

FISCAL YEAR 2013–14
ANNUAL REPORT



RAPHAEL HOUSE OF SAN FRANCISCO

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LETTER FROM THE CHAIR

Dear Friends,

It is with a profound sense of gratitude and appreciation that I highlight another successful year for Raphael House. Our mission to help Bay Area families experiencing or at risk for homelessness achieve long-term stable housing and financial independence continues, and it is you—our donors, volunteers, and stakeholders—who make this success possible. On behalf of the Board of Directors, the Raphael House staff, and the families we serve, thank you for your commitment to helping us end family homelessness.

Once again we exceeded our annual goals by serving a total of 357 families through our Residential Shelter and Bridge programs, with 85% of these families moving from shelter to stable housing. Although our success rate remains unmatched, we still have our work cut out for us; the challenges families face in securing affordable housing are enormous. The growth and prosperity brought on by the recent economic upswing in the Bay Area have produced the unintended consequence of a housing market so steep and competitive that it often remains out of reach, even for families with two parents working full-time jobs.

Many of the families we serve are San Francisco natives who are working tirelessly to move their families toward stable housing and financial independence, knowing they don't want to leave behind the only community they've ever known. During our 2013 fiscal year, 53% of the families who left our residential shelter relocated out of the city. During our 2014 fiscal year, this number increased to a staggering 83%.

In response to this dramatic shift in housing trends, we continue to move forward with and build upon our three-year strategic plan, investing in the services and programs that enhance our ability to alleviate family homelessness and poverty in our community. During this past year we began offering a one-time, 3–12 month rental subsidy as part of the Housing Opportunity Assistance services delivered through our Bridge Program. The rental subsidy is flexible, offering families who qualify the opportunity to avoid a stay in shelter by providing them with funds for rapid rehousing or eviction prevention, but with the same case management and support services provided to those who participate in our Residential Shelter Program. Of the 57 families who received Housing Opportunity Assistance last fiscal year, 16 of them received rental subsidy grants, and six of these bypassed shelter and received services directly. Everyone who participated successfully completed the program.

I'm also very excited to report that last summer we embarked on our Foundations for Families Campaign. By 2017, this campaign will enable us to grow our capacity and serve an additional 200 families annually—67% more than we currently serve—by expanding our Bridge services and adding eight more residential suites through the renovation of the 3rd floor of our shelter. Thanks to the extraordinary generosity of Marc and Lynne Benioff and a growing group of additional donors, we are two-thirds of the way to our \$3 million goal for the Foundations for Families Campaign.

As always, we acknowledge that our accomplishments would not be possible without you. Despite the discouraging reality regarding the state of affordable housing in the San Francisco Bay Area, I believe it is a testament to the strength, hope, and spirit of kindness at the core of the Raphael House community—our donors, volunteers, allied professionals, and families—that enables us to continue providing the innovative and customized solutions that our families need to achieve brighter futures. We thank you for all that you do!

...we exceeded our annual goals by serving a total of 357 families through our Residential Shelter and Bridge programs, with 85% of these families moving from shelter to stable housing.



Kate Smith
Chair, Board of Directors

MISSION STATEMENT

THE MISSION OF RAPHAEL HOUSE IS TO HELP AT-RISK FAMILIES ACHIEVE STABLE HOUSING AND FINANCIAL INDEPENDENCE WHILE STRENGTHENING FAMILY BONDS AND PERSONAL DIGNITY.

OUR VALUES

SUCCESS

We believe in the power of self-determination and know that every individual is capable of defining and achieving their own success. We promote personal accountability, honesty, and ownership.

DIGNITY

We treat every individual at Raphael House with dignity and respect. We provide our services in a healing environment where individuals are empowered and supported in making their own choices and paving the way to success.

DIVERSITY

Our staff and board embrace the diversity of the community that we serve. We seek to create an environment that is inclusive of all backgrounds, beliefs, and abilities.

FAMILY

We create a safe, stable environment that sets the stage for families to bolster strength and independence. We foster deep relationships with our families, staff, board, and supporters that strengthen the ability of each individual to create positive change.

PARTNERSHIPS

We partner with our families by providing the resources and support needed for their individual success. Our partnering approach involves building a strong network of individuals, businesses, nonprofits, and patrons, and results in positive change for the community at large.





