FREDERICKSBURG REGIONAL
CONTINUUM OF CARE

CoC Full Membership Agenda
July 9, 2025

- Introductions
- Call to Order – Cait Woodward, CoC Board Chair
- Approval of April 9, 2025 Minutes (ACTION ITEM)
- Member Spotlight Presentation – Fredericksburg Regional Food Bank
- New Business
    - Governance
        i. Board Elections (ACTION ITEM)
    - 2025 Summer Point-in-Time Count (July 2025)
    - CoC Gaps Analysis Report
    - Report Outs
        i. CoC Board Report
        ii. CoC Committee Reports
        iii. Agency Reports

Next Meeting: October 8, 2025 at 10AM

FREDERICKSBURG REGIONAL
CONTINUUM OF CARE

CoC Full Membership Meeting

Date: April 09, 2025
Time: 10 AM
Location: Fredericksburg Public Library – Downtown location

MEETING CALLED BY	Megan Samples (GWRC)
TYPE OF MEETING	Regular Meeting
NOTE TAKER	Megan Samples (GWRC)
MEMBER ATTENDEES	Caroline County DSS; Central Rappahannock Public Library; The Community Foundation; Empowerhouse; FAHASS; Fredericksburg Area Association of Realtors; Fredericksburg DSS; Fredericksburg City; Fredericksburg SPCA; Fredericksburg, Virginia Main Street; George Washington Regional Commission; Germanna Community College; Habitat for Humanity of Caroline County; Legal Aid Works; Micah Ecumenical Ministries; Rappahannock Area Community Service Board (RACSB); Rappahannock Area Health District (RAHD), Rappahannock United Way; Spotsylvania County DSS; Spotsylvania County Public Schools; Virginia Community Food Connections
NON MEMBER ATTENDEES	Aetna; DARS; DHCD; Laura Mandala; Salvation Army; Stafford RISE; Stafford Sheriff's Office; St. William of York Church; The Healing Station
ABSENT	Brightview Health; Central Virginia Housing Coalition; Central Virginia VA Healthcare System; Christian Zammas; Clay Mihoulides; disAbility Resource Center; EasterSeals; FailSafe-ERA; Faith Housing Coalition; Fredericksburg City Schools; Fredericksburg DSS; Fredericksburg Food Co-Op; Fredericksburg Regional Food Bank; Habitat for Humanity – Greater Fredericksburg; Haven for Hero's; Healthy Generations Area Agency on Aging; Joe Hargrove; Jon Gerlach; Kim Mitchell; Kima Nieves; Kimz Kitchen; King George Community Alliance; Kristen Corrie; Lloyd F. Moss Free Clinic; Loisann's Hope House; Love Thy Neighbor; Mary Washington Healthcare; Office on Youth; Rappahannock Goodwill Industries; SERVE; Spotsylvania NAACP; Stafford County DSS; Stafford County Public Schools; United Healthcare; University of Mary Washington; Virginia Works; We Care Support Services LLC

DISCUSSION	

Introductions

- A quorum was established with those present.

Approval of February 19, 2025, Minutes

- Joseph Lytte (FAHASS) motioned to approve February 19, 2025**,** meeting minutes. John Ruane (Caroline County DSS) seconded. The motion passed unanimously.

Presentation

- Ann Klockner provided a presentation to the group about Legal Aid Works, who they are, what they do, and their involvement with housing in the region.

New Business

- **Board Elections**
  - Kathy Anderson (Empowerhouse) motioned to approve the 2025 CoC Board Nominee Slate as listed in the meeting packet. Allison Balmes-John (RAHD) seconded the motion. The motion passed unanimously.

- **CoC Member Organization Contact Update**
  - A QR code was passed out for contact updates and future meeting materials.

2025 Summer Point-in-Time Count (July 2025)

- The group discussed the upcoming Point-in-Time Count for July 24th, 2025.

Board/ Committee Reports

- Megan Samples (GWRC) provided updates on the CoC Board and various committee work.

Agency Updates

- Members provided updates about their organizations and upcoming events.

Next Meeting: July 09, 2025, at 10:00AM at the Fredericksburg Branch Library

CONCLUSION	

FREDERICKSBURG REGIONAL
CONTINUUM OF CARE

2025 CoC Board Nominee Slate

The 2025 CoC Board Nomination Slate was approved by CoC Governance Committee on Wednesday, December 18, 2024.

Seeking Election for First Term

Kristen Corrie (Lived Experience Seat)

SUMMER POINT-IN-TIME COUNT VOLUNTEERS NEEDED

Are you passionate about giving back to the community and creating positive change? We are seeking dedicated volunteers to help conduct the Summer Point in Time Count - scheduled for Thursday July 24, 2025.

Volunteers assist with:

- Conducting surveys to those experiencing homelessness in our region
- Assist in collecting valuable data about people's experiences to help inform the overall homelessness response system

Scan the QR Code to Sign Up!

https://forms.gle/szDMVZmYx9ujcNcA9

For additional information, please visit the CoC website or email Megan Samples

megan.samples@gwregion.org

fredericksburgcoc.org

FREDERICKSBURG REGIONAL
CONTINUUM OF CARE
partners ending homelessness

Homeless Response System Gaps Analysis Report

Fredericksburg Regional Continuum of Care

Jenna Espinosa, Allison Singer

Technical Assistance Collaborative
15 Court Square, 11th Floor
Boston, MA 02108

June 2025

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Introduction

In February 2025, the Technical Assistance Collaborative (TAC) was hired by George Washington Regional Commission (GWRC) to conduct a gaps analysis of the needs of people experiencing homelessness and the housing and services available within the geographic area of the Fredericksburg Regional Continuum of Care (CoC). The gaps analysis aimed to identify:

- Current and long-term homelessness trends
- Current and long-term client housing and service needs in all counties served
- Best practices and recommendations to fill gaps
- Funding sources and partnerships to develop needed homelessness housing and services.

Acknowledgements

TAC would like to thank the many individuals and organizations who participated in the gaps analysis through stakeholder interviews, completing surveys, and attending focus groups. George Washington Regional Commission staff Samantha Shoukas and Megan Samples and CoC Board Chair Cait Woodward were instrumental in ensuring TAC's access to data and stakeholders. A special thank you to Micah Ministries and Hope House for providing locations to host focus groups and to Joe Hargrove who partnered with TAC to organize and facilitate the focus groups.

Methodology

TAC conducted this assessment via virtual and onsite stakeholder interviews and focus groups, reviews of data provided by GWRC and CoC providers, as well as publicly available data from the U.S. Department of Housing and Urban Development (HUD), and a survey available to all members of the CoC. TAC also presented initial findings from the quantitative data review at the April CoC Board meeting and collected additional insights and feedback from CoC Board members. See Appendix A for more details on quantitative and qualitative data collection methods.

Based on the gaps analysis, TAC summarized the strengths and needs of the homeless response system and developed recommendations to address the gaps, considering the national context and best practices for housing and housing-related services for people experiencing homelessness.

