

Cover Sheet – Social Service Activity

AGENCY NAME: Craig's Doors–A Home Association, Inc.
AGENCY ADDRESS: 434 North Pleasant Street, Amherst, MA, 01002
AGENCY PHONE NO: (413)-256-0704 CONTACT PERSON: Jade Lovett
CONTACT PERSON EMAIL: jade@craigdoors.org/jade.e.r.lovett@gmail.com
CDBG FUNDING REQUEST: \$60,000

1. Project Name
Craig's Doors Emergency Shelter and Resource Center
2. Project Description (1-2 sentences)
Craig's Doors will implement year-round, focused case management services to assist low-income individuals experiencing homelessness. Ongoing support will be given to ensure guests are guided along the continuum from homelessness to housing.
3. Project Location (Street address)
434 North Pleasant Street, Amherst, MA, 01002
4. Budget Request
\$60,000
5. Type of Activity (check one):
 - Household (family and individual) stabilization
 - Support services for the homeless
 - Youth development
 - Economic self-sufficiency (adult education)
 - Food and nutrition
 - Health services
 - Other – please explain
6. National Objective:
Total number of beneficiaries (individuals served): 200
Total Low/Mod beneficiaries (individuals served): 200

National Objective Description

Craig's Doors was founded with the mission of providing safe, caring shelter for people experiencing homelessness while working to develop supportive housing, and to build a better quality of life for our guests. Our organization runs the only behavior-based, seasonal emergency shelter in Hampshire County. In conjunction with the shelter, we operate a year-round, daytime resource center, a rapid rehousing program, and a year-round community breakfast. As a low-barrier facility, we accept many individuals who are often turned away from other higher barrier programs, including those with substance use issues, mental health issues, physical disabilities, and chronic health conditions. We implement few programmatic prerequisites and utilize proactive engagement and outreach efforts to move our guests along the continuum from homelessness to housing. Craig's Doors meets the national objective of serving a majority low- and moderate-income population. Low- and moderate-income individuals will benefit from the project by having access to a well-staffed, effective shelter and resource center with ample opportunity for case management and connection to wraparound services, helping to support and stabilize people experiencing homelessness.

The addition of CDBG funding would aid Craig's Doors in providing supportive, wraparound services—a tenet of the Housing First initiative—through case management hours at the shelter and resource center. This request is split between the two programs in order to achieve year-round case management access; as the shelter is only seasonal, implementing staffing and case management in the resource center would be crucial to maintaining relationships and facilitating progress through the summer months. This initiative is imperative to moving guests out of the shelter and into units of their own. CDBG funding would also enhance the existing programs of the shelter and resource center by allowing us to provide better training and purchase essential supplies. We would not be able to effectively staff our shelter or resource center—a critical program element—without CDBG support, because our state earmark, which comprises the bulk of our funding, was cut by \$25,000 this year. Furthermore, we will not be able to solidify the important new program element of regular case management at the shelter and resource center, an aspect that our organization and guests regard as a critically significant addition.

- Eligibility is achieved through our intake process, which every guest who receives a bed undergoes upon their first night at the shelter.
- The intake data serve as use profiles, which allows determination of their income levels; additional data is typically obtained if the individual also engages in case management at the shelter or resource center.

A. Demonstrate Consistency with Community Priorities

The proposed project is consistent with Community Priorities of support services for the homeless, our primary objective, but also touches on household stabilization, food and nutrition, and health services. On a nightly basis, we address the immediate needs of those living without a home. In addition to offering shelter and safety through a highly trained, vigilant team of staff, we provide two meals a day, access to showers, hygiene products, clothing, medical screening and treatment, and transportation. Our shelter also functions as an essential triage center; after basic needs are met, guests can access on-site partner agencies who offer services. We refer guests to and coordinate with a myriad of other providers in order to facilitate wraparound support services, tailored to each guest's individual barriers. Our case management services at the shelter and resource center would tie in with our other programs, making the whole organization a streamlined service that supports and stabilizes individuals so they may obtain a unit of their own.

As described above, Craig's Doors case management in the shelter and resource center is a critical element of our program. It provides the supports and referrals that we cannot accomplish through regular shelter or resource center operations alone. Given the certainty of reduced state funding, we will be unable to fund the shelter or resource center without the CDBG dollars.

