

**TIMES Center Survey Project**  
A Study of Homeless Shelters and Transitional Housing Projects

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Research conducted on behalf of the Department of Urban and Regional Planning at the  
University of Illinois and the Mental Health Center at Champaign, Illinois.

**May 13<sup>th</sup>, 1999**

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Thanks to Len Heumann, Jim Rose, Department of Social Services and all the Shelter Respondents

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## Scenario

The UP 373 class for Spring 1999 was divided into three groups conducting research on emergency shelters in general, on volunteering at the TIMES Center and on resources available in the C-U community that could assist in the day-to-day management of the TIMES Center. This report is on "Funding and Management Characteristics of Similar Emergency Shelters and Transitional Housing Programs to the TIMES Center for Use in Planning of the TIMES Center."

## Sampling and Reliability of the Responding Sites

A total of 70 emergency and transitional housing programs throughout Illinois were sent a survey during the week of March 16<sup>th</sup>, 1999. The seventy site names and addresses were compiled by the Illinois Department of Social Services. Appendix A presents a copy of the survey instrument and cover letter that went out to all 70 sites. These names and addresses comprehensively document all the shelters in Illinois receiving State funding, excluding the Chicago CMSA. The exclusion of Chicago is logical as costs of living are inflated and homeless populations are transitory between locations – promoting double counting.

The initial mailing was followed up with a telephone reminder to each of the non-responding sites starting three weeks after the initial mailing and additional surveys were sent to sites that said they had lost the surveys. One survey was conducted over the phone.

A total of 24 facilities responded or 34% of the 70 facilities in the study. Of the 24 respondents, 9 (36%) were just emergency shelters, 10 (42%) were transitional housing facilities, and 5 (21%) claimed to be neither. The five sites were excluded from the statistics that follow because they could not answer a majority of the questions. Although apparently considered by the state to be emergency or transitional housing sites, these five responded as follows. One was just voucher program working with local hotels and restaurants that fed the homeless, one was just a domestic violence shelter only, one provided emergency rent and mortgage assistance, one just used motels as emergency shelter and the fifth just stated the survey didn't apply to the services they provide. Nine of the 10 transitional housing facilities were strictly transitional housing, only one was both transitional and emergency housing. Even though this one fit the TIMES Center model, with only one such site we could not generate statistics, and we treated it as a transitional housing site. This separation into emergency and transitional housing sites will be used throughout this report.

The 24 responding sites varied in size and location from across the state leading us to believe that they are representative of the universe of 70 sites included. Furthermore, there were strong similarities in the funding sources and funding patterns used by all the responding locations. The state does not keep a list of shelters providing both emergency and transitional housing data, so we were unable to get such a list or to know if the 70 in our sample or the one out of 24 respondents is in any way representative of this unique type of shelter arrangement.

# Analysis of Emergency Shelter Housing

## Demographics Findings

The initial section of the survey focussed upon determining the demographics of each shelter that had been surveyed. It was a broad attempt to both establish if similar shelters to the TIMES Center existed within Illinois and to gain insight into the characteristics of homeless population which will be served. The basic trends and patterns observed from the responses are now presented.

Most shelters appear to run an all year round service. Thirteen of the responses, or 87%, functioned all year round. The 13% of responses that didn't provide all year service were in operation for just six months of the year. Daily operation was somewhat more limited with only 64% of shelters providing 24 hour a day service. The remaining 36% had daily operation ranging from just two hours per day to eighteen hours per day. One shelter provided variable service hours depending upon the day of the week (weekdays had 12 hour operation and weekends had 24 hour operation). Surprisingly there wasn't a particularly strong correlation between those shelters which were open 12 months of the year and those which were open 24 hours per day.

The size of the responding shelters was determined by the number of unduplicated names per year. The responses had a significant level of variance with answers ranging from 100 per year to more significant 1739 per year. The average number of unduplicated names was 487, although this may have been skewed by two particularly large shelters (with these two shelters excluded the average came to 237). This wide distribution of shelter size was once again highlighted in the average daily intake where numbers ranged from one per week to 65 per day. The average daily intake of the total responses was 18.6. However, once again there was no correlation between those shelters with high levels of unduplicated names and those with high daily intakes (I believe some confusion must have been aroused by this question as some results are somewhat odd). The length of operation of the shelters was predominately below 10 years with 57% of respondents displaying this trend. More conclusively was the fact that 93% of shelters had an operational life span of less than 20 years, with just one shelter lying outside this range with an operational life of some 87 years.

The type of population served by most shelters appeared to consist of mainly women, men and families. Women had the highest provision with 71% of respondents providing service for them. Men were catered for by 63% of shelters, families by 63% of shelters, elderly by 49% of shelters and the least catered for were youth with only 6% of shelters providing care for them (and these had to be part of a family unit). The shelter population was shown to have significantly high levels of both mental health and substance abuse problems. On average, 23.4% of people suffer from some degree of mental illness and 37.1% have some sort of substance abuse problem (although this figure stretched as high as 90% in some cases). The shelter population averaged about 10.7% veterans with the highest being only 20%. This shelter population was also shown to have changed

dramatically over recent years. The population has seemingly grown older with 64% of shelters reporting an increase in average age. The duration of stay of this population has also increased (78% of shelters experiencing this trend) along with the actual number served (71% of shelters reporting an increase in the number of homeless sheltered). The mental health of those using the shelters has diminished as 64% of shelters have reported. Finally, there has been a significant rise in the level of substance abusers with 78% of shelters reporting this fact.

The shelters displayed some trends in the type and level of service they provided to the patrons. The most frequently provided services were food and case management, with 86% of respondents providing these services. Other frequently provided services were laundry (80%), budget counseling (64%) and transportation (71%). The low levels of mental health and substance abuse counseling seem somewhat concerning considering the high levels of patrons who have both substance and mental health problems. Only 21% of shelters provide mental health counseling and 14% provide substance abuse counseling.

The size of local homeless populations was poorly answered. Many seemed unsure as 35% didn't answer the question. Of those who did answer, 45% of shelters had local homeless populations of 250 or less, and 78% had homeless populations of 500 or less. This suggests that we were generally dealing with respondents who had approximately a similar size homeless population to Champaign-Urbana (Champaign having a homeless population of 368 in 1998). The staff size of the shelters could be broadly related to the size of local homeless population and strongly correlated to the number of unduplicated names per year (i.e. size of shelter). Of the shelters surveyed, 47% had staff size of fewer than 5, and 80% had a staff size of below ten. When just considering these shelters with staff below ten, it can be shown that there is on average 20.48 unduplicated names per year (this value has been used as we have no other approximation of shelter size). The average number of full-time staff equaled 5.9 with part-time averages equaling 5.2 – the number of staff being clearly split between full and part-time workers. The average number of volunteers per shelter equaled 47.2 (however, this was again biased by a few particularly large shelters). Surprisingly 50% of respondents had no volunteers. On average, the number of volunteers the shelters wished to have to achieve efficient operation was 33 (the number of volunteers required by each shelter was strongly correlated its size).

The shelters surveyed were conclusively not-for-profit. Of these shelters, 79% were designated as a 501-C3, with just three others claiming different status. These exceptions said they had "Non-Profit Religious", "Unit of Local Government" and "Charitable Organization" status.

## **Budgetary Findings**

Budgetary questions were intended to provide an insight into the revenues and expenditures generated by emergency shelters. The data concerning funding from both public and private sources provides a resource for identifying opportunities for the TIMES Center. Responses to budgetary questions proposed, however, were limited and often incomplete. These questions required more effort to derive answers upon the respondent's part and may have engaged confidential issues. The findings are summarized below.

### **Federal Funding**

Responses to the question "Estimate what percentage of your total funding is received from private and public sources," demonstrated that 50% of shelters receive private funding that accounts for 0-25% of their budget. Private funding was completely absent in the range of 51-75% of total budget. Public sources comprised 51-75% of the budget for a majority of 42% of shelters. In addition, 36% of shelters experienced a budget that was comprised of 76-100% public funding. Public funding was attributed to providing lower levels of budget contribution for a minority of shelters (21%).

A clear majority of shelters, 79%, receive funding from federal sources. Of the shelters that do receive this revenue stream, the majority only derive 1-20% of their annual operating income from Federal sources. Only 18% of shelters received a level of federal funding that amassed to greater than 41% of their budget. It can be concluded therefore that Federal funding is available to the majority of shelters but does not provide the greatest proportion of funding for these institutions.

Of the programs that constitute the Federal sources, FEMA provides 47% of shelters eligible for funding with revenue. HUD supplies 11% of the shelters with revenue and DCCA is used by 9% of respondents. There are numerous and diverse programs that are less frequently utilized, such as CDBG and PATH (both used by 5% of shelters).

