Our Mission

Heading Home's mission is to end homelessness in Greater Boston by providing a supported pathway to self-sufficiency that begins with a home, together with critical services such as life skills, financial literacy, and job training.

As an organization supporting homeless families and individuals, our staff is committed to upholding these four pillars in every aspect of our work. It is our responsibility as we support people at their most vulnerable moment to keep people, excellence, curiosity and collaboration at the very center of our work.

New Brand/Logo

As you read more about our work, you’ll notice that we look a little different – new brand colors, new logo, but still the same us. After debuting in early February 2019, our new brand, logo and website have set us apart in the homeless sector and made our work more recognizable among the community. This new logo is bold, confident, modern and distinguished – like us, a thought leader in the sector with innovative solutions to Boston’s housing crisis.

The pathway is representative of our clients’ journey to housing independence. We are there, walking alongside clients, meeting them where they are, so that trust and confidence is built and milestones can be achieved. Journeys and stories are unique, pathways look different – but Heading Home continues to be present for homeless families and individuals in Greater Boston as we have been since 1974.
Dear Friend of Heading Home,

I am delighted to share the results of Fiscal Year 2019 (July 1, 2018 – June 30, 2019) with you as well as a few reflections as to what success has looked like for us and our clients at Heading Home over the past year. As a values-based organization, our work is grounded in dignity, respect and compassion. We are partners with our clients as they advocate for themselves, and through a deep appreciation for individuality and belief that change is possible, we assist clients as they re-define their goals and milestones for their most successful outcomes. Respect is at the core of our work, extending beyond our clients and staff to include funders, vendors, civic partners, and fellow non-profit colleagues who together contribute to ending homelessness here in Greater Boston.

We pride ourselves on a commitment to excellence and belief that collaboration drives the best results. Noticeable in the strength of our financial results, in our branding re-launch and growth of our funder base, and in the outcome measurements that boast 96% of our Fiscal Year 2019 (FY19) clients remained successfully housed after one year out of shelter, we had a very strong FY19.

As we continue to be a solutions-based, innovative thought-leader in the homeless sector, I want to thank you for supporting our work. We are leading the charge to dramatically disrupt the cycles that contribute to family homelessness; we are change-making. Advocates are joining us from the public, non-profit and private sectors to address the systemic issues that challenge upward mobility. At Heading Home, we witness Changemakers who fuel societal impact every day – they are board members, donors, teachers, colleagues and public officials.

With abundant gratitude we thank you for being a part of our community of Changemakers,

Danielle Ferrier, MBA, LICSW
Chief Executive Officer,
Heading Home

***Massachusetts’ Housing Problem***

- **20,068 people** experiencing homelessness in Massachusetts in 2019. **13,257** are people in families.
- **6,188 people** experiencing homelessness in Boston alone.
- **92 people** experiencing homelessness for every 10,000 in the general population.
- **1 in 13 Boston Public School students** were experiencing homelessness.
- **MA has the third highest housing wage in the country.**
- **MA is the second most expensive state in child-care costs in the country.**
- **To afford a two-bedroom apartment at Fair Market Rent in Boston, a person needs to make** **3 times the minimum wage** in Massachusetts ($11/hour) working 40-hour weeks, 52 weeks per year.

***Heading Home’s Solution***

- In FY19, Heading Home provided shelter and support services to **1,425 people** including **710 children.**
- In total, **162 households** were placed in permanent or supportive homes outside of Heading Home shelters.

*National Low Income Housing Coalition, Out of Reach Report 2018 National Alliance to End Homelessness*
Our Response to Combating Homelessness – A Proven Pathway to Stability

Under these challenging conditions, and acknowledging the increasing vulnerability of our homeless clients, Heading Home staff work tirelessly to assist in their journeys to rebuild self-agency. With trust-building at the center of our work, we guide clients towards establishing their own unique plans and goals that re-scaffold their futures. Our accomplished team of case managers help clients stabilize – a necessary first step to address trauma. Once stabilized, a focus on life-skills development begins and a vast array of internal (economic mobility coaching, clinical support services, housing placement specialists) and external resources are available to help clear a path to move out of homelessness.

During Fiscal Year 2019, Heading Home directly supported 1,425 people ranging from infants to elderly in:

- Boston
- Cambridge
- Chelsea
- Everett
- Malden
- Medford
- Quincy
- Revere
- Somerville

The majority of our Boston programs are in Dorchester and Roxbury.
When clients enter our programs, they work 1:1 with their own case manager. Using motivational-interviewing strategies, case managers build trust with clients, intimately understanding their stories and working together to create a housing search plan that fits their individualized needs and goals.

