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March 16, 2012

Ms. Birgitta Corsello  
Solano County Administrator  
675 Texas Street – Suite 6500  
Fairfield, CA 94533

Dear Ms. Corsello;

I am writing this letter on behalf of Vacaville Social Services Corporation (VSSC) which operates Vacaville's Opportunity House homeless shelter. This past Saturday, we celebrated yet another group of volunteers from a major Solano County employer, Recology Corporation, giving back to our community with their efforts to paint the interior of our new homeless shelter that is nearing completion on Bennett Hill Ct. in Vacaville; just a few blocks from the new William J. Carroll Center. Saturday was a well-attended public showing of support and underscored the fact that the momentum to complete our project is still progressing at a rapid pace. While VSSC has excellent financial standing, we have an immediate need for some short-term funds to finish up the construction. We are requesting that the County of Solano will be able to help us by matching the short-term loan provided by the City of Vacaville.

Attached is some background material on VSSC including some service statistics for 2011. We are accomplishing the County's goals in providing needed services for the homeless and working poor in Northern Solano County. We serve as one of the County Homeless Assistance Centers, provide emergency housing for anyone in need of services including a "safe house" for victims of Domestic Violence, administer and facilitate an extremely successful work-to-housing program as well as three different transitional housing programs along with overseeing a retail operation that also provides training and job opportunities for Solano County's Welfare-to-Work and Create Jobs programs in addition to assisting individuals and families with needed clothing or supplies if they are unable to pay. The new facility will enable us to expand our work with the County and others to provide wrap around services to those in our community that need them most.

We have enclosed copies of our financial statements for 2011, 2010 audited statements, and our 2012 budget which anticipates moving into the new shelter in June. There are a couple noteworthy items to point out in these documents. First, government grants make up less than 12% of our total operating budget. We have been very entrepreneurial (and busy!) opening our new Thrift Store on Peabody Rd. which has been hugely successful and has given VSSC the ability to expand our services at a time when most non-profits are struggling to survive. We also enjoy outstanding public support with a host of fundraisers throughout the year culminating in the very popular Festival of Trees event at Christmastime.

The City of Vacaville and Vacaville Community Housing, Inc. have also been very supportive of our new shelter. Just last night, the City Council approved a Disposition, Development and Loan Agreement with VSSC (along with related documents) to transfer title to the City-owned land we have been building on for six months. (I understand you have received those documents but will quickly provide them if not.) The upheaval of redevelopment created a snag in land transfer that is now overcome. We signed all the

escrow papers today and will record the title transfer next week. The City is donating the site which they acquired for nearly \$1.3 million. The City provided a short-term loan of \$300,000, interest only at 3%, to keep the construction moving and challenged us to seek out the additional funding needed for project completion. Umpqua Bank also provided us a line of credit for \$100,000 and has indicated interest in providing permanent financing which is in process now. The cash flow from the Thrift Store is more than adequate to cover the debt service and we expect to pay off the permanent loan early. By the time the permanent loan is funded, we will have made over \$1.5 million in improvements to the property not counting the underlying land value so there is plenty of equity to secure the loan. We will use the permanent loan to pay back the short-term loans provided by the City of Vacaville, Umpqua and, hopefully, the County of Solano.

As we discussed our specific request is that the County match the City of Vacaville's loan: \$300,000 interest only at 3%. This should be sufficient to finish up the last stages of construction and for the furnishings we don't end up getting donated. We project a move-in date for June 2012. By then we will know all our costs and be able to size and close the permanent loan. We have committed to the City of Vacaville and will to the County as well to re-pay your short-term notes out of the permanent loan proceeds. So, while the City has given us several years to pay their loan back in case there are unforeseen problems, we fully expect to do so within just a few months.

We appreciate that the County has supported other worthy social service non-profits. I am confident you will find that our history of performance, leadership, fiscal responsibility and popular support make this request supportable as well. If we can be of any further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in dark ink, appearing to read 'J. Thompson', with a long, sweeping horizontal line extending to the right.

John P. Thompson  
President  
Board of Directors  
Vacaville Social Services Corporation

## Vacaville's Opportunity House New Shelter Project

This project has been a collaboration between the City of Vacaville, Vacaville Community Housing and Vacaville Social Services for almost 4 years. While there have been many challenges along the way, they have been overcome with trust, hard work and tremendous public support.

Vacaville Social Services Corporation (VSSC) has been providing support to people in Northern Solano County for almost 20 years. The new facility will allow for community outreach at a level we have not been able to offer in the past. Clients entering Opportunity House have access to daily Case Management services, Community Health Care, Bi-lingual services and support, daily empowerment meetings and weekly workshops geared towards assisting people with a wide range of support and services. Classes are offered in Job Development, Budgeting & Planning, Anger Management, Leadership & Goal Setting, Nutrition, Guilt and Addiction Awareness; all of them open to the public, to anyone feeling they could benefit from increased education in these areas.

This past year over 90% of the clients entering the Opportunity House's Work-to-Housing program became employed. Seven clients actually secured full time benefited positions. On average it takes 19 days for an O House client to get a job upon entering our program. In 2011 Opportunity House helped 32 individuals from literally living on the streets into sustainable housing. We helped 31 others move from "precarious housing" (staying with family, sleeping on friends' couches, etc.) into their own housing. And most of all we did so while teaching the clients how to stay housed for the long term. Better choices, better parenting, better neighbors. It's what our community needs. VSSC isn't just planning on doing all this. We are doing it!

While over 68% of the non-profits in Northern California have been forced to close their doors or cut back services, Vacaville's Opportunity House is expanding. Remarkably, we are doing it while also reducing our reliance on government grant income to less than 12% of our budget. Entrepreneurial activities such as our thrift store and fundraisers such as the annual Festival of Trees, a Vacaville Christmas tradition, have enabled us to expand our mission of service. The biggest improvement is the new 48-bed shelter finishing construction on Bennett Hill Ct. in Vacaville which is 4-times the size of our current shelter. The added space will allow us to serve more families with room for emergency overflow if needed and include a classroom, community resource center, community clinic, study areas and a playground. This facility and the enhanced services it will allow us to provide will give our clients the support they need along with pride and confidence to make a new start.

### Statistics for 2011

Meals Provided	19,278
Safe & Sober Bednights	7,244
Individuals Receiving Assistance	193
Workshop Attendance (Cumulative Hours)	3,111
Project Homeless Connect Attendees	88
Couches Given Away to Referrals	73
Vehicles Given to Clients	6