



2020
STORY IS
ONE OF
GROWTH.

JOURNALS OF PROGRESS

CARPENTER'S SHELTER | AR 2020

Over the years, Carpenter's Shelter has been a beacon of hope for our community.
We're grateful to share our journey with residents, volunteers, and supporters.

“A JOURNEY OF A THOUSAND MILES BEGINS WITH A SINGLE STEP”

This ancient Chinese proverb resonates as we think about the path that Carpenter’s Shelter has been on during the last year as well as throughout our entire history. Forward progress may feel slow and small in the moment and yet with a long term view, we see just how far we have come. Milestones of many sorts have marked our progress and also given us a vantage point toward what still lies before as we live out our mission.

In this Annual Report we are pleased to highlight a few of the things that have marked our path in relation to how those we serve are faring, how the redevelopment of our facility progressed, and how a global health pandemic led to dramatic operational changes that needed to be implemented with speed and accuracy to ensure the health and safety of our residents, volunteers, and staff.

We take our work seriously at Carpenter’s Shelter, but we also appreciate that a journey is ideally rewarding (and hopefully fun). Thank you to all who have been part of moving our work forward this past year. Whether through your financial support, volunteerism, advocacy, or some other means, we are grateful for your contributions—all of which move our residents forward, from homeless to housed.



EDITH BULLARD
Chair, Board of Directors



SHANNON STEENE
Executive Director

MISSION

Carpenter’s Shelter supports the homeless in achieving sustainable independence through shelter, guidance, education, and advocacy.

VISION

To be the community leader in preventing and ending homelessness.

A RESIDENT’S STORY

Avery Leak is a typical guy—quiet, smart, quick to smile, and thoughtful. At 49 he’s had a typical life with ups and downs, relationship issues, and housing problems, but he persevered. Ten years ago he started an events company in Alexandria. It was small but grew. He helped organize birthdays, anniversaries, and other special events. With so many customers, and his good reputation, he was always busy. He saved during good times, and planned during slow times. What he didn’t plan for was Covid-19, a pandemic that completely stopped the in-person events world.

Although he had some savings, he didn’t save enough to cover his staff of six and his warehouse costs. Sadly, he had to lay them off, mothball his business, move out of his apartment and move in with an aunt. That arrangement didn’t last and with no business happening or income per se, his aunt asked him to leave. So, he called social services and requested help. He humbled himself, accepted the loss, and was referred to Carpenter’s Shelter.

Avery believes landing at the shelter was what helped him focus and get back on track. With the help of his case manager and other staff, today Avery has a new home, a one-bedroom basement apartment and a new job—he’s an assistant manager at Popeyes.

“My experience at Carpenter’s Shelter helped me realize that people do care! The staff really does what they say they’re going to do.”

NEW HEIGHTS REDEVELOPMENT & CAMPAIGN

Our New Heights Campaign started this year with momentum and a goal to finish out strong during the year. The actual construction had also picked up momentum and we were on our way to the start of reaching New Heights, literally. In no way, could we have been prepared for all that the next 12 months had in store for us.

In the fall, we announced that Amazon’s generous goal-meeting gift would bring our \$2 Million campaign to a successful close early. With a host of New Heights Campaign Leadership and committee members, donors, Carpenter’s Shelter Board of Directors, and staff, a private luncheon was held in early December at Mia’s Italian Kitchen to celebrate the campaign donors.



By the spring, we were amazed to see the campaign total continue to rise well above goal. **We held a special “Thank-a-thon” to express gratitude to over 500 supporters for their part in achieving New Heights.** Our excitement continued to rise just as the new building reached the top floor. We felt so close to the completion of construction for our forever home.

However, as the end of this fiscal year approached, we encountered a new level of uncertainty... the COVID-19 pandemic. The pandemic altered progress on the construction and our plans to enjoy celebratory events in person with each and every one of you.