### **State Funding**

The data conclusively demonstrates that 100% of shelters receive state funding. This statistic directly reflects the criteria that we used to select shelters. Had we selected shelters based upon size of homeless population, instead of eligibility for state funding, a different trend may have emerged. Most significantly State sources contribute to the range 21-50% of total budget. The 28% of respondents confirming this trend suggest that funding an emergency shelter is dependent upon State funding. In contrast, only 5% of responding shelters claimed to receive State funds that accounted for 51% or more of their budgets. State funding appears to be accessible source that can compose almost half a shelter's operating budget. DCCA is the most utilized program, attributed to 23% of respondents. Of the respondents, 14% receive DHS funds, 11% receive IDPA and 11%



receive IDHS funds. CDBG and PATH programs remain relatively small providers of funds, being utilized by only 4.5% of shelters.

### **Local Funding**

The majority of shelters operate under local funding. These shelters represent 53% of the total respondents. Local funding, however, differs from other sources in its' magnitude. Local funding only accounts for 0-10% of annual operating funds for 75% of the respondents. Therefore, the local sources are not sufficient to account for the greatest portion of the operating budget. The data collected demonstrates homogeneous use of programs by shelters. For example, CSPAP, CDBG and Township funds are all utilized by 20% of the respondents. United Way, FEMA and Human Services were all adopted by 10% of the respondents. The significance of CDBG at the local level should be noted, compared its relative subordination in State and Federal sources.

The question, "Are you a line item in the City budget?" conclusively demonstrated that 86% of facilities did not qualify as a line item. In addition, 86% of shelters are not a line item in the social services budget.

### **Private Funding**

Most significant in terms of sources were personal donations. This source was used by 22% of the responding emergency shelters. Corporate donations were the second most significant source of funding accounting for 18% of the shelters responses. NPO's, trusts and foundations were less frequently used as sources of revenue. These revenue sources were solicited in the following ways. Presentations and personal contacts were each favored by 26% of the respondents. These methods of solicitation allow direct appeal for funding. Mass mailing was also used by 23% of the respondents. Phone calls were the least utilized alternative, comprising only 2% of shelter responses.

Fund raising was surprisingly not an approach implemented by the majority of emergency shelters. Only 14% responded that they operated fund raising. The majority of shelters carried out fund-raisers at a frequency of twice a year.

Total budget data was manipulated to provide an average budget of \$162,102. The range of budgets is \$8,377 to \$212,136. These statistics are derived from a sample of only 4 respondents that stated their annual budget. Therefore analysis is dependent upon these figures as representative of emergency shelter budgets. Budgets were compared to annual unduplicated names. This analysis demonstrates a weak positive correlation between budget size and number of unduplicated names.

In addition, budget figures for each respondent were compared with the percentage of private sources that contribute to their total budget. This approach was used to test the correlation between budget size and the magnitude of private sources. The data reveals no correlation, emphasizing the diversity of private funding. For example, a shelter with a budget of \$8,377 displayed a 76% private funding structure. However, a shelter reporting a much higher budget of \$212,136 similarly received 86% of their budget from private sources.

Next, percentage of local funding was tested against budget size for the shelters responding to the budget questions. The results demonstrate that percentage of local funding is linked to budget size. Shelters with relatively large budgets receive less local funding. For example, the shelter with a \$8,377 budget received 24% local funding. The shelter that had a \$212,136 budget received no local funding at all. Eligibility criteria for local programs should be further investigated to test the correlation between budget size and percentage of local funding comprising the budget.

Finally, the data demonstrates that staff is the greatest average expenditure for shelter respondents. Staff represents, upon average, 48% of shelter expenditure. The next largest expenditure is rent, representing 11% of average expenditure. "Other" services comprise 18% of average expenditure. This figure may represent the diversity of needs associated with accommodating the homeless.

# Transitional Housing Survey

## Demographics Findings

The transitional housing survey contained a demographic section and a budget section. The former being the initial questions on the survey. The first demographic category that will be examined is the type of housing. From the survey questions, on average the respondents operated a little over ten units each and served an average of thirty-three people. The type of units operated by the organization varies but most of them operate apartments. Of the total number of units operated, apartments were the most common with 56%. Also included is a dorm style/room within a facility, which had the second most number of units total at 17%. Group homes accounted for 9.9% and single family detached housing accounted for 3.7% of the total units in operation. Included in the survey but received no response on the returned surveys was attached housing/townhouses. They were next asked how many units they owned or rented. The total number of units that are rented is 68% of the total and the remaining 32% are owned units. The apartments had the largest number of units rented with 68%, or 38, of the total number of apartments operated being rented and the remaining 32%, or 18 units, were owned. In the next largest housing type is the dorm style and twelve of the fourteen units, 86%, are rented and the remaining 14% or only two units are owned. Next are group homes and of the eight total units, 25% are rented and 75% are owned. This is the only housing type that contains more owned than rental units. Finally, is the single family detached housing in which all three of the units operated is rental. These transitional housing units generally stay in operation for about a decade. The average duration of the transitional housing programs surveyed is 9.05 years.

Following a look into the types of housing, it is appropriate to take a look at the demographics of the people that live in the transitional housing. Firstly, the number of new clients that each organization houses a year on average is 81.2. This can be broken down to show that 50% of the respondents fall under the helping out of 0-40 new clients a year. The next range, which contains 20% of the total respondents, is 41-100 new clients. Finally, the 100+ new clients a year had 30% of the responses to.

The second thing that we looked at is the type of people the shelters serve. The majority of the respondents serve a select population. Families are the most common group of people served by transitional shelters. Of the ten responses received, 80% served families, followed by 70% of the shelters serving women, 60% serving youth, 50% serving the elderly, 40% serving men and only 10% serving single females. What is of particular interest is that only 40% of transitional housing serve the entire population.

The mentally ill is one of the hardest groups of people to provide services for. However, because the mentally ill make up a large percentage of people served by transitional shelters, this obstacle needs to be hurdled. 71% of the surveyed shelters have chronically mentally ill in their population, 100% have people who suffer from substance abuse and only 43% provide shelter for veterans. The average percentage of chronically mentally

ill in each shelter surveyed is 26%. The average number of people who suffer from substance abuse and are veterans is 30% and 13% respectively.

Included in the survey was a list of numerous services that the staff could provide. I found it quite intriguing that only 30% of shelters provided meals while the majority of them provided budget counseling. 80% of transitional shelters provide budget counseling, 50% provide transportation, 40% provide meals, mental counseling, and resource referrals, 20% provide support groups and 10% provide medical services, domestic violence, computer training, employment/education training and substance counseling.

~~The average staff size has 30.1 members.~~ 50% of the surveyed shelters have a staff size of 1-10 members, 30% have 10-20 member and 20% have more than 21 members. On average there are about 17 full time employees, 18 part-time employees, and 702.7 volunteers. The data representing the number of volunteers is greatly skewed because one shelter had an extraordinary large number of volunteers. However due to a lack of response for this question, more accurate results could not be found. In addition one shelter indicated that they had overnight employers.

Access to an automobile seems to increase the likely-hood of a given person to volunteer. The survey indicated that 43% of all volunteers drive to the shelter where they donate their time, 14% take the bus, 14% ride a bike, 14% are live-ins and 14% of the shelters indicated that they did not know.

Eight of the ten shelters surveyed indicated that there is some kind of work required of those who choose to stay in the shelter. Examples of some of these work requirements are that the person in the program has to serve a certain number of hours in community service, work anywhere between 20-35 hour per week, or participate in some sort of training.

The other question on the survey dealing with shelter requirement is how much of a shelter income is required to be devoted to the shelters rent. 10% of the shelters indicated that they spend about 10% of their income on rent, 30% of the shelters indicated that they spend 30% of their income on rent, and 20% indicated that they were not charged for rent. 10% of the shelter indicated that they spend \$150 a month on rent and the last 10% noted that they spend \$200 a month on rent.

## **Budgetary Findings**

The budgetary section of the survey focused on how various shelters receive funding to run their centers day-to-day operations. It is important to note that all of the respondents to the survey have a designation of 501-C3. The majority of these shelters receive funding from public sources. 50% of the shelters surveyed receive 76-100 percent of their budget in public funding, 30% receive 51-75 percent of their budget in public funds and 10% receive between 26-50 percent of their budget in public funds. No shelter however receives more than 50% of their budget in private funds. The average total annual operating costs last year was \$1,320,318. Please note that the results of our average operating cost might be a little high due the fact that one organization operated on a eight million dollar budget. This caused the average to be higher than all other budget totals. On average, 71% of the budget went to staff, 23% was allocated to the rent, 3% was spent on food, 3% spent on supplies, 4% on energy, 3% on professional services, and 10% was allocated for miscellaneous uses.

