

Town Of Richmond Discretionary Funding Policy Adopted by the Selectboard on 3/3/25

1. What is Discretionary Funding?

Discretionary funding is a duly-appropriated sum of money in the Town's expense budget allocated to an eligible not-for-profit organization by the Selectboard and approved at Town Meeting.

2. What Types of Organizations May Receive Discretionary Funds?

Discretionary funds may only be allocated to not-for-profit; community-based social services providers. In order to receive discretionary funds directly, an organization must be incorporated as a not-for-profit and registered with the State of Vermont., unless exempt and have a Federal Employer Identification Number (EIN).

3. What Types of Organizations May Not Receive Discretionary Funds?

For-profit entities may not receive discretionary funds, except when the primary non-profit contractor subcontracts with a for-profit entity as part of the delivery of services. Such subcontracts, however, must be only an ancillary part of the program to be funded, not the primary basis for the discretionary award, and must be approved by the contracting agency.

4. What are the Restrictions on the Use of Discretionary Funds?

All public funds, however awarded, must be used for a Town purpose. In general, a Town purpose is defined as an activity or service that is open to all members of the public, regardless of race, creed, gender, religious affiliation, etc., without restriction, and which does not promote a particular religion.

Programs and services provided by religious or religiously-affiliated organization must be able to demonstrate that the program is open to non-members, is not a religious program, and does not promote the religion.

Closed membership groups, which are those to which membership is restricted or subject to eligibility based upon prohibited factors, may generally not receive funding.

Groups that serve a particular population, for example, those age 65 and above in a particular community; are not considered a closed membership group, as long as the program is open and accessible to all seniors in the community. Similarly, tenant organizations in public housing may also receive funding, as long as they provide equal access to all residents of the public housing units they serve.

Funds may only be allocated for a public purpose and may not support political activities and private interests.

5. What are the reporting requirements for organizations that are awarded Discretionary Funds?

All organizations that are awarded funds must provide two reports for during the fiscal year in which they received funds. One report is due by January 15 and will provide an update on the organization's activities in the Town of Richmond from July 1 – December 31. The second report is due by August 15 and will provide an update on the organization's activities in the Town of Richmond from July 1 – June 30.

6. How to Apply for Discretionary Funding?

All organizations that wish to receive discretionary funding must submit a "Request for Special Appropriations" application to the Town Manager by the Wednesday immediately prior to the second Monday in October. The application elicits information about an organization's experience, qualifications, and integrity, and the project or service for which the organizations is requesting support.

Town of Richmond

Request for Special Appropriations

Request for Fiscal Year: FY'27

Organization's Name: **Steps to End Domestic Violence, Inc**

Address: **PO BOX 1535**

City, State, Zip: **Burlington, VT 05402**

Website address: **www.stepsvt.org**

A. GENERAL INFORMATION

1. Program Name: **Primarily Emergency Housing as well as other programs**
2. Contact Person/Title: **Jordan Calderara, Director of Community Engagement**

Telephone Number: **802.658.3131 x1093**

E-mail address: **_jordanc@stepsvt.org**

3. Total number of individuals served in the last complete fiscal year by this program: **Housing represents the largest component of our services and budget. Figures represented here are agency totals: 1514 individuals, 1224 Adults and 289 Children**
4. Total number of the above individuals who are Town residents: **We served 8 individuals (7 adults and 1 child) who identified themselves as Richmond residents. Our FY25 annual report will be posted here when printed: <https://www.stepsvt.org/what-we-do>**

Percent of people served who are Town residents: **0.2%**

5. Amount of Request: **\$1500**
6. Total Program Budget: **\$2,515,258 for Housing; \$3,906,866 total for Agency**
Percent of total program budget you are requesting from the Town of Richmond: **Less than 0.1%**
7. Please state or attach the mission of your agency: **To assist in the transition to a safe, independent life for all those who have been affected physically, sexually, emotionally, or economically by domestic abuse. To promote a culture that fosters justice, equity, and safety.**

8. Will the funding be used to:
 Maintain an existing program _____ Expand an Existing Program
_____ Start a new program

9. Has your organization received funds from the Town in the past for this or a similar program? **Yes**

If yes, please answer the following:

- a. Does the amount of your request represent an increase over your previous appropriation? If yes, explain the reason(s) for the increase.
No. while program costs have risen, we are maintaining the same level of request as last year.

b. Were any conditions or restrictions placed on the funds by the Selectboard? **No.**

If yes, describe how those conditions or restrictions have been met.