**Heading Home’s Resource Hub Includes:**

**Mobility Mentoring**

Our economic mobility coaches assist with career and education coaching and financial literacy advancement for families.

**Dependent Support**

Addressing the needs of the 440 children in our families on any given night, is a critical component in disrupting the cycle of poverty. Our clinical team and case managers assist parents with referrals to outside resources for child care and education needs.

**Specialized Referrals**

Our clinical specialists work with individual case manager/client teams to determine need for specialized services such as medical support, domestic violence services and substance use counseling. Case managers coach clients on seeking and keeping the support they need through our partner agencies.

**Housing Placement & Retention**

Individualized housing plans are established by clients with the guidance of case workers. Our well-connected placement team assists with housing applications and resources, property searches, and landlord navigation and advocacy as clients work to secure housing. Coaching for retention of permanent supportive housing and ultimately housing independence follows.

Heading Home’s housing-plus-services model has resulted in a 90+% retention rate in our permanent housing programs for 14 consecutive years.

We believe this long success rate has to do with how our housing and services complement each other: goal-oriented, client-focused coaching that emphasizes getting housed, and developing the skills to stay housed and become more self-sustaining.

**Contributing Factors to Homelessness**

*“Our clients are in the driver’s seat and in many ways, we are the passengers there to offer support and guidance. We must listen to them to best be that support (navigators). With the clients taking the lead on their change journey, housing search process and more, Case Managers are able to support the client’s goals in a more targeted manner. The client becomes the driver and the supporters, the passengers.”*

– Mayté Antelo-Ovando

100% of clients entering our programs have a history of trauma.

100% of our clients are homeless, living in poverty when they come to us.

Trauma and poverty require innovative solutions. Heading Home is a champion of innovative solutions in the housing and homeless sector.
Abraham Maslow’s Hierarchy of Needs

Abraham Maslow’s Hierarchy of Needs is a five-tier model of human needs usually pictured as a pyramid. One must attain each level before moving on to the next. It starts at the bottom with physiological needs like food, water, warmth, and rest; then safety, love and belonging; and culminates at the top with esteem and self-actualization.

Peaks:

- **Physiological Needs**: air, water, food, shelter, sleep, clothing, & reproduction
- **Safety Needs**: personal security, employment, resources, health, & property
- **Love and Belonging**: friendship, intimacy, family, & sense of connection
- **Esteem**: respect, self-esteem, status, recognition, strength, & freedom
- **Self-Actualization**: desire to become the most one can be

“Imagine your life as a tower of cards. You carefully place each card starting with the foundation; adding more levels you reach new heights. Then a slight move sends it all tumbling down. Unfortunately, no one is exempt from this happening to them, and it’s an all too real reality that a lot of people endure. For the individuals at Heading Home there was a point in their lives where this sudden shift occurred and everything they knew about their lives changed forever.”

“As the Individual Services Intake Coordinator, I listen to clients’ stories, and each one is unique. At the point of entering shelter, people are often hesitant to share their stories and let someone into their lives, but you’d be surprised how much they all just want to be heard and are relieved that they’ve come to a place where they can receive empathy and support. In each meeting there is a point where the individual takes a deep breath; some smile, and some don’t. I view this moment as the participant seeing a light at the end of a very long tunnel. Each accomplishment with or without support should be celebrated as these individuals rebuild their lives from the ground up.”

– Jennifer Garcia, Program Manager of Individual Services, Heading Home

The largest segment of our Heading Home population (91% of our families): families headed by a young, single mother in her 20s with 1-2 young children.

Of the 698 youth we served within our family programs last year, the average age was 9 years old.

Programs and Services for Individuals Experiencing Homelessness

Our Individual services team supported 268 unique clients during FY19.

- The average age of a client in our Individual services program was 49 years old.
- 64% were male.
- 58% were white.
- 96.8% of our individual clients have at least one disability, the most commonly seen being a mental health problem or other chronic health condition.

More than 90% of our individual clients are considered chronically homeless. HUD defines a chronically homeless person as either: An unaccompanied homeless individual with a disabling condition who has been continuously homeless for a year or more or has experienced at least four episodes of homelessness in the past three years.

Programs and Services for Families Experiencing Homelessness

Our Family services team supported 1,157 clients during FY19.