### **Federal Funding**

Almost all transitional shelters receive most of their funding from the federal government. Eight of the ten respondents indicated that they received some kind of federal funding. Only one shelter said that they did not receive any federal money and one shelter did not answer the question. The majority of the shelters receive more than 40% of their budget in federal funding. And the average percent of federal money in a given shelters budget is 64.3%. Some of the programs which shelters receive federal funding for are section 8, LIHEAP, weatheriation, HUD, job training, homebuyer programs, housing rehabilitation, and community service block.

### **State Funding**

A lot of shelters also receive state funding, although most of the shelters surveyed receive most of their funding from the federal government. Seven of the ten shelter verified that they do receive state funding, two shelters said that they do not, and one shelter did not answer the question. The average percent of state funding in a given shelters budget is 31.1%. This is almost half of the average percent received in federal funding. 30% of the shelters receive less than 20% of state funding. 20% of the shelters receive between 21% - 40% in state funding, 10% receive between 41% -60% in stated funding and 10% receive more than 61% in state funding. The remaining 30% of the shelters either did not answer the question or did not receive any state funding. The programs for which shelters receive state funding are as follows, DCCA, IDPA, DHS, IDHS, and teen parenting. Shelters need to generally apply for state funding yearly.

### **Local Funding**

Not too many shelters receive local funding. 60% of the surveyed shelters receive no local funding and only 30% do. 10% of the respondents however left this question blank. And those shelters that do receive funding acquire less than 10 percent of their budget in local funding. Programs for which shelters use local funding are CSPAP/CDBG, DCCA, transportation, senior nutrition, and literacy. Local funding is also allocated on a yearly basis.

Surprisingly, only 20% of the shelters receive social service funds and no shelter were a line item in the City's budget.

### **Private Funding**

The Private funding section discusses how each shelter obtains funding outside of federal, state, and local funding. 70% of the surveyed shelters receive personal donations, 70% also receive funding from religious organizations, 40% of the shelters receive funding from corporate donations, 40% also receive funding from foundations, and 30% receive funding from NPO's. Shelters generally solicit this funding through personal contacts and presentations. 30% however send letters of request, 20% do mass mailings, and 10% do phone solicitations. 40% of the shelters indicated that they participated in fund raising events, 30% did not, and 30% left the question unanswered.

Shelters try their best to raise money with out having to charge for any of the services that they provide. 10% of the surveyed shelters however does charge a monthly fee of \$30. This monthly fee is reasonable when you consider the enormous amount of services that the shelter offers. Laundry, case management, transportation, and budget counseling are expensive services and often times a fee need to be implemented in order to cover all the expenses.

## Discussion

### Emergency Shelter

The survey and analysis conducted affords the TIMES Center several insights into the operation and funding of emergency shelters. The data allows the TIMES Center to accurately match the demographics of its homeless population to that of other shelters. This will allow for comparison of funding and operational alternatives for shelters with similar characteristics.

The analysis of emergency shelters suggests that some homeless populations are underserved by shelters. For example, the data demonstrates that shelters in Illinois do not exclusively care for the homeless youth. This area of provision should be considered by the TIMES Center. In addition, the data suggests that the TIMES Center can expect one third of its population to be chronically mentally ill and one third to be substance abusers. The implication is that the TIMES Center should consider appropriate support services in sufficient quantities for its population. Finally, to observe the service models displayed by the majority of shelters in the survey, the TIMES Center would have to offer; meals, transport, laundry, budget counseling and case management.

In terms of budgetary matters, the data collected implies that shelters have the potential to achieve 30% private funding. In addition, Federal funding is likely to provide only 1-20% of the total budget. Emergency shelter responses demonstrated that a combination of programs are employed to maximize Federal funding. State funding is unlikely to comprise more than 51% of a shelters budget. Local funding appears important to small scale operations, however larger scale shelters do not utilize this revenue source.

The data reveals the potential for the TIMES Center to exploit private sources of revenue. The survey revealed corporate and personal donations as the most utilized forms of private funding by shelters. These donations are most effectively solicited by presentations and through personal contacts.

### Transitional Housing

From the findings we have made several suggestions that may be able to assist other transitional housing in the operation of their units. The findings show that an overwhelming number of transitional housing organizations rent their units versus owning them. This provides for an extra cost in the budget but more than compensates for the cost of maintenance. In addition various funding programs (which will be addressed next) can be used to cover the extra cost in the budget. This may provide for excellent opportunities in the Champaign/Urbana area.

As anticipated, there are many opportunities for funding, the majority of which is provided by the federal government. The results show that the most widely used federally funded program is the HUD program. State funding also plays an important role in providing financial assistance to transitional housing organizations. DHS and

IDPA are the two major state funding opportunities that are utilized by the organizations in the survey. Additionally, the organizations that responded to the survey mentioned four private funding opportunities. Sited are personal donations, religious organizations, corporate donations, and foundations as means of acquiring additional funds.

Finally, the services provided by the organizations do not consistently address the entire needs of the population served. Standard services provided by the organizations are budget counseling and case management. These services are important to the population in the transitional housing but more need to be provided. It is concerning to find that few of the respondents provide mental health counseling and substance abuse counseling - especially considering the large percentage of patrons who suffer from such problems.

To conclude, we suggest that reviewing the results of the survey would help find additional information that can assist in the operation of transitional housing units.



## Limitations Of Research

The research project suffered from a lack of clear, direct focus. There was not enough project definition or research delineation even from the survey construction stage. This resulted in a survey with too broad a coverage and not enough real focus upon what results were really needed. The group was frequently unsure as to what information was really required by the TIMES Center. The survey spent too much time talking generally about local demographics and population characteristics and insufficient time probing for more in-depth information about shelter budget.

Aside from having too broad a focus, the questionnaire was incomplete and poorly constructed. Too many redundant and insignificant questions were included in the survey, although this may have been a result of unclear project focus. However, no excuse can be given for the absence of basic, but essential questions, relating to things such as shelter size (i.e. number of patrons per night) and average duration of stay.

The project suffered from a limited geographical scope. It was restricted to the state of Illinois and excluded all shelters within the Chicago Metropolitan area. Further study could consider a broader research sample. For example, the MidWest might provide a more representative sample. This limited sample size would explain the both the small response rate and the homogeneity of results actually received.

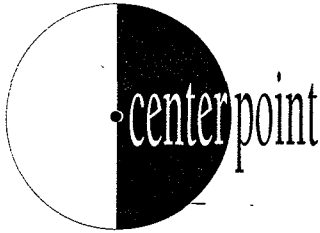
Analysis was also limited by technological and time constraints. Analysis could have been improved if more statistically sophisticated software been employed. However, it is important to establish that grouped data we have generated is both accurate and relevant. This grouped data provides a good opportunity for further research and analysis.

# **Appendix One**

## **Cover Letter and Survey Instrument**

### **TIMES Shelter Survey Project**

Researched on behalf of Department Urban and Regional Planning at Champaign-Urbana, Illinois  
& the Mental Health Center at Champaign, Illinois



Counseling and Personal  
Development Services

## TIMES Center Survey Project

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March 15, 1999

Dear Director:

We are conducting a survey of emergency shelters and transitional housing programs in Illinois. The main goal of this survey is to benefit the Mental Health Center of Champaign County. This not-for-profit organization operates the Centerpoint Counseling Center and the TIMES Center, a men's emergency shelter and transitional housing unit in Champaign-Urbana, Illinois. The Mental Health Center is expanding, and is interested in discovering how similar shelters operate in order to help formulate a successful policy for their expanded services.

As you know, providing adequate services to a homeless population is a challenging endeavor, and with this project we hope to make service provision more effective. Therefore, we would like to ask you a few important questions about the operation of your shelter. These questions will deal with the financial operation and day to day management of the facility.

We have enclosed two short questionnaires for your attention. The first deals with the Emergency Services portion of your organization, and the second deals with the Transitional Housing portion. Please answer the questionnaire(s) that is appropriate for your facility. Both may or may not apply. You may fax the completed questionnaire(s) to us at 217-244-1717, or mail it in the self addressed stamped envelope provided. If it would be more convenient for you, we can conduct this survey over the phone with someone from your organization. In addition to the survey, it would be greatly helpful to us if you would send a copy of any budgetary information or promotional material you have on hand about your shelter.

**Complete confidentiality is assured.** The results gained from the survey will in no way be associated with you, or your organization. The answers to these questions are to be used in an aggregate analysis only; individual data and surveys will not be shared. Additionally, the answers to these questions will not be shared with any governmental or other outside agency in an individual manner. Upon request, we will furnish you with a copy of the results from our research, which may prove to be valuable to your organization as well.

By answering this survey, you are helping a fellow organization provide better services to a changing population. Again, we will be happy to provide a copy of the survey results to you when this project is complete. If you have any questions about the project, please feel free to contact me, Angela Flood, at this number, 217-332-4960.