B. PROGRAM OVERVIEW

1. Statement of Need: Identify the issue or need that the program will address (use statistical data to justify the need for the program). To what extent does this need or problem exist in the Town of Richmond?

According to the [Housing and Homeless Alliance of Vermont's July 2025 report](#), at the point in time survey 8% of Vermont's homeless were fleeing Domestic and Sexual Violence. Our shelter and our broader housing services address this clear need. This past fiscal year,

- **We provided emergency shelter to 310 adults and 134 children.**
- **We provided rental assistance to 26 adults and 27 children**
- **We assisted 74 homeless adults and their 57 children to move into permanent housing**
- **We helped 20 adults and 13 children who were in danger of losing their permanent housing.**

Intimate partner violence is present in Richmond as in every community and its victims are often 'invisible' until a moment of crisis forces immediate action. Steps must be well prepared to respond to such crises.

2. Program Summary:

a. Identify the target/recipients of program services. Specify the number of Town residents your program will serve during the fiscal year and explain the basis upon which this number is calculated. Indicate any eligibility requirements your program has with respect to age, gender, income or residence.

Steps to End Domestic Violence serves all residents of Richmond. Services are open to all. And everyone is affected by domestic violence, directly or indirectly – family members, friends, neighbors, the workplace, through lost or less effective hours, the marketplace. Domestic Violence-related trauma reverberates in a close community like Richmond.

In FY25, Steps directly served 7 adults and 1 child who identified as residing in Richmond. In spite of our efforts, we anticipate serving Richmond residents indefinitely in the future. This count does not reflect the full number of individuals who contacted our agency's hotline, chatline, or who chose not to identify their place of residence.

While we are Chittenden County's agency focused on domestic violence, we do not have eligibility requirements regarding age, gender, or residence. If an individual from another county contacts Steps, advocates will first try to connect them with a local domestic violence agency within their county of residence (Steps is one of 15 agencies across the state with one in each county). Generally, we do not have eligibility requirements related to income; however, some federally funded grant programs have income eligibility guidelines that we must follow (e.g.,

Department of Justice Office of Violence Against Women Transitional Housing grant).

b. Identify what is to be accomplished or what change will occur from participating in the program. How will people be better off as a result of participating in the program? Describe the steps you take to make the project known to the public, and make the program accessible and inclusive?

We can only estimate who we will serve in a given year by who we served in the past. In FY25, Steps provided the following support (along with the housing data, above):

- **Steps to End Domestic Violence served 1,514 people, including 1,224 adults and 289 children.**
- **We served 42 LGBTQIA+ community members.**
- **We served 142 male-identified survivors.**
- **We served 119 people with disabilities**
- **Our hotline fielded 2,890 calls, emails and webchats, offering emergency services, emotional support and referrals.**
 - **An average of 69 new survivors called the hotline each month, accessing emergency services and support for the first time.**
 - **We received 453 anonymous calls**
- **We provided emergency shelter to 310 adults and 134 children.**
 - **We provided rental assistance to 26 adults and 27 children**
 - **We assisted 74 homeless adults and their 57 children to move into permanent housing**
 - **We helped 20 adults and 13 children who were in danger of losing their permanent housing.**
- **Our Legal Advocacy program provided services to 482 individuals seeking support with divorce, custody/parentage, immigration, criminal justice, and relief from abuse orders.**
- **We trained 38 community advocates from cities and towns across Chittenden County. Over half (20) went on to become Steps volunteers.**
 - **63 volunteers supplied over 1,427 hours of service covering hotline shifts, providing shelter support, volunteering at events, and supporting kids and parents in the Family Program.**
- **Our Education & Outreach team spent 495 hours connecting with the Chittenden County community in schools and colleges, at farmers markets, concerts, and town/city events.**
 - **Our Education & Outreach Coordinator spent 230 hours providing focused training sessions and workshops to 922 people – including teens, educators, and community partners.**

3. Program Funding:

a. Identify how Town funds, specifically, will be used (i.e., funds will provide “X” amount of units of service

Richmond’s financial contribution contributes to continuing support services to the residents of Richmond and all of Chittenden County. This includes immediate, 24/7 access to all our programs as described above to every resident of Richmond, regardless of whether they directly seek our assistance through our hotline, chatline, or a referral. Staff and volunteers will be able to continue their outreach efforts in the Richmond community, including attendance at community-based

events and offering prevention workshops and other school-based programming by our education and prevention coordinator.

b. List the other agencies to whom you are submitting a request for funds for this program and the amount requested. How would this program be modified should revenues be lost?

