



**CITY OF DANBURY**  
155 DEER HILL AVENUE  
DANBURY, CONNECTICUT 06810

**DAVID W. ST. HILAIRE**  
DIRECTOR OF FINANCE

(203)797-4652  
FAX: (203)796-1526

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**M E M O R A N D U M**

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**DATE:** 3/13/08  
**TO:** HON. MARK D. BOUGHTON VIA THE COMMON COUNCIL  
**FROM:** DAVID W. ST. HILAIRE, DIRECTOR OF FINANCE *DWS*  
**RE:** CT COALITION TO END HOMELESSNESS GRANT

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Attached for your review is a resolution that will allow the City of Danbury Health, Housing and Welfare Department to accept funding from the Connecticut Coalition to End Homelessness. If awarded, the requested funding, in the amount of \$66,352, will be used to support the expansion of case management in the City of Danbury's Homeless Shelter, and to provide additional services to its clients. There is no local match required.

The Common Council is respectfully requested to consider this resolution at its next meeting.

DWS/sk

cc: C. Radano

S. LeRoy

# RESOLUTION

CITY OF DANBURY, STATE OF CONNECTICUT



\_\_\_\_\_ A. D., 200\_\_

RESOLVED by the Common Council of the City of Danbury:

**WHEREAS** the State of Connecticut Department of Social Services, through the Connecticut Coalition to End Homelessness, has provided the City of Danbury Health, Housing and Welfare Department the opportunity to apply for funding for its Counselors in Shelters initiative; and

**WHEREAS** this initiative is to support the expansion of work of counselors and/or case managers in emergency homeless shelters and the funding is to be used to provide services based on nationally tested practices geared towards ending homelessness; and

**WHEREAS** the requested funding, totaling \$66,352, will be used for the cost of a case-manager, computer, and various additional services and stipends directly for the homeless population; and

**WHEREAS** the requested funding for the grant period covering 4/1/08-6/30/08 is \$12,802 and requested funding for the grant period of 7/1/08-6/30/09 is \$53,550, and there is no local match required.

**NOW, THEREFORE, BE IT RESOLVED THAT** Mark D. Boughton, Mayor of the City of Danbury, or Scott Leroy, Director of Health, Housing and Welfare, as his designee, is authorized to apply for and accept this funding and execute on behalf of the City of Danbury all contracts, agreements or amendments and to take all actions necessary to accomplish the purposes of this funding.



17-2

# CITY OF DANBURY

HEALTH, HOUSING, & WELFARE DEPARTMENT  
155 DEER HILL AVENUE, DANBURY, CONNECTICUT 06810

Central Health & Housing Office  
203 - 797-4625  
Fax 796-1596

Central Welfare Office  
203 - 797-4569  
Fax 797-4566

MEMORANDUM

3/13/08

TO: Mayor Mark Boughton & Common Council

From: Scott LeRoy, Director of Health, Housing & Welfare

Re: Connecticut Coalition to End Homelessness: Request for Applications

Please note that the Welfare Division would like to continue the application for the Counselors in Shelters grant opportunity as provided by the Connecticut Coalition to End Homelessness (CCEH).

The information is attached that describes the program regarding the grant paperwork submitted to reserve our ability to have this unique grant opportunity. Once the Common Council has reviewed and, hopefully, approve of the application we will follow up with CCEH.

Feel free to contact the Welfare Director concerning any information you may need about the City's application. The grant application would provide additional counselors to support our existing homeless shelter; would provide additional help to support the goals & objectives in the 10-Year Plan To End Homelessness as well as provides services geared toward ending homelessness by adopting nationally tested best practices.

Cc: Finance Dept.

Medical Outreach 797-4567  
Eviction Prevention 797-4565  
Information-Referral 797-4569

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Connecticut Services!