Thank you very much for your time and for your help in this endeavor.

Angela K. Flood  
Survey Project Director  
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111 Temple Buell Hall  
University of Illinois, U-C  
Champaign, IL 61820

**Emergency Shelter Survey**

**Please answer the following questions based on the Emergency Shelter portion of your organization only. If you do not have an Emergency Shelter, please proceed to the Transitional Housing survey. If you answer for more than one segment of your organization, please indicate that where applicable. Please answer the questions on the front and back of this form.**

How many months a year does your facility operate?

How many hours a day does your facility operate (on average) ?

How many unduplicated names does your facility provide shelter for per year?

What is your average daily intake?

How long has your shelter been in operation?

What type of population do you serve? Please check all that apply.

- Women       Men
- Elderly       Youth
- Families       All of the above

Please estimate what percent of your shelter population is:

- Chronically mentally ill: \_\_\_\_\_
- Substance abusers: \_\_\_\_\_
- Veterans: \_\_\_\_\_

Have you observed a shift in characteristics of your shelter population within recent years? Please circle your answer.

- Age:                                      older / younger
- Total served:                      more / less
- Duration of stay:                  longer / shorter
- Physical Health:                    better / worse
- Substance Abusers:                more / less

What services does your shelter provide? Check all that apply.

- Meals                                       Budget counseling
- Medical services                       Mental Health counseling
- Transportation                         Substance abuse counseling
- Laundry                                    Case Management
- All of the above                         Please list other services.

Please estimate the size of the homeless population in your area.

What is the size of your staff?

Please indicate how many persons work in each of the following categories.

Full-time \_\_\_ Part-time \_\_\_ Volunteer \_\_\_

How many volunteers are needed to efficiently run your shelter on a daily basis?

How do most of your volunteers usually get to work? Circle all that apply

- Shuttle/other transit provided by shelter
- Car                       Bus
- Other                     Don't know.

Are you a non-profit organization?

- Yes                       No

What is your designation? E.g.501-C3

**Please answer the following questions about the financial status of your organization, based on your best estimate. If you are part of a larger organization, i.e. Red Cross or Salvation Army, please answer the questions based on your location.**

Estimate what percentage of your total funding is received from:

- Private sources \_\_\_\_\_%
- Public sources \_\_\_\_\_%

According to last year's sources, please answer the following questions providing estimates where required.

## Transitional Housing Survey

**Please answer the following questions for the Transitional Housing portion of your organization only. If you do not have a Transitional Housing Program, please indicate this here, and answer the Emergency Shelter portion of the survey only.**

How many units do you operate?

How many persons do you house?

Please indicate the number of units that you operate in each category, and the number of each that your organization owns and/or subleases.

Own/ Rent

\_\_\_/\_\_\_ Dorm style / room within facility

\_\_\_/\_\_\_ Group home

\_\_\_/\_\_\_ Apartments

\_\_\_/\_\_\_ Attached housing / townhomes

\_\_\_/\_\_\_ Single family detached housing

How many new clients do you house each year?

How long has your transitional housing program been in operation?

How is the rent scale decided for your program?  
i.e. 30% of income etc.

Is there a work requirement for your program?

Are there other requirements for enrollment in your program? i.e. counseling, group meetings etc? If so, please list them here.

What type of population do you serve?

\_\_\_ Women \_\_\_ Men

\_\_\_ Elderly \_\_\_ Youth

\_\_\_ Families \_\_\_ All of the above

Please estimate the percent of your transitional Housing population that is:

\_\_\_ Chronically mentally ill

\_\_\_ Suffers from substance abuse

\_\_\_ Veterans

Have you observed a shift in characteristics of your transitional housing population within recent years?

Age: older / younger

Total Served: more / less

Duration of stay: longer / shorter

Physical Health: better / worse

Substance Abusers: more / less

What services does your transitional housing program provide? Check all that apply.

\_\_\_ Meals \_\_\_ Budget counseling

\_\_\_ Medical services \_\_\_ Mental Health counseling

\_\_\_ Transportation \_\_\_ Substance abuse counseling

\_\_\_ Laundry \_\_\_ Case Management

\_\_\_ All of the above \_\_\_ Please list other services.

What is the size of your staff?

Please indicate how many persons work in each of the following categories.

Full-time \_\_\_ Part-time \_\_\_ Volunteer \_\_\_

How many volunteers are needed to efficiently run your housing program on a daily basis?

How do most of your volunteers usually get to work?

\_\_\_ Shuttle/other transit provided by shelter.

\_\_\_ Car \_\_\_ Bus

\_\_\_ Other \_\_\_ Don't know.

Are you a non-profit organization? What is your designation? (E.g. 501 C3 etc.)

**Please answer the following questions about the financial status of your organization, based on your best estimate. Remember to answer for the transitional housing portion of your organization only. Please indicate if you are answering for more than one portion of your organization.**

***Please answer the questions on the back:***

**THE SALVATION ARMY**

FY99 BUDGET	AGENCY	DAY CARE
INCOME	\$	\$
UNITED WAY FUNDS	163,690	
UNRESTRICTED DONATIONS	52,050	
SEASONAL APPEALS	182,500	
MEETINGS & COLLECTIONS	3,600	
CARTRIDGES	20,200	
GIFTS IN KIND	458,740	
MAIL APPEAL ALLOCATION	242,000	44,760
RESTRICTED DONATIONS	6,000	
PUBLIC FUNDS	142,300	
REVENUE FROM OTHER UWAYS	0	
MEMBERSHIP DUES	0	
PROGRAM SVC FEES	21,000	21,000
WAR CRY SALES	13,000	
TRANSFER FROM ENDOWMENT/OTHER	4,400	
ALLOC TO COVER MAIL APPEAL COSTS	45,000	
SUNDRY	24,300	
INTEREST INCOME	11,500	
<b>TOTAL SUPPORT &amp; REVENUE</b>	<b>1,390,280</b>	<b>65,760</b>
<b>EXPENSES</b>		
OFFICERS ALLOW.	30,800	
PROF STAFF	120,000	18,000
CLERICAL STAFF	55,700	
OTHER STAFF	158,000	25,000
MED INS	75,400	7,000
PENSION	14,600	500
FICA	26,350	3,300
OTHER P/R TAX	13,300	500
EDUC, REC, CRAFT SUPPLIES	2,400	1,200
FOOD PURCHASED	7,000	*
UNIFORMS	300	
OFFICE SUPPLIES	8,300	240
TELEPHONE	6,650	120
POSTAGE	18,650	
UTILITIES	71,900	8,200
PROP REPAIRS/MAINT	39,200	500
JANITORIAL SUPPLIES	3,350	500
PRINTED MATERIALS	39,850	
WAR CRY COSTS	3,100	
OTHER TRANS MEALS	3,100	
VEHICLE OPER. COSTS	16,200	
VEHICLE INS	11,800	
PROF. FEES	19,100	700
ANNUAL/SPEC. MTNGS	2,500	
COUNCILS/CONF	6,200	
FINANCIAL ASSISTANCE/REG	478,930	
FINANCIAL ASSISTANCE/SEASONAL	29,500	
DUES/MEMBERSHIPS	1,200	
FURNISHINGS/EQUIP	8,500	
COLLEGE FOR OFFICERS TRAINING	1,500	
SUNDRY	1,600	
HEADQTRS SUPPORT	91,000	
VEHICLE REPLACEMENT	24,300	
<b>GRAND TOTAL EXPENSES</b>	<b>1,390,280</b>	<b>65,760</b>

Note 1

Note 2

Note 1 Food is furnished by the Family Service Center Kitchen  
 Note 2 Includes 7,200 for space/heat and power provided by agency as matching funds.