B. Agency Information *See Organizational Chart

Craig's Doors was founded in the summer of 2011 and is currently in its seventh season of operation. Four programs now exist under the umbrella of Craig's Doors. The first is our emergency shelter, which operates from November 1st to May 1st each year. As the only behavior-based facility in Hampshire County, our policy states that all who show respect for the safety and wellbeing of our guests, staff, volunteers, and agency partners are welcome. This shelter has consistently improved its practices and policies to ensure the optimum level of care and positive impact on the community.

The second is our year-round, daytime resource center, a versatile program that acts as the site of our main offices, our hub of daytime case management, a long-term storage facility for extra belongings and important documentation, and primary site for community interaction. Third is our community breakfast, a point of engagement that acts as a free meal for the community, and a location where other agencies arrive to further engage with our guests. Finally, we have a Rapid Rehousing Program (RRH) that provides ongoing case management services and up to a year of rental assistance to guests who can eventually live independently.

Every year, we provide reports to our Continuum of Care (CoC), state and federal governments, and grantors that prove our success in serving individuals and attaining resources and housing. We secure at least \$175,000 in earmark funding from the state each year, as well as funding from individual donors and organizations. We have proven successful in sheltering approximately 200 individuals each season, reducing taxpayer dollars spent on emergency services and arrests, addressing food insecurity, maintaining the health and safety of our most vulnerable community members, and using both internal and external resources to improve the quality of their lives.

Our short-term goals include fully integrating case management into the shelter and resource center in order to prioritize doing more than simply keeping people sheltered. Once safety is established, case management is crucial to helping individuals address their unique barriers and move toward securing income, supportive services, and housing. We would also like to enhance the current shelter program in order to secure staffing positions, purchase essential supplies, and create more robust training and development plans for staff, encouraging increased security and stability for those who dedicate so much time and energy operating our programs ethically and effectively. Financially, we would like to diversify our funding sources so that we remain an accessible resource. As of now, if we do not receive state funding, we cannot open, and therefore cannot conduct any sort of case management initiative. Our guests are subsequently put at risk, and will succumb to exposure, weather-related injury, exacerbation of existing health conditions related to homelessness, or death. Because of the unexpected \$25,000 cut in funding from the state, unless we receive additional funding from other sources, we may be in the difficult position of not being able to remain open for the entire sheltering season, thus putting our guests at increased risk of physical harm.

Long-term, we hope to become a year-round, twenty-four hour operation with on-site case management services and increased amenities. With a larger capacity, increased staffing, better facilities, and the opportunity to work with guests round the clock, we could more effectively move individuals along the continuum from homelessness to housing, while maintaining our trauma-informed, harm-reduction based practices.

C. Project Budget Information

The budget is prepared by the Craig's Doors Executive Director, with input from the Board of Directors. Analysis of personnel costs included investigating comparable wages of current staff members and an

assessment of current payroll tax and fringe rates. Non-personnel costs reflect the typical costs needed to support case management activities, staff training and development, expenses for supplies, administrative expenses, etc. Assessment of existence of matching funds to support this endeavor was confirmed.

- Other sources of revenue that fund these programs include funds from Shelter Sunday (approximately \$20,000), individual donors (approximately \$10,000), Giving Tuesday (approximately \$3,000), and state funding (\$175,000). Figures taken from previous fiscal year, with the exception of state funding.
- Despite chronic underfunding, the organization has proven effective in reducing the harm that befalls the guests, and is a vital regional resource that provides shelter and supportive services to the most vulnerable individuals in the area. We have always operated on a minimal budget; other shelters or providers in the area generally operate with much larger sources of funding, and are subsequently able to provide a greater range and quality of services.
- Our budget is reviewed biannually by the Executive Director and the Board of Directors; once at the start of the shelter season (around October or November), and once at the end of the season, closer to the end of the fiscal year. In the interim, expenses are categorized and billed out to the appropriate entities, while strategies for fundraising are consistently implemented. In order to create the budget, the Executive Director lays out the initial draft, which is reviewed and edited by the board as needed. We also receive support from the state and any grantors to ensure that expenses are being allocated appropriately. The budgets are also reviewed by our bookkeeper.
- Our Executive Director has been creating program budgets for about four years, and has an intimate knowledge of all program expenses and managing operations at various price points. The Board of Directors is comprised of individuals with extensive experience in business, fundraising, budget preparation, social services, and finance. Our bookkeeper is a certified accountant, and our contract managers for the state handle dozens of similar budgets each fiscal year.

