

Regional Funding

Fiscal Year 2020 - Partner Funding Application

Micah Ecumenical Ministries

Agency Information

General Information

Agency Name Micah Ecumenical Ministries
Physical Address 1013 Princess Anne St., Fredericksburg, VA, 22401, U.S.A.
Mailing Address PO Box 3277, Fredericksburg, VA 22401
Agency Phone Number (540) 479-4116
Federal Tax ID # 204044884
Web Address www.dolovewalk.net
Agency Email Address meghann@dolovewalk.net

Agency Mission Statement

Micah is a collaboration of churches following Christ to cultivate community and care for neighbors

Number of Years in Operation 13

Main Contact

Main Contact Meghann Cotter, phone: (540) 479-4116, email: meghann@dolovewalk.net
Job Title Executive Servant Leader

Localities Served

Please select any/all localities your agency serves.

Caroline
Fredericksburg
King George
Spotsylvania
Stafford

Collaborative Impact

Describe in detail how the community would be impacted if your agency were dissolved or merged with another partner agency.

Micah has a special population that would be hard to serve in the same way if it were to merge with another agency. Our approach is faith-based and therefore heavily grounded in concepts of unconditional love, forgiveness, justice, kindness and humility. Many of the people we currently serve are not welcome or turn up unsuccessful with other approaches. The agency already partners and shares resources with anyone that it can, up to and including paying other non-profits to provide their services within our programs (i.e. Social Services, Goodwill, RACSB). Micah would be happy to have other organizations merge or connect its services under its umbrella, but it would easily fall short of its defined mission if it were to be consumed under another umbrella. The community has to retain low-barrier services for those whose needs are complicated and take time and support to overcome.

Community Impact

Please provide at least 2 examples of how your services have impacted members of our community.

Example 1

Many years ago, a woman had spent close to a decade on the street believing her family had been taken away from her. She was a college graduate. She had been a substitute teacher at a local elementary school, and her children had attended Spotsylvania county schools. But in her season of homelessness she was well known on the streets.

She could often be found crocheting hats to earn a little bit of cash. If you stopped just long enough to chat, she just might capture you in a mesmerizing tale of how her family would some day come and rescue her from the terrible circumstances she had been forced to live in for the sake of everyone's protection.

Then one day, they did.

Her brother, who lived in another state came and got her, helped her get the treatment she had needed for a long time and she got well enough that she could return to the community, find a place to live and begin to rekindle a relationship with her children. She did so well that she even picked up a part-time job and started cleaning business.

But she got sick again, walked out of her apartment one day and disappeared.

It was more than a year later that she turned up again—homeless and refusing to speak to any of us. We had almost given up on our outreach attempts when I walked into the Micah lobby one day, and there she was.

In our warm embrace, she told me of how tired, cold and hungry she had gotten. She knew that in her darkest moment, the churches of Fredericksburg could help, and she decided it was time to come back. She began to re-engage, stayed at the cold weather shelter last season, allowed us to restart her social security benefits and eventually transitioned back into permanent housing, where she has remained for the last nine months. Giving this woman a safe place to land when she was ready to re-engage in relationship not only provided for her safety during a frigid winter but offered the stability that staff needed to help her get back off the street again.

Example 2

It was one of the coldest days in close to a decade. The temperature at mid afternoon had hardly crested the teens. Worse yet, just about every public location in town was closed for the New Year's holiday—a miserable set of circumstances for people who have no home. About 25 displaced people huddled at the cold weather shelter, gleaning the heat of a functioning HVAC system. As we sometimes do on days that require a little extra emergency shelter, I made a plea to a local Pizza shop for some lunchtime goodness. The minute I stated my name, the woman began to cry.

“You are with Micah?” the lady asked. “You have no idea how much you helped me once before.” About an hour later I was walking out with 30 fresh made pizza pies.

The woman who greeted me at the door was vaguely familiar. As I pulled away, I ran her name through my head again and again. Finally, I remembered her story.

For many years, she had been in and out of our lives, using the winter shelter, eating at community dinners, grabbing a bag lunch, showering in our building and picking up a tent and sleeping bag from time to time. The last time we saw her, we had problem-solved an abusive relationship. After connecting her to the right people and making sure she was safe more than a year ago, we hadn’t heard another word.

Now, here she was practically managing a local pizza joint, using her own power and influence to care for those who remained in a spot she once experienced herself.

