

Cover Sheet – Social Service Activity

AGENCY NAME: Big Brothers Big Sisters of Hampshire County/CHD
AGENCY ADDRESS: 70 Boltwood Walk, Amherst MA 01002
AGENCY PHONE NO: 413-259-3345 CONTACT PERSON: Jessie Cooley
CONTACT PERSON EMAIL: jcooley@chd.org
CDBG FUNDING REQUEST: \$40,000

1. Project Name: Big Brothers Big Sisters and Amherst Regional Public Schools (ARPS) Family Center Partnership

1. Project Description (1-2 sentences): Big Brothers Big Sisters of Hampshire County (BBBSHC) will provide high-quality mentoring relationships **for the children facing the largest opportunity gap in Amherst**, as identified by the ARPS Family Center and other school personnel. Amherst CDBG funding will allow us to expand this partnership, providing services to children who have never been matched, in order to address our waiting list of **194** children, and will allow us to provide a high-quality training curriculum for volunteers to strengthen their skills as mentors, **particularly in the area of cultural responsiveness and trauma-informed practice.**

2. Project Location (Street address): The project will take place within the Amherst Community including local college campuses, and will be organized from the BBBSHC office at the Bangs Center, 70 Boltwood Walk, Amherst MA.

2. Budget Request: \$40,000

3. Type of Activity (check one):

- Household (family and individual) stabilization
- Support services for those experiencing homelessness
- **Youth development**
- Economic self-sufficiency (adult education)
- Food and nutrition
- Health services/ Insurance navigation
- Support services for seniors
- Other – please explain

4. National Objective:

Total number of beneficiaries (individuals served): 25 previously unserved children (and their families), plus support for 75 ongoing matches

Total Low/Mod beneficiaries (individuals served): 25 previously unserved children (and their families), plus support for 75 ongoing matches

National Objective Description

Big Brothers Big Sisters of Hampshire County (BBBSHC) serves many of the most vulnerable children in Amherst, as identified by the Amherst Regional Public Schools (ARPS) Family Center. In FY19, 92% of Amherst children served by BBBSHC came from families who qualify (per HUD guidelines) as low, very low, or extremely low income. All of the families served with Community Development Block Grant (CDBG) funds will qualify as low or moderate income. Income levels and demographic information are thoroughly documented with each family served. As part of the application to enroll children in our program, families fill out a CDBG declaration form indicating the number of people in their household, family income level, demographic information, and educational attainment. We ask all families to complete this form in order to accurately document the population we serve.

A. Demonstrate Consistency with Community Priorities

The 2020 CDBG Community Priorities include youth development among the areas of focus. The Big Brothers Big Sisters mentoring model is evidence-based, aligned closely with Positive Youth Development theory (PYD), and provides an important protective factor that helps mitigate the multitude of risk factors facing our target local youth population. The Search Institute identifies mentorship as a vital “external asset”, stating the importance of “other adult relationships” where the “young person receives support from three or more non-parent adults.”

BBBSHC understands that in order to support our matches and ensure success for these mentoring relationships, we must understand the youth within the context of their family and the community. We value our partnerships with other social service agencies as well as with the public school system and firmly believe that working collaboratively provides us with the best opportunity to help vulnerable children and families. This aligns with the need “to maintain a balanced approach among household (family and individual) stabilization, support services for the homeless, youth development, services that help develop economic self-sufficiency (adult education & job training), food and nutrition programs, and low-cost accessible comprehensive health services.” Our Case Managers work closely with schools and other agencies that interact with the families we serve, and we frequently refer families to other local agencies when they are in need of services beyond what is offered at BBBSHC.

Prevention is a key aspect of providing a comprehensive network of support for the children and families who live in Amherst. Providing a one-to-one mentoring relationship is a rare opportunity to focus on the specific needs of that child. A mentor facilitates the development of positive assets for the mentee by being a caring and dependable friend, providing a sense of safety, valuing the young person as a part of the community, offering opportunities to engage in creative activities, and expressing high expectations for the young person. Children with mentors are more likely to stay engaged in school, be caring and responsible, and value equity and social justice. They are more likely to be able to resist risky behaviors, have a sense of personal power and self-esteem, have a positive view of the future, and become leaders in their communities. They are also significantly more likely to pursue higher education, and over the years we have seen many of our BBBSHC mentees become the first person in their family to graduate from college. In short, young people with mentors have a better chance to develop into productive citizens with positive life paths.

Mentoring can be an important contributor to achieving family stabilization as well. The mentee spending time regularly with a trusted adult mentor who cares about their well-being has a positive effect upon the entire family, as it improves the mentee’s relationships with other adults and peers, and provides respite for the parent/caregiver. Additionally, children and families receive ongoing support from their relationship with their BBBSHC case manager. By building a trusting relationship with the

entire family, BBBSHC case managers, along with the ARPS Family Center staff and school guidance counselors, are able to identify and address the needs of each family and make referrals for additional services to other social service organizations.

B. Agency Information

Big Brothers Big Sisters of Hampshire County (BBBSHC) is a program of the Center for Human Development (CHD). Since 1972, CHD has been providing human services to meet the needs of the most at-risk populations in Western Massachusetts and Northern Connecticut. CHD's mission states that it is "dedicated to promoting, enhancing, and protecting the dignity and welfare of people in need by providing a broad range of community-oriented human services." CHD provides fiscal management, human resources, technical and program support, and oversight for over 70 human service programs. Its 47 years of experience managing diverse programs guarantees sophisticated and efficient administration of programs. In addition, CHD is accredited by CARF, the Commission on Accreditation of Rehabilitation Facilities. CARF is an organization that reviews and grants accreditation services nationally and internationally. CARF standards are rigorous, so services that meet them are among the best available. The CHD programs themselves, like BBBSHC, are grounded in the communities served, are responsible for their own fundraising and program development, and have their own advisory boards (*Please see attached BBBSHC Advisory Board list*).