D. Project Description—The only behavior-based shelter in Hampshire County, we operate under a trauma-informed care, harm-reduction based model that prioritizes safety and support. In addition to providing 28 beds, we include two meals a day, showers, transportation, medical attention, and clothing options. The shelter is a triage center, connecting guests with local and regional resources, including a doctor from Health Services for the homeless, outreach workers, and specialists for veterans, youth, and domestic violence survivors. The resource center is the main site of case management, a storage facility, and our offices. Case management initiatives can link the activities of the shelter and the resource center, providing guests with year-round supportive services, a critical piece of moving people out of the shelter and into housing. Staff are trained to address medical and mental health crises and in de-escalation, a method of diffusing tense situations that prioritizes safety and respect. Craig's Doors is Amherst's only shelter for individuals, and serves people experiencing homelessness in the town. Our programs coordinate extensively with town departments, Amherst-based resources and providers, faith communities, and student groups from Amherst to provide locally focused support and engagement.

- All of our guests are both homeless and low-income. Statistics from the 2017-2018 season show that 24% of our guests were women, 36% of all guests reported experiencing domestic violence, 27% were over the age of 50, 18% were under the age of 25, 64% struggled with mental health issues, and 30% with substance use. 19% reported tri-morbidity, or co-occurring mental health, substance use, and chronic health conditions. 44% reported as having a disability. So far this season, the data is comparable.

E. Project Need—If Craig's Doors cannot continue operating, or implement year-round case management services, the most vulnerable members of Amherst will have no other low-barrier options for shelter or safety. Without access to shelter and supportive services, our guests would be susceptible to exposure, weather-related injury, and death. We are an essential resource for

of detox, jail, and emergency room visits (greatly reducing the taxpayer burden), and is the *sole resource* for individuals who cannot access higher barrier programs. Homelessness is present in Amherst, our guests are part of the community, and funding programs that produce positive results while maintaining the dignity of their client's humanity is imperative to making homelessness in Amherst as brief, rare, and non-reoccurring as possible.

- F. Community Involvement and Support**—Craig's Doors has a volunteer base of approximately 400 individuals each season. Community members can volunteer at the shelter for the duration of the season. Craigsdoors.org/volunteer shows potential volunteers available shifts, dates, and times. For those who are unable to volunteer at night, ample contact information is provided so they may engage directly with our staff and arrange fundraising initiatives, collect donations, or volunteer in some other way. At this time, numerous student groups, faith communities, and invested individuals have either found our organization, heard about the shelter, or have been contacted by Craig's Doors as we seek to foster relationships throughout the town. They have helped us obtain essential supplies, raised funding, and coordinated with us to further engage community members through discussions and information sessions. We also frequently collaborate with various members of the town, including liaisons from the Amherst Police Department, Jeff Olmstead of the Amherst Fire Department, Julie Federman of the Board of Health, representatives from other agencies and the Housing Authority via meetings and case conferencing initiatives, and members of town government.
- Our website and social media platforms connect people to our programs, and keep them up to date with organizational activities. We also utilize SignUp.com, an online platform that sends out reminders, issues calls for volunteers, and offers information about our programs. Our organization routinely sends thank you letters to in-kind or monetary donors, and we communicate with the community via appeals and promotional materials. Our Executive Director also prioritizes meeting personally with interested groups or individuals to strengthen relationships, answer questions, provide information, or give advice as to how to navigate situations involving people experiencing homelessness.
- G. Project Feasibility**—Craig's Doors has seven years of experience working with individuals experiencing homelessness. Many guests have communicated a need for us to employ consistent case management services. This endeavor is feasible because the foundations of our programs have structurally sound policies and procedures, and staff who are trained in both crisis intervention and case management initiatives. By adding a new, logical component to an already existing project, and supporting the parts of the original program that require assistance, the project can be swiftly and neatly integrated into the existing structure of Craig's Doors.
- Because the programs are already established, implementation of CDBG funding can build upon their current, year-round structure, beginning at the time of award. The addition of a case management component can be financially and physically managed with slight adjustments to the current program and logistical preparation; per the provided budget, case management initiatives and program costs will be managed for the duration of the shelter season, and adjusted through the summer months.
 - Craig's Doors utilizes a HUD-mandated database as well as our own internal census each season. Both collect information about guest demographics, length and consistency of stay, and the number of individuals turned away. Our shelter regularly turns individuals away due to excessive demand for our services, and coordinates with other providers to form contingency plans for those who cannot access shelters in the area. Because we keep such detailed records, we can see how many guests use the shelter each night (we are generally always full), how many individuals are turned away (last season was an average of 32 people a month), and what resources guests need to access through conversations and ongoing case management efforts.

