

## Regional Funding

### Fiscal Year 2019 - 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** 1013 Princess Anne St. 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 Christ-centered ministry supporting people experiencing chronic homelessness and identifying pathways to sustainable housing.

**Number of Years in Operation** 12

##### Main Contact

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

##### 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 serve have fallen through the cracks between other services in the community because they do not qualify, have burnt bridges or have high barriers. 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**

A 58-year-old man who was paralyzed on the left side of his body showed up during the 2016 season. Due to a series of strokes about five years ago, he was blind in his left eye and had no use of his left arm or leg. To make matters worse, he had a serious mental illness and a significant drinking problem. When he first came to town, he was easily in the hospital twice a month and often caused such disturbances in the ER that he would be taken to jail. Micah's team persisted, however, moving him from the cold weather shelter to the agency's respite house and kept him there until needed supports could be put in place. It would take three stints at respite, a few different stays at the cold weather shelter and two different apartments before he was finally stable, but after his benefits got restarted, home health was in place and he had a key to a safe place of his own, he settled such that he stopped getting arrested, reduced cycles through the hospital and no longer needed the cold weather shelter.

#### **Example 2**

Micah made intentional efforts in 2016 to house a young couple that had stayed at the cold weather shelter for several years. They worked odd jobs and earned enough to stay at a hotel from time to time, but when they ran out of money they were either sleeping in their van or staying at the cold weather shelter. While staying at the shelter this year staff connected them with income development supports, the lady immediately got a job working at the mall and the gentleman entered Micah's trial work program to learn how to work in a restaurant. After completing the program, he was hired full-time to work in a local restaurant. He did so well that he was promoted within the first month. Because they had been homeless so long, they were high on the community prioritization list for housing. Micah assisted them in finding a place to live, paid the deposit and they have been stable ever since.

#### **Example 3 (Optional)**

## 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 Program Director, who manages the finances, volunteers 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: 1. The respite house at 1512 Princess Anne St 2. Eight rental properties that are used for supportive housing, 7 of which were purchased through a donation from the Sunshine Lady Foundation. We also "lease" our office at 1013 Princess Anne St., the fellowship hall and office space at Fredericksburg Baptist Church, as well as a warehouse for furniture distribution and the building where the cold weather shelter operates (owned by RACSB). In FY18, we conducted a \$29,000 renovation of our main office, to enhance co-location with other community resources, and a \$175,000 renovation of the church fellowship hall to launch a community cafe. Additional capital costs are not expected in FY19.

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

No funds are requested from jurisdictions for capital costs.

#### Salary & Benefit Expenses

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

Overall personnel expenses may increase in FY 19 due to information gathered during a compensation study this year. We found that our salaries for professional staff were significantly lower than our partnering agencies. Given this comparison and the difficulty of our target population we will be adjusting salaries this coming year to be more competitive. The cold weather staff wages, which includes overnight monitors, an intake coordinator and a program manager, are not expected to change in rate. In the interest of helping

more people move out of the shelter and into permanent housing, however, we would like to make a part-time case manager available to those utilizing the shelter. Funds for this additional hourly position have been requested in this year's application.

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

Our benefits costs have increased in the last few years, because we have been required to extend the same package to full-time hourly employees. Previously, we only offered insurance to salaried employees. The changes have so far added 4 employees at an agency cost of about \$3000 per year. With many unknowns about the Affordable Healthcare Act we are concerned that either employees or the agency may face hardships with future insurance costs. We are exploring whether we need to make adjustments to our insurance policy to accommodate for this.

## **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.

**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 service providers are highly coordinated, planning district 16 has scored well on its collaborative applications and the funds available for housing assistance have nearly tripled in the last few years. State budget cuts, however, have been reducing the overall resources available. As the lesser priority, shelter services, has taken the biggest hit. Our community has been very successful at bringing in more money for housing efforts, but that increasingly means that shelter dollars have to be funded from other sources. Four years ago, for example, the cold weather shelter stopped receiving state resources, but the community gained more than \$100,000 in additional housing funds for demonstrating a shift to housing first practices. 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.

**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 still think living outside is like camping. As a result, Micah has been exploring ways to evolve its services to better meet the needs of this group. We are in talks with other groups who specialize in the needs of this population and trying to determine how we can partner and wrap services around them. Early intervention with this population is critical in keeping this group from becoming the next chronic homeless.