Gaps Analysis

Homelessness in the Fredericksburg Regional CoC

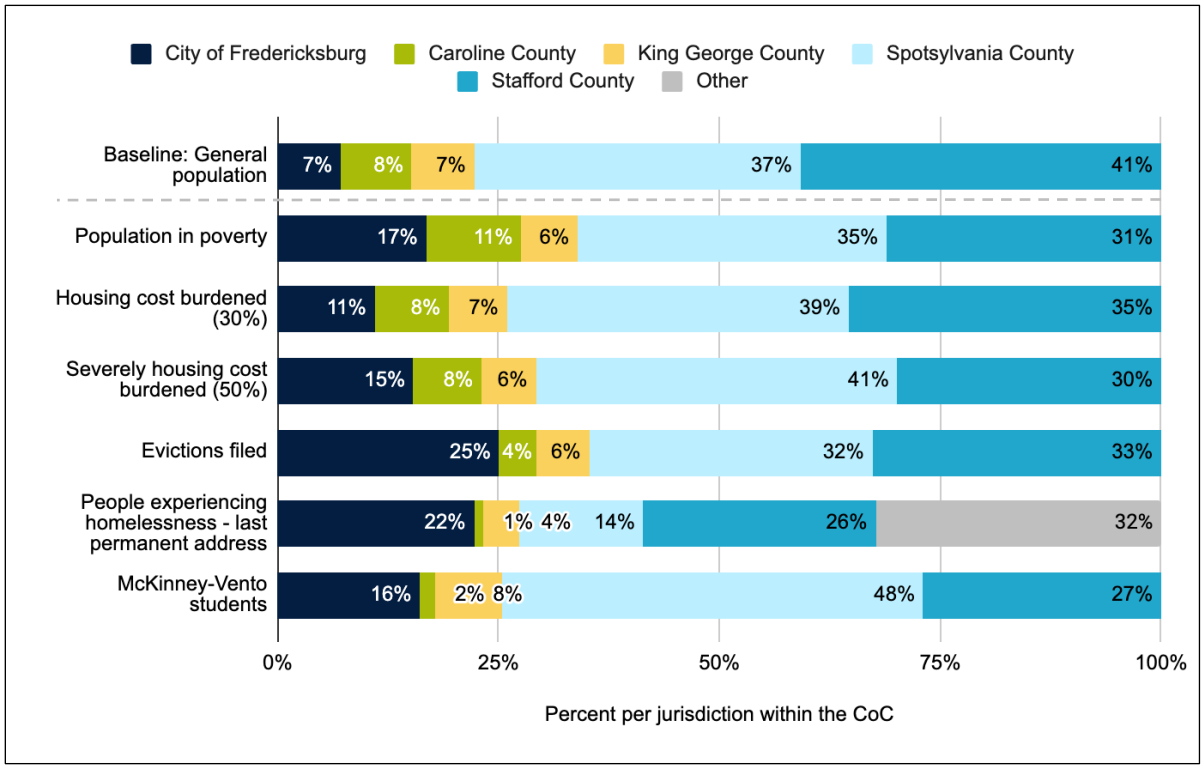
As part of the gaps analysis, TAC assessed homelessness trends, including an assessment of certain subpopulations, like Veterans and families, as well as the availability of housing resources.

Housing Need by County

The Fredericksburg Regional CoC (VA-514) covers the counties of Spotsylvania, Stafford, King George and Caroline Counties and the City of Fredericksburg. HUD classifies the CoC as a Largely Suburban CoC. The City of Fredericksburg is an urban area with the majority of the CoC's homeless services and is the only jurisdiction with a public transit system. Stafford County is predominantly urban, King George and Caroline Counties are rural, and Spotsylvania County is predominantly rural.[i]

Figure 1 shows various indicators of housing need in each jurisdiction displayed as a percentage of the total population within the CoC.[ii] The City of Fredericksburg demonstrates significantly higher housing need in each measure, while Stafford demonstrates less. Spotsylvania demonstrates high need in two variables—McKinney-Vento students[iii] and households who are severely housing cost burdened.

Figure 1. Indicators of Housing Need in the VA-514 CoC



Homeless Populations and Subpopulations

Of the 213 people experiencing homelessness during the 2024 Point-in-Time Count:

- 196 were staying in emergency shelters, while 17 were unsheltered. Of those in shelter, 50 were in temporary cold weather shelter beds open from November to March
- More men (60%) than were served than women (40%)
- More adult individuals (83% of households and 54% of people) were served than families with children (17% of households and 46% of people)
- 13% of people reported having a severe mental illness and 6% reported chronic substance use
- 11% were chronically homeless
- 11% identified as victims of domestic violence
- 17% were over the age of 55
- Only 3 were Veterans. This low number can be attributed to robust state and local resources for Veteran homelessness, including a large amount of Veteran-dedicated housing. In 2015, Virginia became the first state to functionally end Veteran homelessness

The number of people experiencing homelessness in the CoC has remained mostly static over the last 10 years, even though homelessness increased nationally by 37% in the same period.[iv] However, between 2023 and 2024 there was a 23% increase in McKinney-Vento students overall, driven by a 34% increase in students who were doubled-up (from 418 to 560) and an 89% increase in students in emergency shelter (from 36 to 68).[v] The majority of doubled up students were in Spotsylvania County, which saw a 53% increase in students who were doubled up from 2023 to 2024 (from 206 to 315).

Resource Availability

The CoC had the following housing and shelter resources in the 2024 Housing Inventory Count (HIC):

- 238 emergency shelter beds. Of the beds for individuals, 50 were temporary cold weather beds and 188 were year-round beds. Year-round beds included 78 shelter beds for individuals and 34 units with 110 beds for families. Only 30 individual shelter beds and 26 family units with 78 beds were in programs that accept Helpline referrals
- 216 permanent supportive housing (PSH) beds. Of 175 PSH units for individuals, 42 were dedicated to Veterans. Of 15 family PSH units with 41 beds, all 15 were dedicated to Veteran households with children through HUD-VASH
- 120 rapid rehousing (RRH) beds. Of 20 RRH beds for individuals, 10 were dedicated to Veterans. Of 30 family RRH units with 100 beds, 6 units with 17 beds were dedicated to Veterans
- 14 transitional housing beds for individuals

Identified Gaps

Based on the assessment of quantitative and qualitative data collected, TAC identified gaps in the housing and services available to people experiencing homelessness and in the operations of the homeless response system that created barriers to addressing the needs of households experiencing homelessness in the Fredericksburg Regional CoC.

Resource Capacity and Availability

Data analysis, focus groups, and stakeholder interviews revealed that prevention, diversion, shelter, and housing programs are at capacity, limiting the CoC's ability to respond to increasing need among people at risk of and experiencing homelessness.