Steps receives funds from a multitude of State, Federal, community, business, foundations, and other funding opportunities. For a breakdown of funding types, please see Steps' Annual Report. Steps works to maintain a diverse revenue stream including restricted and unrestricted funds. Steps maintains 4-6 months of Operating Reserves on hand and has a socially responsible investment account to ensure program continuity should any individual source be interrupted.

Funding sources have recently included:

- **United Way**
- **VT Bar Foundation**
- **Vermont Community Foundation**
- **Housing and Urban Development's Continuum of Care Rapid Rehousing**
- **DoJ Office of Violence Against Women Transitional Housing**
- **DoJ Office of Violence Against Women Consolidated Youth Grant**
- **Family Violence Prevention and Services Act**
- **Victims of Crime Act**
- **STOP Violence Against Women Formula Grant Program**
- **Vermont Housing Opportunity Program's Emergency Services Grant Program**
- **VCCVS Omnibus Act 174 and HOP 10% Administration**
- **Vermont Center for Crime Victim Services (VCCVS)**
- **Town of Bolton**
- **Town of Charlotte**
- **Town of Colchester**
- **Town of Essex**
- **Town of Hinesburg**
- **Town of Huntington**
- **Town of Jericho**
- **Town of Milton**
- **Town of Richmond**
- **Town of St. George**
- **Town of Shelburne**
- **Town of Underhill**
- **Town of Westford**
- **City of South Burlington**
- **City of Burlington**

- **Family foundations and private giving**

C. ORGANIZATIONAL CAPACITY

1. Describe your agency's capability to provide the program including its history, previous experience providing this service, management structure and staff expertise. ___

Steps is a 501(c)(3) non-profit organization in good standing with the IRS. Steps has been in operation since 1974, founded under the name "Women's House of Refuge". Over the decades, Steps has grown in programs and staffing to respond to community needs. Steps has an active Board of 8 Directors with varied professional expertise and a skilled, motivated, highly engaged Executive Director. Under the ED's direct supervision are the Directors of Housing and Program Services, the Director of Development, and the Education and Outreach Coordinator. In all, there were 20 FTE staff at Steps in FY'25.

2. How will you assess whether/how program participants are better off? Describe how you will assess program outcomes. Your description should include: what (what kind of data), how (method/tool for collecting the data), from whom (source of data) and when (timing of data collection).

Our empowerment model allows individuals to establish their own goals within our service provision framework. We collect and analyze data as part of a robust program planning and development effort. This includes survey results and SSM (self-sufficiency matrix) data.

3. Summarize or attach program and or service assessments conducted in the past two years.

See also Annual Report, to be posted. We measure whether individuals who engage in our programming become more self-sufficient due to Steps' services using a self-sufficiency matrix. (SSM). The SSM includes a list of domains, like food, shelter, income,... and a scale from "in crisis" to "empowered". Results consistently demonstrate significant progress toward self-sufficiency. We recently launched a community-based survey that encourages all who have accessed our services to give anonymous feedback on program efficacy, organizational policy, and offer suggestions for program enhancements/improvements.

4. Does your organization have a strategic plan and a strategic planning process in place? **Yes** If yes, please attach your plan.

Our 2025-2030 strategic plan is completed, we are currently finalizing its design for distribution. To be posted here: <https://www.stepsvt.org/what-we-do>

The strategic plan should include a mission statement, goals, action steps to achieve the goals, and measures that assess the accomplishments of the goals.

5. What is the authorized size of your board of directors? **At least 5**

How many meetings were held by the board last year? **9 Regular Meetings**

I, the undersigned, confirm the information contained herein is accurate and can be verified as such. I understand and agree that if the requested funds are approved, the disbursement of funds are subject to all conditions established by the Richmond Selectboard. I also understand that I must adhere to all rules outlined in the **Town Of**

Richmond Discretionary Funding Policy, which appears as a cover sheet to this application.