ABOUT RAPHAEL HOUSE

Since 1971, Raphael House has been at the forefront of providing Bay Area families experiencing or at risk for homelessness the personalized family-centered solutions they need to build brighter futures. Raphael House is the only privately funded program of its kind in the San Francisco Bay Area, and our success rate is unmatched: 85% of the families we serve go on to achieve long-term housing and financial independence.

With a spirit of warmth, compassion, and kindness at its core, Raphael House offers a broad community-focused continuum of services through its Residential Shelter and Bridge programs that have helped nearly 20,000 children and parents achieve stable housing and financial independence.

At Raphael House, we see homelessness as a temporary state that doesn't define a person. We understand that homelessness can result from unexpected circumstances, whether economic, health-related, or because of a breakdown in family structure. We provide families an opportunity to take ownership of their futures and improve the quality of their lives through a nurturing and supportive process that emphasizes the importance of strong families and personal dignity.

Our model of providing a stable homelike shelter and offering ongoing, comprehensive assistance with housing and job placement, while supporting the emotional and social needs of parents and children alike, helps to empower more than 300 families each year.

85% of the families we serve go on to achieve long-term housing and financial independence.

Raphael House of San Francisco is a 501(c)(3) not-for-profit corporation.

OUR PROGRAMS

RESIDENTIAL SHELTER PROGRAM



Our warm and homelike residence offers families a dignified alternative to the typical emergency shelter experience by providing short-term housing in a safe, clean, and sober family-centered community. Families are able to heal as they get back on their feet while having access to a wide range of services that strengthen the whole family, empowering each individual as they work toward achieving long-term stable housing and financial independence. Families with children under 18 or women in the third trimester of pregnancy are accepted based on their willingness to participate fully in our structured program.



RESIDENTIAL SHELTER SERVICES INCLUDE:

- 🏠 Private furnished rooms
- 🏠 Nutritious family-style meals
- 🏠 Intensive case management
- 🏠 Housing placement and financial assistance
- 🏠 Career development and job placement services
- 🏠 Community partner referrals
- 🏠 Mental health counseling
- 🏠 Life skills workshops in areas such as financial literacy, parenting, health, and emotional well-being
- 🏠 Children's programming
- 🏠 K-12 academic tutoring and mentoring
- 🏠 Scholarships for academic pursuits, extracurricular activities, and summer camp

OUR PROGRAMS BRIDGE PROGRAM

Once families transition from our Residential Shelter Program into stable housing, we are committed to helping them maintain their stability by supporting them with ongoing case management and the resources and connections they need to achieve financial independence and move toward a brighter future. Our Bridge Program serves all Raphael House families and offers an extended community where parents and children are able to empower and support each other.

Our Bridge Program also gives Bay Area families experiencing or at risk for homelessness an opportunity to avoid a stay in shelter by applying for a one-time Housing Opportunity Assistance grant to secure rapid rehousing or prevent eviction. Families approved for HOA funds receive intensive case management and have access to the same Bridge Program services and activities as those who participated first in our Residential Shelter Program.



BRIDGE PROGRAM SERVICES INCLUDE:

- 🏠 Intensive ongoing case management
- 🏠 Housing Opportunity Assistance grants
- 🏠 Career development and job placement services
- 🏠 Community partner referrals
- 🏠 Mental health counseling
- 🏠 Children's services
- 🏠 K-12 academic tutoring and mentoring
- 🏠 Scholarships for academic pursuits, extracurricular activities, and summer camp
- 🏠 Family social activities and outings aimed at strengthening the family bond



BUILDING BRIGHTER FUTURES



Five-year-old Jamie moved into Raphael House with her mother Martha after they had spent several months sleeping on friends and family members' couches. Mom and daughter became homeless when Martha left her husband following several years of abuse. Raphael House staff were incredibly concerned about the level of trauma the family had experienced and the coping skills that young Jamie was utilizing. She was extremely anxious about being away from her mother, did not feel comfortable speaking with other adults, and isolated herself during activities with other children. Through trauma-informed services, Raphael House worked closely with both Jamie and her mother to create a consistent and healing environment. Children's Program staff partnered with Martha to develop helpful tools that would address the uncertainty and fear that Jamie was experiencing on a daily basis.