- The average household size was 3 members.
- The average age of a client was 19 years old.
- 63% were female.
- 57.5% were Black/African American.
- 86% of our households were headed by a single parent, 90.6% were headed by a female.
- 31% of Heads of Household have at least one disability, most commonly a mental health or chronic health condition.
- 18% of children have at least one disability.
Changemakers in Our Community

In Fiscal Year 2019, our community of Changemakers supported our clients on their journeys through homelessness – they formed personal connections, provided meals, scored touchdowns, donated household items, took a walk in someone else’s shoes, learned beyond the classroom, and helped 27 families move out of shelter and into a home that was fully-furnished and move-in ready. This volunteer support assists our staff, but really reminds our clients that they are a part of a community that won’t let them down, a community of people who want to see change happen and go above and beyond to make it happen.

Northern Bank & Trust Company: Taking it to the House

For every touchdown the New England Patriots scored during the 2018-2019 season, Northern Bank donated $1,000 to Heading Home to help homeless families and individuals in Greater Boston. In partnership with 98.5 Sports Radio and Patriots’ Running Back, Sony Michel, the Northern Bank team donated more than $100,000 to Heading Home in FY19. Together, with Sony Michel, the Northern Bank team helped move a homeless family of four into their new home right in time for the holiday season.

Robert’s Story

“Being blessed to have the opportunity to raise my daughter has to be the greatest gift ever given to me. I am filled with gratitude to all the people who have helped me throughout the past few years. Without the support I have received I would not have been able to make the accomplishments that I have today.”

“Aniyah is a wonderful, smart, healthy and sassy 2-year-old. She is my joy and every day inspiration. Heading Home has provided Aniyah and me with not only shelter but opportunity. The ability for us to grow within our community and mature as a family with confidence. The resources that Heading Home offers has helped me find opportunities I did not think were available to me. It does take determination and commitment to see the results but that is everything in life. You cannot wait for things to happen, success is there as long as you go and get it. Having a home would mean the opportunity for us to create our own traditions and habits: Dinner time, bedtime, making your home yours with pictures, holiday decorations and the joy of knowing you have a key to your door.

My short-term goal is to continue my education, to be part of an organization in Boston that gives me the chance to work with people to identify their potential and the means of how to get there and to have my daughter smile every day and be happy to come home.”
Volunteerism is a hallmark of Heading Home. In FY19, we welcomed 1,500 volunteers through our doors. Hands-on, high-impact engagements bring local corporate, school, and family groups form meaningful, authentic relationship building between Heading Home clients and the Greater Boston community.

Lorello Up & Out provides volunteer groups the opportunity to welcome a local family from shelter into permanent housing for the first time. Through dollars raised, plus donations of new and gently used housewares and furniture, volunteers outfit, decorate and transform the new living space into a home.
More than volunteer hours, students dig deeper with Heading Home:

During the 2018-2019 school year, Heading Home proudly partnered with 13 local schools to offer service learning paired with meaningful service engagements to break down barriers and implicit biases, while encouraging young leaders that they are truly capable of initiating change in their community. We are grateful for the opportunity to educate students about issues surrounding homelessness in Boston through impactful, collaborative efforts that have lasting impact for both participants and their communities, as we encourage students to be compassionate, empathetic citizens and models in their communities. To the following schools, thank you for welcoming our staff and clients into your community:

- Belmont Hill School, Belmont
- Buckingham Browne & Nichols School, Cambridge
- Codman Academy Charter School, Dorchester
- Dana Hall School, Wellesley
- The Fenn School, Concord
- Groton School, Groton
- Heath School, Brookline
- Malden Catholic, Malden
- Middlesex School, Concord
- Solomon Schechter Day School of Greater Boston, Newton
- St. John’s Prep, Danvers
- Thayer Academy, Braintree
- Tufts University, Medford

“This is my seventh year working with Heading Home. My students in the Community Service Club all agree that their favorite volunteer event is cooking meals to bring to Duley House, one of Heading Home’s programs for formerly homeless individuals. The women at Duley House feel like family to me; it is always a treat to drop-off meals and catch up with the staff and residents. In October 2018, 80 seventh graders visited three Heading Home sites for our first ever BB&N seventh grade day of service. It was an absolute pleasure to work with the Heading Home team. They helped inspire and coordinate a meaningful day for students and teachers. Together we created snack packs, made meals, decorated for Halloween, and organized food and clothing donations. Seventh grade students and teachers are delighted to reconnect with Heading Home and learn more about combating homelessness. I am truly wowed by the incredible work that Heading Home does to combat homelessness, and I am grateful for the opportunity to volunteer for such a wonderful organization.”

– Zoe Tarshis, Teacher and Community Service Club leader, Buckingham Browne & Nichols School

Events

Housewarming

On April 30, 2019, we hosted our annual Housewarming event which raised more than $1.4 million to directly support our work.