## Micah Ecumenical Ministries

### Agency Total Budget

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

#### Expenses

	<b>FY 2017 Actual</b>	<b>FY 2018 Budgeted</b>	<b>FY 2019</b>
Salary	650,448.00	729,285.00	779,000.00
Benefits	92,836.00	103,378.00	114,000.00
Operating Expenses	498,960.00	576,569.00	585,000.00
Capital Expenses	0.00	0.00	0.00
Other Expenses	72,816.00	59,231.00	65,500.00
Total	1,315,060.00	1,468,463.00	1,543,500.00

#### 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)*

	<b>FY 2017 Actual</b>	<b>FY 2018 Budgeted</b>	<b>FY 2019</b>
Caroline	0.00	0.00	1,500.00
Fredericksburg	20,000.00	20,000.00	22,000.00
King George	0.00	0.00	1,500.00
Spotsylvania	20,000.00	20,000.00	22,000.00
Stafford	20,000.00	20,000.00	22,000.00
United Way	136,567.00	138,000.00	140,000.00
Grants	780,668.00	819,299.00	861,000.00
Client Fees	40,408.00	40,000.00	40,000.00
Fundraising	311,777.00	366,164.00	388,500.00
Other (Click to itemize)	45,000.00	45,000.00	45,000.00
Total	1,374,420.00	1,468,463.00	1,543,500.00

#### Surplus / Deficit

	<b>FY 2017 Actual</b>	<b>FY 2018 Budgeted</b>	<b>FY 2019</b>
--	-----------------------	-------------------------	----------------

Surplus or Deficit	59,360.00	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 7% of people served by the cold weather shelter report that their last fixed address was Caroline County.

#### **City of Fredericksburg**

Approximately 29% of the people served by the shelter report their last fixed address was in the city of Fredericksburg.

#### **King George County**

Approximately 5% of people served by the cold weather shelter report that their last fixed address was King George County.

#### **Spotsylvania County**

Approximately 25% 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 24% 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, with the exception of rent paid on a sliding scale for those living in our units. 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. 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.**

Without the full support of all local governments in Planning District 16, the cold weather shelter is always in jeopardy of returning to temperature-based or closing early. If Micah can depend on local governments to balance out its shelter budget, staff can:

- Aggressively implement case management components that both rapidly re-house and sustain those staying at the shelter, while keeping up with new state and federal program responsibilities
- Present a much more competitive application for state and federal grants.
- Have a healthy source of matching dollars for the state and federal grants, which require a dollar for dollar match.
- Make sure the shelter includes more housing-focused case management components, which put our shelter closer in line with federal goals.

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

A slight increase has been requested of all localities in order to dedicate a part-time case manager to those staying in the shelter. Without the requested increase we will not be able to add this position.

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

Exits from shelter to permanent housing are only as possible and successful as the staff capacity available. Until this point, the shelter has had no dedicated case management, leaving those staying there dependent on professional supports that are solely available during the day. This is limiting for those that work, and it does allow the more vulnerable to fall through the cracks. The additional resources requested in this grant will add case management to the shelter staff. It will not only give additional support to those staying at the shelter, but it will ensure more people leave the shelter to permanent housing. Added staff will also allow us to be more intentional about outreaching those who are not coming to the shelter and otherwise staying outside.

## Micah Ecumenical Ministries - Cold Weather Shelter

### Program Specific Budget

Please provide your program specific budget below.

#### Expenses

	<b>FY 2017 Actual</b>	<b>FY 2018 Budgeted</b>	<b>FY 2019</b>
Personnel	42,342.00	42,100.00	51,000.00
Benefits	0.00	0.00	0.00
Operating Expenses	20,790.00	20,900.00	21,000.00
Capital Expenses	0.00	0.00	0.00
Total	63,132.00	63,000.00	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.

	<b>FY 2017 Actual</b>	<b>FY 2018 Budgeted</b>	<b>FY 2019</b>
Caroline	0.00	0.00	1,500.00
Fredericksburg	20,000.00	20,000.00	22,000.00
King George	0.00	0.00	1,500.00
Spotsylvania	20,000.00	20,000.00	22,000.00
Stafford	20,000.00	20,000.00	22,000.00
United Way	0.00	0.00	0.00
Grants	0.00	0.00	0.00
Client Fees	0.00	0.00	0.00
Fundraising	3,132.00	3,000.00	3,000.00
Other (Click to itemize)	0.00	0.00	0.00
Total	63,132.00	63,000.00	72,000.00

#### Surplus / Deficit

	<b>FY 2016 Actual</b>	<b>FY 2017 Budgeted</b>	<b>FY 2018 Requested</b>
Surplus or Deficit	0.00	0.00	0.00

## Micah Ecumenical Ministries - Cold Weather Shelter

### [View Diagram](#) Goals and Objectives

#### Goals

##### 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

85% of people staying at the cold weather shelter previously will not return in the current year.