During the family's stay at Raphael House, the staff observed an enormous amount of growth in both mom and daughter. Most powerfully, Jamie has transformed from a little girl who did not feel safe looking people in the eye, communicating, or playing with other children, to a child who spent this past 4th of July with all of the Residential children enjoying our annual 4th of July BBQ. Jamie has developed friendships at Raphael House and has made progress meeting new children at her summer camp. Jamie and Martha recently moved into permanent housing that they secured with the help of their case manager.



Our children's programming is an interactive model of engagement in which we work closely with both children and their parents, using a combination of structure, play, and parent education to foster a child's development, reinforce healthy family bonds, and build self-confidence. Partnering with parents, we seek to engage the minds and hearts of the whole child, opening up around them a world to explore and experience. We encourage children to cultivate their creativity and imaginations through storytelling, songs, games, dance, arts and crafts activities, and cultural outings. Integral to helping families break the generational cycle of poverty is ensuring that children achieve academic success. Raphael House supports educational achievement by helping kids of every age develop a passion and love for learning. Raphael House provides thorough K-12 academic support to our children. We offer extensive academic tutoring, enrichment activities, scholarships for extracurricular pursuits, and mentoring throughout the school year.

BUILDING BRIGHTER FUTURES

When Joseph, a single father, came to Raphael House, he was working full time and struggling to maintain his employment while raising two teenage daughters and trying to locate a stable living situation for his family. He came to Raphael House with incredibly low self-esteem and struggled to reconcile how he became homeless. It was an experience that he never imagined for him and his daughters. After several months of intensive work with his case manager and receiving supportive children's services for his girls, Joseph found stable housing that he was able to secure with support from our short-term rental subsidy program. While receiving the subsidy, he also received intensive case management services that ensured his family experienced a smooth transition into housing.

"I enjoyed coming to every case management meeting and letting you know about my successes. I know that you care and that you listen. This also applies to the difficult times, when I was uncertain about living independently. I felt heard and supported. I felt that you pushed me, but not in a careless way; you pushed me to become financially and independently stable. I feel very confident in taking over the full rental amount. Each time I came to our meetings, I felt more empowered. I talked about my personal successes each time we met, and I leave our meetings feeling better about myself. Today, I come here to my case management meeting to tell you that I got a raise, I was nominated employee of the month, and my apartment was remodeled. I could not have asked for more. Thank you for being there to support us, and for believing in us".

—Notes from Joseph's final meeting with his case manager in June 2014

Ensuring that families have an understanding of the importance of budgeting and financial planning is crucial to their achieving financial independence and, as is often the goal of our families, ending a generational cycle of poverty. Families participating in both our Residential Shelter and Bridge programs work closely with their case managers and our community volunteers to gain a solid education in areas such as saving, banking, credit repair, and other financial topics that will provide them with the tools they need to achieve their goals. We also empower families and promote financial independence by providing parents and teens with the opportunity to work one-on-one with our career development specialist to identify strengths, remove barriers to employment, and assess their knowledge and skills in relation to appropriate employment opportunities.



BUILDING BRIGHTER FUTURES



Last fall, Raquel began her freshman year at San Francisco State University, where she is studying communications. She also secured a paid internship with one of the city's largest technology companies. Raquel first came to Raphael House in her sophomore year of high school. Despite spending the five months prior to arriving at Raphael House living in emergency shelters, she continued to maintain a 3.6 grade point average. Like many teens experiencing homelessness, Raquel felt compelled to hide that her family was homeless from her peers and teachers. Her focus was to graduate from high school and to be the first one in her family to attend college. She worked diligently in her studies while living at Raphael House, receiving much support and attending several college tours through our Academic Enrichment Program. After her family moved from Raphael House into stable housing, she continued to work closely with staff in our Bridge Program on achieving her academic goals.