Event Co-Chairs Leslie Cohen of Samuels & Associates and Travis D’Amato of Walker & Dunlop were instrumental in achieving this unprecedented fundraising success. As Culinary Chairs, Nancy Cushman of o ya and Hojoko, and Karen Akuowicz of Fox & the Knife recruited 21 of the area’s premier restaurants to provide savory samples, desserts and libations for nearly 1,000 guests.

“The relationships that our clients create can become the difference between staying housed or not. Housing and community are not luxury items. We are creating a community where clients – and our Boston neighbors – are invested in each other’s success.” – Danielle Ferrier, Chief Executive Officer

Annual Awards

At our Annual Awards event in December 2018, we honored our NAIOP Community Builders, Luberta Shea Volunteers of the Year, our Corporate Partners of the Year, and our outgoing board members for their years of dedicated service.

Shawn Hurley and Phil Dorman received the NAIOP Community Builders award.

Heading Home to Dinner Co-Chairs received the Luberta Shea Volunteers of the Year award.

Jamestown and New England Home Magazine received the Corporate Partners of the Year award.

She4She

Created on the belief that this world needs women, more than ever, to convene and lead, She4She presented an opportunity for women to gather in support of one another. Hosted by PwC in January 2019, the event brought in more than 200 women from various communities and companies throughout Greater Boston – young leaders, chief executives, mid-level career women, mothers, daughters, sisters, and friends. In a panel moderated by Dr. Mallika Marshall, our panelists – Colette Phillips, Diane Hassan, Dr. Patti Fletcher, and Heading Home client, Donna – shared the positive impact finding a tribe of women had on their personal and professional lives. Each woman reflected how her ‘tribe’ offered guidance, inspiration, encouragement, and strength to persevere and succeed. The Power of We, a message of strength, unity, agency and advocacy, resonated with women throughout the city.
Financials

Revenue: $16,996,835
Expenses: $16,703,283
Increase in Net Assets: + $293,552 (1.8%)

Donations of $100,000+
- Elizabeth & Phill Gross
- Heading Home to Dinner
- NAIOP Massachusetts
- Northern Bank & Trust Company
- Santander Bank

Donations of $50,000+
- Adage Capital Management, L.P.
- Flatley Foundation
- The Baupost Group, LLC
- The Davis Companies/The Davis Family Charitable Foundation
- United Way of Massachusetts Bay
- Merrimack Valley
- Debbi & Michael Young

Donations of $25,000+
- Alexandria Real Estate Equities, Inc.
- CBRE/New England
- Cummings Foundation
- The Dereazo Charitable Foundation, Inc.
- DLA Piper LLP (US)
- The DSF Group
- Mary & John Fowler
- Franklin Square House Foundation, Inc.
- Amanda & Andrew Hoar
- Sherry & Alan M. Leventhal Family Foundation
- Loomis,Sayles & Co.
- National Development
- Elizabeth K. Phelps Trust
- Robert H. Phelps Trust

Donations of $10,000+
- AEW Capital Management, L.P.
- Anchor Line Partners
- Anonymous
- Bank of America Charitable Foundation, Inc.
- Berkshire Residential Investments
- Boston Properties
- Brewster Hill Capital
- Bushrod H. Campbell & Adah F. Hall Charity Fund
- Century Drywall, Inc.
- Charles Sanders Trust
- Janet & Steve Correia
- Covington Associates LLC
- Culbert Healthcare Solutions
- Melissa & Travis D’Amato
- E.M. Duggan
- Edward L. Hutton Foundation
- Elkus Manfredi Architects
- Ernst & Young
- Faros Properties, LLC
- First American Title Insurance Company
- Andrew Gnaizio
- Jill & Gary Hatton
- HMC Healthworks
- Ipwich Bay Glass
- JDL Corporate Interiors
- JLL
- John Moriarty and Associates, Inc.
- J.P. Morgan Private Bank
- Susan & Brian H. Karoogian
- Liberty Mutual
- Linde Family Foundation
- Matthew D. Mager
- Margalies Perruzzi Architects
- Claire & William Musto
- Jessica & Chuck Myers
- Newmark Knight Frank
- Denise & David Olney
- Carol & Jack O’Neil
- Procter & Gamble
- Putnam Investments
- PwC
- Samuels & Associates
- Santander Bank Foundation
- Shine Associates, LLC
- Sierra Architects
- Malby & David Skok
- Nancy & Josh Solomon
- STAG Industrial, Inc.
- Suffolk Construction Company, Inc.
- Susan O. Bush
- The Fallon Company
- The HYM Investment Group, LLC
- The Linden Foundation
- VPNE Parking Solutions
- WmCompanys
- Frederic E. Wittmann
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