- Although the number of people experiencing homelessness in the PIT Count has been stable, the need for housing assistance has been increasing, indicated by more families who are doubled up, increasing eviction filings, high regional population growth, shrinking housing affordability, low vacancy rates, and high housing cost burden among residents.
    - Older adults (age 55+) and Black, Hispanic, and Indigenous households are disproportionately impacted by housing cost burden and lack of affordable rental housing.[vi]
    - First time homelessness has increased among Veterans, unaccompanied youth, and older adults (age 55+) over the last 3 years.[vii]
    - Nearly 150 more students were doubled up in 2024 than in 2023, including more than 100 more students in Spotsylvania County.[viii]
    - Stakeholders reported a large number of individuals and families living in hotels/motels in areas outside of Fredericksburg.
    - Approximately 1,600 units (or 24%) of the region's federally assisted affordable rental housing will lose their subsidies by 2029, and another 2,200 units (or 33%) will lose their subsidies by 2033. The majority of these are Low Income Housing Tax Credit (LIHTC) units; Section 8 Housing Choice Vouchers, HUD-insured properties, USDA Rural Housing Service 515, and HOME program units comprise the rest of the inventory.[ix]
- Most people reaching out for help avoiding or resolving a housing crisis, finding a safe place to stay, or finding stable housing can't be referred to a resource due to lack of capacity.
    - The CoC's Homeless Helpline is the main access point for housing assistance. From July-December 2024, 1,256 households (3,200 people) reached out to the Helpline. Fewer than 1 in 10 households were referred to shelter; only 6% were referred to prevention; and only 1% were referred to problem-solving and diversion programming. However, when available, the CoC's prevention program is effective at stabilizing people experiencing housing crises.

- More than 4 in 10 households—representing more than 500 households in a 6-month period—weren't offered any referral because there was no capacity to assist them.[x]

- Households facing eviction are unlikely to have access to legal representation that could help them avoid homelessness. The region's legal aid organization has extremely limited staff capacity compared to the number of hearings.[xi] In 2024, only 2.4% of tenants facing eviction in the CoC had representation in court, and 30% of cases went to default judgment.[xii]

- There is insufficient emergency shelter for individuals, particularly in shelters that accept individuals without upfront screening and preconditions like sobriety. There are nearly 3 homeless individuals for every 2 year-round shelter beds, and 4 homeless individuals for every 1 year-round shelter bed that can be accessed through a Helpline referral and without upfront screening.

- There are efforts to address encampments due to public grievance, but the strategies are not focused on access to shelter or housing and therefore may not permanently resolve the issue. Focus group attendees who had experienced unsheltered homelessness said they did not opt to stay outside and would have come inside if offered an emergency shelter bed.

- There is a street outreach team, though it has limited capacity to fully reach and address the housing needs of unsheltered households. Additionally, there is a network of faith communities who offer basic provisions to households experiencing unsheltered homelessness.

- When surveyed, CoC members identified affordable housing and low-barrier shelter as the most needed resources to support households experiencing homelessness.

- Permanent supportive housing and rapid rehousing inventory targeted to people experiencing homelessness is relatively low compared to the need for it. A large amount is dedicated to Veterans, which has been successful in maintaining low numbers of Veterans experiencing homelessness. However, there is no family PSH that is not dedicated to Veterans, and only 10 RRH slots are available for non-Veteran individuals.

System Flow Gaps

Data analysis and stakeholder interviews revealed that households face barriers to accessing emergency services and subsidized and non-subsidized housing. Ideally, to maximize use of limited resources and ensure households' experiences of homelessness are rare, brief, and non-recurring, households that can't be successfully diverted will have immediate access to shelter and quickly be connected to a permanent housing pathway.

Barriers to Access

Households experiencing homelessness face several barriers to accessing emergency services and housing programs.

- Lack of access to emergency services and housing resources was perhaps the most prominent takeaway from the focus groups with people with lived experience of homelessness. Several attendees reported having to call multiple service providers, receiving conflicting information, and finding the most success through word-of-mouth referrals from their personal networks. Attendees reported spending several hours calling and showing up to service locations, and sleeping in their car or outside while identifying emergency shelter and housing services. Focus group attendees also reported that access to housing programs depends on where you are staying, as current street outreach efforts do not connect with all unsheltered individuals and families and not all shelter locations participate in Coordinated Entry.

- Several stakeholders reported an increase in unsheltered homelessness in Spotsylvania and Stafford Counties, both in encampments and households living in their cars. This was consistent with focus group attendees who reported periods of living unsheltered while waiting for an opening in a shelter.

- While access to emergency services and housing programs is impacted by the lack of resource capacity in the system, overall households reported spending large amounts of time and effort finding accurate information and ultimately having more success after persistent efforts.

- Survey responses and stakeholder interviews indicated housing programs inconsistently use Coordinated Entry for referrals into their program. While generally both permanent supportive housing and rapid rehousing programs received referrals from Coordinated Entry, they also accept referrals outside of the Coordinated Entry System.

Disparities in Access and Outcomes

There are some disparities in access to services and outcomes by household type, age, race/ethnicity, and community of origin.

- Families stay in shelter for long periods of time—more than three times as long as individuals—and tend not to exit shelter unless they are moving into a permanent destination. In contrast, adult individuals tend to stay in shelter for a short time (on average, 2 months) and leave without housing assistance, but tend to cycle through shelters; 20% of individuals who leave shelter return within a year.[xiii]

- Black households are over-represented in homelessness in the CoC, particularly among families, youth, and parenting youth.

    - Black households make up 18% of the CoC's total population and 25% of the population living in poverty, but 36% of households experiencing homelessness in the CoC, 50% of families with children, 38% of homeless youth, and 50% of parenting homeless youth.[xiv]

    - Black households are also over-represented in homelessness across the U.S. In 2024, Black households made up 12% of the total U.S. population and 21% of the U.S. population living in poverty, but 32% of all people experiencing homelessness.[xv]

- Black households in the CoC are underrepresented in exits from prevention to a permanent destination, PSH move-ins, and rate of family exits to permanent destinations of any type, compared to the overall homeless population and to White households.

    - Black households made up 60% of households served in prevention programming, but 40% of households exiting to a permanent destination. In contrast, White households made up 30% of households served in prevention, but 60% of households exiting to a permanent destination.[xvi]

    - Only 2% of Black households had a PSH move-in date, compared to 4% of all households, 5% of White households, and 13% of Hispanic/Latino households.

    - Among families exiting the homeless system, 63% of Black families exited to a permanent destination (which includes subsidized housing, non-subsidized housing, and moving in permanently with family or friends), compared to 80% of White families and 71% of families overall.[xvii]

    - TAC noted that several of these measures were related to accessing private market housing. In Virginia and throughout the U.S., households of color are disproportionately impacted by tenant screening practices that include credit history, criminal background checks, eviction history, and minimum income requirements, which create systemic barriers to accessing private market housing.[xviii]

- Unaccompanied youth exit to permanent housing at about half the rate of the overall homeless population in the CoC and are not accessing rapid rehousing programs at a proportionate rate. In the last 3 years, about 7% of youth were served by rapid rehousing, while 20-25% of households across all subpopulations were served by rapid rehousing.[xix]

- Households from rural and suburban jurisdictions are less likely to connect with CoC services than Fredericksburg residents. Based on reports from stakeholder interviews and focus groups, households in rural and suburban areas also have limited access to public transit that connects them to services, which are concentrated in Fredericksburg. TAC noted the most pronounced disparities in the following areas:

- Fredericksburg residents represent 17% of the CoC's population living in poverty, 16% of McKinney-Vento students, and 25% of eviction filings, but 33% of Helpline calls, 39% of referrals to shelter, and 31% of referrals to prevention.