CARPENTER'S SHELTER MILESTONES

PLAYERS

BOARD OF DIRECTORS

Edith Bullard, *Chair*
 Jim Taylor, *Vice Chair*
 Louise Roseman, *Treasurer*
 Meghan Hendy, *Secretary*
 Willie Bailey
 Charlotte Hall
 Shay Holman
 Mike Lyden
 Nora Lyons
 Michelle Millben
 Collin Moller
 Jennifer Poersch
 Simone Putnam
 Ankur Shah
 Jonathan Wolcott
 Laura Zabriskie

STAFF LEADERSHIP

Shannon Steene, *Executive Director*
 Mary-Parker Lamm, *Deputy Director*
 Monise W. Quidley, *Director of Development*
 Blair Copeland, *Director of Programs*

PROGRAMS & SERVICES

COVID-19 PANDEMIC RESPONSE

The Covid-19 pandemic disrupted so many elements of life, especially at the shelter. It felt like an ever-evolving exercise in contingency planning as new knowledge arrived and unprecedented changes in the overall community took place.

Carpenter's Shelter is a counter-cyclical organization by the nature of our work. When other aspects of the

community are shutting down, we are typically gearing up. So, when everyone began sheltering at home, it was our job to keep the shelter open and continue to operate for our residents who did not have a home of their own. Safety was of the utmost concern—for our residents, volunteers, and staff. Masks, gloves, and gowns were introduced to our work, as was contingency planning for where to find places for quarantine and isolation of residents, if needed. Soon, it was clear that drastic measures would be needed to implement the new paradigms required to combat the virus in a congregate living facility like ours.

We shifted our administrative and development staff to working remotely and our staff working directly with clients to longer but fewer shifts per week in order to further limit the flow of people in and out of the building. People were approaching their work and assisting with tasks outside of their usual responsibilities, but there was a team spirit in living out our mission in whatever way was needed. Despite fear and uncertainty, we saw resolve.

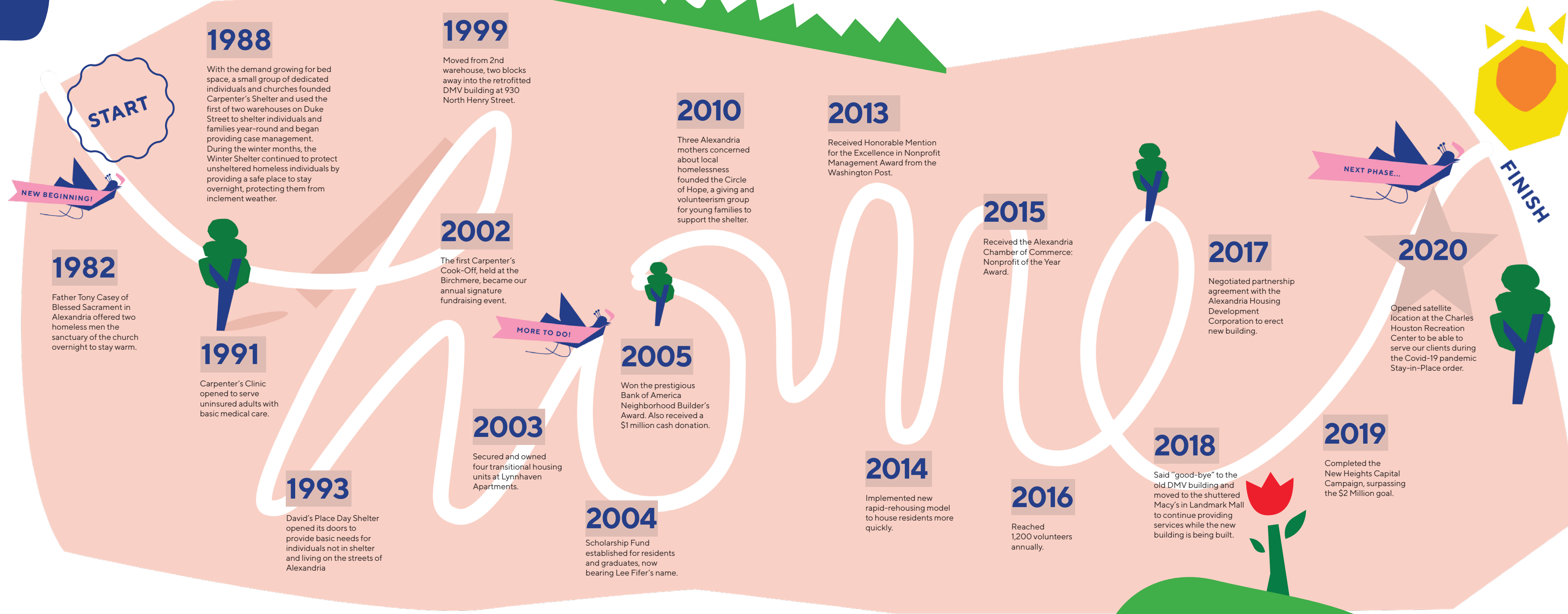
To ease space constraints in mid-April, in collaboration with the city, Carpenter's Shelter opened a 40-

person temporary safety shelter at the Charles Houston Recreation Center for people who were chronically homeless. Moving to this temporary space placed additional demands on our requirements for food and other items on which our residents rely.