Since 1975, Big Brothers Big Sisters of Hampshire County has been providing quality one-to-one mentoring relationships to local children (Littles) in need of positive adult influence and friendship. Supervised by a staff of professional case managers, volunteers (Bigs) spend time weekly with a child for at least one year developing a positive, trusting and enriching friendship. A friendship with a special person such as a Big can help ignite and empower the potential inherent in each child, and provides the encouragement necessary to become a productive and healthy adult and to interrupt the impact of familial poverty and multiple risk factors. By providing mentorship supported by a strong program model and case management supervision, a Big can be a critical part of transformative change in a young person's life.

As an affiliate of Big Brothers Big Sisters of America (BBBSA), BBBSHC is able to provide the children we serve with a mentoring model that is evidence-based and has proven to be an important protective factor in youth development. BBBSHC follows the best practice standards set by our national office, and we are a quality-based member of the Mass Mentoring Partnership, meeting and exceeding the highest standards of practice for mentoring organizations nationwide.

A study conducted for Big Brothers Big Sisters of America by independent research firm Public/Private Ventures found that when compared with their peers, mentees who met regularly with their mentors for at least one year were:

- * 46% less likely to start using drugs (70% less likely for children of color)
- * 27% less likely to start drinking
- * 52% less likely to skip a day of school
- * 37% less likely to skip class
- * More likely to get higher grades
- * More likely to have a positive relationship with their parents

Our program has successfully provided mentors for children in Amherst for 45 years and therefore has the infrastructure in place to be successful with the proposed project. The continuation of our partnership with the Amherst Schools through the ARPS Family Center/Steps to Success program

guarantees that we are reaching children with the greatest needs. As the flagship mentoring organization in Hampshire County, we have built great expertise in this field. In order to support our mentoring relationships, we build strong and trusting connections with the parents and caregivers of the mentees we serve and this enables us to refer them to other services they may need including support from the ARPS Family Center, if this is not a connection they have made. For many years we have maintained close partnerships with the Amherst Schools and other agencies, coalitions, local colleges and community partners, in order to best serve our families. We have been an active member of the Amherst Human Services Network for many years, and our Program Supervisor is on the Steering Committee of the Strategic Planning Initiative for Families and Youth (SPIFFY), while our Director is on the Board of the Council of Social Agencies of Hampshire County (COSA) and the Children's Advocacy Center (CAC).

BBBSHC utilizes two mentoring models: community-based and campus site-based mentoring. Community-based matches meet weekly and spend one-to-one time developing a friendship/mentoring relationship through activities such as biking, arts and crafts, sports, going to the library, cooking dinner together, etc. Site-based "Kids to Campus" matches also meet weekly. This program, supervised on-campus by BBBS Case Managers, utilizes college students as mentors and takes place on the Amherst College and UMass campuses. Once per week, mentees ride the bus after school to Amherst College or UMass. They spend time with their mentors, enjoying the facilities of the campuses such as the library, gym, and craft center and then have dinner together at the dining halls. Spending time on a college campus and developing a friendship with a college student helps familiarize the experience of higher education and encourages higher educational aspirations for the mentees, who mostly come from families with relatively low formal educational attainment. Both program models adhere to best practices in mentoring. All mentors are rigorously screened and supervised by case managers.

We have two special programs in Amherst that focus on specific populations:

- The Adoption Mentoring Partnership (AMP): These are community-based matches where both mentee and mentor are adopted. Mentors are UMass students who also enroll in a course about adoption and see their mentees weekly on or off campus. This program began in response to the Amherst Schools identifying this population as underserved and in need of support.
- Shelter Program: A special partnership with Jessie's House where we match children who are in shelter with mentors from the community. Matches meet weekly and mentors continue to see their Littles after they move out of the shelter, providing consistency and support during difficult transitions.

At BBBSHC we build relationships with local businesses and venues to obtain free or discounted admissions to recreational and cultural venues in the community and we issue monthly newsletters to inform mentors of these special opportunities. For many of the children in our program, these opportunities are "firsts" and help them make a greater connection to the community, enriching their scope of cultural and recreational experiences. We host free monthly group events for mentors and mentees, four annual events that include families, and an annual mentor recognition event. The program also accesses summer camp scholarships for many of our mentees, especially those whose college student mentors are away during the summer.

Our program is deeply rooted in the community, and trusted and valued by many of the most vulnerable families in Amherst. Though we are primarily a mentoring program, our program believes that enhanced engagement with families will make the mentoring relationship more successful for everyone and improve long-term outcomes. As an example, former BBBSHC case manager Victoria

Silva, who is bi-lingual/bi-cultural and worked for many years as the outreach worker for the Amherst schools, is a trusted support, advocate, and translator, helping Spanish-speaking families navigate immigration, health care, medical appointments, official documents, the courts, schools (IEP meetings), etc. After her retirement from BBBSHC, she has continued working with us as a consultant, conducting outreach to families and providing support and translation during intakes and match support. We have hired another bilingual case manager to continue to support the large number of families we serve who speak Spanish. This is especially important to us at this time of heightened anxiety for many immigrant families, as we want to communicate that we are an inclusive organization, while eliminating any potential barriers to their participation in the program.

All of our staff participate in ongoing professional development opportunities in the community as well as professionally facilitated workshops hosted by the program. Staff have participated in workshops on microaggressions, ableism, gender identity, serving LGBTQ youth, critical mentoring, and trauma-informed practice. We have used these trainings to improve our approach to volunteer recruitment, program design and case management and to share these learnings with our volunteers so that they are better prepared as mentors. Our FY20 Amherst CDBG funding has allowed us to expand upon these trainings this year, opening up the opportunity for volunteers to participate directly. We held two trainings with professional facilitators this fall for our entire new cohort of UMass mentors; one on trauma-informed mentoring with clinician Becky Emet, and one on microaggressions and microaffirmations with co-facilitators Angelica Castro and Molly Keehn. In January, we have a training scheduled with consultant James Shultis on working with the LGBTQ community. James will be helping us look closely at our current practices and policies and working with us to create a more inclusive program for people who identify outside the gender binary. With continued CDBG funding, our aim is to continue and expand these trainings in FY21, offering additional topics and making the trainings available not just to our staff and UMass mentors but to all the mentors in our programs. Given that the social identities of our mentors are often different from the Littles with whom they are matched, in particular when it comes to their racial and socio-economic identities, it is critical that the mentors receive training on cultural responsiveness and social justice.

