homeless, a confidential *Referral to the Program/Verification of Homelessness* form will be used to verify a person as homeless. If a person claims to be homeless but does not have a referral, a staff member will assist the person in filling out a referral form and staff member will verify. If it takes more than a day to verify homelessness, the person will be allowed to use the showers in the meantime. When verified, the person will also be able to use the washer and dryer.

**Intake:** An intake form or *Client Fact Sheet* will be used to get a better idea of the needs of the client. The form will provide information about such things as education, job history, emergency contact, etc. This will be done only when the staff and the client have a degree of trust.

**Picture identification:** Every effort will be made to create picture IDs for those that have none. An address will be included. The address will be negotiated at a later date.

**Lockers:** Before assigning lockers, the client will sign a form saying that no drugs, food, or weapons will be placed in any locker. The form will also be make it clear

that the client understands that there is no expectation of privacy. The lockers will be subject to regular inspections.

**Behavior:** It is imperative that there be a calm, positive mood in the program on the part of the staff and program clients. Staff will be trained to diffuse any volatile situation that may arise. Clients will not be judged by what is in their blood and urine but by their behavior. If, after all attempts at diffusing a potentially volatile situation have failed, the staff member will ask the client(s) involved to leave, at least for that day. If there is any violent behavior toward staff or between clients, the staff member will remove themselves to a secure area and dial 911, making sure they are in a position to open the door for the police. Under no circumstances is the staff to put hands on a client unless it is in clear self-defense. In that situation staff will remove themselves to a secure location as soon as possible. In any situation that is not clear, the staff can call their Trainer or one of the Chairs of the Shower Committee. As stated before, the staff can suspend a client for one day. Any action beyond that must have the approval of the Chairs of the Committee and the Trainer. Whatever their decision is, it will only be in effect until the next meeting of the Showers Committee whose decision is final. An *Incident Report* form will be made out for behavior and injuries. Respect for clients is necessary regardless of circumstances; at the same time there must be a safe environment.

**Confidentiality:** Strict confidentiality will be assured to all participants of the program. The right to privacy is protected under Chapter 899 of the Connecticut General Statutes, PL 93-282, Sec. 52-146, PA 89-246 and 42 CFR Part 2 of the Federal Register.

- The identity of clients will not be disclosed to any person or agency unless the client gives informed consent.
- The Staff will not represent a client to any person or organization without informed consent.
- Informed consent will require that 1) the client what specific information is to be given/obtained, and 2) why the information is being given/obtained.
- Consent is valid only if clients are able to say what they are consenting to in their own words.
- The form *Authorization for Release of Information* will be used.
- Information can flow freely between Staff and Shower Committee members. An approval motion from the Vestry is required before information about a client can be obtained by the Vestry or by any particular Vestry member. No informed consent is needed from the Client in this situation

**Set-up Costs:** To make the facility fully functional there will be costs in addition to those associated with construction. Money will be required to buy appliances, a desk, chairs/benches, laundry baskets, detergent, towels, soap, and shampoo. There is an outside group that has offered to donate lockers. There will also be an effort to provide the means for dental self-care when necessary: toothbrushes,

toothpaste and floss. Operation of the facility will require cleaning and office supplies; the latter will include computer, printer, writing instruments, paper and file cabinets.

**Maintenance Costs:** There will also be costs in running the facility. These costs will include 1) staffing, 2) utility costs, and 3) costs associated with replenishing supplies when necessary.

We are anticipating a high figure of \$245,000 for construction and initial set-up costs. The annual budget for operation would be between \$20,000 and \$25,000; again, we will anticipate the higher figure of 25,000 (which will include \$12,250 for staffing).

The following represents an estimate of utility costs based on current rates for water and electricity. The estimated cost of these utilities for a year is \$8,972. It should be noted that this figure includes the cost for electricity associated with floor heating. Though it is expected that we will be able to harvest significant radiant heat from the boiler room, there will still be costs associated with the electric heat in the floor. An estimate for the cost of the floor heating is based upon a calculation found on the following website: <http://www.warmfloor.com/en-us/floor-heating/electric-floor-heating-operating-costs-for-heated-floors>.

Rates	Amount	per	Note
1 gallon	\$0.1337	Cu Ft	Conversion
Water/sewer	\$27.98	1k cu ft	Water
Water/sewer	\$27.78	1k cu ft	Sewer
Water/sewer	\$0.0075	gal	Combined
Electric	\$0.0839	kWh	Generation
Electric	\$0.1263	kWh	Distribution
Electric	\$0.2102	kWh	Combined

Number of showers and loads of laundry per week	
100	Showers
100	Laundry

Description	Amount	units	Note	per week	Total	units
Toilet	1.6	gal/flush	1.1 to 1.6	100	160	gal
Shower	17	gal/shower	average	100	1700	gal
Washer	22	gal/load	15 to 30	100	2200	gal
				Total	4060	gal
<b>Water</b>				<b>Total</b>	<b>\$30.26</b>	<b>per week</b>

Description	Amount	units	Note	per week	Total	units
Washer	1	kWh/load		100	100	kWh
Hot water	1	kWh/load	Washer	100	100	kWh
Hot water	1	kWh/shower	Shower	100	100	kWh

Dryer	3	kWh/load	2.5 to 4	100	300	kWh
Lights	0.24	kW	4 hrs * 5 days	20	4.8	kWh
Floor heat	0.43	kW	24 hr * 7 days	168	72.2	kWh
				Total	677.04	kWh
<b>Electric</b>				Total	\$142.29	per week

<b>Lights (LED)</b>	
800	sq ft
0.3	W/sq ft
0.24	kW

<b>Grand Total</b>	<b>\$172.55</b>	<b>per week</b>
	<b>\$8,972.60</b>	<b>per year</b>

Costs of electric and water usage of the showers area will be determined separately from church utility costs through the use of separate meters.

**Money Management:** The money will be raised before the beginning of each program year. This would insure adequate cash flow and allow time to address possible fundraising challenges before the next year.

A system governing money transactions has already been established and had been in effect for the past year. Security for funds coming into the program and proper authorization for expenditures on behalf of the program is critical. There will be a paper trail for all transactions. We will be in compliance with the requirements associated with local, state and other forms of outside funding. Showers Project finances are kept separate from church finances and are open to inspection

It is anticipated that a volunteer bookkeeper will be able to handle the volume of work this program would demand. An accrual form of bookkeeping will be used, allowing the Committee and Vestry to know that financial status of the program at any time. An outside accountant would do an audit of the program annually.

**Forms:** This will be a small program, and paperwork will be kept to a minimum. Forms will be used to safeguard client rights, to insure smooth functioning of the program, and to provide financial security. The following is a list of forms to be used.

- Referral to the Program/ Verification of Homelessness*
- Client Fact Sheet*
- Incident Report*
- Authorization for Release of Information*
- Authorization for Expenditures*
- Receiving Income*

# Appendix A: Illustration of Showers Facility to Be Built