As the Governor's Stay-At-Home order lifted, we wound down the use of hotels and the temporary location at the community shelter, but the pandemic and its influence will continue to affect our operations for a long time into the future. A return to operating out of one main location, despite diminished capacity, and a slow re-introduction of volunteers have given us hope (and reinforcements!) to continue meeting our mission for those we serve.

We regularly ask our residents to act upon a belief that tomorrow is a new and better day. The pandemic has given us the opportunity to model that belief as an organization. With the help from many supporters and their generous operating support, as well as targeted Covid-19 grants and funding, we were able to raise some of the necessary funds to keep the doors open and continue

We've taken quite a few steps to get to this point in our journey. The path has twisted, the route has changed, and we've always kept our eyes on the outcome. Thank you to the many individuals who have accompanied us on this journey.



DAVID'S PLACE

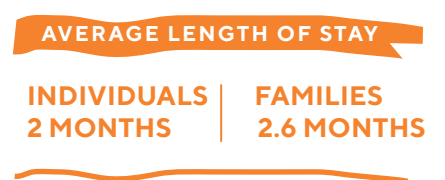
David's Place serves as the only day shelter in the City of Alexandria for chronically homeless adults, individuals who experience repeated or long-term homelessness.

David's Place offers a safe space where they are able to take a break from the streets and take care of their basic needs. Open six days a week, David's Place provides visitors with access to warm showers, snacks, laundry facilities, private lockers, phone and voicemail services, a mailing address, and referrals to additional services.

RESIDENTIAL SHELTER

60-Bed Residential Shelter—Carpenter's Shelter's emergency residential shelter has provided a safe refuge for children, women, and men experiencing a housing crisis for decades.

Shelter residents collaborate with staff to receive individualized plans and services that aid in addressing underlying issues and help permanently end their homelessness, while transitioning them into sustainable living communities. The residential facility includes rooms for individuals and families, laundry and bathroom facilities, space for meal preparation, common areas, a computer lab, a library/media room, and designated



PROGRAMS &

SERVICES (CONTINUED)

CITY OF ALEXANDRIA WINTER SHELTER

In collaboration with the City of Alexandria, Alfred Street Baptist Church, and the Church of St. Clement, Carpenter's Shelter operates the Winter Shelter for anyone in need of shelter during winter months. The Winter Shelter offers nightly hypothermia shelter in an effort to prevent injury, illness, and death among our homeless neighbors.

The Winter Shelter is open every evening from December through March and is open dependent upon the weather conditions in November and April.

The pandemic brought overflow beds at the churches to a close toward the end of the winter shelter season due to health concerns for both guests and volunteers.

309 INDIVIDUALS STAYED AT THE WINTER SHELTER

\$904
AVERAGE SAVINGS PER RESIDENT

38%
ADULTS IN EDUCATION & EMPLOYMENT SERVICES



HOUSING LOCATION/ CASE MANAGEMENT

Carpenter's Shelter offers an array of wrap-around of services intended to meet our client's needs before and after an episode of homelessness. As residents prepare to transition out of the shelter, they have the option to continue their supportive services in the community.

Post-shelter support includes one-on-one meetings with case managers as well as access to our onsite food pantries, medical clinic, emergency rental subsidies, and scholarship funds. 95% of residents who chose to participate in these services during their first vulnerable year following shelter graduation remained stably housed.

This service was expanded markedly as the pandemic gained steam, aiming to more quickly rehouse people in shelter, freeing up more beds within the shelter and reducing occupancy.

CARPENTER'S CLINIC

Uninsured homeless community members may access onsite medical care at Carpenter's Clinic. Each week, a team of volunteer doctors and nurses provide routine medical exams and prescription medication to adult women and men.

51
VISITS

By engaging in preventive care, clients lessen the likelihood that chronic conditions or disabilities will worsen and further complicate their housing instability.

This service was only temporarily suspended toward the start of the pandemic but resumed service due to the residents' need for appropriate medical care and availability of PPE.