    - Spotsylvania County residents make up 35% of the CoC's population in poverty, 48% of McKinney-Vento students, and 32% of eviction filings, but only 16% of referrals to prevention and 14% of people staying in shelter or seen by street outreach on the night of the PIT Count.

    - Stafford County residents make up 31% of the CoC's population in poverty, 30% of severely housing cost burdened households, and 33% of eviction filings, but 24% of

Helpline calls, 26% of referrals to shelter, and 14% of people staying in shelter or seen by street outreach on the night of the PIT Count.

- Caroline County residents make up 11% of the CoC's population in poverty, 8% of severely housing cost burdened households, and 4% of eviction filings, but 5% of Helpline calls and only 1% of people staying in shelter or seen by street outreach on the night of the PIT Count.

- King George County residents represent 6% of the CoC's population in poverty, 8% of McKinney-Vento students, and 7% of severely housing cost burdened households, but 5% of Helpline calls, 2% of referrals to shelter, and 4% of people staying in shelter or seen by street outreach on the night of the PIT Count. [xx]

Exits to Housing

Flow through the homeless response system has slowed over the last 3 years as pandemic response funding ended. Fredericksburg Regional CoC received approximately $3.7 million of COVID-19 response funding through a combination of federal and local program funding, over double their FY20 budget of $1.3 million. After COVID-19 response funding ended, the FY24 budget was approximately $1.5 million.

- Households are staying for longer lengths of time and exiting at a lower rate, which also leads to fewer households served throughout the year since programs have infrequent opportunities to enroll new households.

  - Families in particular are staying longer in the homeless system. Family length of stay doubled from 2022-2024, while exits to any destination decreased by 50%.[xxi]

  - The rate of returns to homelessness from a permanent destination within 6 months for all household types also increased, from 5% in 2022 to 18% in 2024. However, both rates only represent 3 people returning; the increased rate reflects significantly lower exits to housing.

- Focus group attendees in families reported difficulty in overcoming tenant screening barriers such as little to no income, credit, and eviction history when trying to identify housing.

- When attendees did receive support with housing search, they had positive experiences. Several attendees did express, however, a need for more housing search support particularly for families with one parent and multiple children.

- Turnover in permanent supportive housing for individuals has decreased, meaning fewer slots become available for new households, while there has been no turnover in permanent supportive housing for families in the last 3 years. Although turnover in rapid rehousing is high, inventory is low.[xxii]

- Focus group attendees, survey responses, and stakeholders interviewed expressed that the lack of mainstream affordable housing resources make it particularly difficult to move some households on from rapid rehousing or other time-limited resources, and permanent supportive housing. Waitlists for Housing Choice Vouchers throughout the Fredericksburg Regional CoC are

closed. Several families reported traveling out of state to join other waitlists in an attempt to get long-term affordable housing.

- In addition to affordable housing, survey responses and stakeholder interviews identified a lack of affordable child care, availability of transportation, and support with workforce development, which impacts the ability to sustain employment and attend medical appointments as key barriers to housing stability.

- Rapid rehousing programs in the CoC utilize different service models, some consistently serving households for the full allowable length of the program (24 months) while others typically serve households for up to six months.

- Several individuals in permanent supportive housing programs reported positive experiences with their case manager who provided weekly case management services to help them stay housed.

Recommendations

Addressing Resource Capacity

Fredericksburg Regional CoC is in need of expansion across the different components of the homeless response system: prevention and diversion, emergency shelter, street outreach, permanent housing, and mainstream affordable housing. While there are areas for improvement for the operations of the system, Fredericksburg Regional CoC has demonstrated through its COVID-19 response efforts that with increased resource capacity and funding, it could significantly reduce rates of unsheltered homelessness and support more permanent housing placements. The CoC sheltered 476 households through motel/hotel placements and permanently housed more than 55 households with COVID-19 response funding.

The need for resources to support the unsheltered population is evident. A hopeful takeaway from TAC's analysis, however, is that if households were given an option to come into shelter, they would. Because of this, TAC recommends focusing new or reallocating existing resources on prevention, low-barrier shelter, and permanent housing options and centralizing and coordinating existing street outreach efforts to connect with unsheltered individuals and families.

- **Prevention and Diversion: Identify funding for prevention and diversion efforts to reduce the strain on emergency shelter.** There is existing infrastructure through the hotline to centralize access to resources for households experiencing a housing crisis, conduct more robust diversion efforts, and prevent homelessness when possible. As housing affordability becomes more of a challenge, evidenced by the increasing calls to the hotline and the number McKinney-Vento-involved families in the school system, it is important to find ways to reduce inflow to already-strained homeless response system, including more education of existing supports like legal aid.

- **Street Outreach: Create an unsheltered homelessness task force to plan and implement housing-focused encampment resolution and street outreach practices.** A task force including representatives from the CoC, housing providers, street outreach providers, existing network of outreach volunteers from faith communities, county government, and law enforcement can explore best practices (see Appendix C) and plan for encampment resolution strategies that will resolve the issue more permanently through housing. Coordinating street outreach efforts can also improve the identification of families who are more likely to sleep in their cars rather than live in encampments.

- **Emergency Shelter: Identify new or reallocate existing funding for low-barrier shelter options**. Fredericksburg Regional CoC found success with utilizing hotel/motels for emergency sheltering during COVID-19 due to the number of hotels/motels in the CoC geography, paired with strong housing-focused case management. With COVID-19 response funding, Fredericksburg Regional CoC implemented a hotel/motel sheltering program that sheltered 476 households. Exploring a public-private partnership between the large existing network of faith communities and local county-level resources could fund this lower-cost model and expand services to underserved areas of the CoC, like Stafford and King George Counties.

- **Permanent Housing: Partner to establish homeless set-asides in mainstream housing programs**. Leveraging mainstream affordable housing resources like Low-Income Housing Tax Credit (LIHTC) units, Section 811 Project Rental Assistance, and Multifamily Housing to support families and individuals with rental subsidies or who are moving on from rental subsidies. Educate the faith community, elected officials, and other supporters of affordable housing and mobilize supporters to advocate for increased local and state funding for homeless assistance programs. While the Department of Housing and Community Development (DHCD) funds the Virginia Supportive Housing Program, the budget for this program has not increased while housing costs have increased. Because of this, the number of households served through these programs have decreased over time.

Appendix B provides a list of state and local private foundations that are a good match for some of the resource expansion needed by the homeless response system. In addition to these private opportunities, through partnerships, the CoC can explore public funding opportunities such as homeless prevention and development of new housing for people experiencing homeless who have serious mental illnesses through the Rappahannock Community Service Board and housing development through the Affordable and Special Needs Housing fund at DHCD.

