

## **2018 FRCoC Application for VHSP Funding Outreach; Emergency Shelter Operations; Rapid Re-Housing; Targeted Prevention**

*Please complete a separate application form for each outreach, emergency shelter operations, rapid re-housing, and targeted prevention project.*

### **Application Information**

#### **Type of Project (select one):**

- Outreach
- Emergency Shelter Operations
- X Rapid Re-Housing
- Targeted Prevention

#### **Type of Application (select one):**

- Renewal (requesting level or reduced funding for existing project)
- X Renewal with Expansion (requesting increased funding for existing project)
- New (requesting funding for new project)

*Note: While requests for renewal and expansion funding can be submitted on one form, the amounts will be ranked separately by the Funding & Performance Committee.*

#### **Applicant**

Legal Name: Micah Ecumenical Ministries

Type of Applicant:  X Non-Profit  Housing Authority  PDC  Unit of Local Government

EIN/TIN: 20-4044884

Address: 1013 Princess Anne St.

#### **Application Contact**

Name: Meghann Cotter

Title: Executive Servant-Leader

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Email: Meghann@dolovewalk.net

### **Line-Item Budget**

*Please complete line-item budget below. Budget amounts should reflect the VHSP request only. Other funding sources will be included on the Spending Plan (required attachment).*

*Note: Renewal projects can apply for renewal HMIS and Administration amounts up to the grantee's total FY18 HMIS and Administration amounts regardless of 5% and 3% caps. HMIS and Administration amounts across all FY19 project applications shall not exceed total FY18 HMIS and Administration amounts.*

*Expansion projects can apply for an HMIS expansion up to the amount where the combined renewal/expansion HMIS request is 5% of the combined renewal/expansion project subtotal and an Administration expansion up to the amount where the combined renewal/expansion Administration request is 3% of the combined renewal/expansion project subtotal.*

*New projects can apply for an HMIS amount up to 5% of the project subtotal and an Administration amount up to 3% of the project subtotal.*

	<b>Renewal Amount</b>	<b>New/Expansion Amount</b>
<b>Outreach</b>		
Case Management		\$27,040
Limited Support Services		
Other (specify)		
<b>Subtotal</b>		\$27,040
<b>HMIS (up to 5% of subtotal)</b>		
Computer Costs		
Fees and Licenses		
HMIS Staffing		
Training		
Other (specify)		
<b>Administration (up to 3% of subtotal)</b>		
Administration		
<b>Total</b>	<b>\$556</b>	<b>\$29,600</b>

	<b>Renewal Amount</b>	<b>New/Expansion Amount</b>
<b>Emergency Shelter Operations</b>		
Case Management	\$27,115	\$8935
Limited Support Services		
Maintenance		
Rent		
Security		
Supplies		
Utilities		
Other (specify)		
<b>Subtotal</b>	<b>\$27,115</b>	<b>\$8935</b>
<b>HMIS (up to 5% of subtotal)</b>		
Computer Costs		
Fees and Licenses		
HMIS Staffing		
Training		
Other (specify)		
<b>Administration (up to 3% of subtotal)</b>		
Administration		
<b>Total</b>	<b>\$27,115</b>	<b>\$8935</b>

	Renewal Amount	New/Expansion Amount
<b>Rapid Re-Housing</b>		
Housing Search & Placement	\$46,000	\$12,500
Housing Stabilization Case Management	\$135,000	
Housing Stabilization Financial Assistance	\$15,000	
Housing Stabilization Services		
Rent Arrears		
Rent Assistance	\$87510	
Service Location Costs		
Veteran Housing Stabilization Financial Assistance	\$5000	
Veteran Rent Arrears		
Veteran Rent Assistance	\$10000	
<b>Subtotal</b>	<b>\$298,510</b>	<b>\$12,500</b>
<b>HMIS (up to 5% of subtotal)</b>		
Computer Costs		
Fees and Licenses		
HMIS Staffing	\$556	\$2,560
Training		
Other (specify)		
<b>Administration (up to 3% of subtotal)</b>		
Administration		
<b>Total</b>	<b>\$299,066</b>	<b>\$15,060</b>