EDUCATION AND EMPLOYMENT PROGRAM



Residential shelter residents may choose to participate in education and employment services, designed to help them find employment, improve their employability, increase their overall income, and generate savings. Some of the services offered include partnering with volunteer mentors for one-on-one job coaching, and joining workshops on a variety of topics that can assist with maintaining permanent housing, such as: resume building, job searching, interviewing, computer skills, and digital and financial literacy.

With many educational institutions being in flux due to the pandemic and employers shedding employees, residents expressed interest but finding suitable opportunities was a new challenge in this arena.

MENTAL HEALTH THERAPY

Our part-time mental-health therapist offered a vital resource for our residents as well as our staff. As Covid-19 changed our world, our mental health therapist worked extended hours to help those who were experiencing mental trauma from the pandemic.

**NEARLY
100**
RESIDENTS RECEIVED
INDIVIDUAL THERAPY &
CRISIS SUPPORT
FOR MULTIPLE
SESSIONS

VOLUNTEERS

2020 brought with it some unanticipated challenges for our Volunteer program.

There was a period of time at the start of the pandemic when we were forced to suspend in-shelter volunteer activity. Our volunteers help to operate the facility. They serve as meal providers, manage the front desk, they are our chief organizers and coaches for clients, among many other tasks.

It was during that time that we reached a new level of appreciation for our volunteers. While we have always been aware of and incredibly grateful for all of the ways our volunteers are essential to the work we do, that suspension brought into stark relief just how vital our volunteers are. Not just for their hard work and service, but also for the general atmosphere and energy in the shelter. Our volunteers are truly the heart of Carpenter's Shelter. And thanks to them we were able to weather the storm of an unprecedented pandemic.

A volunteer committee assisted with the protection measures we have in place to ensure the safe return of our volunteers to shelter. It was our volunteers who leveraged their networks to allow us to continue to feed not only our residential shelter, but to also provide meals for the temporary Shelter in Place we operated at the Charles Houston Recreation Center. It was our volunteers who held coat drives, donated gift cards, and sponsored our guests for the holidays. Our volunteers continue to prioritize and make our mission possible, despite the personal risk. The residents, clients, and staff are forever grateful.



RACIAL EQUITY

Carpenter’s Shelter has been exploring the link between racial equity and homelessness for the past few years. Our Racial Equity Staff Task Force was working on racial equity for more than a year prior to the pandemic. With the discouraging reports on how Covid-19 affected the Black community, many of whom also work as essential personnel, the staff saw a whole new facet to how racial equity affects areas of life.

In our mission to support people experiencing homelessness, Carpenter’s Shelter recognizes the impact of racial inequity on housing stability. As voiced in a statement crafted by our Racial Equity Staff Task Force, we commit to providing shelter, guidance, education, and advocacy that is...

-ROOTED in our location and history: Prior to the Civil War, the City of Alexandria hosted one of the largest slave-trading operations in America. The story of profound, traumatic homelessness is our story.

-ANCHORED in context: Homelessness is an outcome of racist policies. Lending and hiring discrimination; redlining; income, wealth, and home ownership gaps; over-policing of Black communities; criminal sentencing disparities; immigration restrictions; limited access to medical and mental health care; and social network impoverishment increases the vulnerability to homelessness among people of color.

-DRIVEN by concrete change at every level:



• As Individuals: We will engage in ongoing self-reflection, conversation and professional development. We will continue to serve and empower every person in need of our services.

• As an Organization: We will examine our procedures and data with a racial equity lens, recruit and elevate diverse staff and board members, invest in businesses led by people of color when possible, and continually center the issue of racial equity in all that we do.

• As a Community Leader: We will expand our advocacy work to better address systemic racism through building partnerships and coalitions that focus on racial equity, using our privilege and position within our community to further social justice.

With intentionality, accountability, and action, Carpenter’s Shelter will pursue racial equity in the City of Alexandria. We remain humble and dedicated to the journey ahead as we stand in solidarity with the Black Lives Matter movement and all those who fight for justice.



2020 FINANCIALS

EXPENSES
\$3,522,526

PROGRAM SERVICES
77%

FUNDRAISING
14%

MANAGEMENT & GENERAL
9%

REVENUE
\$3,600,163

NOTE: The functional expense figures represent Carpenter’s Shelter’s operating costs, not including depreciation for the temporary location. That depreciation amount was \$616,373.