Our history of funding from Amherst CDBG grants and our strong relationship with the public schools has enabled us to focus much of our attention on Amherst, serving more young people here than any other town in the county. When we did not have CDBG funding, we lost Amherst-dedicated case management hours and had to serve fewer young people in this community. We did work hard to leverage funding from other sources so we could continue serving the Amherst community, yet we were not able to match as many children as we had in the past. The challenge is that many funding sources are not consistent from year to year and come with their own obstacles. For example, we secured a federal grant to help cover the program cost in Amherst in FY19, but the grant was held up for three months and this unexpected delay in funding created a serious hardship and the need to reduce staff hours. In addition, our United Way grant funding was just renewed for a three year cycle beginning in FY20, yet the total grant award declined from \$45,000 per year to \$30,000 per year due to budget constraints at the United Way, so this reduction will create another challenge on the BBBSHC budget moving ahead.

BBBSHC relies heavily upon its committed and diverse advisory board for direction. Our board reflects the interests of the broader community, including a former Little who is now a Big, the parent of two current Littles, several past and present Bigs, teachers, past and present employees of UMass and Amherst College, and engaged citizens from around Hampshire County.

Presently, the program has the capacity to serve approximately 160-170 mentees per year, with 60% of children served residing in Amherst. The program has a staff of five Masters level case managers (including our Program Supervisor, who maintains a partial case load), totaling 3.3 full time equivalents,

one Director, and one Development Manager. We also have a clinical supervisor, Jennie McKenna, who has been donating an hour each week to the program for over 20 years. In the past, when we had more funding, we were able to support 5 full-time Case Managers and serve over 250 children per year. It is our goal to increase our capacity to this level again. CDBG funds will help to stabilize our present capacity in Amherst and allow us to seek new funding from other sources.

The program's short term goals for this grant cycle are to create 25 new matches for children on our waiting list (mostly referred by schools and other agencies) before they age out of eligibility for the service, and provide ongoing support for 75 matches throughout their duration. Our long-term goals are to increase the likelihood of our mentees becoming productive, successful adults by supporting positive, transformative mentoring relationships that encourage healthy social, emotional, and cognitive development. Improvement in our mentees is measured in part by our Program Outcome Evaluation (POE) tool which is administered after one year of a match, and each subsequent year. In FY19, our POE data showed that 84% of our mentees showed better self-confidence and 79% demonstrated increased ability to express feelings. Attitude toward school improved for the majority of mentees, 90% had improved or consistent academic performance. The vast majority showed improved decision making and sense of the future, an increase in interests and hobbies, and improved relationships with peers and adults. We aim to see improvement in each of these categories in 2020-21, knowing the wide-ranging, positive outcomes that can follow for our mentees and their families.

C. Project Budget Information

At BBBSHC, we have many years of experience in creating and managing our budget. We have received CDBG funds from Amherst in the past and from the city of Northampton for over 30 years. We have been responsible for quarterly reporting and have always met our fiscal and programmatic responsibilities. We have several well-established fundraisers in the community, such as the Daffodil Run and the Winter Craft Fair, along with other new and innovative fundraising activities we are working to grow, such as March Into Mentoring, our online giving day. We also have many loyal donors to the program who support us each year. We are confident that we can count on our projections for the additional funding for this project. The cost of our services is on par with other programs throughout the country that provide the same level of mentoring oversight along with engagement with families. Each match provides a child with approximately 200 hours per year of quality one-to-one time with a caring adult mentor, at no cost to the child's family. As a program of CHD, our fiscal department oversees the accuracy of our projected budget as well as ongoing monitoring of the budget once the project is up and running. BBBSHC Director Jessie Cooley and CHD Budget Analyst Steven Kowal prepared the project budget. Jessie Cooley has 14 years of experience with Big Brothers Big Sisters programs and Steven Kowal has worked closely with our program on budgets and fiscal management for a number of years and several CDBG grant cycles. *(Please see attached project budget.)*

Answers for Parts D—H must not exceed three (3) pages

D. Project Description

The BBBSHC/ARPS Family Center project addresses the community need for support for youth development and is the expansion of a project previously funded with Amherst CDBG funds. This project will provide mentors for 25 new Amherst children from low-income families facing multiple risk factors. The program will provide ongoing support for 75 Amherst children already in matches. The project will include the expansion of a training curriculum for mentors, to include topics related to social justice and inclusion, and trauma-informed practice. The curriculum will be developed with the support

of professional consultants.

BBBSHC and ARPS Family Center have met to design this partnership and have updated plans for the project expansion. The two programs will maintain ongoing lists of referred and matched children, involving two-way referrals so that each program is providing services to families in need. BBBSHC provides screening, training, and ongoing support for participants for the duration of their match. Case managers will meet with families prior to matching to complete intakes and establish a relationship. Families will be invited to BBBSHC group events, and through ongoing contact and group activities, BBBSHC will build a sense of community and connection for families in the program. Through this relationship with parents/caregivers, our case managers will be able to provide referrals for additional services if the need arises.

BBBSHC staff will recruit, screen and train all mentors. During the screening process the case managers assess potential mentors in order to determine suitability and to make the best match possible. Once matched, mentors commit to meeting weekly with their mentees for at least one year, and the mentor, mentee and family are supported by their BBBSHC case manager through regular meetings and communications.