Emergency Shelter 796-1661  
Em. Shelter Fax 796-1660  
Administration 796-1504



MAR 03 2008

# CITY OF DANBURY

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Central Welfare Office  
203 - 797-4569  
Fax 797-4566

MEMORANDUM

2/29/08

The City of Danbury – Welfare Division is submitting a proposal for the Counselors in Shelters Request for Application. The City’s Division has been providing social services for over three decades. This is an exciting opportunity for the City of Danbury to expand on its case management and services for the homeless population. The City is committed to ending homelessness as evidenced by the Mayor’s 10 Year Plan to End Homelessness. We look forward to hearing from you.

Please do not hesitate to contact me if you should have any questions or concerns in regard to this proposal.

Thank you.

Sincerely,

Caitlin Radano, MSW

Director of Welfare

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Think Change • Be Change • Lead Change



HOME

ABOUT US

CALENDAR

PROGRAMS

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FIND HELP

HOW TO HELP

## Our Mission:

The Connecticut Coalition to End Homelessness, in partnership with communities throughout the state, creates change through leadership, community organizing, advocacy and education. Our mission is to end homelessness in Connecticut.



Sign up for Our  
Email Newsletter

GO

## Our Mission

The Connecticut Coalition to End Homelessness, in partnership with communities throughout the state, creates change through leadership, community organizing, advocacy and education. Our mission is to end homelessness in Connecticut.

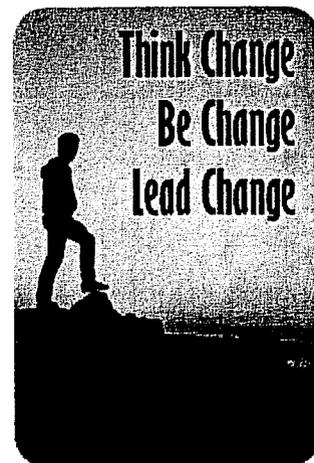
## Our Vision

The institutions which currently manage homelessness in CT will be transformed as we solve this unacceptable human condition through the implementation of prevention strategies, development of permanent affordable housing, coordination and addition of culturally relevant support services and systems, and the emergence of real opportunities for a steady and stable income for all of Connecticut's citizens.

## Our Guiding Principles

- We must be active and dynamic partners with providers, communities, government, statewide organizations and people experiencing homelessness. CCEH's success is linked to the success of all who seek a solution to homelessness in Connecticut.
- No vision, process or action is relevant unless it yields results. Unless our work leads to a reduction in homelessness, we will not know success.
- Ultimately, CCEH is accountable to the men, women and children who experience homelessness in Connecticut. Their truth must be told, and their voices must be heard, in all that we do.
- Our emergency service system is critical and necessary for those who become homeless in Connecticut. However, we believe homelessness is unacceptable and unnecessary and emergency shelter should be only a brief last resort on the road to stable housing and income for all Connecticut citizens.

17-4





Connecticut Coalition to End Homelessness

77 Buckingham Street, Hartford CT 06106 | P (860) 721-7876 | F (860) 257-1148 | www.cceh.org

17-5

**Counselors in Shelters**  
**Request for Applications**  
February 13, 2008

Issued on behalf of the State of Connecticut Department of Social Services, CT Coalition to End Homelessness requests applications to expand the work of counselors and/or case managers in emergency homeless shelters. The purpose of the Counselors in Shelters funding is to support the efforts of homeless shelters to provide services geared toward ending homelessness by adopting nationally tested best practices.

Applications will be accepted for a service period beginning on April 1, 2008, and ending on June 30, 2009. The bidding process covers a 15-month period with approximately \$1.7 million available.

**Eligible applicants** are 501(c)3 organizations which can demonstrate:

- Providing year-round emergency homeless shelter for individuals and/or families at least two years
- Currently providing case management and/or counseling services within the shelter setting
- Capacity to collect client level data using the CT-Homeless Management Information System (HMIS) and/or the PROVIDE system, or willingness to implement such data collection within three months of award.