Raphael House offers a number of academic enrichment opportunities for teens, one of which is our Saturday Tutoring Club. Offered throughout the school year and led by a professional educator, Saturday Tutoring Club provides teens with one-on-one and group tutoring and mentoring, with a focus on academics, career exploration, and preparing for college or other post-secondary education programs. Teens work with volunteer tutors and have access to professionals from a variety of fields through our Career Development Speaker Series. Teens unable to attend Saturday Tutoring Club at Raphael House are able to participate in alternative academic enrichment programs paid for with scholarships provided by Raphael House. The teens are rewarded at the end of the school year for their hard work and commitment to their academic success with a summer trip to visit colleges and cultural sights.



This past summer, the teens who participated in our Academic Enrichment Program during the 2013–14 school year traveled to Oregon and Washington State, where they visited University of Oregon in Eugene, University of Washington in Seattle, and Western Washington University in Bellingham. They also toured companies that have a strong presence in the Pacific Northwest, including Microsoft, Boeing, Starbucks, and Nike.

AUGUST 1, 2013–JULY 31, 2014 PROGRAM STATISTICS

RESIDENTIAL SHELTER PROGRAM



PEOPLE SERVED

Families	56
Total Individuals	176

Adults	79
Children	97

SHELTER

Bed Nights	24,816
Meals	74,448
Average Stay	141 days

85%

of families departed to stable housing.

BRIDGE PROGRAM



PEOPLE SERVED

Families	337
Total Individuals	1285

Adults	531
Children	754

92%

of Bridge Program families maintained stable housing.

FAMILY SERVICES

72

individuals received career development and job placement assistance.

84%

of individuals who received career development services gained employment, increased their earned income, or enrolled in an educational program.

81

individuals participated in mental health services.

97%

of individuals who received mental health services demonstrated progress toward meeting their self-identified goals.

CHILDREN'S SERVICES

75

children received academic enrichment services such as tutoring and scholarships.

123

children received scholarships for extracurricular activities or summer camp.

216

children participated in weekend outings and events.

100%

of children enrolled in Children's Evening Program or receiving extracurricular scholarships, showed improved behavior.

97%

of children who participated in academic enrichment showed improved academic performance.

AUGUST 1, 2013–JULY 31, 2014 PROGRAM STATISTICS

HOUSING OPPORTUNITY ASSISTANCE



PEOPLE SERVED

Families	57
Total Individuals	132
Children	72
Adults	60

16

families received short-term rental subsidies.

6

of the families who received short-term rental subsidies bypassed shelter and were rapidly rehoused.

93%

of families who received rental subsidies are now paying their own rent.

ORIGINAL CAUSE OF HOMELESSNESS PER FAMILY



Domestic violence

13

Relocation

12

Overcrowding

12

Dangerous living situation

8

Job loss

5

Financial Hardship

5

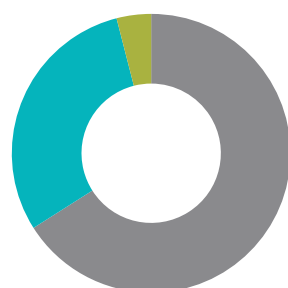
Substance abuse

1

Foreclosure

1

DEMOGRAPHICS



FAMILY COMPOSITION

Single Mothers	66%
Couples	30%
Single Fathers	4%



ETHNICITY

African-American	38%
Hispanic	30%
Not disclosed	13%
Multiracial	8%
Asian	6%
Caucasian	3%
Pacific Islander	2%