Matches provide opportunities for mentees' pro-social involvement through a strong connection to a positive role model. Mentors are community members who have achieved success personally and professionally and model positive attitudes toward education and future life options. Services provided by BBBSHC are prioritized by the local community, as demonstrated by a current waiting list of 62 Amherst children with more being referred each week. ARPS Family Center case managers Michelle Rodriguez and Emma Steiner shared that "One major goal of the ARPS Family Center is to form relationships with community partners to ensure effective access to services for our families. It has become very apparent that the connection with CHD/Big Brothers Big Sisters of Hampshire County is invaluable to our students, families and the community. The [BBBS] program gives an opportunity for youth to establish a positive personal connection with a community member or local college student. These relationships can provide social/emotional support, academic support, individual attention, trusting relationships and the ability to envision a positive future self." (*Please see full letter of support attached.*)

E. Project Need

The project will address the need to bridge the opportunity gap and to offer trauma-informed support services for low-income children growing up in Amherst. The socio-economic divide in the Amherst Schools is significant. Superintendent Michael Morris has long supported the BBBS-ARPS partnership and has highlighted the need for this program, stating, "The families we support come from a variety of backgrounds and experience and often face a wide range of barriers to their children's success. Many face issues of poverty; are single-parent households, some with multiple children in the home; many are recent immigrants and are not native English speakers; and many face other issues that impact their ability to effectively access available services and actively participate in school life." The partnership between BBBSHC and the ARPS Family Center helps to strengthen the connection between families and schools, and our mentoring model is proven to increase the likelihood of school success and pro-social behavior for children in families with multiple risk factors. Providing a mentor who is trained in trauma-informed practice is part of the comprehensive wrap-around services needed right now for Amherst's youth and their families. With a current waitlist of 198 children, 62 of whom are from Amherst, the urgent need for this project is clear. CDBG funding for FY21 would greatly increase our capacity to serve the young people of this community who are waiting for a mentor.

F. Community Involvement and Support

Beneficiaries for this project will be referred to BBBSHC by the ARPS Family Center. The Family Center will identify children and families who are in high need of the program due to multiple risk factors. Children and families referred must also desire a mentoring match and participate in an enrollment process with BBBSHC staff prior to matching. Throughout the referral, enrollment, and matching process, families are invited to give input. BBBSHC invites and encourages children and their parents/caregivers to help make decisions about the potential mentor, match activities, scheduling, and suggestions for the program. If a family comes to BBBSHC through a source other than the ARPS Family Center, BBBSHC will use the referral system to connect that family. In this way, we will eliminate gaps in services so that families are receiving support from multiple sources to effectively address their needs.

Parents/caregivers give final approval for the volunteer who is to be matched with their child. Once a child is matched, parent/caregiver and child input are solicited through monthly match support meetings with the family's case manager. Match support meetings are an opportunity for the case manager to ensure that the child and family are satisfied with the match activities, relationship development, safety, and the program in general. It is also a time when families can inform the case manager of important changes or stresses affecting the family for which the case manager may be able to offer resources. In addition to match support, children, parents and mentors respond to surveys periodically throughout the match. Case managers administer the Program Outcome Evaluation (POE) to parents/caregivers and mentors. The Youth Outcomes Survey and Strength of Relationship survey, both designed by Big Brothers Big Sisters of America, are administered to children and mentors at regular intervals. Feedback from these surveys helps us to evaluate program service delivery and priorities. Responses to these surveys, along with match support feedback, also inform case managers about the needs of a match.

Our Advisory Board is comprised of a variety of stakeholders from within the community and we hold seats on our Board and committees for parents/caregivers of the children we serve, and for participants of our program. One of our goals for 2020-2021 is to create a new structure for family engagement in our program that will allow for more input and meaningful involvement. We have been laying the groundwork for a parent/caregiver advisory council, which would be led by a Board member whose children are Littles in our program now. While this Board member will lead the effort, it will still take staff time to help facilitate the group, as well as potential costs for transportation and food. With a CDBG grant for FY21, we feel confident we can dedicate the staff time to move forward with this plan and create a parent/caregiver advisory council.

G. Project Feasibility

The proposed project is feasible because it is based upon a community partnership already in place and a successful mentoring model that BBBSHC has demonstrated consistently for 45 years. CDBG funding will allow us to expand upon our partnership with the ARPS Family Center and create 25 new mentoring matches in Amherst in FY21. We will receive ongoing referrals and work with the Family Center to identify the children most in need of services. Our case managers will work together to recruit, screen and train mentors for these referrals. We expect 10-15 children to be matched during the first quarter, another 5-8 in the 2nd quarter, and the final 5 in the 3rd and 4th quarters. All matches will receive ongoing professional support and supervision.

Personnel for this project will include 28 hours per week of case management time and four hours of supervision and project oversight per week, split between our Program Supervisor and our Director. Additional case management hours are required for the project, especially to support the 75 existing matches, and these hours will be funded through other sources. All our case managers have a Master's

degree and the team has over 50 years of combined experience with our program. Two members of our case management team speak Spanish as well as English, which is important for communication with our many Spanish-speaking families. Our case managers are supervised by Jess Daly, who will also conduct volunteer recruitment and screening. Our Director has worked with BBBS programs for over 14 years and will oversee the project, as well as collaborating with our Development Manager on fundraising activities.

BBBSHC is well-known and respected in the Amherst community, and parents/caregivers, school personnel, and other service providers see our programs as beneficial. This is made clear by the high numbers of children who are referred. We have received CDBG funding in the past and provided the services promised, consistently meeting and exceeding our contracted services. We have always been fiscally sound and responsible, filing all reports on time and providing accurate data. As a program of CHD, we have a strong administrative infrastructure, with extensive experience overseeing government contracts. As an affiliate of Big Brothers Big Sisters of America, we provide a mentoring model that is evidence-based and proven to produce positive outcomes for mentees.

H. Project Impact

This project will have significant impact upon the need for quality youth development programs for low-income children and families living in Amherst. Mentoring relationships will provide experiences for children that will build confidence, competence, and caring assets. The direct outcome from this project will be the creation and support of 25 new matches above our present caseload of Amherst matches, and an enhanced and expanded training curriculum for all mentors to develop their skills in cultural responsiveness and trauma-informed practice.