**Agencies meeting these criteria are encouraged to apply.**

Funds are available to implement **ONE** of the following best practice models per proposal:

- Community Care Team
- Motivational Interviewing
- Rapid Exit
- SSI/SSDI Access Outreach and Recovery (SOAR)

Descriptions of these models with their specified outcomes are included in this RFA package. Similar models that yield these specified outcomes may also apply. In such cases, project descriptions must explicitly describe methods for achieving the outcomes.

Individual agencies who provide shelter may apply for funding for the 16-month period of April 1, 2008 to June 30, 2009. Due to restrictions in the state fiscal year, up to \$25,000 is available per agency from April 1, 2008 to June 30, 2008. An

17-6

additional \$25,000 is available from July 1, 2008, to June 30, 2009. Two budget periods are being covered in this single RFA process. It is the Coalition's expectation that any future funding beyond June 30, 2009 will be subject to a competitive bidding process.

Collaborative proposals are encouraged. The lead applicant must be an emergency shelter for individuals and/or families who are homeless. Collaborative proposals may apply for funding for the same time period of April 1, 2008 to June 30, 2009. The same restrictions apply, due to the state fiscal year: up to \$75,000 is available per collaborative effort for the time period of April 1 to June, 30 2008 and \$75,000 for the period July 1, 2008 to June 30, 2009.

One time costs for upgrading computer equipment for data entry and HMIS participation, data entry costs for improving data quality, costs associated with staff development and other relevant start-up costs not to exceed \$5,000 for individual applicants and \$15,000 for collaborative efforts may be included in the March to June 2008 budget.

**Deadline for proposals: 4 p.m. on Friday, March 7, 2008**

CT Coalition to End Homelessness is funded by the CT Department of Social Services to coordinate this RFA process, to provide technical assistance to recipients as they implement programs and to track outcome data for all funded Counselors in Shelters programs.

Additional copies of this RFA are available on the web at [www.cceh.org](http://www.cceh.org), and at the State's Procurement/Contracting Portal at the State of Connecticut Department of Administrative Services' Procurement Services Home Page at [http://www.das.state.ct.us/Purchase/Portal/Portal\\_Home.asp](http://www.das.state.ct.us/Purchase/Portal/Portal_Home.asp). You may also obtain copies at the Coalition office, and by calling 860-721-7876.

A question and answer period for this RFA will run for 10 business days following the release of the RFA. The CCEH contact for this RFA is [Rachel@jumpinconsulting.com](mailto:Rachel@jumpinconsulting.com). All questions, comments, proposals, and or other communications regarding this RFP must be submitted to [Rachel@jumpinconsulting.com](mailto:Rachel@jumpinconsulting.com). The responses to questions will be posted as an addendum to this RFA on the [www.cceh.org](http://www.cceh.org) web site and the State's Procurement/Contracting Portal.

**NOTE WELL:** Potential bidders are advised that they must refrain from contacting any other individual with questions or comments related to this procurement. Potential bidders who contact anyone other than the CCEH contact noted above may risk disqualification from consideration.

CCEH will host two informational conference calls during the 10 business day question and answer period. The schedule of these calls shall be released on the

17-7

web at [www.cceh.org](http://www.cceh.org). Potential applicants interested in joining the conference call will contact [Rachel@jumpinconsulting.com](mailto:Rachel@jumpinconsulting.com) to obtain teleconferencing instructions.

Additional documents in this RFA packet:

- Community Care Model description
- Motivational Interviewing Model description
- Rapid Exit Model description
- SSI/SSDI Access Outreach and Recovery (SOAR) Model description
- Proposal Outline
- DSS Required Addenda



17-8

# CITY OF DANBURY

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155 DEER HILL AVENUE, DANBURY, CONNECTICUT 06810

Central Health & Housing Office  
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Fax 796-1596

Central Welfare Office  
203 - 797-4569  
Fax 797-4566

## Counselors in Shelters Impact Statement 4/1/08 through 6/30/09

The City of Danbury is in need of expanding case management services and helping homeless individuals using our Day Center to find employment at our Emergency Shelter. This grant would provide for the cost of the salary and fringe/benefits of a part-time case manager. The case manager would work with clients in meeting their employment goals through providing on site case management. This grant also provides additional services to the homeless population in the form of bus tickets, food vouchers, clothing vouchers and hair cut vouchers. It also provides homeless clients with childcare stipends and rental assistance stipends to support homeless individuals in finding housing. Finally, it would provide a computer for the case manager as well as educational and office supplies for the homeless clients to use in order to find and retain employment.