National Context

When analyzing the gaps and determining recommendations, TAC considers the national and local context and acknowledges challenges in increasing funding for assistance for households experiencing homelessness. Fredericksburg Regional CoC, and with other homeless response systems across the country, just experienced years of disaster response for COVID-19 supported with increased homeless assistance funding that is now no longer available. Additionally, it is expected that the new administration will not increase funding for federal homeless assistance programs. This will make it challenging for existing programs faced with annual inflation and the rising costs of housing and will limit federal funding for any new or expansion projects to address homelessness.

Promote Housing Stability and Movement through the Homeless Response System

Locally, housing in the CoC's geographic region has become more unaffordable, and eviction rates are increasing. While the housing landscape is challenging, especially for households (individuals and families) experiencing homelessness, given the current context for homeless assistance funding, efficient use of existing resources can make a notable impact.

Outlined below are recommendations to improve the operations of the homeless response system, with the goal of creating movement through the system and supporting households to reach housing stability.

Create a clear, low-barrier approach for households experiencing homelessness to access permanent housing resources using the existing Coordinated Entry System.

- Ensure counties, providers, and system partners understand and have clear messaging on how and where to access emergency services.

- Integrate more homeless-specific housing resources into the Coordinated Entry System, such as the VSHP funded housing resources, with community agreement to exclusively receive referrals from Coordinated Entry to ensure equitable access to housing. While most of the housing resources require use of Coordinated Entry, this is not consistently applied by housing providers or enforced by funders. Coordinated Entry ensures limited housing resources are efficiently and more equitably distributed to households with acute needs.

- Increase case conferencing to more closely track program openings and monitor the status of households assessed for housing. Managing housing program openings using a by-name list eliminates side-door enrollments, helps prepare households for program enrollment, and keeps attention on moving households to permanent housing resources.

- Create a continuous quality improvement plan for the Coordinated Entry System to regularly evaluate and address access barriers, with particular attention to underserved populations.

Implement best practices to more efficiently use existing permanent housing resources.

- Using a progressive engagement approach in rapid rehousing ensures households only receive the amount of assistance needed to resolve their housing crisis and reach housing stability, instead of a standard service package. This approach is made possible with strong income maximization practices, including established partnerships with employment support, and connections to community-based services. Progressive engagement allows programs to maximize their budgets, serving the greatest number of households possible while still focusing on housing stability.

- Utilize a centralized, coordinated approach to landlord recruitment and retention through the housing locator team. Three organizations in the CoC received funding for a housing locator staff person. These staff can coordinate as one team to reduce competition for units, streamline communication with property owners, and ensure all units recruited by the housing locators are used for a household experiencing homelessness in the CoC despite which organization originally identified the unit. The housing locator team can also be utilized to overcome tenant screening challenges in the private housing market to reduce barriers faced disproportionately by people of color.

- Develop a ‘move on’ strategy for households in homeless-specific permanent housing program. For example, partner with public housing agencies and assisted housing to provide some preferences for households that rea ready to move on. Although these housing providers may not offer opportunity right now, putting these preferences in place now will help to create homeless response system flow when the resources (such as HCVs) do become available.

- Consider making a subset of units in the incoming Jeremiah Community available for households who have not been able to stabilize in rapid rehousing and demonstrated a need for longer-term assistance. Because there is not a method for predicting which households will achieve housing

stability through rapid rehousing, rapid rehousing can be used as the initial intervention for households in systems with strain on resources. If a household has demonstrated a need for a longer-term intervention, the household moves on to permanent supportive housing or a long-term subsidy and then frees up the rapid rehousing capacity for other households still experiencing homelessness. This could be particularly helpful for older adults with a fixed income.

- Leverage long-term affordable housing for households in permanent supportive housing who have demonstrated a need for a long-term subsidy and can maintain stability through community-based supports. Explore partnering with LIHTC, 811 PRA, and Multifamily Housing providers to utilize units for this purpose.

- Regular training on the housing first approach and housing-focused practices provided by the CoC can promote consistent use of these practices across the system. Survey results demonstrated some staff had not been trained on housing first or housing-focused case management within the last two years.

Appendix A. Data Collection Methods

During the gaps analysis, TAC compiled and analyzed information from the following quantitative sources:

- Point-in-Time Count reports published by the Fredericksburg Regional CoC
- Homeless Helpline reports published by Loisann's Hope House
- Virginia Homeless Solutions Program (VHSP) Semi-Annual Reports for the period of July 1–December 30, 2024, for VHSP-funded emergency shelter, rapid rehousing, prevention, and Coordinated Entry projects, provided by GWRC
- Census data from the U.S. Census Bureau
- Eviction data from the Legal Services Corporation Civil Court Data Initiative
- Housing affordability data from the National Low Income Housing Coalition and the Fredericksburg Area Association of Realtors
- Fredericksburg Regional CoC Housing Management Information System (HMIS) data available through HUD's Stella Performance Module (Stella P) and HUD's HIC and PIT datasets.
    - Stella P data is limited based on the number of projects that report in the CoC's HMIS. As of the 2024 HIC, 53% of emergency shelter beds, 31% of PSH beds, 63% of RRH beds, and 100% of transitional housing beds were reflected in the CoC's HMIS data.
- Additionally, during the data analysis period, the Stella P *Demographics* tab was unavailable.

In April 2025, TAC conducted two in-person focus groups with people with lived experience of homelessness at Loisann's Hope House (13 families) and Micah Ecumenical Ministries (14 individuals). Both focus groups included attendees who were actively experiencing homelessness and attendees who were recently housed.

In April–May 2025, TAC interviewed the following stakeholders:

- Kathy Anderson, Executive Director, Empowerhouse
- Tim Baroody, City Manager, City of Fredericksburg
- David Cooper, Chief Executive Officer, The Brisben Center
- Meghann Cotter, Executive Servant-Leader, Micah Ecumenical Ministries
- Sargeant Steven Curtis, Crime Prevention Unit, Stafford County Sheriff's Office
- Joseph Lyttle, Executive Director, Fredericksburg Area Health and Support Services
- Megan Samples, Program Coordinator, George Washington Regional Commission
- Sam Shoukas, Housing and Community Health Program Director, George Washington Regional Commission
- Michelle Swisher, McKinney-Vento Liaison, Spotsylvania County Public Schools
- Deserae Williams, Housing Program Administrator, Virginia Department of Housing and Community Development
- Cait Woodward, Executive Director, Loisann's Hope House and CoC Board Chair, Fredericksburg Regional Continuum of Care

TAC also conducted an online survey, which received 29 responses from direct service staff, program managers, and organizational leadership in shelter, street outreach, rapid rehousing, permanent supportive housing, supportive services, and prevention programs. Additionally, TAC gathered feedback from CoC Board members on initial findings at the April CoC Board meeting.

