

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
- Rapid Re-Housing
- Targeted Prevention

Type of Application (select one):

- Renewal (requesting level or reduced funding for existing project)
- 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: Thurman Brisben Center

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

EIN/TIN: 54-1647219

Address: 471 Central Rd, Fredericksburg, VA 2240

Application Contact

Name: David Cooper

Title: Executive Director

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Email: dcooper@brisbencenter.org

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.

	Renewal Amount	New/Expansion Amount
Outreach		
Case Management		
Limited Support Services		
Other (specify)		
Subtotal		
HMIS (up to 5% of subtotal)		
Computer Costs		
Fees and Licenses		
HMIS Staffing		
Training		
Other (specify)		
Administration (up to 3% of subtotal)		
Administration		
Total		

	Renewal Amount	New/Expansion Amount
Emergency Shelter Operations		
Case Management	3,966	14,609
Limited Support Services		
Maintenance	23,000	23,600
Rent		
Security		
Supplies	2,000	956
Utilities		
Other (specify)	55,900	2,030
Subtotal	84,866	41,195
HMIS (up to 5% of subtotal)		
Computer Costs		
Fees and Licenses	273	752
HMIS Staffing	4,371	1,180
Training		
Other (specify)		
Administration (up to 3% of subtotal)		
Administration	1,876	1,906
Total	91,836	45,033

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

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

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
Cash	Private Sources	Emergency Shelter Operations	10,000
Cash	Stafford County	Emergency Shelter Operations	12,000
Cash	Spotsylvania County	Emergency Shelter Operations	12,000

Narrative Responses

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

Operating since 1988, the Thurman Brisben Center is Planning District 16's largest emergency shelter provider. Its mission is to *provide at-risk and homeless men, women and children of Caroline County, King George County, Spotsylvania County, Stafford County, and the city of Fredericksburg with appropriate and essential shelter and services to affect positive life changes.*

Open 24 hours a day, 365 days a year, TBC provides shelter for the literally homeless (i.e. those with no other place to sleep) for up to 90 days. It provides 80 beds: 20 for women; 28 for men; and 32 in eight units for families with children. The Center comprises a 20,000 square foot, ADA compliant facility on the Fredericksburg bus line. Its shelter program includes 2.5 case managers, two of whom have MSW degrees. In FY17, it served 502 persons and 399 households, 44 of which included children. Through February FY18, it served 434 individuals and 342 households, 45 of which included children, for an average stay of 35 days. TBC's average cost of a bed per day is \$29. Services include a 24-hour staffed, secure facility, beds, showers, a computer lab, three meals a day, phone service, case management, job coaching, access to DSS and CSB services, an on-site infirmary, children's activity room, and more.

TBC is a longtime member of the Fredericksburg Regional Continuum of Care and adheres to its policies, procedures, and bylaws. It meets the eligibility standards and complies with the *Virginia Homeless and Special Needs Housing Funding Guidelines 2018 – 2020*. It is a 501(c)(3) nonprofit organization incorporated in Virginia.

Applying the Housing First model, the Brisben Center works to ensure that homelessness is rare, brief, and non-recurring. In coordination with FRCoC's Systems Planning Committee, it participates in the Coordinated Assessment/Entry Process, HMIS, and Rapid Re-Housing. TBC serves on FRCoC's Systems Planning Committee, Prioritization Committee, Board, and on PD16's Reentry Council. It is funded by each PD16 jurisdiction, the local and global United Way, USDA, businesses, individuals, faith communities and foundations, and VHSP grants.

The Thurman Brisben Center plays a critical role in the community's crisis response system. Providing 80 emergency shelter beds, and open 24/7, it is a last resort for hundreds of women, children, and men each year.

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)

In FY17, the Brisben Center provided beds for 502 unduplicated individuals. In the first seven months of FY18, TBC served 434 residents, and anticipates serving over 700 by year’s end.

Running at 87% to 100% capacity 24/7 (25,550 to 29,550 shelter-bed-nights per year) takes its toll on the facility. In the next two years, we need to replace seven out of ten HVAC units at an estimated cost of \$23,000 per year. Additionally, over the next two years, the building will need extensive weatherproofing, walk-in cooler and freezer repairs, bathroom plumbing repairs, carpentry repairs, sidewalk repairs, flooring repairs, and the replacement of a large hot water heater.

Adjustments for inflation are increasing our utility and supply costs. Cost of living adjustments for shelter case managers are increasing salary costs. The recruitment and retention of competent shift coordinators demand that we be competitive in the marketplace salary-wise. Renewal and expansion dollars will ensure that TBC maintains its capacity to serve the homeless.