As I had picked up the pizzas, the young woman had taken pride in telling me about her climb to leadership, her stable housing, the rekindling of relationship with her family and how another Micah guest that she had helped to get a job would be starting that afternoon.

Sheltering, in her case, had clearly been much more than a roof over her head and a safe place to be. It was the people who surrounded her in the struggle with love, support and a few things she needed, even when she didn’t know what was next.

Example 3 (Optional)

During the 2017-18 shelter season, a woman who claimed to be in her mid-50s stayed at the cold weather shelter. She had been excused from other community shelters for reasons unknown to us at the time.

Although she presented as having lost her housing in a divorce and being at a loss for what to do next, we quickly discovered something odd about her behavior. She was often the subject of disagreements among other guests and within a few weeks had stirred up quite a disturbance. Through the relationship built with the woman, however, staff gained enough information to learn there was much more to her story. The woman was actually 75-years-old and had separated from her family because of a number of serious delusions. Once her family who lived in Stafford County was re-engaged and knew where she was, we were able to work with them to get her the mental health assistance she needed and she has been stable ever since. Although there was more to this story than a person who had lost her housing and needed shelter, this woman exemplifies the role of a well-crafted safety net in protecting the regions most vulnerable individuals and helping them restore their lives in whatever ways possible.

Micah Ecumenical Ministries

Agency Budget Narrative

Administrative Expenses

Provide an overview of the administrative costs for your agency.

Micah's administrative costs are mostly the salary/benefits of the Executive Director and a Ministry Administrator, who manages the finances, human resources, quality assurance and operational aspects of the organization. Administrative expenses also include a nominal amount for overhead, such as supplies, insurance and incorporation fees. It includes the cost of our annual audit, employee training and development of funds and volunteers. No funds are requested from the local governments for administrative activities.

If your agency is requesting an increase or decrease in administrative funding, please describe in detail the reasons for these changes.

N/A

Please provide justification for and specific amounts of administrative costs that are defrayed by locality funds.

N/A

Capital Expenses

Please provide an overview of the capital costs for your agency.

Micah owns the following buildings outright: 1. The respite house at 1512 Princess Anne St 2. Eight rental properties that are used for supportive housing. We do not expect any notable repairs or improvements in FY19. Micah also utilizes buildings owned by its partner churches (Hospitality Center and Cafe) and RACSB (Cold Weather Shelter) for the purposes of its programming. In each of these cases we are responsible for maintenance and upgrades. When possible, we leverage volunteer groups and resources to do this work.

Please provide justification for and specific amounts of capital costs that are defrayed by locality funds.

N/A

Salary & Benefit Expenses

Please provide an overview of any increases or decreases in general personnel expenses for your agency.

Personnel expenses are expected to remain generally the same in FY19, aside from an expected COLA. If anything, personnel costs will decrease if we have to eliminate positions that had been funded by grant funds that were reduced this year. We are working, however, to avoid any loss of positions. The cold weather staff wages are the same every year. Staff for that program includes 3 overnight monitors, an intake coordinator and a program manager.

Please provide a description of any changes to agency benefits structure or cost.

Our benefit costs have increased in the last few years, because ACA has required us to extend the same health insurance stipend to all employees, including those who are full-time hourly. Previously we only reimbursed salaried employees at what it cost them to obtain insurance, capped at \$300.

Budget Issues

Provide any legislative initiatives or issues that may impact the agency for the upcoming year.

State/federal grant dollars that traditionally funded homeless assistance have been shifting their priorities from shelter to housing-focused services. While older shelter models have required compliance and goal achievement as a means to earn housing, best practices indicate higher success when people are housed first and provided with the supports to stabilize. National evaluations have demonstrated that 75-80% of

people exit shelters to permanent housing under housing first strategies, compared with 16% in emergency shelter models and 42% in transitional housing. The cost of a housing first intervention averaged \$4,000, compared with \$10,000 to \$20,000 for other strategies. Those offered housing first were generally four times LESS likely to return to homelessness. While this is a positive shift in priorities, emergency interventions, such as the cold weather shelter, are not attractive applicants.

If you are aware of “outside” funding sources that will expire or be reduced on a set cycle or date, please note those below and how you are planning for them.