We constantly monitor the outcomes of our matches. Program staff meet weekly with a clinician to review cases and intakes. Statistics are reviewed frequently for adherence to program goals, client priorities, and contractual agreements. We use several survey tools to gather quantitative data to assess progress and measure outcomes. Our monthly match support meetings with mentors, mentees and families allow us to gather qualitative data on the program impact.

Our long-term goals are to see improvement in our mentees' self-efficacy as reflected in our Program Outcome Evaluation (POE) survey indicators, which are measured after one year of a match and each year consecutively. Our FY19 POE data showed that after at least a year of being matched, 84% of our mentees had better self-confidence and 79% demonstrated increased ability to express their feelings. 84% were more trusting of their parents and Bigs, and the majority had better relationships with adults and peers. 70% showed improved decision making and the majority showed an improved sense of the future, better attitude toward school, an increase in interests and hobbies, and greater use of community resources. Spending time with a mentor who models making sound decisions around education, vocational training, and employment, encourages healthy ways to have fun, and models good citizenship and friendship helps mentees to grow into self-sufficient adults.

We believe strongly in collaborating with other agencies and community partners to strengthen the services we provide. We work closely with Family Outreach of Amherst, Amherst Leisure Services, the Department of Children and Families, and local community coalitions for referrals and collaborative support for youth and families.

**Big Brothers Big Sisters of Hampshire County
Amherst CDBG Project Budget FY21 (July 1, 2020 - June 30, 2021)**

	12 MONTH	
Personnel		
BBBS DIRECTOR (68,780 x .05 FTE)	\$ 3,439	The BBBS Director is responsible for program development, sustainability, and outreach. (2 hours per week)
PROGRAM SUPERVISOR (51,100 x .05 FTE)	\$ 2,555	The Program Supervisor is responsible for ongoing supervision of the Case Managers and oversight of the partnership with ARPS Family Center. (2 hours per week)
CASE MANAGER (37,870 x .48 FTE)	\$ 18,178	Case Manager is responsible for creating new matches, providing ongoing individual and group supervision to mentors, and regular contact with families, other agencies, and school and ARPS Family Center personnel. (16 hours per week)
CASE MANAGER (38,052 x .40 FTE)	\$ 15,221	Case Manager is responsible for creating new matches, providing ongoing individual and group supervision to mentors, and regular contact with families, other agencies, and school and ARPS Family Center personnel. (12 hours per week)
SUB-TOTAL SALARIES	\$ 39,393	
PAYROLL TAX		
F.I.C.A.	\$ 2,797	FICA - Expense amount can vary depending on the level of employee participation in Cafeteria Plan Benefits.
UNIVERSAL HEALTH INSURANCE TAX	\$ 92	MA Health is calculated at .0051% for the first 15,000 of wages earned by an individual within a calendar year.
UNEMPLOYMENT TAX	\$ -	Unemployment is calculated at 1% of total wages paid. No unemployment expense is expected for sole grant employee.
WORKER'S COMPENSATION	\$ 551	Worker's Compensation is estimated at 1.40% of wages
MEDICAL LEAVE CONTRIBUTION	\$ 123	Medical Leave Contribution at .312% of wages
SUB-TOTAL PAYROLL TAX	\$ 3,563	
FRINGE BENEFITS		
LIFE AND AD&D INSURANCE	\$ 85	One times annual salary at a rate of .18 cents per thousand dollars of wage per month
SHORT TERM DISABILITY INSURANCE	\$ 365	2/3 of weekly wages at a rate of .060 per \$10 of wages x months contract is in effect.
LONG TERM DISABILITY INSURANCE	\$ 200	100% of weekly wages at a rate of .0051 per \$100 wages x months contract is in effect
HEALTH INSURANCE	\$ 11,615	Based on individual employees' options.
DENTAL INSURANCE	\$ 1,021	Based on individual employees' options.
PENSION	\$ 1,183	After 2 years of employment, agency pays 3% of wages as contribution to pension.
SUB-TOTAL FRINGE BENEFITS	\$ 14,469	The Center for Human Development has a benefits package available to all qualified employees.
TOTAL PERSONNEL COSTS	\$ 57,425	
OTHER		
Equipment Rental	\$ 287	Represents the cost of insurance for 25 matches.
Internet	\$ 272	Represents the cost of insurance for 25 matches.
Insurance (general liability and property)	\$ 88	Represents the cost of insurance for 25 matches.
Insurance (professional) (estimated .60% of wages)	\$ 237	Represents the cost of insurance for 25 matches.
Office Supplies	\$ 172	File folders, paper, pens, staples, etc. that represent the cost of supporting 25 matches.
Program Supplies	\$ 94	Snacks, arts and crafts supplies, etc.

**BIG BROTHERS BIG SISTERS OF
HAMPSHIRE COUNTY/CHD
ADVISORY BOARD MEMBERS (12/19)**



Claudia Pazmany (3/16) – Board President
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Lauren Burke (5/19)
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Erin Couture (9/11)
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Daniel LaValley (1/19)
Big Brother, Former Little
Software Architect, L3
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Alumni Big Brother
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Director of Pre-Med Advising
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Xianxiu Xie (6/19)
Parent of Littles
Americorps VISTA member, Smith College Jandon
Center for Community Engagement
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xianxiuxie@gmail.com