4

CASA CENTRAL SOCIAL SERVICES CORPORATION  
LA POSADA TRANSITIONAL HOUSING PROGRAM FOR THE HOMELESS  
BUDGET  
FISCAL YEAR ENDING JUNE 30, 1999

**EXPENSES**

Program salaries and benefits	\$533,439
Professional fees	20,230
Supplies	39,613
Telephone	20,780
Postage	1,800
Occupancy	284,860
Staff transportation	6,480
Equipment rental and maintenance	28,430
Financial assistance	6,000
Client transportation	26,362
Childcare expenses	17,600
Furniture replacement	10,000
Moving expense	14,500
Activities	2,000
Conferences, Seminars	12,000
Administrative expenses	94,483
<b>TOTAL EXPENSES</b>	<b><u><u>\$1,118,577</u></u></b>

**REVENUES**

Illinois Department of Public Aid	\$401,357
FEMA	10,000
HUD	374,692
Corporations / Foundations/Churches	332,528
<b>TOTAL REVENUES</b>	<b><u><u>\$1,118,577</u></u></b>

# **VOLUNTEER IMPACT STUDY**

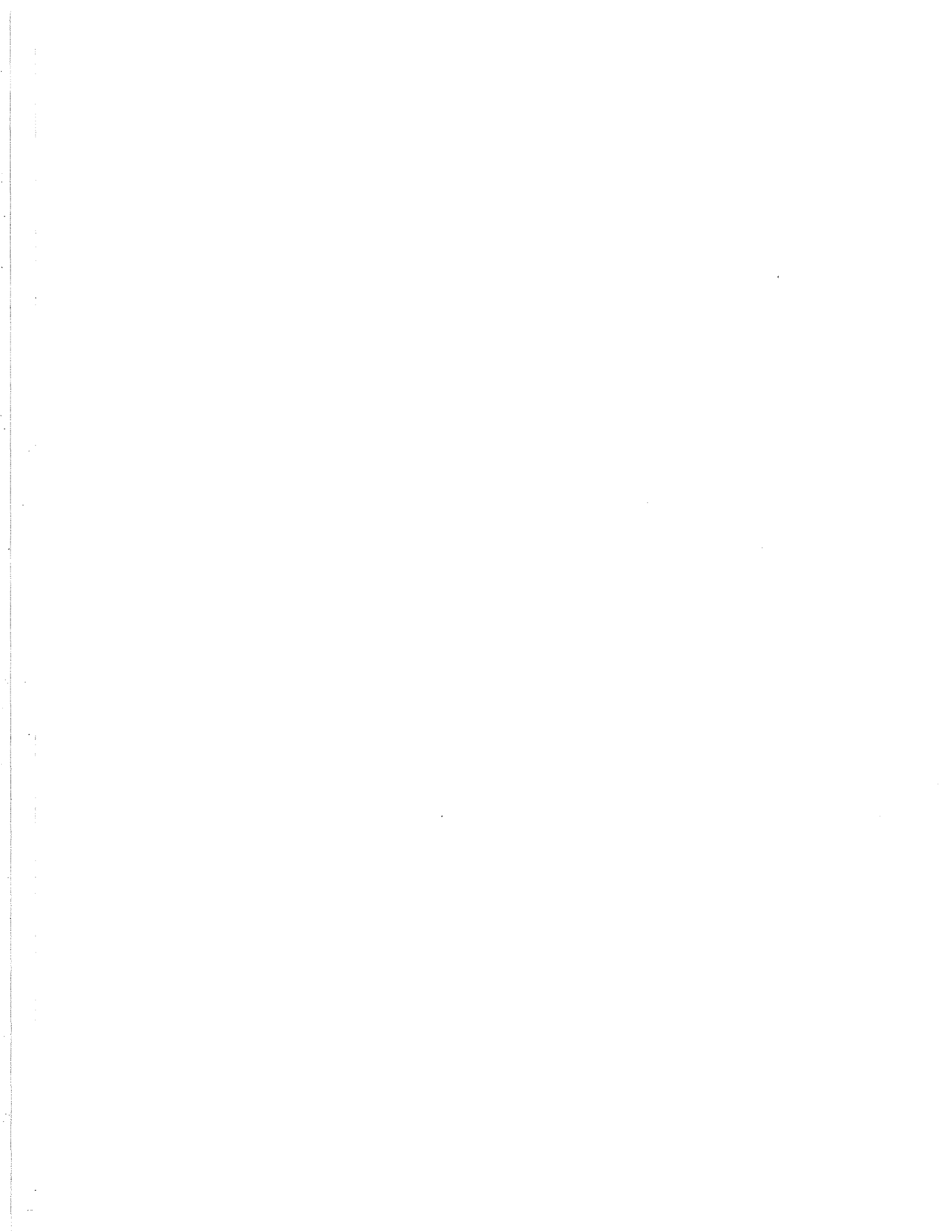
## **The potential effects of moving the Champaign Men's Emergency Shelter**

**Andrew Jennings  
Tony Manno  
Maggie Mahoney  
Brian Radner**

Submitter in partial fulfillment of the requirements for UP 373 at the  
University of Illinois at Urbana-Champaign

May 12, 1999





## **Contents**

1	Introduction
1	Background of volunteering at Men's Emergency Shelter
2	Survey Methods
3	Results and Discussion
	Results of non-volunteer surveys begin on page 4
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11	Limitations of Survey
12	Suggestions for Future Study
12	Conclusions and Recommendations

## **Introduction**

This year, the housing class in the Urban Planning department at the University of Illinois (UP 373) has worked with the Men's Emergency Shelter of Champaign to facilitate the upcoming relocation of the center. The old Men's Emergency Shelter housed in the basement of the McKinley Church in Campus Town is being relocated into a new facility at the corner of Washington and Market Streets to be built and managed by the Mental Health Center of Champaign County. This move will benefit the community because the shelter will be able to house more men and it will have some private apartments and a counseling center for residents so that men can make the transition from homelessness to self-sufficiency.

For our service learning project our group chose to focus on the potential impacts that the relocation may have on the volunteer base of the shelter. Volunteers play a very important role at the shelter and the move to a new location could substantially effect the amount of volunteers that continue to come to help. Our group has conducted several surveys to aid in estimating the impacts that relocating the center may have on volunteers.

## **Background of volunteering at the Men's Emergency Shelter**

Many different types of people have volunteered at the shelter. Many of the volunteers are from student service organizations such as APO, VIP, Fraternities, Sororities, and some U of I classes such as Sociology100 and Sociology299. Besides University students, the Men's Shelter receives volunteers from community organizations such as Kiwanis, and many Black Men's organizations and religious organizations. Also, besides volunteer groups, many of the volunteers at the Men's Shelter are adults and juveniles public service for court orders and probation.

The shelter has many different ways to recruit volunteers in the area. Sara Baum, the Volunteer Coordinator, and other employees of the Men's Shelter give presentations

regarding the shelter and volunteering around campus and in the community. Also, Sara attends many Greek Philanthropy Chair meetings discussing volunteering at the shelter. Some volunteer recruitment also takes place at community fairs and through posting flyers around campus and the community.

The shelter is currently in the process of finalizing all that is necessary for their move next year into a new building at a new location off campus. The TIMES Center does not plan to change much of its strategy after the move is complete, but they will try to provide transportation from campus to encourage more student volunteering. The Volunteer Illini Project and the Men's Shelter have vans that they may use to transport students back and forth. According to Sara Baum, the new facility will try to provide transportation 4 or 5 nights out of the week for volunteers.

At the shelter, the volunteers are responsible for many different tasks. Some of the tasks include serving food, cleaning and doing laundry. The Center is open 18 hours a day, and usually only one volunteer is needed from 7:00 a.m. - 1:30 p.m. More volunteers are needed in the evening however. From 6:45 p.m. - 12:00 a.m. the Center usually needs anywhere from 5-12 volunteers to run the Shelter smoothly. According to Sara, there are certain times during the year when more volunteers are needed. Evenings are important because many men come in for dinner and for beds at night. Academic breaks such as summer are tough for the shelter because the smaller amount of students that are on campus are not apt to volunteer as much. On the other hand, the shelter staff have found that during winter break there is an excess amount of people willing to volunteer which has sometimes been a problem for the Center. Although the summer is slow for college volunteers, the shelter does receive help from the area high school students that are on break.

## **Survey Methods**

We focused on three groups to survey for the purposes of this study. Our groups were student and non-student volunteers, fraternity and sororities, and random persons on campus. The student and non-student volunteers were found in the volunteer logs at the shelter, and permission to phone these persons was given to us by Sara Baum, volunteer coordinator. Regarding the fraternities and sororities, the philanthropy chairs of each house were surveyed concerning the houses involvement in volunteering. The third group of surveyed persons were randomly chosen through field surveys around campus.

Each of the three surveys included slightly different questions concerning knowledge of the shelter and volunteering in general. The first of the three surveys conducted was the phone survey of student and non-student volunteers. The volunteers chosen for the phone survey are categorized into groups based on their frequency of volunteering. The categories are Frequent, Moderate, and Once-in-a-while. Using these three categories to

classify each of the volunteers we decided on 5 questions for the phone survey. The questions differ slightly for students than the non-students. The student questions are:

1. Are you aware that the shelter is moving to a new location next year?
2. Will the move affect the amount of time you may volunteer?
3. If transportation were provided from campus, would that encourage you to volunteer more often? If so, what location might you suggest the transportation be offered from?
4. Have/would you recommend volunteering at the shelter to friends? Why?
5. What improvements do you suggest the shelter make to increase/encourage volunteering after the move?

The questions were slightly different for non-student volunteers. Questions 1, 2 and 5 were the same for both surveys. Question 3 varied in that we inquired where in the community an adequate location would be if the shelter provided residents with transportation to their facility. Question 4 inquired not only if the volunteer recommended volunteering at the shelter to friends, but also family members and co-workers.