Because local homeless services are highly coordinated, PD16 has scored well on collaborative applications and the funds available for housing assistance have nearly tripled in the last few years. Cuts to our community's FY19 state grant, however, have reduced the overall resources available to the street homeless population. Micah alone lost almost \$70,000 of its housing grant, meaning fewer funds for the rent assistance and case management required to move people off the street. In addition, the community has decided to centralize intake/coordinated assessment under one agency, which means that resources previously received by Micah for intake activities are also no longer available. The last several years, the agency has relied entirely on fundraising and local government support to provide winter shelter for those who would otherwise sleep outside in frigid temperatures. That is even more the case in FY19, as there are less resources for stabilization services and intake.

Please detail any identified agency needs or areas of concern that are currently not being addressed in your funding request.

Micah's greatest challenge in all of our programs has been the changing demographic of people seeking street homeless services. When the agency formed in 2005, the face of street and chronic homelessness was generally an older, sicker male who had been through the hard knocks of life and needed intervention to avoid dying on the street. Most among that original group have died, moved on or been housed at this time. Today's homeless are much younger, lack life experience and are more likely to move between the couches of friends or family than set up camp. While this means fewer people outside, this population is less likely to qualify for housing resources because they are too precariously housed to be prevented from homelessness, but not homeless enough to access rapid re-housing. In addition, the high needs of this group--ranging from addiction to mental illness to criminal background--also disqualify them from most other shelters in the community.

Micah Ecumenical Ministries

Agency Total Budget

In the boxes below provide an overview of the administrative costs associated with your total agency budget.

Expenses

	FY 2017 Actual	FY 2018 Budgeted	FY 2018 Actual	FY 2019 Budgeted	FY 2020
Salary	650,448.00	729,285.00	684,719.00	714,935.00	673,434.00
Benefits	92,836.00	103,378.00	104,672.00	101,371.00	105,330.00
Operating Expenses	498,960.00	576,569.00	545,461.00	631,786.00	581,518.00
Capital Expenses	0.00	0.00	0.00	0.00	0.00
Other Expenses	72,816.00	59,231.00	55,762.00	68,242.00	56,170.00
Total	1,315,060.0 0	1,468,463.0 0	1,390,614.0 0	1,516,334.0 0	1,416,452.00

Revenues

Please include revenue associated with your entire organization. This section represents the TOTAL revenue your organization is receiving. The revenue associated with specific programs will be listed within your program budgets; this section represents total revenues. (For example if your organization requests funding for multiple programs the total amount requested from each locality or other entities goes within this section)

	FY 2017 Actual	FY 2018 Budgeted	FY 2018 Actual	FY 2019 Budgeted	FY 2020
Caroline	0.00	0.00	0.00	0.00	2,000.00
Fredericksburg	20,000.00	20,000.00	20,000.00	20,000.00	22,000.00
King George	0.00	0.00	0.00	0.00	2,000.00
Spotsylvania	20,000.00	20,000.00	20,000.00	22,000.00	22,000.00
Stafford	20,000.00	20,000.00	20,000.00	20,000.00	22,000.00
United Way	136,567.00	138,000.00	143,504.00	142,000.00	127,000.00
Grants	780,668.00	819,299.00	825,263.00	830,724.00	703,309.00
Client Fees	40,408.00	40,000.00	49,128.00	45,000.00	55,000.00
Fundraising	311,777.00	366,164.00	182,719.00	391,610.00	401,143.00
Other (Click to itemize)	45,000.00	45,000.00	130,000.00	45,000.00	60,000.00
Total	1,374,420.0 0	1,468,463.0 0	1,390,614.0 0	1,516,334.0 0	1,416,452.00

Surplus / Deficit

	FY 2017 Actual	FY 2018 Budgeted	FY 2018 Actual	FY 2019 Budgeted	FY 2020
Surplus or Deficit	59,360.00	0.00	0.00	0.00	0.00

Micah Ecumenical Ministries

Locality Information

Locality Notes

Please use the spaces below to provide any locality specific notes or statements that may be relevant to your application.

Caroline County

Approximately 2% of people served by the cold weather shelter report that their last fixed address was Caroline County.

City of Fredericksburg

Approximately 27% of the people served by the shelter report their last fixed address was in the city of Fredericksburg.

King George County

Approximately 3% of people served by the cold weather shelter report that their last fixed address was King George County.

Spotsylvania County

Approximately 26% of the people served by the cold weather shelter report that their last fixed address was Spotsylvania County.

Stafford County

The Cold Weather Shelter is located in Stafford county. Approximately 30% of the people served by the shelter report their last fixed address was in Stafford County.