A handwritten signature in black ink, appearing to read "Jordan Calderara". The signature is written in a cursive, flowing style.

Signature of Applicant
Date:10/7/2025

Jordan Calderara, Director of Community Engagement
Print Name of Applicant and Title



STEPS
TO END
DOMESTIC
VIOLENCE

20
24

IMPACT
REPORT

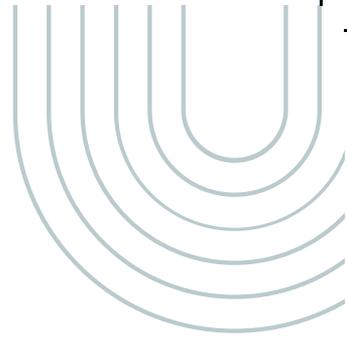


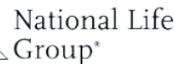
TABLE OF CONTENTS

- 01.** MISSION AND SPONSORS
- 02.** A MESSAGE FROM OUR EXECUTIVE DIRECTOR
- 03.** BOARD OF DIRECTORS
- 04.** 10 YEARS OF LEGAL CLINIC
- 05.** LANA'S STORY
- 06.** IN THE COMMUNITY
- 07.** VOLUNTEER EXPERIENCE
- 08.** BY THE NUMBERS
- 09.** FINANCES
- 10.** GET INVOLVED/ CONTACT US

OUR MISSION

Is to assist in the transition to a safe, independent life for all those who have been affected physically, sexually, emotionally, or economically by domestic abuse and to promote a culture that fosters justice, equity and safety.

THANK YOU TO OUR SPONSORS



A MESSAGE FROM OUR EXECUTIVE DIRECTOR

As the Executive Director of Steps to End Domestic Violence, I am consistently honored to lead an amazing team through the most challenging and meaningful work. Our team's commitment to survivors inspires me daily, and together we navigate the complexities of our mission to create a safer community.

The year 2024 marked a significant milestone: 50 years since we began as a small, volunteer-led collective of women offering shelter to those fleeing domestic violence in Chittenden County. This anniversary also signaled the conclusion of our previous strategic plan, setting the stage for the next 50 years of progress as we turn toward a vision of a community freed from violence.

This past year, we made incredible strides in deepening our connections with survivors, partners, and supporters.

Our outreach efforts have brought us closer to everyone who has worked with and supported us, reinforcing the bonds that make our mission possible.

Looking ahead, we are committed to strengthening these relationships by investing in children and families. We are eager to listen, learn, and co-create a future vision that reflects all of us.

Your continued support and investment are essential as we work toward a safer, more loving future for our community. Thank you for joining us on this journey.

Yours in community,



Nicole Kubon, MSW
Executive Director

Our team's commitment to survivors inspires me daily, and together we navigate the complexities of our mission to create a safer community.



MEET THE BOARD OF DIRECTORS



**Mariah Ogden,
Chair**
Vermont
Department of
Health



**Ana Burke,
Vice Chair**
State of
Vermont



**Gail Beck
Treasurer**
Matt
Lumsden
Real Estate



**Keiga
Matsumoto
Secretary**
Four Jewels,
LLC



Wes Snyder
Plan Integrity
Partners



Susan Gordon
Lawyer, Private
Practice



Scott Cohen
Timber Lane
Pediatrics



**Catherine
Stevens**



Emily Fredette
Vermont
Department of
Health



**Chelsea
Jacobs**
LegalZoom



**Jonathan
Chapple-Sokol**
IBM, Retired

“Steps to End Domestic Violence plays a crucial role in providing services that our community relies on. With eight years of experience in nonprofit development and fundraising, I’m excited to contribute to the Board and support the staff in sustaining and expanding these vital services.”

— Wes Snyder, first-year Board Member



10

PROGRAM MILESTONE: TEN YEARS OF LEGAL CLINIC

Steps' Legal Clinic is celebrating 10 years of providing critical legal support to survivors!



Liane, a longtime team member at Steps, currently serves as the Legal Program Coordinator, supporting individuals in court and navigating the legal system.