Objective Results	Year End	Baseline
Total # Clients Served	211	200
Total # Clients Achieved/Successful	186	176
% Achieved / Successful	88.15	88

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
Total # Clients Achieved/Successful	187	190
% Achieved / Successful	86.57	95

#### Outcomes Narratives

##### Explanation & Overview

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

With the growing emphasis on housing those who are homeless the longest and least likely to self-resolve, we have exceeded our goal. Only 25 people returned to the shelter from one year to the next and the number of chronic homeless continues to decline. It is worth noting that chronic homelessness has been on a consistent decline since 2010, when there were 83 people who met the federal definition in the annual point in time count. In 2016, there were only 13 chronic homeless. With continued effort on housing the most vulnerable and longest time homeless, we are expecting additional decreases in FY19.

##### 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**

As always, the people who stayed at the shelter more than one year will receive priority assistance for

housing, if they have not already. For example, of the 25 people (27 between 2015 and 2016) who stayed at the shelter in 2016 and 2017, 14 of them were housed immediately after the end of the season or are currently in process for housing. Our community operates under a common prioritization process that further assists this endeavor. The process favors those who are least likely to self-resolve and aims to get those who have been homeless the longest off the street and out of shelters first. Additionally, we are seeking an increase in funding this fiscal year in order to add case management as a component to the cold weather shelter. Previously, we have not had the staff capacity to offer case management specifically targeted to those at the shelter. Added capacity will increase support and improve exits from shelter.

**If you are restating the goals or objectives for FY 2018, please include those here**

Goals and objectives are stated the same as FY18.

**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**

<b>Objectives</b>	<b>Objective Results</b>	<b>Year End</b>	<b>Baseline</b>
<b>200 people staying at the cold weather shelter in one season</b>	Total # Clients Served	211	200
	Total # Clients Achieved/Successful	211	200
	% Achieved / Successful	100	100
<b>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)</b>	Total # Clients Served	216	216
	Total # Clients Achieved/Successful	161	194
	% Achieved / Successful	74.54	89.81

**Outcomes Narratives**

**Explanation & Overview**

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

The total number of people served is slightly higher than projected and there were more unsheltered people in last year's point in time count than we had hoped. This is often due to personal preference related to mental health issues or social anxieties. In recent years, the growing younger more able-bodied population has also been less likely to come in. It requires extensive outreach and support to get this population housed or into shelter, which we plan to work on with the added shelter case management capacity requested in this grant. It is our goal that less than 10% would be staying

outdoors at any point in time.

## **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**

This season we will be structuring our shelter staff slightly differently to better manage operations and offer outreach to those who may still be on the street. For example, the same person who is connecting with people during the day at our hospitality center will also be providing case management and problem solving assistance at the cold weather shelter. People who are on the street that may struggle to come to shelter are known to do better when they have a trusted person that they are dealing with a trusted person from program to program. Added staff capacity requested by this grant will allow us to target camp sites, encourage people directly to come in or offer housing assistance when they will not.

**If you are restating the goals or objectives for FY 2018, please include those here**

The goals and objectives are stated as they were in FY18.

## Micah Ecumenical Ministries - Cold Weather Shelter

### Number of Individuals Served

#### Localities

*Please provide the actual numbers of individuals served in this program during FY2016 and the projected numbers of individuals to be served in FY2018.*

<b>Locality</b>	<b>FY2017 (Actual)</b>	<b>FY2019 (Projected)</b>
Fredericksburg City	62	62
Caroline County	15	15
King George County	12	12
Spotsylvania County	53	53
Stafford County	52	52
Other Localities	17	17
Total	211	211

## **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 sub-group called the Pursuit of Housing Campaign (POH). POH includes the four homeless service providers—Thurman Brisben, Hope House, Empowerhouse and Micah—as well as Northern Virginia Family Services, which coordinates assessment for people experiencing a housing crisis. 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 full-time, 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 have fallen through the cracks in other services, due to burnt bridges, non-compliance or other barriers. 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.