Micah Ecumenical Ministries - Cold Weather Shelter

Program Overview

You may save your work at any time by clicking on the "Save My Work" link/icon at the bottom or top of the page.

When you have completed all questions on the form, select the "Save My Work and Mark as Completed" link/icon at the bottom or top of this page.

You may also SWITCH between forms in this application by using the SWITCH FORMS feature in the upper right corner. When switching forms, any updates to the existing form will automatically be saved.

General Information

Program Name Cold Weather Shelter

Is this a new program? No

Program Contact

Name Meghann Cotter

Title Executive Servant-Leader

Email meghann@dolovewalk.net

Phone (540) 479-4116

Program Purpose / Description

Provide an overview of this program

The Cold Weather Shelter has historically kept the homeless residents of Planning District 16 from freezing to death during the winter. The program's purpose, however, extends well beyond a bed for the night and meeting basic needs. Under the direction of state and national goals to limit the time people are homeless, reduce returns to homelessness and prevent unnecessary homelessness, all of Micah's programs are now implementing a more housing-focused approach. This means that those who come to the cold weather shelter are fully assessed for housing barriers at intake, set up with a plan to re-enter housing and prioritized based on vulnerability. Each plan connects program participants with various case managers who focus on their unique needs, such as employment, disability and mental health. Once in housing, each person receives a one-on-one housing case manager to assist with stabilization. The cold weather shelter is supported in these activities by a daytime basic needs and case management operation called the Hospitality Center, a Residential Recovery Program for homeless leaving the hospital in need of temporary or terminal care, an income development program and housing stabilization initiative.

Client Fees

Please describe the fees clients must pay for the services by this program.

All Micah services are free. However, anyone receiving services through a Micah program is invited to give back to the organization in the form of cleaning, general chores and community improvement projects. Many have been active in community service, such as trash cleanup, tree planting and other efforts that reduce costs on local governments.

Justification of Need

Please state clearly why this service should be provided to the citizens of the region and why the localities should consider this funding request.

The need for the cold weather shelter is justified as a core safety net for those who might otherwise freeze to death during the winter. In more complex terms, the shelter has become an opportunity to provide intensive case management to the true street homeless, whose circumstances make them some of the hardest to stabilize. At no other point during the year does Micah staff have a captive audience with this population. Based on the annual homeless census conducted by the CoC, approximately 22.6% of the area's homeless originated from Spotsylvania, 24.4%, Fredericksburg, 14.3% Stafford, 4.6% Caroline and 3.2% King George. In the last six years, Micah's combination of services has resulted in a 84% decline in the number of people who have been consistently homeless for 12 months or more. Considering cuts from state and federal sources for shelter activities, Micah will not be able to sustain winter shelter operations at the same service levels without local government support.

If this is a new program, be sure to include the benefits to the region for funding a new request.

This is not a new program.

Target Audience and Service Delivery

Describe the program's intended audience or client base and how those clients are served.

Most program guests are ineligible to stay at other area shelters because of un-medicated mental illness, disabilities that leave them unable to work, certain criminal histories or substance abuse issues. Without a place to stay these individuals sleep outside at night, at risk of hypothermia and sickness. Without a bed and wrap-around case management, they face significant struggles in growing their resources, identifying housing and stabilizing. Most Micah guests come from places throughout Planning District 16 or rural areas nearby. Some use Micah services as they pass through the area, but most have identified the community as home because it is where they graduated high school. The shelter operates from Stafford County's 748 Kings Highway.

If your program has specific entry or application criteria, please describe it here.

Must be homeless. Guests attend various community dinners, located at churches throughout the downtown area. A bus then picks them up at the dinners at 6:30 p.m. to take them to the shelter. They are checked in, get a cot to sleep on for the night and then bussed back to Fredericksburg in the morning to be dropped off at a community breakfast and service at the day center.

Micah Ecumenical Ministries - Cold Weather Shelter

Program Budget Narrative

Please indicate in detail reasons for increases or decreases in the amounts you are requesting.

The cold weather shelter has been challenged in recent years by two factors--adequate staffing and transportation costs. Given the changes in needs of those using the cold weather shelter, the staff afforded by previous budgets have not been enough to provide adequate support and connection to other community resources. In addition to shelter management and overnight staff, there is a need to dedicate some case management time to those staying in the shelter. As much as possible, transportation is provided by volunteer drivers using church buses. In recent years, however, volunteers have been less available and many churches are getting rid of their buses. We were able to secure a donated bus to help with this need in the upcoming season, but there is a cost to maintaining a bus and we have found ourselves having to pay someone to drive when volunteers are not available.