- Our Legal Clinic serves survivors across all ages, abilities, ethnicities, genders, and sexualities, focusing on meeting the unique needs of each individual. Legal Clinic offers free and confidential legal guidance, helping survivors understand their rights, options, and available legal pathways.
- Each year, survivors can attend any of **70+ clinics**, hosted in partnership with local legal advocates, paralegals, and volunteer attorneys specializing in domestic violence.
- We work directly with community partners in the legal system to strengthen the network of support for survivors and expand access to life-changing legal services. These services address critical issues like divorce, child custody, immigration, and criminal justice, fostering safety and stability.

We are proud to celebrate 10 years of service and reflect on the thousands of lives touched by this work. To honor this milestone, we spoke with Lana*, a survivor who accessed the clinic's services and used them as a foundation to rebuild her life.

**Name has been changed*

LANA'S JOURNEY THROUGH THE LEGAL CLINIC AND BEYOND



REACHING OUT

"Amid a difficult divorce with two young children, I felt lost and unsure of how to move forward. My emotions were all over the place, and I didn't know where to turn. Then a friend told me about Steps to End Domestic Violence, and I made the call. I was nervous, but the response was immediate—I got in right away. For the first time in a long while, I felt truly heard and supported."



FINDING SUPPORT AND STABILITY

"At the legal clinic, I was given access to free, confidential legal advice that addressed my most pressing concerns—custody, housing, and navigating the divorce process. The team connected me with Champlain Housing Trust and helped me secure rental assistance. This was life-changing. For the first time, I could start thinking beyond the chaos and envision a stable future in Burlington."



REBUILDING MY LIFE, ONE STEP AT A TIME

"I moved into a beautiful apartment near the waterfront, and my children enrolled in local schools. I knew I needed more than just a place to live—I needed financial independence and personal growth. So, I took a leap: I started working full-time and enrolled part-time in a healthcare program. Balancing work, school, and parenting wasn't easy, but I was determined. When the pandemic hit, I kept going, attending virtual classes."



FINDING MY VOICE

"The staff and volunteers at Steps gave me the courage to believe in myself again. Their clear communication, compassion, and belief in me made all the difference. When I doubted myself, they reminded me that I had the strength to keep moving forward. That support inspired me to start yoga teacher training to stay grounded and continue working on my personal growth."



LOOKING AHEAD WITH GRATITUDE AND HOPE

"My journey isn't over, but I'm in a place now where I can dream again. I'm actively working toward buying a home, something I never thought would be possible. And I've found purpose in my career, working in healthcare to help families connect with essential services—just as others helped me."

"To anyone contemplating reaching out, know that you will be heard. Abuse comes in many forms, and there's no threshold to qualify for help. If you don't feel safe, always call. The support at Steps is without judgment and gave me the strength to keep moving forward."

IN THE COMMUNITY

Over the past year, Steps to End Domestic Violence has deepened its connection to the community through targeted outreach, education, and collaborative events.

Our presence at local colleges and universities through tabling efforts created important conversations about safe dating practices and volunteer opportunities, fostering engagement among students.



We hosted our 2nd Kaleidoscope event to bring together our community in celebration of survivors, Steps' work, and the arrival of spring!

The Clothesline Project provided a powerful platform for survivors to share their stories and experiences, promoting healing and awareness. These initiatives reflect our commitment to being an active, accessible, and supportive force in the community, ensuring that individuals know where to turn for help and how they can join the movement to end domestic violence.



We participated in public events like the Burlington LGBTQIA+ Pride Parade, amplifying our message of inclusivity and support for all individuals impacted by domestic violence.



VOLUNTEERS: A COMMUNITY MAKING A DIFFERENCE

Children's Program Volunteer:

Motivation:

"I lost a good friend to domestic violence. Her son was just seven years old. I couldn't help them in time, but now I try to make a difference, even if it's just in one small corner of the world."

Impact:

Through the Storytime program, children have become comfortable in the group setting. "After a few weeks, older children began volunteering to read. Watching them help younger children was heartwarming."

Message to Future Volunteers:

Be open to ideas from the staff. Be prepared for your heart to grow, break, and grow again. And always remember—the Survivors are brave people."



Krista: Sharing Yoga and Empowerment

Motivation:

"I have personal experience with domestic violence and wanted to give back, showing others they are loved, their voice matters, and help is possible."