AGE: CHILDREN SERVED

0–3	20%
4–7	25%
8–12	29%
13+	26%

AGE: ADULTS IN SHELTER

18–25	17%
26–40	57%
41–60+	26%

AUGUST 1, 2013–JULY 31, 2014

STATEMENT OF FINANCIAL INCOME & EXPENSE

INCOME	2013–14
CONTRIBUTIONS & GRANTS	
Individuals	1,819,477
Churches and Civic Groups	28,577
Foundation Grants	727,267
Corporations and Businesses	306,533
Trust/Estate Gifts	373,354
Special Events	521,722
In-kind Services	260,374
TOTAL CONTRIBUTIONS & GRANTS	4,037,304
OTHER REVENUE	
Investment Income	355,600
Rental Income	97,031
Fees for Service	24,666
TOTAL OTHER REVENUE	477,297
TOTAL CONTRIBUTIONS & OTHER REVENUE	4,514,601
EXPENSES	
Staff Expense	1,681,695
Development Expense	177,513
Administrative Expense	152,969
Occupancy	126,310
Children's Activities and Education	80,046
Internships	91,575
Marketing and Branding	80,000
Technology	67,458
Food	76,885
Supplies	39,391
Direct Assistance to Individuals	84,732
Legal	48,455
Printing, Copying, and Publication	25,143
Postage and Shipping	13,528
Telephone	12,272
Transportation	8,468
Furniture and Equipment	1,250
Staff Education	13,862
Depreciation	193,306
TOTAL EXPENSES	2,974,858
Loss on Uncollectible Promises to Give	153,783
CHANGE IN NET ASSETS	1,385,960

RAPHAEL HOUSE VOLUNTEER PROGRAM



The Raphael House Leadership Development Council is a group of up-and-coming Bay Area professionals who are dedicated to the mission of Raphael House and committed to supporting its work through advocacy, volunteerism, and fundraising. The LDC hosts fun events in San Francisco to engage fellow professionals within the community in supporting our cause.

Our highly interactive volunteer program gives individuals the opportunity to make a meaningful and lasting impact on the future of our parents and children and improve the San Francisco community. Additionally, volunteers join a diverse network of over 2,000 fellow volunteers who support

Raphael House each year. This collaborative

model is key to our success, providing us with the flexibility required to meet the changing needs of our community. Raphael House began as an entirely volunteer organization. Today, virtually every aspect of life at Raphael House still depends on the much-needed support of volunteers.

Whether preparing meals or tutoring children, serving on various committees or painting the walls, Raphael House involves the community in all aspects of helping our families build brighter futures.