	Renewal Amount	New/Expansion Amount
<b>Targeted Prevention</b>		
Housing Search & Placement		
Housing Stabilization Case Management		
Housing Stabilization Financial Assistance		
Housing Stabilization Services		
Rent Arrears		
Rent Assistance		
Service Location Costs		
<b>Subtotal</b>		
<b>HMIS (up to 5% of subtotal)</b>		
Computer Costs		
Fees and Licenses		
HMIS Staffing		
Training		
Other (specify)		
<b>Administration (up to 3% of subtotal)</b>		
Administration		

<b>Total</b>		
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## Match

*Please indicate sources of match. Match must equal 25% of requested amount and must be spent on eligible VHSP expenses, but does not need to be of the same VHSP Category as the request. Match must be from local or private sources. If the project is requesting partial or full waiver of the match requirement, please explain. (See Page 14 of the Virginia Homeless and Special Needs Housing Funding Guidelines for full explanation of the match requirement.)*

Type	Source	VHSP Category	Amount
Choose an item. CASH	Mary Washington Hospital	Choose an item. Emergency Shelter Operations	\$93,926
Choose an item.		Choose an item.	
Choose an item.		Choose an item.	

## Narrative Responses

**Provide a description that addresses the entire scope of the proposed project.** (Character Limit: 3,000)

Micah’s rapid re-housing program focuses on the highest barrier, most vulnerable individuals as determined by the Fredericksburg Regional CoC’s prioritization process. The team includes a working supervisor, two full-time rapid rehousing case managers and a supportive housing case manager. Each case manager typically manages a caseload of approximately 15 to 20 people. The supervisor’s time is split between rapid-rehousing and permanent supportive housing, which is not funded by this grant. Micah also oversees the housing locator, who serves the entire system of rapid re-housing and prevention providers. Once people are assigned in the community process, staff evaluates whether a roommate match is needed or desired for sustainability. After the household make up, single or multi-placement, is determined, barriers assessment and pledge letter is completed and forwarded to the community housing locator. The locator meets with the individual or pairing to determine their geographic, space and financial needs. She then seeks out landlords that may be willing to rent to them. The process works similarly for other partners funded under VHSP who make referrals, as well. The locator will take clients to view apartments, negotiate with landlords and lock in leases. After lease signing, the case goes back to the referring agency for ongoing case management. Furniture for newly housed households is available upon request through Micah’s furniture bank. As people are being assisted in identifying housing, Micah’s housing staff begins the orientation process (i.e. understanding program expectations, setting goals and working on income, as appropriate). By the time they move into their unit, staff generally has a good idea of how much support is needed. Home visits and check-ins often start off at least weekly and then decrease to no less than once a month as a person indicates increasing stability. Visits may include transportation to appointments, setting up needed services in the community or problem-solving various life and household issues. Because many of the community’s most vulnerable have spent a long time on the street, it often takes some time to teach them how to live indoors again. Many people need time to heal from the trauma of long-term displacement, re-establish social supports, build up their worthiness, be reminded of how to maintain a home and co-exist in close proximity to neighbors. Because the housing program sits at the center of Micah’s wrap-around support system, program participants

have instant access to a wide range of community resources. This includes a full-time PATH outreach worker, a full-time Goodwill employment specialist and a wide variety of rotating community partners (i.e. a DSS eligibility worker, veteran’s administration representative, DMV, etc) that operates from Micah’s main office. Case managers generally walk program participants through the process of connecting to community resources either through a warm hand off or direct connection vs. handing out referral lists and phone numbers.

**If renewal funding is being requested, explain how the project continues to meet a community need. If new/expansion funding is being requested, explain how the additional funds will increase system capacity and justify the community need for additional capacity.** (Character Limit: 3,000)

Renewal funding for Micah’s rapid re-housing program includes 2 FTE case managers and .82 for the portion of the supervisor’s time devoted to this project. It also includes funding for the current full-time housing locator. The remaining renewal balance is for rent and financial assistance, including a set aside specifically for the community’s most vulnerable veterans. Micah’s rapid re-housing program is crucial to community need, as it is currently the only dedicated resource for individuals. Because our priority is for those with highest barriers we have had to reduce our caseloads from 25 to about 15 and add a second full-time case manager dedicated to rapid re-housing. This capacity adjustment has made our caseloads more manageable, but it does mean a slower rate of placement and turnover We estimate that 40 new (in addition to those who will carry over from the previous year) people will be housed in a 12-month period with the proposed capacity. New/expansion funds are being requested to add a part-time housing locator. The proposed costs would be paired with resources from NVFS prevention proposal to create one PTE position. We believe the additional staff person will enhance the sales and landlord networking opportunities, while allowing the full-time position to focus on the client level aspect of the program. The housing locator is a crucial aspect to the community system, as it consolidates the messaging and connections between landlords and multiple agencies. This request also includes funding for our HMIS licenses.