If an increase is being requested, please describe the impact not receiving an increase would have on the program.

Because resources have not been available for adequate staffing and transportation, the shelter will be operating on a temperature basis for the 2018-19 season. We would like to return to being open every night during the winter, but cannot afford to do so without funds for additional staffing and transportation.

In particular, please describe in detail if any increase is sought for new positions or personnel.

Requested increases in funding would pay for case management staff that would work alongside overnight monitors and shelter management staff. The case manager's role would be keeping tabs on each guest, coordinating their connection to other community resources and shelters and supporting exits to permanent housing as much as possible. It would also assist with maintenance and upkeep on a bus that transports to and from the shelter. When volunteers are not available to drive it or a bus owned by one of the churches, additional funds would help pay someone to drive the bus.

Micah Ecumenical Ministries - Cold Weather Shelter

Program Specific Budget

Please provide your program specific budget below.

Expenses

	FY 2017 Actual	FY 2018 Budgeted	FY 2018 Actual	FY 2019 Budgeted	FY 2020
Personnel	42,342.00	42,100.00	42,113.00	44,680.00	50,000.00
Benefits	0.00	0.00	0.00	0.00	0.00
Operating Expenses	20,790.00	20,900.00	23,327.00	21,750.00	22,000.00
Capital Expenses	0.00	0.00	0.00	0.00	0.00
Total	63,132.00	63,000.00	65,440.00	66,430.00	72,000.00

Revenues

This section represents revenue specifically associated with your program. Revenue that supports the implementation of your program and the services provided to the community.

	FY 2017 Actual	FY 2018 Budgeted	FY 2018 Actual	FY 2019 Budgeted	FY 2020
Caroline	0.00	0.00	0.00	0.00	2,000.00
Fredericksburg	20,000.00	20,000.00	20,000.00	20,000.00	22,000.00
King George	0.00	0.00	0.00	0.00	2,000.00
Spotsylvania	20,000.00	20,000.00	20,000.00	22,000.00	22,000.00
Stafford	20,000.00	20,000.00	20,000.00	20,000.00	22,000.00
United Way	0.00	0.00	0.00	0.00	0.00
Grants	0.00	0.00	0.00	0.00	0.00
Client Fees	0.00	0.00	0.00	0.00	0.00
Fundraising	3,132.00	3,000.00	5,440.00	4,430.00	2,000.00
Other (Click to itemize)	0.00	0.00	0.00	0.00	0.00
Total	63,132.00	63,000.00	65,440.00	66,430.00	72,000.00

Surplus / Deficit

	FY 2017 Actual	FY 2018 Budgeted	FY 2018 Actual	FY 2019 Budgeted	FY 2020
Surplus or Deficit	0.00	0.00	0.00	0.00	0.00

Micah Ecumenical Ministries - Cold Weather Shelter

[View Diagram](#) Goals and Objectives

Goals

Goal:

People experiencing homelessness do not stay in a place not meant for human habitation, at risk of freezing, between the months of November and March

Objectives

		2017 Baseline	2017 Year End	2018 Baseline	2019 Baseline
231 people staying at the cold weather shelter in one season	Total # Clients Served		209		231
	Total # Clients Achieved/Successful		209		231
	% Achieved / Successful	0	100	0	100
90% of people experiencing homelessness will be in a shelter rather than a place not meant for human habitation, during the winter season. (Based on the annual point in time count conducted by the continuum of care in January each year)	Total # Clients Served	209	216	216	200
	Total # Clients Achieved/Successful	188	177	194	180
	% Achieved / Successful	89.95	81.94	89.81	90

Explanation & Overview

If your outcomes are significantly less than your stated objectives, please note any reasons why this might be the case

Outcomes are generally on target, as projected. The numbers staying in shelter vs. outside is based on the annual point in time count and often fluctuates.

Updates for FY2018

Please note any changes you plan to make to the program, or the stated goals and objectives, given the data you have reported

Resources available to the cold weather shelter and changes in needs of the population have required us to return to a temperature based model. This may impact the total number of people served, but we

do not anticipate any significant changes at this time. As a commitment to further decline in overall homelessness, we plan to enhance our outreach and support offered during daytime hours. These efforts will include helping people access other available shelter beds, connect to mainstream resources and coordinate options that will help them transition off the street.

