Charter House launching North Star



2025-2026 Annual Report

A Year of Surprises

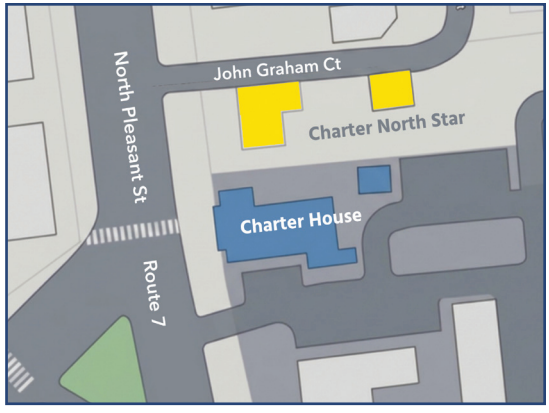
During the Charter House shelter fiscal year ending June 30, 24 people from the shelter and outreach programs secured permanent housing. We think that is an astonishing bottom line. That means that twice every month the whole shelter gathers for a congratulations party—with tears and laughs and storytelling—as a guest moves on to a long-awaited and well-earned apartment of their own. That might make it sound like the work is done. It isn't.

Every night all of our cot spaces are filled. And 30 or more people are registered on our wait list, hoping to secure one of those spaces. Every one of those people has a story, one that includes perhaps the worst day of their life, coming to us desperate, afraid, embarrassed, hungry and out of hope. So, imagine the courage they have, to say, "I need your help." Our staff and volunteers respond with compassion to that plea, reward that courage, and give each and every guest the personalized care and support they need to right their life. That's how we operate—day after day, night after night. But then…

In the middle of the year, we got a surprise. The best kind of surprise. We seized the opportunity to purchase the duplex apartment property directly next door to our shelter. Because this property was already in excellent condition and adjacent to our campus, Charter House will expand its service capacity by more than half and begin serving residents just about when this report goes into the mail. What makes this project extraordinary is that it is being accomplished quickly and affordably. Traditional expansion through new construction would cost millions of dollars and take years to complete.

We are calling the new shelter *North Star*, and you can read more about what makes it special in this report. We will eventually want to retire the mortgage we assumed. In the meantime, we have a new monthly debt payment and must

continue to fund our ongoing shelter operations. That will be a challenge, for us and our supporters, but the extraordinary efficiencies built into the opportunity are simply too good to pass up.



There was another surprise, not the best kind. We had a bed bug infestation during the arctic cold winter that required a series of lock downs, quarantines, treatments and evacuations. Guests and staff were stressed to the point of trauma. But we prevailed. The State Health Department gave us super high marks for how we handled it. The sense of teamwork and family caring that pervades at Charter House was a huge factor, but still, we'd rather not face that test again. Nor the unplanned expense.

The rest of this report fills in some details, and we hope that you will stay in touch with us. Our community has been incredibly supportive, and on behalf of our guests, staff, volunteers and board, we are so very grateful.

The Charter House Community

Board of Directors

Jason LaRocque, President
Stephen Diehl, Vice President
Walter Stugis, Secretary
Grover Usilton, Treasurer

Jason Duquette-Hoffman
Laura Forman
Nathan Hayes

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The North Star Initiative

Last winter, when we purchased the 29 North Pleasant Street property, we had the long-awaited opportunity to grow our emergency shelter campus and launch what we are calling **North Star**.

North Star adds **12 new beds** to our emergency shelter capacity and helps us meet the ongoing housing crisis here in Addison County with new and expanded resources.

The building was already in good shape thanks to its previous owners. With a **focus on safety and accessibility,** we have installed a sprinkler system, a new lock system, an accessible bathroom and bedroom, and an ADA ramp from the parking area.

The location of the new building - right next door - has allowed us to **expand our services efficiently**. All that Charter House provides (meals, social support services, maintenance, community) is just steps away.











Our Impact

The number of individuals served in the emergency shelter increased to **194** this year. The total number of people served by all programs was **636**.

We served **29,848** meals to people staying at the shelter or coming to the door for take-out. The demand for take-out has increased dramatically; we are now providing **20+** meals at lunch and **30-50** at dinner.

24 people from the shelter and outreach programs secured permanent housing.

34 individuals secured employment within **28** days of entering the shelter.

People with disabling conditions, such as substance abuse disorder or mental or physical health conditions, was **92** this past year, highlighting the need for comprehenisve support services.

We answered **2,344** calls, **1,890** outside of normal business hours.











We Are a Community Partner



"Since its inception nearly two decades ago, Charter House has effectively and efficiently provided shelter for the homeless, along with skilled counseling to help our most vulnerable neighbors reclaim their health and housing stability. This bold initiative to create the adjacent North Star Shelter is a rare opportunity to greatly expand that service capacity on a rapid timetable (a few months instead of the usual years) and at significant cost savings. At a time when Vermont is confronting a serious housing crisis, this public/private partnership deserves our support."

James Douglas
Former Governor State of Vermont
Co-Chair Vermont Healthcare 911

"Charter House has provided essential services to some of the most vulnerable and least established residents of our town for 20 years and has done so while coordinating their services with the town and remaining mindful of being a good neighbor in their downtown location. The addition of Charter North Star allows Charter House to expand their housing services from emergency and temporary shelter to also include the transitional housing that allows people who have fallen off the bottom of the ladder to regain their footing."



Andy Hooper
Chair, Middlebury Selectboard

Financial Statement

Fiscal Year July 2025 through June 2026 Revenue and Expenses*

Fiscal year 2026 was essentially break-even, with the exception of dollars spent to acquire and open the North Star emergency shelter. The funds used for the renovations came primarily from a special state grant and the investment sales of appreciated assets, which is the purpose of those reserve funds!

Revenue			**Expenses**		
Individual Donors	$262,860	24%	Administration & General Operations	$255,497	23%
Private Foundations	$72,000	7%	Fundraising & Communications	$18,009	2%
Government Grants	$771,137	69%	Buildings, Grounds & Utilities	$71,603	6%
Other Revenue	$5,385	<1%	Programs	$764,799	69%
			Food Program	$93,235	
			Shelter Program	$601,139	
			Outreach Program	$70,425	
Total	**$1,111,382**		**Total**	**$1,109,908**	

**Numbers are unaudited.*

Reserves

As of August 2026, our various cash accounts for operations totaled **$152,866**.
As of June 30, 2026, our long term invested Endowment "rainy day" fund was **$450,009**.

Other Expenditures

Facility Improvements to the North Star building paid by Capital Reserve Funds: **$204,803**
North Star closing costs and other expenses: **$19,968**



CHARTER HOUSE

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