There are no matching requirements for these funds.

It is critical that our State Legislative Delegation be mindful of the role the City of Danbury is playing in assisting homeless persons. It is important that we continue to seek continued and increased funding for these invaluable human services.

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Administration 796-1504

17-9

Proposal

1) Organizational Capacity

a) The mission of the City of Danbury – Welfare Division is to provide the community and its residents with access to municipal and community social services in an expeditious, cost effective and comprehensive manner. Currently, the Division offers Emergency Shelter services with on site case management services every day of the year. Case management services are focused on housing, entitlement eligibility, financial management, substance abuse, employment and mental health. These topics are also covered in our weekend workshops, which are hosted at our shelter year round. Our shelter also provides weekly on site financial and employment services. Clients have access to a kitchen, showers and laundry machines.

In addition to our Emergency Shelter services, we provide medical services including application assistance, advocacy, ongoing case management and an emergency prescription fund for clients. We also provide housing services through ongoing case management services to assist clients in retaining or acquiring housing. A back rent assistance program was established to give clients monetary assistance in retaining their housing. Housing application assistance and advocacy is also provided.

The services offered through the Welfare Division are examples of how the Community Care Teams Model works. To illustrate, many of the services provided in our Emergency Shelter are provided through local human service organizations that specialize in services needed by our clients. Catholic Charities has a Homeless Outreach Team (H.O.T.). The H.O.T. team is stationed in our Emergency Shelter working side by side with the City’s shelter caseworker every day of the week. We also have a mental health outreach team stationed in our shelter every day of the week working in collaboration with the City’s shelter caseworker and the H.O.T. team. Mental health services are provided by Midwestern Connecticut Council on Alcoholism (M.C.C.A.). M.C.C.A. not only provides daily, collaborative case management but also runs our weekend workshops at the shelter. The daily case conferencing between the City’s shelter caseworker, the H.O.T. team and M.C.C.A. provides continuity of care for people experiencing homelessness in Danbury. It also helps to deliver services in a comprehensive manner to the homeless.

17-10

On site weekly financial management services at the shelter are provided through The Bridge to Independence and Career Opportunities (T.B.I.C.O.). On site weekly employment services are provided by a mobile unit through the CT Department of Labor's Career Express Van. The City's Emergency Shelter utilizes the services of T.B.I.C.O. and the CT Department of Labor to reduce duplication of services. The City of Danbury also recognizes that a successful wraparound service approach includes coordination of community providers to disseminate important information and services to our homeless clients.

Another critical component of the City's work within the Community Care Teams Model is community-based meetings providing a hub for case conferencing and client level problem solving. The City's Emergency Shelter hosts monthly meetings of an initiative called the Homeless Consortium. In these monthly meetings, direct service providers meet to discuss system wide barriers facing our homeless population. The meetings also include updates regarding services and important information is disseminated. There are fifteen separate agencies who service the homeless represented in these meetings. In addition to the Homeless Consortium, the City participates in weekly case conferences, which are hosted by the Greater Danbury Mental Health Authority.