**Please indicate the breakdown of household types targeted by this project:**

	Renewal	New/Expansion
Households with Children	%	%
Households without Children	100%	100%
<b>Total</b>	<b>100%</b>	<b>100%</b>

**Certify that the project will adhere to the *FRCoC Coordinated Entry Policies & Procedures*, including the following requirements of the document:**

- X Follow the Housing First model
- X Participate in the FRCoC Coordinated Entry Process and/or the Victim Service Coordinated Entry Process (including coordinated assessment for shelter/prevention and prioritization for rapid re-housing)
- X Adhere to established project standards (including *FRCoC Rapid Re-Housing Policies & Procedures*)

X Collect data through HMIS or a comparable database

**What percentage of households will be served through the Victim Service Coordinated Entry Process (including coordinated assessment for shelter/prevention and prioritization for rapid re-housing)?**

	Renewal	New/Expansion
Households Served through Victim Service Coordinated Entry Process	0%	0%

**What systems are in place to ensure that households experiencing homelessness are moved quickly to permanent housing and remain stably housed?** (Character Limit: 3,000)

A significant number of the 700 people who access Micah’s services in a given year are only on the street for short periods before they either get into shelter or otherwise resolve. Therefore, Micah focuses its housing efforts primarily on those who remain homeless for some time. These individuals are identified in monthly meetings between Micah’s housing, mental health outreach and street case management team. They are then set up with a targeted case manager who begins working intensively on their housing stabilization. Once enrolled in the street case management program, the individual goes onto the community’s prioritization list where they are ranked based on vulnerability. Once assigned, they are generally referred to the housing locator within a week’s time and housing is identified as quickly as possible. Once housed, case managers are prepared to offer wrap around support services, conduct home visits at a frequency deemed necessary by the client’s needs and offer whatever support is necessary to connect program participants to the services that will help them remain stably housed.

**Describe specifically how participants will be assisted both to increase their employment and/or income and to maximize their ability to live independently.** (RRH/Prevention Only, Character Limit: 3,000)

Micah operates a holistic income development program, called Step Forward, alongside each of its programs. Step Forward supports those staying at respite, in Micah’s housing program or accessing street outreach in overcoming barriers to employment and accessing public benefits that provide a sustainable income. The program offers both technical support and intensive case management. A job help center operated by Rappahannock Goodwill is available next door to the Micah Hospitality Center for anyone in the community who needs a job, including those whose lack of employment has caused them to need homeless assistance from Micah's other programs. Those identified with significant barriers may access one-on-one assistance, up to and including placement in the mainstream market, job coaching and application for public benefits. At the basic level, staff supports guests by answering questions, making general service referrals, offering job leads, helping on the computer and even supporting them to complete their own applications for public entitlements, such as disability or veteran's benefits. People qualify for more comprehensive services when they are assessed to have more significant needs. At this level, staff reviews a participant's interests, skills and abilities related to obtaining and maintaining an income and work with them to identify the best path to achieving it. Once a plan is in place, staff directly connects the participant to related supports, such as helping them register for GED or higher education, engaging in trial work experiences, placing them in a job with a partner employer, coordinating transportation to and from work, or hand-carrying a

disability application through the social security system. Once employed, program staff supports both employer and employee for 90 to 180 days to make the sure the hire is sustainable. If public benefits are obtained, staff will work with the participant to access incentives, such as ticket-to-work or the agency on aging job program, which can then supplement their fixed income. Step Forward is managed by a full-time income navigator, who supports the development of individual income plans and administers the SSI/SSDI application process for eligible participants. She supports Goodwill in operating the on-site job help center and supervises a full-time employment specialist. The employment specialist is a Goodwill employee who handles much of the technical support, soft skills training and supportive employment activities. Step Forward staff also work alongside other program managers who provide trial work opportunities in the day center, furniture bank and the newly launched cafe. The cafe not only provides opportunities for all people to share a common table and pay what they can, the kitchen is a job-training program for those seeking to work in food service. The program is funded entirely by local resources.