Appendix B. Foundation Grant Funding Opportunities

Funder	Common Funding Range	How to Apply	Relevant Priorities	Potential Funding Requests
Fredericksburg Savings Charitable Foundation Fund	$5,000 - $50,000 cap based on organization budget	**Open July 16, due August 20** Apply online	Community development, housing assistance, medical facilities, community groups	Prevention & diversion Low-barrier emergency shelter
Truist Foundation	$5,000 - $100,000	**Due March 31, July 31 and November 30** Apply on their website truistfoundation @truist.org 833-307-2351	Career pathways to economic mobility; helping disadvantaged workers navigate the employment journey One-time sustainable needs like new program launch, curriculum, program equipment, capital needs	Expanded workforce development programming for shelter & housing program clients
The Mary Morton Parsons Foundation	$30,000 - $500,000+ but typically no more than one third of a project cost	Contact form **open July 7, closes 5pm August 29**. If invited to apply, full app due **5pm September 15** mmparsonsfoundation.org/apply	Capital projects for nonprofits throughout Virginia *Made on a matching or challenge basis; other guidelines*	Affordable housing capital costs
Richard & Caroline T. Gwathmey Memorial Trust	$5,000 - $60,000	**Due March 1, Sept. 1** Apply through online portal	Access to basic services – food, health care, shelter and/or safety	Low-barrier emergency shelter

TD Charitable Foundation Regional Grants	$5,000 - $100,000+	**Due Friday, August 1** Apply online MidSouthCharitableGiving@td.com *Can apply to multiple funding opportunities through TD Charitable Foundation; some limitations on re-applying to the same funding opportunity or applying if you have recently been granted over a certain amount*	Grants to non-profits to help sustain programming in the communities we serve; programs that bring people together and give them access to important resources. *Have made large grants to shelter, human services, homelessness and housing.*	Prevention & diversion Low-barrier emergency shelter
M & T Charitable Foundation	>$5,000 - $25,000	**Due October 1** Apply online Virginia rep: Sarah Wolf swolf@mtb.com 410-280-5718	Health, human services, and civic affairs	Prevention & diversion Low-barrier emergency shelter
Mary Washington Hospital Community Benefit Fund Mini-Grants	$1,000 - $5,000	**Due December 10** Apply online MWHC Grant and Community Benefit Funds Manager: 540-741-1433	Access to healthcare, affordable housing, and mental health *They have funded Micah, RACS & Hope House*	Prevention & diversion
Edgar A Thurman Foundation for Children	$3,000 - $10,000 for first-time grantees; $10,000 - $20,000 for returning grantees	**Due February 15** Online application	Care, feeding, clothing, shelter, welfare, training, education, health and comfort of children in Virginia *Western VA and Roanoke Valley is a preference but not a restriction*	Prevention & diversion for families Low-barrier emergency shelter for families
Marietta McNeill Morgan & Samuel Tate Morgan, Jr.	$25,000-$100,000 (most commonly	**Due March 1** Apply through online portal Organizations are advised to apply	Human services programming Capital	Affordable housing capital costs

Trust	$25,000)	to either the Morgan Trust or the Seay Foundation	expenditures only	
George J. & Effie L. Seay Foundation	$10,000	**Due March 1** Apply through online portal	Direct social service programs and projects	Prevention and diversion
The Community Foundation of the Rappahannock River Region	$5,000 - $25,000	They manage competitive funds and donor-advised funds. Submit a Letter of Introduction and review their competitive grant opportunities	Vitality and well-being of the Rappahannock River Region	*Varies by fund*
Wells Fargo Foundation	$5,000 - $25,000	Submit a grant interest form requesting an invitation	Housing access and affordability; financial mobility	Expanded workforce development programming for shelter & housing program clients Prevention & diversion
Anverse, Inc.	$5,000 - $30,000	c/o Lisa Krauss PO Box 3248 Cartersville, GA 30120 678-721-0251	Homeless shelters, crisis intervention, education, human services, urban development – equipment, programs, operations costs, maintenance & essentials *Has funded Hope House, Empowerhouse*	Prevention & diversion Low-barrier emergency shelter
Fredericksburg Area Association of Realtors Foundation	>$5,000 - $10,000	Download their application online	Local charitable organizations whose clients struggle with hardships that threaten their ability to secure and retain shelter *Has funded Hope House, Brisben Center, Mary's Shelter, Empowerhouse*	Prevention & diversion Low-barrier emergency shelter Unsheltered homelessness task force / encampment resolution strategy

TD Charitable Foundation Housing for Everyone Competition	$200,000 per grant	Open annually; check back in January 2026	Annual housing-related theme	*Varies by year*
TD Charitable Foundation Capacity Building Fund	$25,000-$150,000	Available twice annually based on their funding calendar. Application includes both Capacity Building Grants and the Nonprofit Training Resource Fund	Nonprofits in with their priority areas (finances, health, environment, communities) Program design & implementation, strategic planning, hiring new staff, professional or skill development; and infrastructure including technology, program supplies, and evaluation tools	Unsheltered homelessness task force / encampment resolution strategy
Elis Olsson Memorial Fund	$5,000 - $20,000	- Copy of IRS determination letter - Detailed description of project and amount of funding requested Board of Directors c/o Lisa O Everett Secretary/Treasurer & Director 4170 Tanager Ct. West Point, VA 23181 804-366-2112	Health and human services	Prevention & diversion Low-barrier emergency shelter
J L Camp Foundation	$2,500 - $20,000	Submit a letter c/o Karen A Cavanaugh Secretary & Treasurer 100 73rd St. Virginia Beach, VA 23451 757-425-8385	To further charitable endeavors and promote wholesome community life in Virginia	Prevention & diversion Low-barrier emergency shelter
Noland Edwards Family Foundation	$5,000 - $17,500	- Proposal - Copy of most recent annual report, audited financial statement, or 990 Trustees c/o Anne Noland	Past grants to human services, child welfare, health, community improvement	Prevention & diversion Low-barrier emergency

		Edwards, Chairman 521 S Fairfax St. Alexandria, VA 22314 747-240-5650		shelter Unsheltered homelessness task force / encampment resolution strategy
The Stultz Foundation	>$1,000 - $10,000	- Copy of IRS determination letter - Letter with detailed description of funding and amount requested PO Box 3344 Charlottesville, VA 22903	Past grants to hospital care, homeless shelters, food banks, health care clinics, human services, mental health care	Prevention & diversion Low-barrier emergency shelter Unsheltered homelessness task force / encampment resolution strategy
The Charles M Caravati Foundation Fund	>$5,000 - $6,500	Submit a letter Charles M Caravati III and Charles M Caravati Jr. 931 Broad Street Rd. Manakin Sabot, VA 23103 804-784-4214	Past grants to health care, basic and emergency aid, family disability resources	Prevention & diversion Low-barrier emergency shelter Unsheltered homelessness task force / encampment resolution strategy
Chubb Charitable Foundation	$2,500 - $25,000	Online; can monitor for new RFPs or reach out to ask about upcoming ones PhilanthropyUS@chubb.com	Poverty, health, and the environment	*Varies by RFP*
Van Metre Companies Foundation	$1,000 - $10,000	Letter of inquiry c/o Patricia Dizon, Correspondence Secretary 9900 Main St Ste 500 Fairfax, VA 22031 703-425-2600	Health, housing development, human services, shelter services	Prevention & diversion Low-barrier emergency shelter Unsheltered homelessness task force / encampment resolution