The second and third surveys conducted are a random sample of persons around campus and a survey of the fraternity and sorority philanthropy chairs. The questions for these two surveys are similar, with most of the questions in a Yes/No format for easier analysis and to not inconvenience those surveyed. The philanthropy chair survey was conducted via email, while the random sample survey was accomplished by approaching random persons walking through the Quad and around town near each of the group members' residences. The questions asked for these two surveys are:

1. Have you (or your house) ever volunteered on campus?
2. Are you aware of the location of the Men's Shelter?
3. Have/would you (or your house) ever volunteer there? If so, why did your house choose the men's shelter?
4. If the shelter provided transportation to their new location, would that encourage you to volunteer more frequently?
5. On a scale of 1-10 (1 not important and 10 very important), how important is volunteering?

## **Results and Discussion**

The survey results vary only slightly from group to group. The results can be divided several ways. There are five distinct survey groups, with two groups receiving a set of questions designed for emergency shelter volunteers, two groups receiving a set of questions designed for non-volunteers, and one group receiving questions designed for emergency and transitional shelter administrative staff.

### Non-volunteer surveys

Three surveys of groups that do not volunteer at the Champaign Men's Emergency Shelter were performed. One group consisting of the philanthropy chairs of fifteen fraternities and sororities, a second group consisted of randomly sampled students were surveyed regarding their volunteer habits and knowledge of the shelter, and a third group was comprised of emergency shelter administrative staff from various locations in the United States.

### Philanthropy chair survey

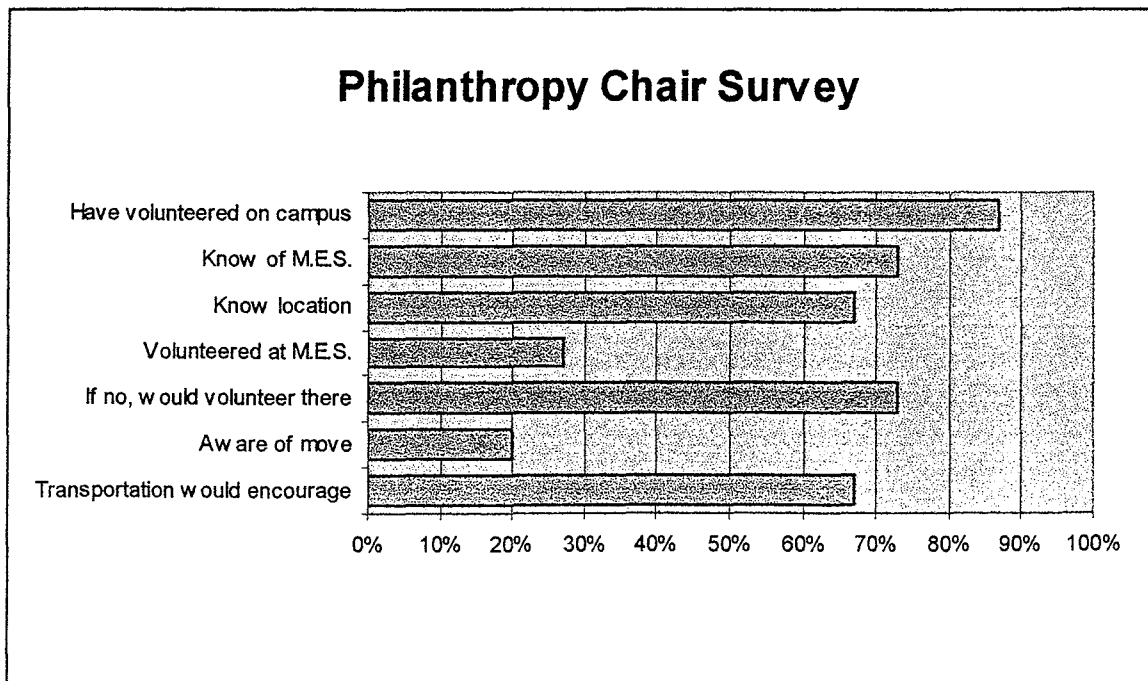
The important results of the survey are found in Table 1.1 (page 4) while the complete results can be found in Table 1.2 (page 5).

As expected, most of the philanthropy chairs and their houses have volunteered on campus (87%). Only two-thirds of the chairs know the current location of the men's emergency shelter, while only twenty percent are aware that the shelter is moving. Of the 73% of the houses surveyed that have not volunteered at the shelter, 73% (or 53% of the total) would consider volunteering. If the new shelter were to provide transportation, 67% of the chairs say that their house would be encouraged to volunteer more, while 20% already have sufficient transportation.

When rating the importance of volunteering on a scale of one to ten, the average response from the philanthropy chairs was 7.87.

For the shelter, the results of the philanthropy chair survey should be encouraging. With minimal effort through contact with fraternities and sororities, the shelter could develop a consistent (however seasonal) volunteer base.

Table 1.1



**Table 1.2**

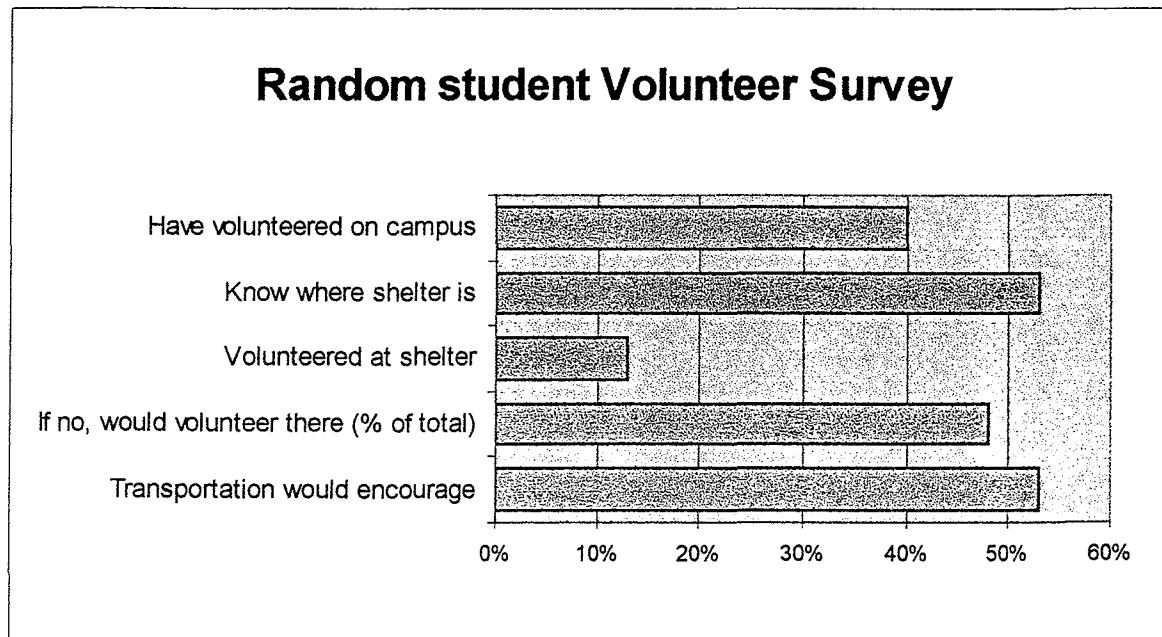
<b>Philanthropy Chair Survey Results</b>			
	Response	#	%
Have volunteered on campus	No	2	13%
	Yes	13	87%
Heard of M.E.S.	No	4	27%
	Yes	11	73%
Know where it is	No	5	33%
	Yes	10	67%
Have volunteered there	No	11	73%
	Yes	4	27%
If no, would volunteer (% of total)	Yes	8	53%
Aware of move	No	12	80%
	Yes	3	20%
Transportation would encourage	No	2	13%
	Yes	10	67%
	No effect*	3	20%
How important is volunteering (Avg. response = 7.87)	5	2	13%
	7	4	27%
	8	5	33%
	10	4	27%
Surveyed		15	

\*Already have transportation

**Random student survey**

The random student survey provided some very interesting results. A high percentage of students (40%) have volunteered on campus (see Table 2.1 on page 5), and surprisingly 13% have actually volunteered at the men's emergency shelter. Almost half (48%) of the students would volunteer at the shelter in the future. Table 2.1 summarizes the results of the survey. The complete results can be found in Table 2.2 (page 6).