TOTAL
VOLUNTEERS: 2,100

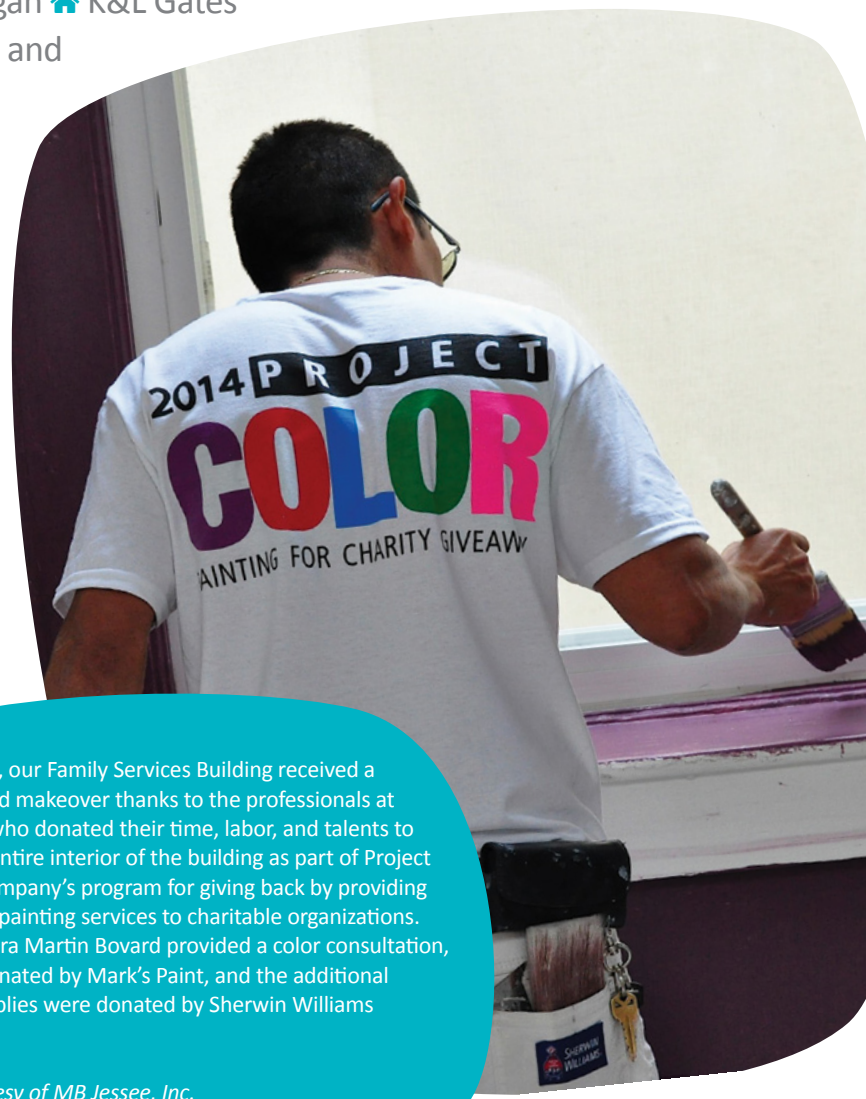
TOTAL
VOLUNTEER HOURS: 22,000



This past year we were able to update our visual identity and branding with support from Anthem Worldwide, who provided us with their marketing and design services pro bono. The redesign was in accordance with our goal to increase the visibility of our work and reach a broader audience. Our new look clearly and succinctly embodies where Raphael House is headed, while still being rooted in the philosophy upon which the organization was founded.

AUGUST 1, 2013–JULY 31, 2014 CORPORATE & COMMUNITY VOLUNTEER PARTNERS

Abbot Downing 🏠 Access Communications 🏠 AdRoll 🏠 American Eagle Outfitters 🏠 Anthem Worldwide 🏠 Arribas Juntos 🏠 Bank of America 🏠 Bank of Guam 🏠 Berkadia 🏠 BJ's Restaurant & Brewhouse 🏠 Blackstone 🏠 Bloomberg 🏠 British-American Business Council 🏠 British Consulate General San Francisco 🏠 Burberry 🏠 Burke Williams Day Spa 🏠 Calegari & Morris 🏠 Calvary Presbyterian Church 🏠 Capco 🏠 Carmanation 🏠 Children of Shelters 🏠 Cigna 🏠 Clorox 🏠 Cultural Care Au Pair 🏠 Del Monte Foods 🏠 DemandBase 🏠 DFS 🏠 DNN Corps 🏠 Dodge & Cox 🏠 Duff & Phelps 🏠 The Episcopal Church of St. Mary the Virgin 🏠 Equinox Search 🏠 Exponent Partners 🏠 Federal Reserve Bank of SF 🏠 Flour & Co 🏠 Genesys 🏠 Giffy 🏠 Golden Gate Restaurant Association 🏠 Goldman Sachs 🏠 Google 🏠 Grit Matters 🏠 Guidewire Software 🏠 Hyde School 🏠 Insight Global 🏠 The Junior League of San Francisco 🏠 J.P.Morgan 🏠 K&L Gates 🏠 Levi Strauss & Co. 🏠 Llano Seco 🏠 May and Stanley Smith Charitable Trust 🏠 Method 🏠 Mission Economic Development Agency 🏠 Mobiquity 🏠 Moss Adams LLP 🏠 Mount Tam School 🏠 National Charity League 🏠 Old Navy 🏠 Pacific Gas and Electric Company 🏠 Pillsbury Winthrop Shaw Pittman 🏠 RDIO 🏠 Red Oxygen 🏠 Riviera Partners 🏠 Salesforce 🏠 Sard Verbinen 🏠 Schiff Hardin LLP 🏠 Schwab 🏠 Sephora 🏠 SF Harvard Club 🏠 Southern Methodist University Alumni 🏠 St. Francis Foundation 🏠 St. John of God Catholic Church 🏠 Switchfly 🏠 Taj Compton Hotels 🏠 Tiffany & Co. 🏠 TPG Capital 🏠 University of San Francisco 🏠 Wellington Management 🏠 Wells Fargo



Last summer, our Family Services Building received a much-needed makeover thanks to the professionals at MB Jessee, who donated their time, labor, and talents to repaint the entire interior of the building as part of Project Color, the company's program for giving back by providing professional painting services to charitable organizations. Designer Laura Martin Bovard provided a color consultation, paint was donated by Mark's Paint, and the additional painting supplies were donated by Sherwin Williams of Oakland.

Photo Courtesy of MB Jessee, Inc.

AUGUST 1, 2013–JULY 31, 2014

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Phone: 415.345.7200
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