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

	Renewal	New/Expansion
Households with Children	11	11
Households without Children	89	89
Total	100%	100%

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

- Follow the Housing First model
- 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)
- Adhere to established project standards (including *FRCoC Rapid Re-Housing Policies & Procedures*)
- 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)

The Thurman Brisben Center applies the Housing First model, and seeks to make homelessness rare, brief, and non-recurring. Clients come to us directly and from other agencies’ referrals. When they call or arrive here, TBC applies the Coordinated Assessment/Entry Screening. TBC’s Diversion Manager is often able to help clients resolve whatever crisis is presenting and avert a lack of shelter. If they are literally homeless, i.e. have no place to sleep, they will be admitted to the shelter provided there is room, and in coordination with partnering organizations.

Within 72 hours of entering the shelter, a case manager works with the resident to develop a housing plan. After 14 days, a VI-SPDAT assessment for individuals or families is made. Clients are then placed on a prioritization list managed by the FRCoC Prioritization Committee. Those least likely to self-resolve are assigned to the rapid re-housing program and a partner agency.

Using a strengths-based framework, shelter case workers may help settle family conflicts, connect clients to mainstream resources, and help them find solutions to transportation, unemployment, underemployment, bad credit, criminal record barriers, health-related concerns, and other factors of homelessness. Linking residents with livable wage employment and stable housing directly correlates with the resolution of homelessness. Additionally, case managers engage with local landlords on the availability of housing, coordinate with FRCoC’s Prioritization Committee, and collaborate with CoC partners day to day as well as monthly. While they are eligible to stay in the shelter for up to 90 days, the average client stay at TBC in the first half of FY18 was 35 days.

Because shelter case management services end when those self-resolving find housing or otherwise exit the shelter, the Brisben Center is exploring a volunteer-based mentoring program— Mobility Mentoring®—which will bolster clients’ ability to remain stable in their housing. Separate from VHSP funding, it will assign a trained volunteer mentor to meet with a client for two hours twice a month with the purpose of helping him or her achieve their own goals of financial independence and housing stability. Mobility Mentoring® is a national model developed in collaboration with Harvard University’s Center on the Developing Child, and is used by United Ways across the country. It meets clients where they are upon entry and offers them a helping hand on their journey toward self-sufficiency and housing stability.

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)

In collaboration with Rappahannock Goodwill Industries, four volunteer employment coaches, one of whom is a member of the Society of Human Resource Managers, staff the Brisben Center two to three times a week. They are available to assist with job searches, resumes, applications, mock interviewing,

and coaching. A computer lab is set aside for this purpose. The Mobility Mentoring® initiative mentioned above will add more job coaches to our available services.

TBC has been successful in linking our clients to several area employers from time to time: Alorica, Norfleet, Walmart, Metro Diner, and Greencorps. A proposed program, apart from VHSP funding, will teach about farming and retail operations at Braehead Farm while at the same time modeling healthy nutrition at TBC. We maintain working relationships with the Virginia Employment Commission, Germanna Community College, the Spotsylvania County's Bridges Program, and Rappahannock Area Regional Adult Education.

A volunteer driver is often available to drive clients to interviews. Donated bus passes are also available. Our clothes bank yields appropriate job attire.

A volunteer driver will is often available to drive clients to interviews. Bus passes are also available. Our clothes bank yields appropriate job attire.

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

The Brisben Center partners with many mainstream organizations in a variety of ways. The organizations listed above are available to help our clients with job assistance. A community based eligibility worker from the Fredericksburg Department of Social Services is on site twice a week in order to sign people up for benefits such as Social Security, SNAP, Medicaid, childcare benefits, and TANF. Veterans peer support groups meet on site to help veterans navigate the Veterans Administration system. A representative from the Rappahannock Community Service Board offers mental health support on an as-needed basis. TBC provides an on-site infirmary staffed by a licensed medical doctor for clients age 12 and up.

Access Wireless offers free cell phones. The United Way assists with tax preparation. The National Counseling Group and Dominion Day Services provide counseling services. Rappahannock Legal Services gives quarterly presentations on landlord/tenant rights. Compassion Restoration Ministry of Mt. Ararat Church donates cars.

Additionally TBC works with 1,200 volunteers each year from 78 churches and other organizations. They prepare and serve meals, clean, paint, landscape, and take on many other tasks. They also sort the donations of clothing, food, paper products, bus tickets, cleaning supplies, and more. In FY17, the Brisben Center received in-kind donations valued at more than \$174,000.