System wide barriers, discharge planning issues and policy changes are addressed in an initiative called Continuum of Care. The City is an active proponent and participant of the Continuum of Care (C.O.C.). The C.O.C. meets monthly and eighteen separate agencies who service the homeless are represented. The City also hosts the C.O.C.'s annual Point-in-Time Count. Moreover, the City assisted in the C.O.C.'s planning and implementation of the first local event called Project Homeless Connect where dozens of agencies collaborated to bring information and services to one location for a day to reach out to the homeless.

b) The City of Danbury – Welfare Division fully participates in the Homeless Management Information Systems (H.M.I.S.) through data collection, data entry, data sharing and ongoing maintenance. Our City's shelter caseworker collects the data directly from our clients and sends it to our clerk who enters the data daily into our H.M.I.S. system. The outcomes are reviewed weekly and monthly by the Director of

Welfare. The outcomes are evaluated and changes within the City's Welfare Division are made accordingly. Outcomes from our data are also shared at the monthly C.O.C. meetings in order to address system wide issues.

17-11

Additionally, the City has provided funding to support one agency in being the point of entry for H.M.I.S. as well as the main administrator of H.M.I.S. This agency is called Dream Homes. Dream Homes participates fully in all community wide initiatives related to servicing the homeless. Dream Homes is also equipped with the necessary staff to complete data entry on the behalf of agencies that do not have the means to complete ongoing data entry into H.M.I.S. Several agencies in our community utilize the data entry services provided by Dream Homes. Dream Homes and the City's Welfare Division review and evaluate data outcomes monthly.

c) The City of Danbury – Welfare Division collaborates with many community agencies in providing wraparound services on a daily basis and will maintain the current roles of those agencies as shown in section a. In addition, the City plans to expand the role of the CT Department of Labor in providing more reserved spaces in the Department of Labor's One-Stop Career Center, which has been under utilized by our homeless clients. The Department of Labor will reserve up to 10 spaces in each service offered by the One-Stop Career Center.

d) The following agencies have a strong, collaborative relationship with the City's Welfare Division: Catholic Charities, M.C.C.A., Greater Danbury Mental Health Authority, CT Department of Labor, T.B.I.C.O. and Dream Homes. These agencies have the most prominent and constant presence in collaborating with the City's Welfare Division in providing services. This project could not be successful without the strong partnerships between the City's Welfare Division and these agencies.

e) The City of Danbury – Welfare Division has been providing case management and counseling services for homeless individuals for over 20 years. Our case management practices include treating individuals in an ethical and unbiased manner. Each homeless individual who walks through our doors receives individualized assessments and action plans developed with the guidance of each client. Our caseworkers also conduct ongoing evaluations of each client's action plan.

## 2) Project Implementation

a) The Career Project will utilize the Community Care Teams Model. The Career Project will be open to all homeless individuals who utilize case management services during the day time hours of operation for our Emergency Shelter. When an individual is referred to our program, he or she will complete an intake, and the project's coordinator will conduct a full psychosocial assessment of the individual. If the client is in need of substance abuse and/or mental health services, he or she will be connected with M.C.C.A. caseworkers for substance abuse services and/or Catholic Charities' H.O.T. team caseworker for mental health services.

The project's coordinator will maintain daily communication with the caseworkers from M.C.C.A. and the H.O.T. team to assess each client's progress. Once M.C.C.A. and/or the H.O.T. team deem an individual fit to enter the Career Project, the client will sign an expectations contract, which will outline what the client can expect from the project and what the project will expect from the client. After the expectations contract is signed, the project coordinator will create an employability development plan. Then the client will enter the CT Department of Labor with the assistance of the project's coordinator. Through the CT Department of Labor, each client will complete workshops based on his/her employability development plan. Some of the workshops offered through the CT Department of Labor are: job search strategies, networking skills, resume basics and interviewing techniques. The CT Department of Labor will also provide clients with a computer lab, training on typing, and hands on assistance with job related tasks on the computer. The Career Project's coordinator will also work with clients on addressing issues related to self-esteem, decision making, career exploration and any other issues that may arise for the individual seeking employment.