If you are restating the goals or objectives for the prior calendar year, please include those here

- 231 people staying at the cold weather shelter in one season
- 90% of people experiencing homelessness will be in a shelter rather than a place not meant for human habitation, during the winter season. (Based on the annual point in time count conducted by the continuum of care in January each year)

Goal:

People experiencing homelessness who utilize the cold weather shelter will not return to the program the following year because they are otherwise stable indoors.

Objectives

		2017 Baseline	2017 Year End	2018 Baseline	2019 Baseline
85% of people staying at the cold weather shelter previously will not return in the current year.	Total # Clients Served	180	209	200	231
	Total # Clients Achieved/Successful	153	172	176	196
	% Achieved / Successful	85	82.30	88	84.85
95% of the region's homeless will not meet the federal definition of chronic homelessness--people with a disability living on the street/in a shelter for a year or more or more than 4 times in a three year period, totaling 12 months-- during the annual point in time count.	Total # Clients Served		216	200	200
	Total # Clients Achieved/Successful		181	190	164
	% Achieved / Successful	0	83.80	95	82

Explanation & Overview

If your outcomes are significantly less than your stated objectives, please note any reasons why this might be the case

Outcomes are generally on track with projections. Although chronic homeless numbers have declined significantly in recent years, dwindling resources for re-housing and low-availability of affordable

housing has limited the ability to move people out of homelessness as quickly as we would like.

Updates for FY2018

Please note any changes you plan to make to the program, or the stated goals and objectives, given the data you have reported

These objectives would be most impacted by new resources for housing placement, a growing base of landlord support and expanded case management capacity. These are all things Micah continues to work on throughout all of its ministries.

If you are restating the goals or objectives for the prior calendar year, please include those here

- 85% of people staying at the cold weather shelter previously will not return in the current year.
- 95% of the region's homeless will not meet the federal definition of chronic homelessness--people with a disability living on the street/in a shelter for a year or more or more than 4 times in a three year period, totaling 12 months-- during the annual point in time count.

Micah Ecumenical Ministries - Cold Weather Shelter

Number of Individuals Served

Localities

Please provide the actual numbers of individuals served in this program during FY2017 and FY2018, the estimated numbers of individuals served in FY2019 and the projected numbers of individuals served in FY2020.

Locality	FY2017 (Actual)	FY2018 (Actual)	FY 2019 Estimate	FY 2020 Projected
Fredericksburg City	51	62	62	62
Caroline County	5	6	6	6
King George County	11	8	8	8
Spotsylvania County	55	62	62	62
Stafford County	50	70	70	70
Other Localities	37	23	23	23
Total	209	231	231	231

Micah Ecumenical Ministries - Cold Weather Shelter

Collaborative Impact

Efforts and Partnerships

Describe in detail examples of collaborative efforts and key partnerships between your program and the other programs or agencies in the area.

Micah is an active member of the Continuum of Care, a federally mandated coalition of agencies that coordinates monthly around homeless services. Much of our work is done through a committee of four homeless service providers—Thurman Brisben, Hope House, Empowerhouse and Micah. This group of agencies has been working diligently in the last few years to align services and offer an improved crisis response system for people who become homeless or are about to be. Separately, Micah is highly linked with a number of agencies who provide service directly from our facilities. DMV comes once a month; RACSB has a fulltime, mental health worker on site; Social services and the Veteran's Administration come regularly to enroll people for services. Goodwill also stations a part-time employment specialist in our building.

Collaborative Impact

Describe in detail how the community would be impacted if your program were dissolved or merged with another partner agency.

Micah has a special population that would be hard to serve in the same way if it were to merge with another agency. Our approach is faith-based and therefore heavily grounded in concepts of unconditional love, forgiveness, justice, kindness and humility. Many of the people we currently serve are not welcome or turn up unsuccessful with other approaches. The agency already partners and shares resources with anyone that it can, up to and including paying other non-profits to provide their services within our programs (i.e. Social Services, Goodwill, RACSB). Micah would be happy to have other organizations merge or connect its services under its umbrella, but it would easily fall short of its defined mission if it were to be consumed under another umbrella. The community has to retain low-barrier services for those whose needs are complicated and take time and support to overcome.