**How will the project leverage mainstream resources? Provide project and community level examples.**  
(Character Limit: 3,000)

All of Micah's programs are heavily-rooted in a wrap-around support system, which depends on co-locating key community services in the spaces most convenient and comfortable to those needing assistance. This means offering space for community services to be provided directly from the day center at 1013 Princess Anne St., encouraging home visits of any resource that is willing and encouraging direct connection within our shelters. Examples of how these mainstream resources have been incorporated into our daily operations include:

- RACSB's mental health outreach worker (PATH) who works full-time from the day center. They also provide partial funding for the Micah staff person who completes disability applications using the SOAR method.
- Our partnership with Rappahannock Goodwill Industries, which operates an on-site job help center and provides a full-time employment specialist to our team.
- Department of Social Services sends an eligibility worker three days each week to enroll people in food stamps and Medicaid
- The Veteran's Administration comes weekly to connect eligible veterans with homeless assistance and VA benefits.
- Moss Free Clinic maintains a partnership that allows our onsite volunteers to complete eligibility applications for clinic enrollment.
- Germanna's nursing students come with a local doctor twice a month to conduct wellness screenings in the Community Café.
- Virginia Cares offers ex-offender support from the café on a weekly basis.
- The Lion's club conducts monthly on site vision and hearing screenings.
- DMV brings a mobile van every other month to support people needing identification.

**How will the project leverage partnerships within the homelessness response system to limit duplication?** (Character Limit: 3,000)

All those entering the housing program are screened by the community's coordinated assessment. This may happen at the time of their first encounter with Micah, but at a minimum

prior to their enrollment in street case management. Once in street case management, they are evaluated for vulnerability, chronic homelessness and other programs for which they may qualify. Cases are not assigned to the housing program until they have been discussed at the community prioritization meeting, which involves all other partners in the local system. It is determined at those meetings which agency is best suited to work with the individual and what supports will be needed.

**How will this project ensure that it does not screen people out based on severity of needs and vulnerabilities (including having too little or little income; active or history of substance abuse; having a criminal record with exceptions for state-mandated restrictions; history of domestic violence)?**  
(Character Limit: 3,000)

The more barriers a person faces, the more likely Micah's program is to take them on. Once people enter Micah's street case management program, they are triaged based on VI-SPDAT score, community prioritization and identified needs. This can mean coordination with veteran specific programs or problem solve so that a person may relocate or be reunited with family and friends who will take them in. The higher the vulnerability and severity of needs, the more likely the person is to be assigned to a housing case manager. Income, substance usage and mental health are often primary challenges of those being housed by Micah. How and when these issues are addressed is a voluntary part of the program. However, the effects of unaddressed substance abuse, mental health or income deficits can have natural consequences if they result in tenancy issues such as unpaid rent, property damage or neighborhood disturbances. To the extent they are willing, those struggling with addiction and mental health are often given great support in problem solving and connecting to resources before natural consequences occur. Even then, staff will go to great lengths to support the individual in avoiding eviction, making other arrangements, or being re-housed again if necessary. The program often comes in and out of people's lives as they face cycles of housing crisis.

**How will the project ensure that participants are not terminated from the project for the following reasons: failure to participate in supportive services; failure to make progress on a service plan; loss of income or failure to improve income; being a victim of domestic violence; any other activity not covered in a lease agreement typically found in the project's geographic area.** (Character Limit: 3,000)

Micah understands that, in many cases, the services it provides are a last and only resort. Staff is, therefore, committed to trying all strategies possible before exiting people from a program. All of our supports are voluntary and people utilize the resources we make available to varying degrees. Some are successful at sustainability using a minimum number of supports. Others are significantly impacted by minimal engagement. Our philosophy tends to be offering as many different wrap-around supports as we can come up with and using various methods to engage the person. While the burden of engagement responsibility is on the case manager, the program participant may eventually face natural consequences if they do not participate in what is offered and have not been able to make progress with their own devices. Progress and success, however, are defined very loosely and on an individual basis. In the rare case of termination, we seek alternative arrangements that will reset the course and get them back on track toward sustainability. Although we may give someone a break from our programs for short periods, we do not maintain a permanent "do not admit" list and we often welcome people to return multiple

times during their journey back from brokenness. This can mean re-housing people multiple times or bringing them back into shelter, even after a negative exit.