- In addition to promoting material, programs, and fundraisers on our online platforms, we send out seasonal appeals with informational brochures, letters, and photographs to encourage the community to support our work. We also host Shelter Sunday, a fundraising event in Amherst that uses door-to-door canvassing (in addition to a written appeal) to solicit donations, and participate in Giving Tuesday.
- The Board of Directors oversees the ethical conduct of the Executive Director, fundraising endeavors, financial decisions, and acts as liaisons to the community. The Executive Director is responsible for the oversight and operations of all programs and staff, hiring and training, database upkeep, representation at local and regional meetings, budgeting, fundraising, formation of promotional materials, upkeep of online platforms, and acts as a liaison to the community, local government, and other providers. Managers are responsible for the smooth operation of the shelter and resource center each day, while opening and overnight staff act as supports. All staff is responsible for maintaining the safety of the shelter and resource center, and addressing medical or mental health crises efficiently.
- Each year, Craig's Doors has successfully served approximately 200 individuals. Neither the shelter nor the resource center has had a death in the facility, as all emergencies are methodically handled by highly-trained staff. Because our program is a triage center, we move individuals out of the shelter and into housing through our other programs. Thus far, we have housed 13 individuals. Our program models also aided guests in obtaining jobs and other supportive services. We have historically used other grants and state funding appropriately and within the timeframe.
- Project milestones include securing the case-management based staff positions at the shelter and resource center, and implementing consistent case management hours. We would ideally like to create and implement complete service plans for at least 7 individuals. This can be done in a six month period during the shelter season, and over the summer months at the resource center.

H. Project Impact—By assisting low-income individuals with supportive services, we can ensure that the most vulnerable members of our community are safe and given access to opportunities that will reduce public harm, cost, and facilitate progress towards housing and productivity. The addition of case-management services will provide structure and support as they progress.

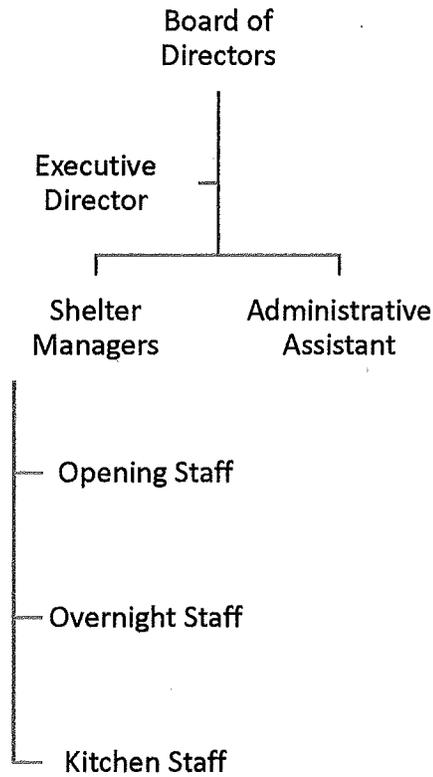
- Consistent case-management services enable our organization to provide intense, focused assistance to our guests. This new aspect of our program supports our aim of making homelessness as brief, rare, and non-reoccurring as possible.
- Our target population is, first and foremost, alive. Significant medical and mental health crises have been averted or brought to a satisfactory conclusion due to the diligence of staff. Guests are happier and healthier because of our methods of operation, and report feeling safe, validated, and humanized, a standard that, to them, many other programs do not achieve. As we have worked with guests to find housing, or given them the time they need to make important decisions about their lives, many have moved out of the shelter and into units of their own. Emergency service calls have decreased, and positive relationships formed with various town departments and partner agencies.
- Meticulous documentation and recordkeeping is one method of measurement, as we can track the progress and service plan of each guest. These accomplishments will be measured by our HMIS database, our internal census, and testimonies by guests.
- Our HMIS database, records, and internal census enable us to track the effectiveness of programs and services over time.
- Direct outcomes include greater success in providing guests with support services and more effective programs. This will lead to more guests in housing with wraparound services. Indirect outcomes include the impact on the town. For example, our guests are in the shelter, rather than in parks, office buildings, ATMs, or churches. Emergency services and police calls are drastically lowered, leading to a reduced taxpayer burden. Businesses can operate more securely while the shelter is in session, and guests can further assimilate into the community as they acquire jobs, support services, and

housing. Entities from the town, providers, and Craig's Doors can more easily case conference, coordinate, and share resources to facilitate a communal approach to reducing homelessness.