**Table 2.1**



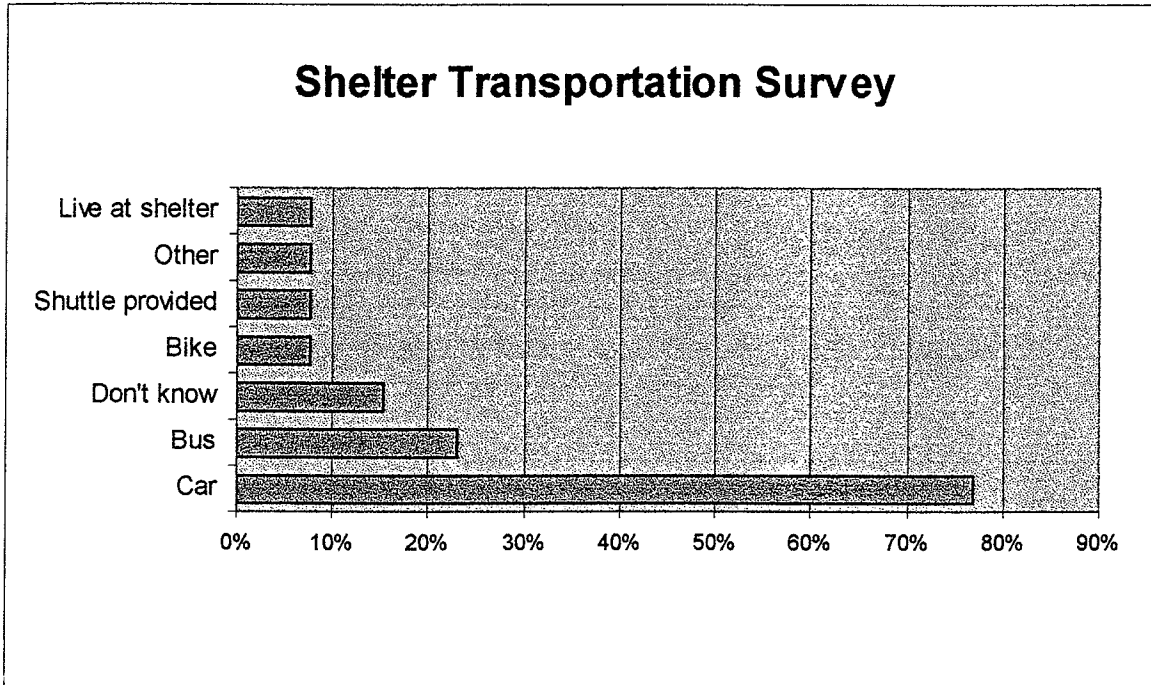
**Table 2.2**

<b>Random Student Survey Results</b>				
	<b>Response</b>	<b>#</b>	<b>%</b>	
Have you volunteered on campus?	Yes	16	40%	
	No	24	60%	
Do you know where the Men's Emergency Shelter is?	Yes	21	53%	
	No	19	48%	
Have you volunteered there?	Yes	5	13%	
	No	35	88%	
If no, would you volunteer there?	Yes	19	48%	
	No			
Would transportation encourage you to volunteer?	Yes	21	53%	
	No	19	48%	
How important is volunteering on a scale of 1-10?		5	0%	
		6	2	5%
		7	7	18%
		8	13	33%
		9	10	25%
		10	8	20%
Surveyed		40		

**Shelter Survey**

Eighteen shelters participated in a nationwide survey of volunteer needs. The size of the shelters varied greatly, and daily volunteer needs reflect that variation with a range of zero to 210. The following table (Table 3.1 on page 7) summarizes the results of the survey. Several shelters were not sure of their volunteers' mode of transportation, while others listed several modes. The majority of the shelters (77%) listed personal automobiles as a mode of transportation for their volunteers, while only 9% have organizations that provide shuttle services.

**Table 3.1**



### **Volunteer Survey**

The survey of Men's Emergency Shelter volunteers consisted of a student group and a non-student group.

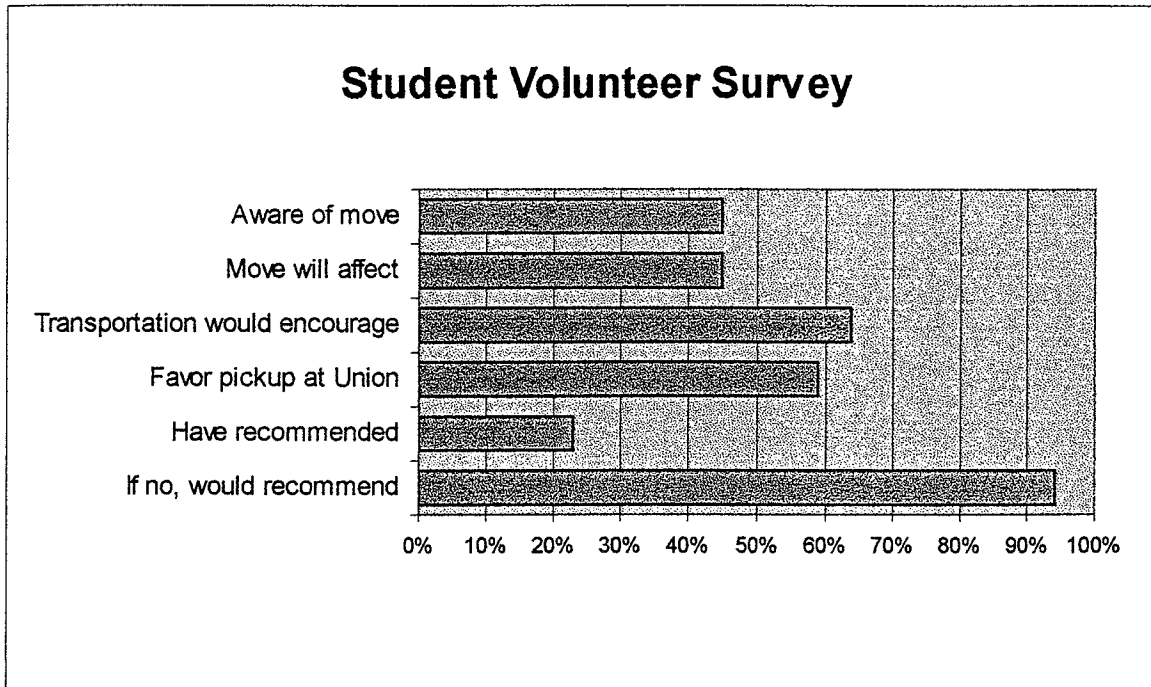
#### **Student Volunteers**

Student volunteers are the group most affected by the upcoming move of the shelter (Table 4.1 on page 8). Almost half (45%) of the volunteers say that they will be affected by the move and the same number of students are aware that the shelter is moving. If the shelter were to provide transportation to the new location, 64% of the students would be encouraged to volunteer more while 23% would volunteer at the same rate because they have cars. The complete results of the survey can be found in Table 4.3 on page nine.

For student volunteers (which seem to comprise a substantial percentage of the volunteer base) the provision of a shuttle would encourage volunteers to work at the shelter more often.

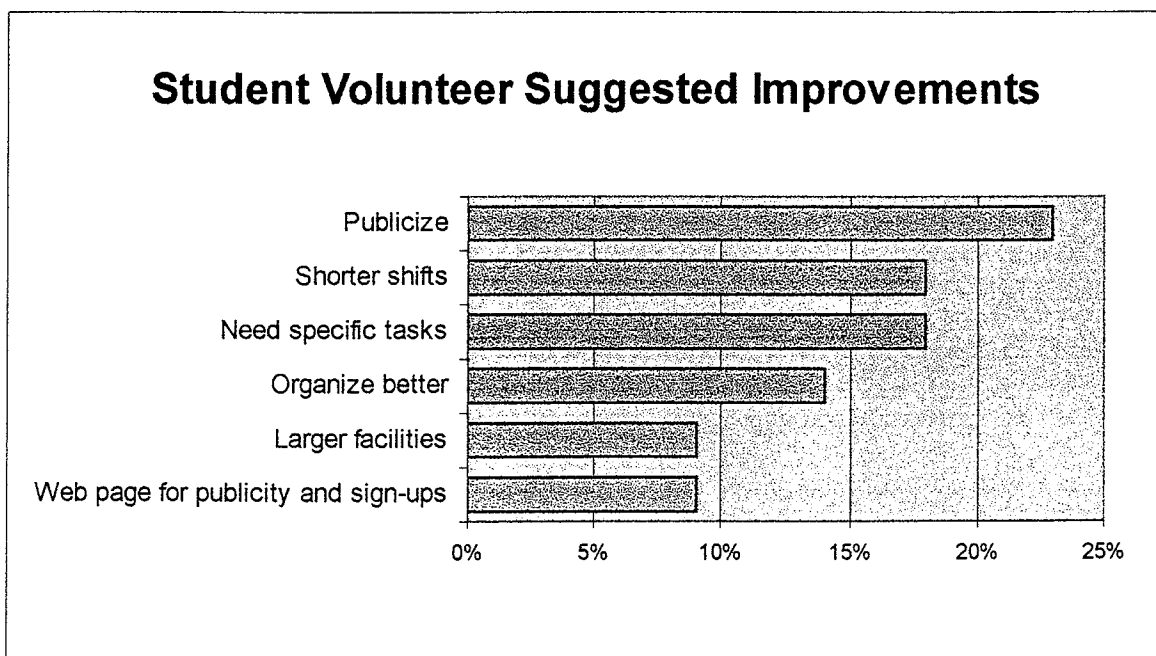


**Table 4.1**



To improve the day to day operations of the shelter, the student volunteers had several suggestions (Table 4.2 below). The most common suggestion was to publicize the shelter more (23%). Student volunteers also suggested that the shelter would benefit from creating specific task lists and shortening the length of the shifts required by several volunteer organizations. Several students (9%) thought that the shelter would benefit from establishing a web page sign-up system to organize volunteer scheduling. The complete results can be found in Table 4.3 on page nine.