**Big Brothers Big Sisters of Hampshire County
Program Budget FY20**

INCOME	FY20 Budget	EXPENSES	FY20 Budget
A. GRANTS/CONTRACTS		PERSONNEL	
Amherst CDBG	\$ 33,000.00	Wages	\$ 277,765.00
United Way of Hampshire County	\$ 30,000.00	Tax & Fringe	\$ 85,727.00
Mass Mentoring Grant	\$ 30,000.00	TOTAL PERSONNEL	\$ 363,492.00
Northampton CDBG	\$ 8,000.00		
MA Department of Health	\$ 43,000.00	NON-PERSONNEL	
Department of Justice OJJDP - JJ8	\$ 36,500.00	Consultant/Direct Care	\$ 600.00
Department of Justice OJJDP - JJ9	\$ 35,000.00	Background Checks	\$ 400.00
Community Foundation of Western MA	\$ 25,000.00	Community Relations	\$ 400.00
MA DHCD	\$ 7,500.00	Equipment Maintenance	\$ 300.00
Other Grants	\$ 15,000.00	Equipment Rental	\$ 1,836.00
Sub Total A	\$ 263,000.00	Food	\$ 2,000.00
		Fund Raising Expense	\$ 23,000.00
B. EVENTS		Insurance	\$ 1,938.00
Happy Valley Run	\$ 26,000.00	Internet Connection	\$ 1,738.00
December Craft Fair	\$ 38,000.00	Marketing	\$ 900.00
March Into Mentoring	\$ 10,000.00	Membership Dues	\$ 4,250.00
Daffodil Run	\$ 55,000.00	Postage	\$ 425.00
Brewer's Cup	\$ 10,000.00	Printing	\$ 200.00
Other (Bueno Day, Climbathon)	\$ 11,000.00	Rent	\$ 15,600.00
Sub Total B	\$ 150,000.00	Staff Mileage	\$ 3,250.00
		Staff & Volunteer Incentives	\$ 1,700.00
C. ANNUAL APPEAL - DONATIONS		Supplies & Equipment - Office	\$ 2,270.00
Individual Donors (including mail appeals)	\$ 60,000.00	Supplies - Program	\$ 1,100.00
Corporate Donations (Florence Bank, bankESB)	\$ 4,000.00	Staff Training & Development	\$ 6,000.00
Sub Total C	\$ 64,000.00	Work Study	\$ 1,000.00
		Telephone	\$ 1,825.00
D. OTHER		Client Transportation	\$ 500.00
Hartsprings	\$ 2,000.00	NON-PERSONNEL EXPENSE:	\$ 71,232.00
Program Fees	\$ 8,000.00	TOTAL DIRECT	\$ 434,724.00
Sub Total E	\$ 10,000.00	INDIRECT	\$ 52,090.00
TOTAL INCOME:	\$487,000	TOTAL EXPENSE:	\$ 486,814.00

AMHERST - PELHAM *Regional* SCHOOL DISTRICT
AMHERST, MASSACHUSETTS

ARPS Family Center

413-362-1875 (phone)

170 Chestnut Street
Amherst, MA 01002

413-549-6108 (fax)

November 21, 2019

To Whom It May Concern:

We are writing to express our whole-hearted support for the CDBG grant application submission from CHD/Big Brothers Big Sisters of Hampshire County.

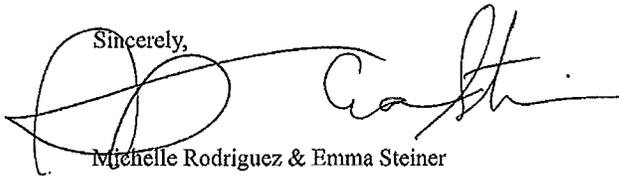
The ARPS Family Center and Steps to Success Program were established to improve family engagement and work with families and community partners to break down barriers that prevent student success. Since our start in the community seven years ago, we have maintained a great working relationship with CHD/Big Brothers Big Sisters of Hampshire County.

One major goal of the ARPS Family Center is to form relationships with community partners to ensure effective access to services for our families. It has become very apparent that the connection with the CHD/ Big Brothers Big Sisters is invaluable to our students, families, and the community. The Big Brothers Big Sisters program gives an opportunity for youth to establish a positive personal connection with a community member or local college student. These relationships can provide social/emotional support, academic support, individual attention, trusting relationships and the ability to envision a positive future self.

When our agencies collaborate in this manner, our mutual services complement and strengthen each other, resulting in better outcomes for our children and families.

Please feel free to call with any questions.

Sincerely,



Michelle Rodriguez & Emma Steiner
Steps to Success Case Managers
ARPS Family Center

