

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 22401

Application Contact

Name: David Cooper

Title: Executive Director

Phone: (540) 899-9853 ext. 127

Email: dcooper@brisbencenterv.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		
Limited Support Services		
Maintenance		
Rent		
Security		
Supplies		
Utilities		
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
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Rapid Re-Housing		
Housing Search & Placement		
Housing Stabilization Case Management	3,300	50,000
Housing Stabilization Financial Assistance	12,226	26,000
Housing Stabilization Services		
Rent Arrears		
Rent Assistance	23,330	67,600
Service Location Costs		
Veteran Housing Stabilization Financial Assistance		
Veteran Rent Arrears		
Veteran Rent Assistance		
Subtotal	38,856	143,600
HMIS (up to 5% of subtotal)		
Computer Costs		
Fees and Licenses	273	207
HMIS Staffing	4,371	4,272
Training		
Other (specify)		
Administration (up to 3% of subtotal)		
Administration	1,876	3,598
Total	45,376	151,677

	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	Rapid Re-Housing	10,000
Cash	Spotsylvania County	Rapid Re-Housing	20,000
Cash	Stafford County	Rapid Re-Housing	20,000

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.

In addition to sheltering women, children, and men on an emergency basis, the Brisben Center actively advances FRCoC's rapid re-housing goals. When individuals and families rise to the top of the prioritization list due to the unlikelihood of their self-resolving, those assigned to TBC are met with

experienced, skillful, and compassionate case managers who work to place them in healthy, stable housing. Once re-housed (in collaboration with the Housing Locator), the case managers then work to assist, advise, and link clients to resources that will help them to achieve financial independence and stable, permanent housing. When our case managers work on re-housing clients who have been sheltering at TBC, the continuity of care and trust that began at intake increases the chances of a successful outcome.

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)

The Brisben Center has efficiently used .50 case workers to execute its rapid re-housing program. In FY17, TBC housed in single-unit, healthy dwellings 15 households, including 19 adults and 23 children. Only two households exited the program, for a success rate of 87%. Year-to-date, the program has housed 12 households comprised of 10 adults and 27 children in single-unit, healthy dwellings. Two households have exited the program, for a success rate of 83%. The yearly cost per household, inclusive of case management, housing stabilization financial assistance, and rent assistance for a single-unit dwelling, is \$7,017.

The need for more rapid re-housing capacity and case management is great. Rents in Stafford, Spotsylvania, and Fredericksburg continue to outpace low-wage earnings, and the projected number of people living in poverty in PD16 surpasses 350,000 (American Community Survey, 2012-2016). From its vantage point on the Prioritization Committee, the Brisben Center sees first-hand the number of people being wait-listed. Among the 502 individuals sheltered at TBC in FY17, those that were unable to self-resolve would have benefitted from increased capacity.

With an expansion from .50 to 1.50 case managers, TBC is proposing to serve 26 households per year, up from an average of 13. With additional funding and case management, we can advance our success rate. TBC requests VHSP to fully fund the cost of 1.5 case managers, housing stabilization financial assistance, and rent financial assistance in order to double the number of households we are able to help transition to, and stabilize in, housing.

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)

Applying the Housing First model, the Thurman Brisben Center endeavors 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.

These households are then referred to the Housing Locator, who learns about the housing barriers facing the client, and works with partnering landlords to place the client in subsidized housing as quickly as possible. Once the lease is signed and the client moves in, the client's case worker then assists with employment, transportation, bad credit, a criminal record, health-related concerns, and other factors of homelessness. The case worker visits the client in his or her home monthly, and must certify every three months according to VHSP policies and procedures.

In FY2019, the Brisben Center plans to employ a Mobility Mentoring® model, apart from VHSP funding, to connect rapid re-housing clients with volunteer mentors who meet with clients two hours twice a month. Mentors will focus on helping clients achieve their own identified goals of financial independence and housing stability. Mentors will also be a help to case workers as they can relay any difficulties the client may be experiencing back to the case worker and thus resolve it sooner. 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.

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.

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. All these services are available to the individuals and families who have been re-housed.

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.

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)

TBC provides 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.

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)	.50	1.00

Ideal Caseload for 1 FTE Case Manager	17
Average Length of Stay for Project Participants	12 months
Average Financial Assistance Cost per Household (RRH/Prevention Only)	\$3,600
Shelter Beds for Households without Children (Shelter Operations Only)	
Shelter Beds for Households with Children (Shelter Operations Only)	
Shelter Units for Households with Children (Shelter Operations Only)	

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 Data Coordinator, 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 successfully 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.

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)