Impact:

Krista's trauma-informed yoga practice helps residents reconnect with their bodies and minds. "One student was able to find safety and thrive through Steps' support. Seeing her doing well today fills me with love."

Message to Future Volunteers:

"Any little bit you can do makes a difference. Domestic violence is a hidden epidemic, and so many are affected."

BY THE NUMBERS

1,928

People served

25,235

Bednights provided through
Emergency Housing

94

Adults moved into
permanent housing

141

Male-identified adults
served

141

LGBTQ+
adults
served

4,433

Calls, emails & chats received

518

Children received services

1,410

Adults
served

2,778

Hours spent on youth
advocacy and playgroups

58

Average number of
new survivors who
accessed services
monthly

90

Children
moved into
permanent
housing

SERVICE USERS BY TOWN

| Location | Adults | Children | Location | Adults | Children |
|----------------|--------|----------|------------------|--------|----------|
| Bolton | 1 | 0 | Milton | 47 | 79 |
| Burlington | 525 | 631 | Richmond | 10 | 18 |
| Charlotte | 4 | 3 | Shelburne | 37 | 33 |
| Colchester | 152 | 176 | South Burlington | 90 | 94 |
| Essex | 51 | 50 | St. George | 3 | 5 |
| Essex Junction | 51 | 59 | Underhill | 3 | 6 |
| Hinesburg | 19 | 35 | Westford | 4 | 3 |
| Huntington | 3 | 4 | Williston | 38 | 44 |
| Jericho | 15 | 31 | Winooski | 65 | 74 |

FINANCIALS

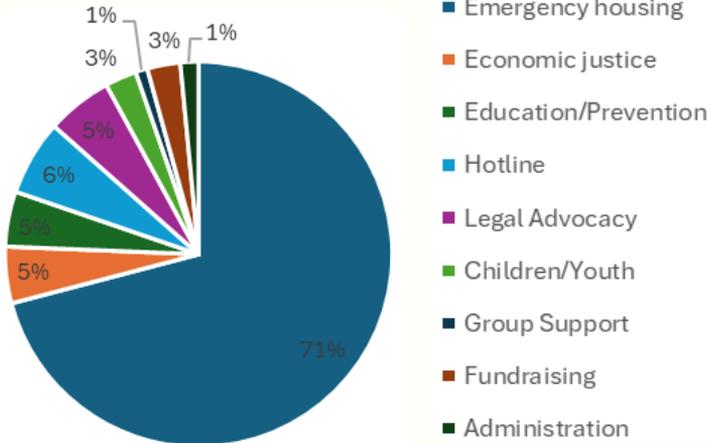
29% increase in total service hours (13,226 hours)

27% increase in total client contacts (30,261 contacts)

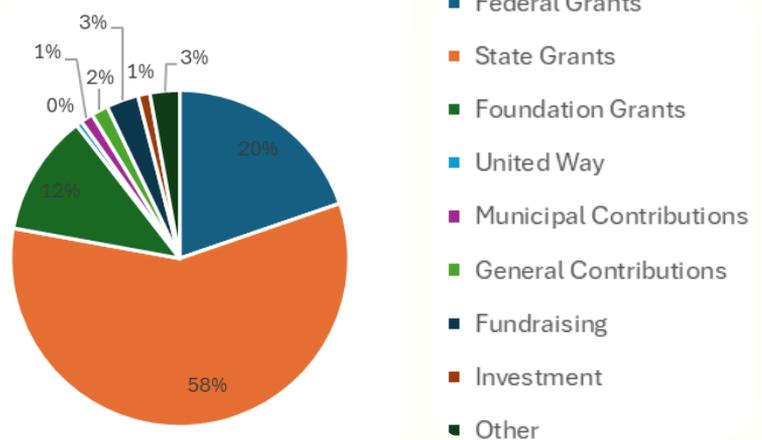
31% increase in services provided (56,551 services)



EXPENSES



REVENUE



JOIN THE ANTI-VIOLENCE MOVEMENT



Donate today
to support our work!!



(802) 658 1996



steps@stepsvt.org



www.stepsvt.org



@stepsvt

Steps to End Domestic Violence
PO Box 1535
Burlington, VT 05402