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

The Brisben Center partners with all PD16 service providers whenever the need arises. It utilizes the Coordinated Assessment Entry Process, makes and receives referrals, communicates on a regular basis regarding clients, and actively participates in the FRCoC—on the Board, the System Planning Committee, and the Prioritization Committee. It also utilizes the shared HMIS system, and serves on the PD16 Reentry Council.

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 Brisben Center shelter does not discriminate based on income, active or inactive substance abuse, or criminal records—with the exception of some Code of Virginia mandated barrier crimes. Our emphasis is the on safety and security of our residents and volunteers.

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)

TBC does not terminate clientele for these reasons.

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)

We provide shelter to families regardless of the age of children under the age of 18. The family unit is accepted and sheltered as they present.

All activities are made available without regard to actual or perceived sexual orientation, gender identity, or marital status. TBC does not inquire about an applicant's or participant's sexual orientation or gender identity for the purpose of determining eligibility or otherwise making housing available. Transgendered individuals may stay in the dorm of the gender with which they identify. Same-sex couples are treated as any other couple.

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)	2.50	

Ideal Caseload for 1 FTE Case Manager	24
Average Length of Stay for Project Participants	35
Average Financial Assistance Cost per Household (RRH/Prevention Only)	n/a
Shelter Beds for Households without Children (Shelter Operations Only)	48
Shelter Beds for Households with Children (Shelter Operations Only)	32
Shelter Units for Households with Children (Shelter Operations Only)	8

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 Thurman Brisben Center has a staff of 19. Management includes the Executive Director, Deputy Director of Operations, Resource Development Officer, and Shift Supervisor. The remaining staff includes two case managers, a diversion specialist, HMIS administrator/fundraising assistant, volunteer coordinator, and nine shift coordinators.

The Executive Director, N. David Cooper, has a broad background in nonprofit management, community development, and project management. His work with impoverished populations includes homelessness, food security, community-affordable housing, and resource-mapping. His education includes the Master of Social Work in human services administration (MSW), pastoral theology (MDiv), and a certificate in nonprofit management (CPM). Cooper has served on the Richmond Continuum of Care coordination of homeless services, and the Virginia Prisoner Reentry Policy Academy housing workgroups of Governors Kaine and McDonnell.

The Deputy Director has 13 years' experience in running day-to-day shelter operations, program/grants management, and fundraising. The Diversion Specialist has 13 years' experience in emergency shelter services. The Adult Case Manager holds an MSW and has seven years' experience of working with shelter clients. The Family Case Manager has two years' of experience and recently completed a Case Management Learning Series through the Community Foundation Serving Richmond and Central Virginia.

Case management responsibilities break out as follows:

Position	Shelter Operations %	Rapid Re-Housing	Diversion %	Admin. %
Adult Case Mgr.	75	25		
Family Case Mgr.	75	25		
Diversion Specialist	25		75	
Deputy Director	50	25		25
Executive Director*	25			75

Job descriptions are attached.

*Executive Director provides advisement, direction, and support to case management team.

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

The Thurman Brisben Center has always demonstrated fiscal responsibility and administrative capacity in fulfilling its mission meeting programmatic goals. Federal grants administered include the Homeless Prevention and Rapid Re-Housing Program grant, the Homeless Solutions Grant, and the Emergency

Solutions Grant. It maintains sufficient cash reserves, lines of credit, and broad community support to carry out its programs.

The General Board includes leadership from all five PD16 jurisdictions, and the Executive Board is distinguished by leaders from the academic, business, government, and medical fields. Both lists are attached.

As noted above, the Executive Director, N. David Cooper, has a broad background in nonprofit management, community development, and project management. His work with impoverished populations includes homelessness, food security, community-affordable housing, and resource-mapping. His education includes the Master of Social Work in human services administration (MSW), pastoral theology (MDiv), and a certificate in nonprofit management (CPM). Cooper has served on the Richmond Continuum of Care coordination of homeless services, and the Virginia Prisoner Reentry Policy Academy housing workgroups of Governors Kaine and McDonnell.

The Deputy Director, Kim Lally, has worked in Brisben shelter operations for 13 years, for a time as Executive Director.

Pam Shaver, the organization's bookkeeper, has over 30 years of accounting experience. She has been with the Brisben Center for 2-1/2 years.

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)

*The Brisben Center's Policies and Procedures are currently in the process of being revised.

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)