RECEIVED DEC 20 2019

CENTER FOR HUMAN DEVELOPMENT, INC. AND AFFILIATES

Combining Statements of Financial Position
June 30, 2019 and 2018

Assets	2019					2018				
	CHD		Rental Projects	Total	Total	CHD		Rental Projects	Total	Total
	Without Donor Restrictions	With Donor Restrictions				Without Donor Restrictions	With Donor Restrictions			
Current Assets:										
Cash and cash equivalents	\$ 1,263,715	\$ 264,350	\$ 1,528,065	\$ 17,321	\$ 1,545,386	\$ 2,430,552	\$ 300,090	\$ 2,730,642	\$ 49,981	\$ 2,780,623
Contracts, grants and other receivables	9,141,048	48,698	9,189,746	10,797	9,200,543	6,243,645	48,698	6,292,343	7,771	6,300,114
Patient accounts receivable, net of allowance for doubtful accounts of \$267,288 and \$271,760 at June 30, 2019 and 2018, respectively	- 1,159,499	-	- 1,159,499	-	1,159,499	- 1,450,915	1	450,915	-	1,450,915
Short-term investments	15,615,486	751,338	16,366,824	2,776	16,369,600	13,468,554	690,835	14,159,389	2,773	14,162,162
Due (to) from related parties	- 6,544	-	6,544	- (6,544)	-	- 17,784	-	17,784	- (17,784)	-
Prepaid expenses and other assets	- 796,503	-	796,503	13,363	809,866	- 641,598	-	641,598	3,420	645,018
Total current assets	<u>27,982,795</u>	<u>1,064,386</u>	<u>29,047,181</u>	<u>37,713</u>	<u>29,084,894</u>	<u>24,253,048</u>	<u>1,039,623</u>	<u>25,292,671</u>	<u>46,161</u>	<u>25,338,832</u>
Property and Equipment, net	- 17,842,602	-	17,842,602	2,179,563	20,022,165	- 17,054,819	-	17,054,819	2,217,648	19,272,467
Long-Term Assets:										
Long-term portion of cash and cash equivalents	-	-	-	131,722	- 131,722	-	-	-	117,471	117,471
Beneficial interests in perpetual trusts	-	893,781	- 893,781	-	893,781	-	898,932	- 898,932	-	898,932
Security and other deposits	- 585,640	-	585,640	7,485	593,125	- 510,017	-	510,017	8,282	518,299
Total long-term assets	<u>585,640</u>	<u>893,781</u>	<u>1,479,421</u>	<u>139,207</u>	<u>1,618,628</u>	<u>510,017</u>	<u>898,932</u>	<u>1,408,949</u>	<u>125,753</u>	<u>1,534,702</u>
Total assets	<u>\$ 46,411,037</u>	<u>\$ 1,958,167</u>	<u>\$ 48,369,204</u>	<u>\$ 2,356,483</u>	<u>\$ 50,725,687</u>	<u>\$ 41,817,884</u>	<u>\$ 1,938,555</u>	<u>\$ 43,756,439</u>	<u>\$ 2,389,562</u>	<u>\$ 46,146,001</u>
Liabilities and Net Assets										
Current Liabilities:										
Current portion of long-term debt	\$ 847,906	\$ -	\$ 847,906	\$ -	\$ 847,906	\$ 749,071	\$ -	\$ 749,071	\$ -	\$ 749,071
Accounts payable	- 4,661,705	-	4,661,705	65,424	4,727,129	- 4,384,835	-	4,384,835	67,181	4,452,016
Accrued expenses	- 4,075,197	-	4,075,197	3,242	4,078,439	- 5,068,172	-	5,068,172	2,760	5,070,932
Deferred revenue	- 339,218	-	339,218	1,214	340,432	- 261,306	-	261,306	248	261,554
Total current liabilities	<u>- 9,924,026</u>	<u>-</u>	<u>9,924,026</u>	<u>69,880</u>	<u>9,993,906</u>	<u>- 10,463,384</u>	<u>-</u>	<u>10,463,384</u>	<u>70,189</u>	<u>10,533,573</u>
Long-Term Debt, net	- 5,519,512	-	5,519,512	-	5,519,512	- 5,447,500	-	5,447,500	-	5,447,500
Contingent Debt	- 45,000	-	45,000	834,087	879,087	- 45,000	-	45,000	834,087	879,087
Total liabilities	<u>- 15,488,538</u>	<u>-</u>	<u>15,488,538</u>	<u>903,967</u>	<u>16,392,505</u>	<u>- 15,955,884</u>	<u>-</u>	<u>15,955,884</u>	<u>904,276</u>	<u>16,860,160</u>
Net Assets:										
Without donor restrictions:										
Operating	- 19,492,315	-	19,492,315	19,060	19,511,375	- 15,201,220	-	15,201,220	8,996	15,210,216
Property and equipment	- 11,430,184	-	11,430,184	(1,223,369)	10,206,815	- 10,660,780	-	10,660,780	(1,180,535)	9,480,245
Total without donor restrictions	<u>- 30,922,499</u>	<u>-</u>	<u>30,922,499</u>	<u>(1,204,309)</u>	<u>29,718,190</u>	<u>25,862,000</u>	<u>-</u>	<u>25,862,000</u>	<u>(1,171,539)</u>	<u>24,690,461</u>
With donor restrictions	-	1,958,167	1,958,167	2,656,825	4,614,992	-	1,938,555	1,938,555	2,656,825	4,595,380
Total net assets	<u>30,922,499</u>	<u>1,958,167</u>	<u>32,880,666</u>	<u>1,452,516</u>	<u>34,333,182</u>	<u>25,862,000</u>	<u>1,938,555</u>	<u>27,800,555</u>	<u>1,485,286</u>	<u>29,285,841</u>
Total liabilities and net assets	<u>\$ 46,411,037</u>	<u>\$ 1,958,167</u>	<u>\$ 48,369,204</u>	<u>\$ 2,356,483</u>	<u>\$ 50,725,687</u>	<u>\$ 41,817,884</u>	<u>\$ 1,938,555</u>	<u>\$ 43,756,439</u>	<u>\$ 2,389,562</u>	<u>\$ 46,146,001</u>

The accompanying notes are an integral part of these combining statements.

 ORIGINAL

CENTER FOR HUMAN DEVELOPMENT, INC.
STATEMENT OF ACTIVITIES
FISCAL 2020 OPERATING BUDGET

ANNUAL BUDGET
FY 2020

TOTAL

OPERATING REVENUES:

Contracts and grants	\$	89,651,850
Net patient service revenue		21,286,822
Client fees		1,335,087
Contributions		1,006,540
Rents		344,219
Investment returns, net of fees		443,503
Other operating revenue		1,466,848
Total operating revenues		115,534,869

OPERATING EXPENSES:

Program services		100,894,888
General and administrative		10,478,702
Total operating expenses		111,373,590