The project's coordinator will provide clients with bus tokens to assist clients with transportation to the CT Department of Labor's Danbury location. Each time a client successfully completes a CT Department of Labor workshop, the project's coordinator will offer the client a reward. Rewards will be in the form of food vouchers, clothing stipends, childcare stipends, bus tickets and haircut vouchers.

Once a client successfully acquires a job, he or she will continue to connect with the project's coordinator for support and to help problem solve any situations that might arise for the client. The coordinator will also review basic financial management and

budgeting techniques with clients. Each client will be expected to open a bank account through on site assistance from T.B.I.C.O. or through another bank of their choice. When a client has successfully retained a job for more than 3 months and has been consistently contributing more than 25% of each paycheck for more than 3 months, that client will graduate the project. Graduation from the Career Project will earn a client a personal letter of recommendation from the City of Danbury's Mayor in regard to the individual's hard work and a rental assistance stipend only to be used toward a deposit for housing.

Through the Welfare Division's collaboration with M.C.C.A., Catholic Charities, CT Department of Labor and T.B.I.C.O., homeless individuals will be receiving a seamless service delivery system and continuity in care as practiced in the Community Care Teams Model. The project's coordinator will also participate in all community wide initiatives such as weekly case conferences and monthly Homeless Consortium meetings. The project's coordinator will also assist with our annual Point-in-Time Count through the C.O.C. and submit data on our clients to our clerk to be entered into our H.M.I.S. system.

b) Project Timeline:

April 1, 2008 – Seek part-time project coordinator through City of Danbury – Personnel Department. Contract goods and services from local merchants related to rewards offered in project.

May 1, 2008 – Announce and advertise the Career Project through community connections and City of Danbury resources (i.e. central website). Begin to accept referrals.

September 1, 2008 – Begin to prepare graduation packages for clients including Mayor's letter of recommendation and contracting individualized rental assistance stipends.

October 1, 2008 – Conduct survey with project's participants to measure effectiveness of project.

March 1, 2009 – Conduct second survey with project's participants to measure effectiveness of project.

June 30, 2009 – Final evaluation of survey results and reformatting of project if necessary.

c) Anticipated total number of people served: 150 (April 1, 2008 – June 30, 2009)

17-14

d) Outcome Measures:

Baseline: On average, 20 unduplicated clients utilize case management services at our Emergency Shelter during day time operation hours on a monthly basis.

Outcome Measure: 10 unduplicated clients will enter the Career Project each month, which will lessen the wait time for clients to receive services during day time operation hours at the Emergency Shelter.

Baseline: On average, 2 unduplicated clients find employment on a monthly basis through working with caseworkers at the Emergency Shelter.

Outcome Measure: 5 unduplicated clients will find employment on a monthly basis through working with the Career Project.

Baseline: Will be determined once the Career Project is implemented.

Outcome Measure: 40% of individuals who find employment through the Career Project will retain their jobs for more than 3 months.

Baseline: Will be determined once the Career Project is implemented.

Outcome Measure: 40% of individuals who find employment through the Career Project will contribute money from their paychecks to a savings account on a monthly basis.

e) The Welfare Division's Director will collect and analyze data from the project coordinator on a monthly basis. The data will be reviewed and evaluated on a monthly basis in order to reformat the project as necessary. There will also be 2 surveys distributed to clients using the project. The surveys will be distributed in 6 month intervals. Each survey will be identical and will capture the following data from each client participating in the project:

1. Type of services received
2. Client's review of services received
3. Financial status before and after entering project
4. Employment status before and after entering project
5. Housing status before and after entering project
6. New job skills learned

3) Financial Management

17-15

a) Line-item Budget – April 1, 2008-June 30, 3008 (3 months)

**City of Danbury Audit Fee** **\$246**

*The City of Danbury charges 2% for the cost of the State audit.*

**City of Danbury Administrative Overhead** **\$246**

*The City of Danbury charges 2% for the cost of administrative fees.*

**Part-time Project Coordinator** **\$5,000**

*This cost will cover the salary of an employee to implement the project for 20 hours a week.*