**Describe how the project is meeting the requirement of reducing barriers to homeless services programs and the specific barriers that have been reduced. Additionally, describe in detail how the project will meet the Prohibition Against Involuntary Family Separation and Equal Access and Prohibited Inquiries requirements.** (Character Limit: 3,000)

All of Micah’s programs have been historically low barrier. For example, the program does not breathalyze, drug test or have other limitations that prevent people from entering. The program prefers higher barriers and more vulnerabilities. Although the program does not serve families, it is prepared to address the Equal Access and Prohibited Inquiries Rule when it comes to transgender individuals who may require gender specific arrangements. This could include allowing the person to consider a housing match with a person of their preferred gender. Unless the information is offered by the program participant, sexual orientation is not a question that is asked as part of the eligibility process for any of Micah’s programs.

**Provide the following data. These numbers will be used to calculate anticipated number of households served by the project.**

	Renewal	New/Expansion
Number of FTE Case Managers Dedicated to Project (could be fraction)	2.82	

Ideal Caseload for 1 FTE Case Manager	15
Average Length of Stay for Project Participants	9 months
Average Financial Assistance Cost per Household (RRH/Prevention Only)	\$2,900
Shelter Beds for Households without Children (Shelter Operations Only)	0
Shelter Beds for Households with Children (Shelter Operations Only)	0
Shelter Units for Households with Children (Shelter Operations Only)	0

**Provide a description of project staff capacity to include experience and training. If any staff dedicated to the project are also dedicated to other projects, explain the breakdown of hours by project.** (Character Limit: 3,000)

The team includes a working supervisor, two full-time rapid rehousing case managers and a supportive housing case manager. Each case manager typically manages a caseload of approximately 15 to 20 people. The supervisor’s time is split between rapid-rehousing and permanent supportive housing, which is not funded by this grant. A housing locator, who serves the entire system of rapid re-housing and prevention providers, also works closely with this program. Additional locator capacity is requested by this grant to help get people community-wide into housing more quickly. Qualifications for the team include psychology, social work and sociology degrees, and a registered nurse. The only position that works on multiple projects is the housing supervisor who oversees both the rapid rehousing and permanent supportive housing part of the program. The portion of her salary devoted to permanent supportive housing is funded outside of VHSP. The case manager who works on supportive housing is funded by resources from HUD’s CoC grant.

**Provide evidence of organizational capacity to include governance, leadership, experience, and financial management. (Character Limit: 3,000)**

Micah was founded in 2005 by a group of churches whose history with the homeless population extends back to the 1980s. It is governed by a twelve-member board of directors, comprised of appointees of each of the nine founding churches. It has a full-time staff of 15, four part-time and three seasonal for cold weather shelter purposes. Finances are managed by a fulltime bookkeeper/administrative position and supported by an Executive Director. Between these two positions, checks are cut on an at least weekly basis, remittances are submitted for grant reimbursement monthly and quarterly reports are compiled as requested. Financial and risk management policies govern financial practices. Micah's housing program has existed in an official capacity since at least 2010. In that time, its targeted efforts for housing and supporting the most vulnerable has resulted in an 84% decline in community chronic homelessness.

**Are there any unresolved monitoring or audit findings for any grants operated by the applicant or potential subrecipients? If yes, please explain. (Character Limit: 1,000)**

Yes    No

**Attachments (each project)**

- Housing First Checklist (Project Level section only)
- Project Policies & Procedures
- Project Job Descriptions (must be housing-focused)

**Attachments (once per agency)**

- Spending Plan
- Organizational Certifications and Assurances
- Board of Director Listing(s)
- Org Chart
- 990 (if applicable)
- Profit and Loss Statement (prior year and most recent YTD)