Changes in net assets from operations		4,161,279
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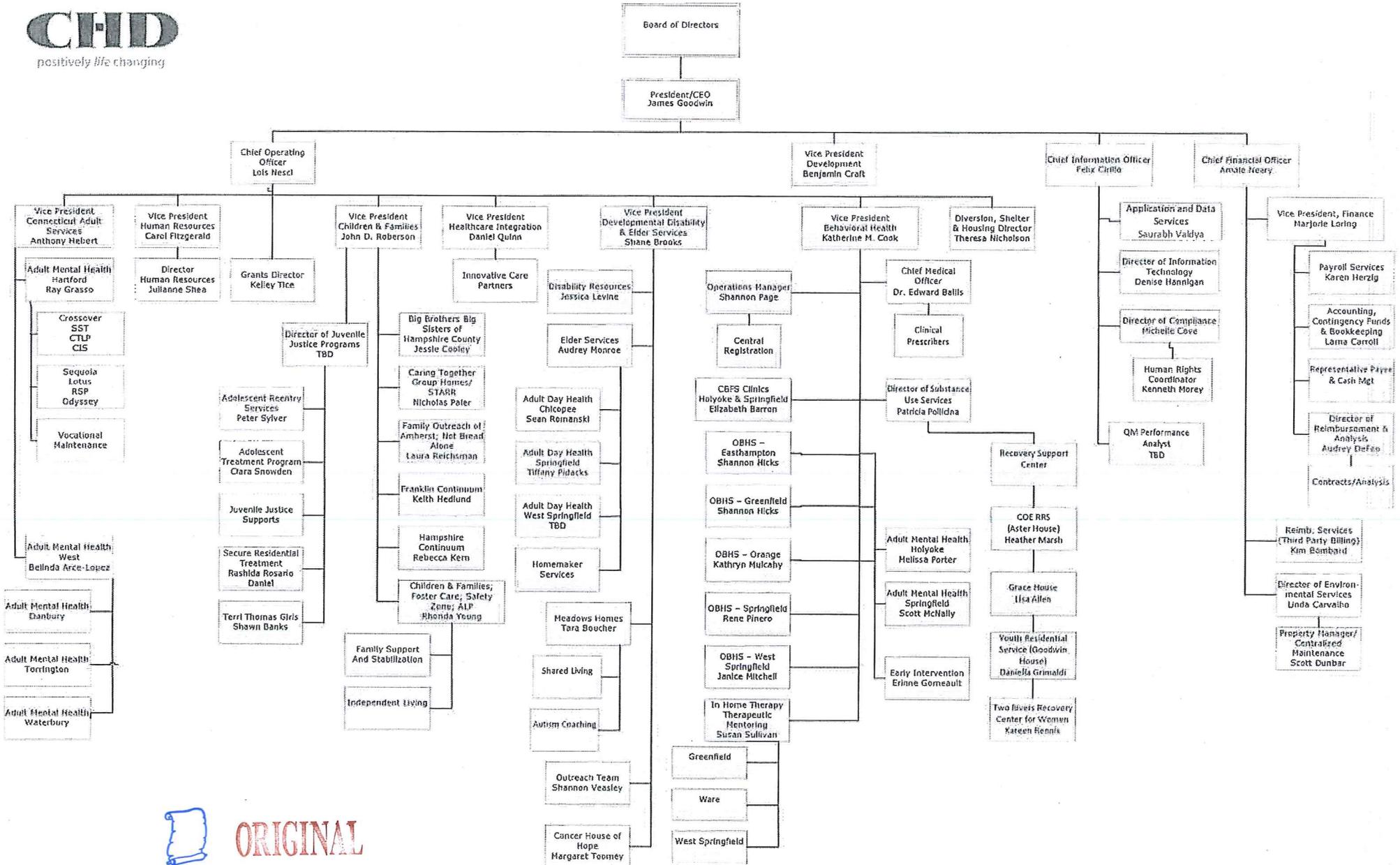
NON-OPERATING REVENUES:

Change in carrying value of beneficial interests in perpetual trusts		-
Unrealized (loss)/gain on investments		-
Gain on disposal of property and equipment		-
Total non-operating revenues		-

Changes in net assets	\$	4,161,279
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Note Regarding the Budget Surplus: The majority of CHD's revenues come through contracts with the states of Massachusetts and Connecticut, along with some federal contracts. Surpluses (if any) from programs operated through those contracts must be used to support other state or federal contracted programs and cannot be used to offset operating expenses for non-contracted CHD programs. Also, a significant portion of CHD's budget surplus is used to fund expenses that are not reflected in an income statement budget such as that shown above. These expenses include repayment of debt and replacement of and investment in capital assets (given that CHD has more than \$31 million in fixed assets, these expenses can be quite large).





ORIGINAL

CENTER FOR HUMAN DEVELOPMENT
BOARD OF DIRECTORS
January 2019

Business Address

1. Evan C. Plotkin, **Board Chair**
President
✓NAI Plotkin
41 Taylor Street
Springfield, MA 01103
(413) 732-2158/Fax: (413) 781-2100
e-mail: evan@splotkin.com
began 11/07
Officer Term began 09/12
Officer Term Expires: 11/19 (extension)

2. Amy B. Royal, Esq., **Vice Chair**
Principal & Founding Partner
✓ Royal LLP
270 Pleasant Street
Northampton, MA 01060
(413) 586-2288/Fax: (413) 586-2281
e-mail: aroyal@royalllp.com
Officer Term Began 11/13, 2nd term 11/15, 3rd term 11/17
Officer Term Expires 11/19 (extension)
began 11/08
began CFS 2008

3. Josephine Sarnelli, **Treasurer**
Josephine Sarnelli, CPA
(413)733-450746-9067
e-mail: sarnelli@sarnelliCPA.com
Officer Term Began 11/13, 2nd term 11/15, 3rd term 11/17
Officer Term Expires 11/19
began 9/13

4. Meghan Lynch, **Clerk**
President/CEO
✓Six-Point Creative Works
9 Hampden Street
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Fax: (413) 746-0078
mlynch@sixpointcreative.com
Officer Term Began 11/15, 2nd term 11/17
Officer Term Expires 11/19
Began: 9/13

5. Elaine Awand-Stearley
Found and Director of the Able Place Inc. LLC

6. Rhonda Brace
Revenue Examiner
CT Dept. of Revenue
Can't be used for personal Business

-
7. Kate Campiti
-
8. Robert Chateaufneuf
Vice President, Commercial Lending
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10. J. Nicholas Filler
Retired
-
11. Ellen Freyman
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14. Joel Morse
Retired
-
15. Teresa Regina,
Retired –Assistant Superintendent for Support Services, Grants and Community
Relations
Springfield Public Schools
-
16. Timothy Somers
-
17. Rav Thomas
Sr. Employee Relations Specialist
BayState Health
-
18. Allison Werder
President
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e-mail: awarder@masslive.com
-
19. Michael P. Williams
-

 ORIGINAL

Retired Vice President
LPL Investment Advisor Representative
Chicopee Savings Bank

20. James Goodwin, **Ex Officio**
President/CEO
Center for Human Development
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