**Part-time Project Coordinator: Fringe & Benefits** **\$550**

*This cost will cover the fringe and benefits of the project's coordinator.*

**Transportation** **\$900**

*This cost will cover 10 people per month using 3 bus tickets per week. The cost of a 2 way bust ticket is \$2.50.*

**Food vouchers** **\$600**

*This cost will cover 4 people per month earning the benefit of a \$50 food voucher for the local grocery store.*

**Hair cut vouchers** **\$360**

*This cost will cover 4 people per month earning the benefit of a \$30 haircut voucher for use at local hair salon.*

**Clothing vouchers** **\$600**

*This cost will cover 4 people per month earning the benefit of a \$50 clothing voucher for the local thrift shop (i.e. Salvation Army).*

**Childcare stipends** **\$1,800**

*This cost will cover 4 people per month earning the benefit of a \$150 childcare stipend.*

**Computer** **\$1,000**

*This cost will cover the purchase of a computer for the project coordinator to enter HMIS data.*

**Office supplies** **\$1,000**

*This cost will cover the cost of providing clients with resume paper, pens, envelopes, paper and any other office related supplies needed.*

**Educational materials** **\$500**

1746

*This cost will cover the cost of providing individuals with the use of books related to acquiring and retaining a job.*

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**Total:** **\$12,802**

b) Line-item Budget – July 1, 2008-June 30, 2009 (12 months)

**City of Danbury Audit Fee** **\$1,030**

*The City of Danbury charges 2% for the cost of the State audit.*

**City of Danbury Administrative Overhead** **\$1,030**

*The City of Danbury charges 2% for the cost of administrative fees.*

**Part-time Project Coordinator** **\$20,000**

*This cost will cover the salary of an employee to implement the project for 20 hours a week.*

**Part-time Project Coordinator: Fringe & Benefits** **\$2,250**

*This cost will cover the fringe and benefits of the project's coordinator.*

**Transportation** **\$3,600**

*This cost will cover 10 people per month using 3 bus tickets per week. The cost of a 2 way bust ticket is \$2.50.*

**Food vouchers** **\$2,400**

*This cost will cover 4 people per month earning the benefit of a \$50 food voucher for the local grocery store.*

**Hair cut vouchers** **\$1,440**

*This cost will cover 4 people per month earning the benefit of a \$30 haircut voucher for use at local hair salon.*

**Clothing vouchers** **\$2,400**

*This cost will cover 4 people per month earning the benefit of a \$50 clothing voucher for the local thrift shop (i.e. Salvation Army).*

**Childcare stipends** **\$7,200**

*This cost will cover 4 people per month earning the benefit of a \$150 childcare stipend.*

**Rental assistance stipends** **\$7,200**

*This cost will cover 3 people per month earning the benefit of a \$200 stipend for graduating the project.*

17-17

**Office supplies** **\$4,000**

*This cost will cover the cost of providing clients with resume paper, pens, envelopes, paper and any other office related supplies needed.*

**Educational materials** **\$1,000**

*This cost will cover the cost of providing individuals with the use of books related to acquiring and retaining a job.*

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**Total:** **\$53,550**

c) Additional resources and/or funds to be leveraged for this project include 10 spaces reserved in CT Department of Labor workshops and services. The project will also be using additional resources currently provided by the City of Danbury for the entire Emergency Shelter including use of a separate office, phone, building space and other misc. operational costs to run the Emergency Shelter.

d) Please review attachments. In addition, please also note that the City of Danbury – Welfare Division’s most recent audited financial statements is included within the entire City of Danbury’s audited financial statements. The audited financial statements average 180 pages each. There are highlights from the 2006-2007 audited financial statement printed and attached to this grant proposal. For access and review of the entire audited financial statements, please visit the following link:

<http://www.ci.danbury.ct.us/content/41/180/default.aspx>

The audited financial statements are labeled Comprehensive Annual Financial Report (C.A.F.R.).