- The information gleaned from our internal and external databases is invaluable in tracking various measures of success in each guests' life. Testimonies from guests, staff, and volunteers alike can speak to the quality of their experiences.
- Some of our guests will ultimately be able to live independently, while others may require more intensive services for the rest of their lives. Our organization will be able to help structure those plans, and ensure that each person receives the quality and type of care that matches their unique needs.
- Craig's Doors is closely connected with other services in the community, and engages in case conferencing and collaboration to determine the best service plan for each guest. Between various private, local, and regional meetings and consensual information exchange, our staff routinely converse with representatives from other agencies and work to create adaptable, sustainable service plans. The shelter itself is a gathering site for many other resources; there, we are able to work together to provide for our guests. Collaboration with multiple facets of the social service field, and focused case management at our facilities, will ensure individuals experiencing homelessness have access to help they need to attain units of their own, networks of support, and a place to remain safe and warm in the interim.

B. Additional Material

Craig's Doors–A Home Association, Inc. is a 501(c)(3) non-profit organization.



Board of Directors:

- Jerry Gates–President of the Board
- Gerry Weiss–Clerk
- Jim Lumley–Treasurer
- Denise Barberet–Board Member

**Twelve Month Budget
Expense**

Shelter Operations (October '19–May '20)

Supplies

Food	500
Medical Supplies	200
Office Supplies	1600
Cots	900
Cleaning Supplies	500
Total Shelter Operations	3700

Case Management (July '19–July '20)

Staff and Development

Wages	40,000
Training	3500
Development/Meetings	3500

Operations

Guest Transportation	1500
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Administration and Overhead

	7800
Total Case Management	56,300

Total Request

60,000

Sources of Income

EA Funding	\$175,000
Shelter Sunday	\$20,000
Individual Donors	\$10,000
Giving Tuesday	\$3,000

Craig's Doors Emergency Shelter

Expense		Budget
Facilities and Equipment		
Property Insurance		1,545.00
Rent		
	Shelter Rent	15,600.00
	Expenses to Echo Village	9,350.00
	Repairs	3,000
Total Facilities and Equipment		29,495.00
Operations		
	Bedding, towels, curtains	0
	Laundry	0
	Guest transportation	1500
	Postage expense	50
	Printing and copying	200
	Supplies	
	Food	500
	Medical supplies	200
	Office supplies	1600
	Cots	900
	Cleaning supplies	500
	Supplies-other	1,200
	Total Supplies	4,250
Total Operations		6650
Other Expenses		
	Attorney Fees	3160
	Audit	5000
	Shelter Preparation	
	Kitchen Permit	100
	Staff Development	
	Training	3500
	Development/Meetings	3500
Total Other Expenses		15260
Payroll Expenses		
	Payroll Tax Expenses	
	Employer FICA	5500
	Employer Medicare	500
	State Unemployment Tax	2750
	Worker's Compensation Insurance	2000
	Total Payroll Tax Expense	10750
	Wage Expenses	
	Executive Director (annual salary)	32,048.64
	Case Management	16,000.00
	Kitchen Staff	7,700
	Shelter Staff	
	Opening Staff	8,000
	Overnight staff (2)	40,000
	Shelter Managers	
	Shelter	12,000
	Out of shelter	8,000
	Interns	4,000
	Bookkeeper	19,500
	Total Wage Expenses	147,248.64
Total Payroll Expenses		157,998.64
Total Program Expenses		209,403.64
Resource Center		
Facilities and Equipment		Budget
	Rent	2000
	Utilities	
	Electricity	6530.16
	Wireless	3,677.76
Total Utilities		12207.92
Payroll Expenses		
	Wage Expenses	
	Administrative (annual)	25,000
	Resource Center Staff (annual)	24,000
Total Payroll Expenses		45,000
Total Program Expenses		57,208
Sources of Income:		
State Funding	175,000	
Shelter Sunday	20,000	
Individual Donors	10,000	
Giving Tuesday	3,000	
Housing Program		
ESG Funding	25,000 annually; funds roll over	