				strategy
JV Schiro Zavela Foundation	$1,000 - $5,000	- Copy of IRS determination letter - Proposal with detailed description of funding and amount requested c/o Jean L Schiro-Zavela and Vance S Zavela, Trustees 1223 Earnestine St McLean, VA 22101 703-749-7679	Basic and emergency aid, homeless shelters, community development, child welfare, family services	Prevention & diversion Low-barrier emergency shelter Unsheltered homelessness task force / encampment resolution strategy
Clark-Winchcole Foundation	$5,000 - $30,000	- Copy of current year's organizational budget and/or project budget - Listing of board of directors, trustees, officers and other key people and their affiliations - Copy of IRS Determination Letter - Geographic area to be served - Populations served - Signature and title of chief executive Bridget D Hartman, Grant Administrator 7501 Wisconsin Avenue Ste 710 East Bethesda, MD 20814 301-654-3607	Hospitals and other health agencies, cultural programs, social service and youth agencies, and Protestant and Roman Catholic church support	Low-barrier emergency shelter or unsheltered homelessness task force / encampment resolution through Micah
E C Wareheim Foundation	$5,000 - $30,000	Submit a proposal c/o M&T Bank 626 Commerce Dr Fl 3 Amherst, NY 14228 410-244-4630	Children and youth development and services, including youth at risk and education *Has funded Rappahannock CASA in Fredericksburg*	Prevention & diversion or low-barrier emergency shelter for families and unaccompanied youth Expanded workforce development programming for families and unaccompanied youth in shelter & housing programs
Ivakota	$2,500 -	Submit a letter with	Primary interest is	Prevention &

Association	$7,000	- Copy of current year's organizational budget and/or project budget - Copy of IRS Determination Letter - Detailed description of project and amount of funding requested c/o Louis B Rodenberg III, Trustee and VP 1600 Westbrook Ave Apt 21 Richmond, VA 23227 703-370-9100	support of needy women and children in Alexandria, but grants for other purposes in other locations are made from time to time	diversion or low-barrier emergency shelter for families and unaccompanied youth Expanded workforce development programming for families and unaccompanied youth in shelter & housing programs
The Titmus Foundation	$1,000 - $25,000	Email for application guidelines: tfound@aol.com 804-265-5834	Emphasis on Baptist church support, religious organizations, and child welfare	Low-barrier emergency shelter or unsheltered homelessness task force / encampment resolution through Micah

Appendix C. Resources for Unsheltered Encampment Response

1. Evidence for Housing-Based Encampment Strategies. (n.d). Retrieved June 10, 2025, from https://files.hudexchange.info/resources/documents/Evidence-for-Housing-Based-Encampment-Strategies.pdf

This resource outlines best practices and lessons learned from research of unsheltered homelessness and communities that have demonstrated success in reducing unsheltered homelessness through outreach and housing.

2. City of Houston/Harris County Homeless Encampment Response Strategy. (2021 August). Housing Innovations. https://irp.cdn-website.com/2d521d2c/files/uploaded/Encampment%20Response%20Strategy%20FINAL.pdf

A comprehensive account of a housing-focused approach to persons experiencing unsheltered homelessness and residing in the City of Houston/Harris County that can be adapted for the Fredericksburg Regional CoC. The guide describes roles and responsibilities of various partners, including a project lead, public safety partners, and housing navigation.

3. Encampment Resolution Guide | Benioff Homelessness and Housing Initiative. (2024, October 2). Benioff Homelessness and Housing Initiative. https://homelessness.ucsf.edu/resources/toolkit/encampment-resolution-guide

Benioff Homelessness and Housing Initiative provides a detailed guide for housing-focused encampment resolution with a focus on establishing a sustainable response and the role of policy in the ability to effectively address encampments. In addition to the guide, the resource provides a webinar outlining these practices.

4. 19 Strategies for Communities to Address Encampments Humanely and Effectively. (2024 April). United States Interagency Council on Homelessness. https://www.usich.gov/sites/default/files/document/19%20Strategies%20for%20Communities%20to%20Address%20Encampments%20Humanely%20and%20Effectively_1.pdf

USICH provides an overview of 19 strategies communities can take to respond to encampments and details actions to implement under each strategy. Strategies range from health considerations, partnerships to establish, specialize practices for certain subpopulations, and data practices.

5. Housing-Focused Street Outreach Framework. (2025, April 3). National Alliance to End Homelessness. https://endhomelessness.org/resources/toolkits-and-training-materials/housing-focused-street-outreach-framework/

This series of trainings and resources document practices for housing-focused street outreach, including the partnerships that make the housing-focused approach to street outreach successful.

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Homeless Response System Gaps Analysis

Fredericksburg Regional Continuum of Care

Jenna Espinosa, Allison Singer

June 2025

Today's Agenda

1. Introductions
2. Project Overview
3. Gaps Identified
4. Recommendations
5. Potential Next Steps
6. Question & Answer

Background and Introductions

In February, George Washington Regional Commission contracted TAC to conduct a gaps analysis of the Fredericksburg Regional CoC. The goal is to better understand what resource capacity you currently have against what resource capacity you would need to sufficiently respond to homelessness; and to identify strategies to address the gaps.

Consultants:

- Jenna Espinosa, Senior Associate at TAC
- Allison Singer, Independent Contractor

CoC Gaps Analysis Process

March

- Quantitative data collection and analysis

April

- Qualitative data collection and analysis
- Identify gaps

May

- Develop recommendations to address gaps
- Identify potential funding and partnerships

June

- Final report and presentation

Methodology

Quantitative Data Review

- Collected data from existing sources
  - HMIS, Point in Time Count, Housing Inventory Count, Longitudinal System Analysis, referral information, hotline data, recent grant applications, census data, housing market data, etc.
- Additional information from CoC membership survey

Qualitative Data Collection

- Conducted two listening sessions with individuals and families who are currently experiencing or recently experienced homelessness
  - Micah Ministries: 13 attendees
  - Hope House: 12 attendees
- Stakeholder interviews with 10-12 individuals, representing the CoC, service providers, and system partners
- CoC membership survey (29 responses)

Review of Gaps Analysis

Resource and Capacity Gaps

- The increasing number of households ‘at risk’ of homelessness indicates a growing need for housing assistance over time.
- While there is a growing need, most households that reach out for housing services do not get connected, likely due to the lack of capacity in resources.
- There are insufficient resources across system components (prevention, emergency shelter, street outreach, permanent housing, and naturally occurring/mainstream affordable housing).

Gaps in System Operations

- Individuals and families have difficulty accessing both emergency services and housing services.
- There are disparities related to access and outcomes particularly impacting Black households, unaccompanied youth, families, and rural and suburban households.
- Longer lengths of time homeless – low turnover in permanent housing programs, difficulty finding affordable housing, and difficulty overcoming tenant screening barriers.
- Low turnover in rapid rehousing and permanent supportive housing impacts flow through the system

Recommendations

Overview

- National and local context
  - Resource pooling through public/private partnerships
  - Local/state funding will be essential
- Focused on realistic and accomplishable strategies for the homeless response system
- Building off of the community's strengths and great work already happening
- **Overarching strategy:** Increase resource capacity and system flow by focusing new or reallocating existing resources on prevention, low-barrier shelter, and permanent housing options and centralizing and coordinating existing street outreach efforts to connect with unsheltered individuals and families.