**Table 4.2**



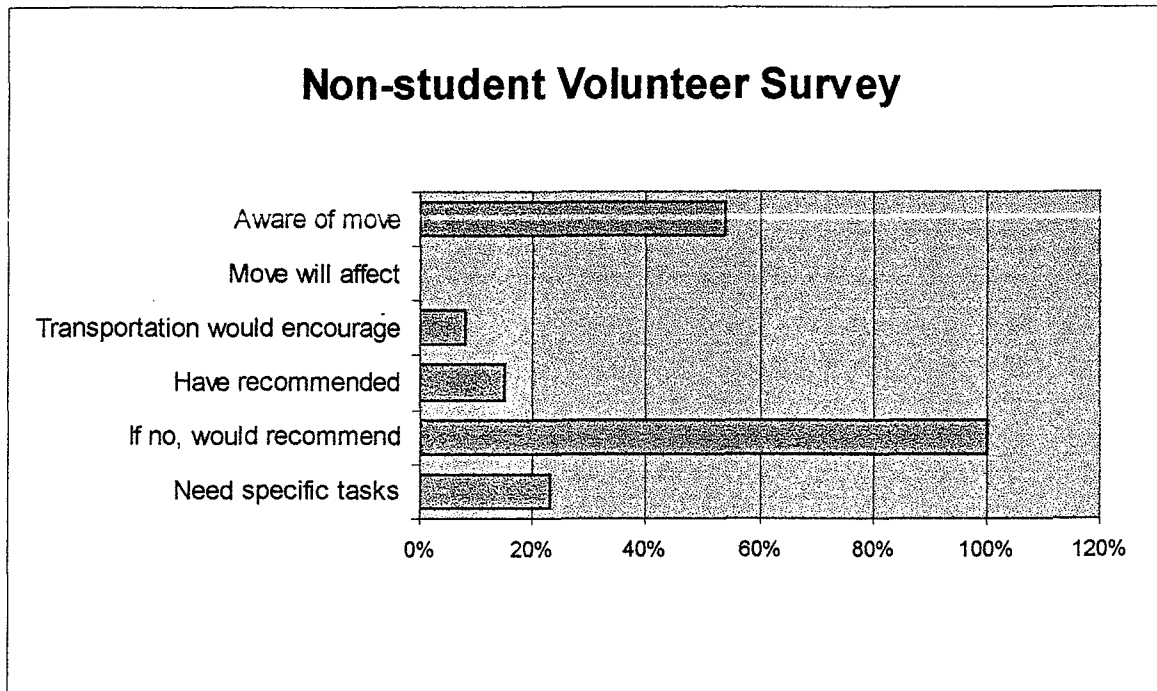
**Table 4.3**

<b>Student Volunteer Survey Results</b>			
	<b>Response</b>	<b>#</b>	<b>%</b>
Found out about M.E.S.	APO	9	41%
	VIP	3	14%
	Men of Impact	1	5%
	Church	1	5%
	Work Hunger		
	Homelessness Awareness	1	5%
	Frat	1	5%
	Hunger Cleanup	1	5%
	No response	5	23%
Aware of move	Yes	10	45%
	No	12	55%
Move will effect	Yes	10	45%
	No	6	27%
	No (have transportation)	5	23%
	Unsure	1	5%
If transportation provided, encourage volunteering	Yes	14	64%
	No (have transportation)	5	23%
	Not sure	3	14%
Pickup location	Union	13	59%
	Union or quad	2	9%
	Union or Armory	3	14%
	Armory/Wright	2	9%
	Dorms	1	5%
	Unsure	1	5%
	Have recommended	Yes	5
	No	17	77%
If no, would recommend (% of total)	Yes	16	73%
Improvements	Publicize	5	23%
	Need tasks	4	18%
	Larger facilities	2	9%
	Organize better	3	14%
	Web page for publicity and sign ups	2	9%
	Transportation	1	5%
	Shifts too long	4	18%
	Increase church contact	1	5%
	None	4	18%
	Surveyed		22

### Non-student volunteer survey

There are no projected impacts of moving on non-student volunteers (Table 5.1 below). All of the volunteers (100%) have transportation and will not be affected by the move, while 45% of student volunteers will be affected. A slightly higher percentage of non-students is aware of the move as compared to students (45% for students, 54% for non-students). Several volunteers (15%) have recommended volunteering at the shelter to others, while 100% of those that have not say that they would recommend it. The non-students also offered some suggestions for improvement, but the small survey sample of non-student volunteers renders the suggestions insignificant. The only response received from multiple participants was that there is not enough to do (23%). The complete results of the survey can be found in Table 5.2 on page eleven.

Table 5.1



**Table 5.2**

<b>Non-student Volunteer Survey Results</b>			
	Response	#	%
Found out about M.E.S.	Work with shelter	1	8%
	School	1	8%
	Church	3	23%
	No response	8	62%
Aware of move	Yes	7	54%
	No	6	46%
Move will effect	Yes		0%
	No		0%
	No (have transportation)	13	100%
If transportation provided, encourage volunteering	Yes	1	8%
	No (have transportation)	12	92%
	Not sure		0%
Pickup location	Downtown Transportation Center	1	8%
Have recommended	Yes	2	15%
	No	9	69%
If no, would volunteer (% Yes)		9	69%
Improvements	Kitchen/bath facilities a mess	1	8%
	Not enough to do	3	23%
	Educate community	1	8%
	Too many volunteers	1	8%
	Increase church contact	1	8%
	Publicity	1	8%
	None	2	15%
	No response	3	23%
Surveyed		13	

### **Limitations of Survey**

As with every survey, there were limitations that prevented us from providing a 100% accurate account. The largest limitation we came upon was surveying non-student volunteers for our stratified sample of past volunteers at the shelter. While completing this part of the survey we encountered people who did not want to answer our survey. These were mostly volunteers who had been to the shelter only once and would not take the time to answer the questions. There were also problems with the volunteer log. Many of the phone numbers we acquired were wrong. This could be due to people moving or people who did not want to leave their real phone numbers in the log.

## **Suggestions for future study**

Upon visiting the shelter and speaking with the volunteer coordinator, Sara, we realize that collecting information on volunteers and their experiences is time consuming. While we recognize the wonderful job Sara is doing, we did have some recommendations for the shelter if they plan on doing similar surveys. First, the volunteer log should be managed better and more complete. This would include having the correct information and updating it. Second, the shelter should use more publicity on campus to increase volunteers. Many students would like places to volunteer, they just do not know where to go. Finally, we believe the shelter should survey the men who stay there. The move to the new facility is going to have a greater impact on the lives of these men than on the lives of the volunteers.

## **Conclusions and Recommendations**

The surveys that we conducted have yielded some interesting results. In general, participants in the non-volunteer surveys (that is people that have not volunteered at the shelter) value volunteering more than we expected. Tapping these potential volunteers should be a goal of the new TIMES Center staff. Philanthropy chairs would be good contacts for the staff because they represent a significant volunteer pool.

General publicity would also be a good time investment for the TIMES Center. Many survey participants that have not volunteered at the shelter are interested in volunteering, but relatively few participants were aware that the shelter existed prior to the survey.

The surveys also indicate that students will be significantly affected by the relocation, while impacts on non-students will be minimal. In order to minimize the impact of relocating on student volunteers and potential student volunteers, the TIMES Center should at least temporarily provide transportation. Several participants indicated that nighttime shuttles should be provided to make volunteers feel safer.

Finally, communications between the shelter staff and the guests and volunteers should be emphasized. Many volunteers (especially students) are not aware of the upcoming relocation. More importantly, though, the guests should be surveyed in order to estimate the impact that the move will have on their lives. After all, the TIMES Center's main purpose is to serve the guests, so every effort should be made to minimize the potential impacts that relocation will have on them.