Resource Capacity

- **Prevention and Diversion:** Identify funding for prevention and diversion efforts to reduce the strain on emergency shelter.
- **Emergency Shelter:** Identify new or reallocate existing funding for low-barrier shelter options, particularly leveraging your experience with sheltering in motels/hotels.
- **Street Outreach:** Create an unsheltered homelessness task force to plan and implement housing-focused encampment resolution and street outreach practices.
- **Permanent Housing:** Partner to establish homeless set-asides in mainstream housing programs and seeking increases to state funding. Engage in affordable housing development.

System Operations

- Create a clear, low-barrier approach for households experiencing homelessness to access permanent housing resources using the existing Coordinated Entry System.
  - Resource integration
  - Increase case conferencing
  - Regular continuous quality improvement

- Implement best practices to more efficiently use existing permanent housing resources.
  - Progressive engagement approach (both at system and project level)
  - Centralize and coordinate housing identification/landlord engagement
  - Establish ‘moving on’ strategy

Potential Next Steps

Potential Next Steps

- Use the recommendations as a basis for strategic planning discussions
  - Establish a shared vision and mission
  - Prioritize which strategies to pursue
  - Consider resource capacity, existing partnerships, and alignment with short-term and long-term goals
  - Breakdown larger strategies into smaller steps
- Create an implementation plan for strategies that outlines roles and responsibilities of key entities and committees in the CoC

Question & Answer

FREDERICKSBURG REGIONAL
CONTINUUM OF CARE

CoC Board and Committees – Overview and Quarterly Report

CoC Board

Purpose: Oversees the work of the FRCoC to ensure alignment with the FRCoC 10-Year Strategic Plan to End Homelessness and determines priority initiatives on behalf of the general membership; also responsible for ensuring that the mission, vision, and values of the FRCoC are upheld.

Current representatives: Bailey Thompson (City of Fredericksburg), Barzel McKinney (Haven for Heros), Cait Woodward – Chair (Loisann's Hope House), Chris Ryder (University of Mary Washington), Christen Gallik (Fredericksburg DSS), Christian Zammas – Vice Chair (Individual), Jill Clare (Micah Ministries), Joseph Lyttle (FAHASS), Jennifer Dudley (Stafford County DSS), Miriam Niemi (Love Thy Neighbor), Mozett Pettway (Spotsylvania NAACP), Sarah Walsh (Rappahannock United Way), Betsy Mason (Fredericksburg Police Department), Tammy Torres (Empowerhouse).

Accomplishments in the Past Quarter (April, May, June meetings)

- Point in Time Count Planning – July 24, 2025
- CoC Gaps Analysis
- 2025 Jurisdictional Review Process Planning
- Voting on the Homeless Data Integration Project
- FY26-27 Unsheltered Homelessness Initiative Application and Scoring Sheet Approval
- Review of the FY26 CoC Work Plan
- Approval of the FY26-27 Unsheltered Homelessness Initiative Administrator
- Strategic Planning Discussion
- New board member orientation

Plans for Upcoming Quarter (July, August, September meetings)

- Conduct Summer Point in Time Count
- Approval of the FY26 CoC Work Plan
- Begin work on CoC Strategic Planning
- Policy Priorities for 2026

System Planning Committee

Purpose: Operates the homelessness response system and develops solutions to challenges and gaps within the system.

Current representatives: Caroline County DSS, Rappahannock Area Community Services Board (RACSB), Central Virginia VA Healthcare System, Loisann's Hope House, Micah Ministries, Empowerhouse, Faith Housing Coalition, Health Generations Area Agency on Aging, Spotsylvania County Schools, Christian Zammas (individual).

Current Working Groups:

- Evictions Working Group
- Veterans Working Group

Accomplishments in the Past Quarter (April, May, June meetings)

- Approval of the FY26 System Planning Committee Action Plan
- Discussion and Approval of the pilot community Vulnerability Tool
- Review of CoC Gaps Analysis
- Creation of vulnerability tool pilot training program for staff

Plans for Upcoming Quarter (July, August, September meetings)

- Training for vulnerability tool
- Policy Priorities discussion for 2026
- Strategic Planning small group formation in collaboration with CoC Board and Governance Committee

Governance Committee

Purpose: Evaluates and recommends changes to improve the CoC's structure and ensure it is meeting its mission. Identifies, recruits, and outreaches to qualified, willing members of the CoC to serve as members of the CoC Board, committees, and working groups.

Current representatives: Lori King (Micah Ministries), Ely Younger (Virginia Works), Erica Dutcher (Central Virginia Housing)

Accomplishments in the Past Quarter (April, May, June meetings)

- Governance committee did not meet this quarter – will be meeting July 16, 2025

Plans for Upcoming Quarter (July, August, September meetings)

- Review recommended changes to Funding Policies and Procedures
- CoC Encampment Response Strategy

System Performance Committee

Purpose: Monitors the effectiveness and efficiency of the CoC homeless response system's efforts to prevent and end homelessness in the region. The committee provides expertise and guidance to the CoC Board to improve system performance.

Current representatives: Nancy Carpenter (individual), Leslie Martin (University of Mary Washington), Erica Dutcher (Central Virginia Housing), Tracy Curtis (King George County DSS)

Accomplishments in the Past Quarter (April, May, June meetings)

- Began discussion for review of Longitudinal System Analysis
- Began discussion for review of Domestic Violence Data Support
- Began discussion for review of Cold Weather Shelter Data tracking
- Review of CoC Gaps Analysis preliminary report (final report completed after June meeting of System Performance Committee)

Plans for Upcoming Quarter (July, August, September meetings)

- Discussion of potential RFP for Homeless Management Information Systems (HMIS) services
- Point in Time Count
- Project performance standards
- Monitoring and evaluation planning

Funding Committee

Purpose: Review and recommend to the CoC Board projects for funding opportunities through the application review process; Perform regular project and system evaluation.

Current representatives: Michelle Patton Swisher (Spotsylvania County Public Schools), Bailey Thompson (City of Fredericksburg), Jonathan Franklin (King George County DSS), Clay Mihoulides (ChrisMarr Realty), Wendy Sneed (Caroline County DSS), Brenda McKinney (Haven for Heros).

Accomplishments in the Past Quarter (April, May, June meetings)

- Review of Virginia Homeless Solutions Program (VHSP) grant year 2 renewals
- Review of CoC financial report
- Unsheltered Homelessness Initiative NOFO approval
- CoC Funding evaluation
- Review of Funding Committee action items from the CoC Strategic Plan

Plans for Upcoming Quarter (July, August, September meetings)

- Review of Funding Policies and Procedures
- Planning for Organizational Review
- Review of 2025 Funding Priorities