

**Atlanta Continuum of Care + Governing Council Joint Meeting**  
**Meeting Minutes**  
**November 12, 2025**  
[Virtual Meeting – View Recording](#)

❖ **Governing Council Executive Session**

- Attendees – Julio Carrillo, Richard Deshields, Maxwell Ruppensburg, Erica Headlee, Leslie Marshburn, Rev. Sean Smith, Brad Schweers, Mo Ivory, Cathryn Vassell, Sam Shenbaga, Jeff Chesnut
- September Minute Approval
  - The minutes were unanimously approved as presented.
- Retreat Debrief & Survey Next Steps
  - There is interest in establishing a communications committee to facilitate information between Partners for HOME and the Governing Council. The last Governing Council meeting was directly after the retreat and didn't have a lot of time to debrief. Cathryn added that there is a need to define next steps for Council involvement in shepherding the strategic plan and achieving goals. One of the ways to increase involvement is to boost committee engagement.
    - The Governing Council has four committees: Governance (meets bi-monthly), Policy (meets as needed), Performance (in early stages of forming), and Rank & Review (meets during NOFO season). The CoC also has lots of [committees and workgroups](#) that are open for Governing Council members to join. GC members are encouraged to look at the committee list and join one that suits their interests.
    - Oftentimes, meeting times conflict with other meetings that Governing Council members are required to attend. They also expressed problems with meeting in-person and would prefer a virtual meeting. Rev. Smith offered to do personal outreach to city officials to ensure their participation.
  - The Governance Committee is looking to fill a state-level vacancy created by Philip Gillman's departure.
  - Rev. Smith noted that the Governing Council could assess opportunities to get involved and the Governance Committee could have discussions with each member to determine where they could plug in.
  - The Governance Committee led a survey of the CoC-funded providers to determine their satisfaction with Partners for HOME as the lead agency and the system as a whole. Brianna Flowers helped to lead this effort. Data was collected from 27 agencies representing police, unit acquisition, rapid rehousing, permanent supportive housing, outreach, and emergency shelter. Categories of questions included training and technical assistance, program development and implementation, CoC system performance, leadership, communication and partnership, governance and committee effectiveness, and evaluation and performance metrics. Brianna proposed that the focus starts with the lowest ranking categories and then pivot to another area for each quarter. She noted that she will send the recommendations out to the Governing Council for further review.
  - The Governance Committee talked about separating the Governing Council meetings and the CoC meetings again. Committee chairs would report out during the general CoC meetings to keep everyone abreast of what's happening. The Governing Council agreed that a separation would help with communication and allow the Council to delve deeper into topics.

- Contingency Planning Committee Update
  - If the government reopens, the HUD NOFO will drop shortly thereafter. To prepare for that, Partners for HOME has been holding a weekly leadership meeting to determine approach. From what's been released, the NOFO will have a 30% cap on rapid rehousing and permanent supportive housing. It will prioritize remaining funding for transitional housing and outreach/supportive services only projects. The selection criteria will be similar to the CoC Builds application process and the Executive Order. If this happens, the Atlanta CoC will see a roughly 70% deficit in funding, and 588 of the 844 households in PSH could lose their housing.
  - The recommendation is for program staff to conduct an assessment for every individual enrolled in their program to assess financial stability and income support, functional ability and daily living skills, health and behavioral health vulnerability, housing barriers, and client voice/perception of readiness. Performance measures will help conduct a project assessment which will be combined with individual assessments.

#### ❖ CoC General Meeting

- Atlanta Rising Update – Cathryn Vassell & Camille Sims Russell
  - Atlanta Rising is a \$212 million plan to end unsheltered homelessness in Atlanta. It encompasses diversion and prevention, comprehensive programmatic support, housing and supportive services, and a focus on downtown homelessness. The ultimate impact will see 6,225 individuals served across 2 years.
  - The Rapid Housing Initiative will create 500 units of permanent supportive housing by the end of 2025. Several projects are already online and a few are under construction or under contract. \$62.5 million will provide supportive services to these units. These services will include on-site case management, behavioral support, addiction and self-management encouragement, program compliance and goal support, and clinical supervision.
  - Downtown Rising seeks to rehouse 400 individuals by the end of 2025 and end unsheltered homelessness in downtown Atlanta. To date, 231 people are either in housing or are in progress. Downtown Rising's activities include: street outreach, feeding strategy, infrastructure, provider support, transition services, and coordinated enforcement.
  - Prevention and diversion will establish a system that reaches 800 families each year. This will reduce the inflow of individuals into homelessness.
  - Project HEAL will use \$5 million to establish 100+ units with advanced medical and mental health support for chronically homeless individuals. Funding and project partners include Emory, Grady, Piedmont, Wellstar, and Northside hospitals.
- Prevention Update – Amanda Slater
  - The prevention workgroup has been launched. It has 15 members and includes people with lived experience, nonprofit organizations, city of Atlanta representatives, coalitions, youth, seniors, and families with children-focused organizations. Initial areas of focus include creating a directory of prevention services, creating member presentations, and creating a Right at Home Subcommittee.
  - The prevention pilot will be modeled after the prevention system operated in Santa Clara county, CA. The goal is to serve 1,500 households over 2 years. Available assistance includes: flexible financial assistance, legal support and eviction defense, case management, benefit access, and connection to other services and supports.
  - You can submit input about the prevention work in Atlanta [here](#).
- CoC Evaluation and JEDI Standards Update – Brianna Flowers

- Partners for HOME was evaluated by CoC-funded agencies on its effectiveness in leading and coordinating the Atlanta CoC. 27 agencies were surveyed and were asked how effectively Partners for HOME serves the system and supports providers. Two priority areas will be addressed each quarter and will be sequenced according to need.
- The CoC's JEDI Standards include four domains: administration, staff training, communication, and service provision. There are several indicators that demonstrate a standard is being met. There is an assessment/evaluation tool that is used to determine how closely aligned agencies are to the community standards. Three Atlanta CoC agencies participated in a year-long JEDI cohort to advance equity within our system. The cohort received tailored support in the form of organizational assessments, training series, vision setting, action planning, and metric development support. After the cohort completed, 90% of staff indicated an increase in confidence in their skills training. The ongoing goal is to track, measure, and strengthen progress every year across culture, client experience, and system performance.
- Tunnels to Towers Presentation
  - Tunnels to Towers is currently purchasing land and distressed hotels in metro areas. They create permanent, affordable residential housing units alongside supportive services to veterans. These properties are near VA hospitals and are accessible to multiple forms of public transportation.
  - Tunnels to Towers is creating a [Veterans Village](#) in Atlanta. The building is a former hotel that has been converted into 88-unit permanent housing complex.
  - More information can be found on the [Tunnels to Towers website](#).
- Agency Round Robin
  - Atlanta Residents with dependent children may qualify for a one-time cash payment of \$300. More info can be found [here](#).



# Tunnel TO Towers

---

# Foundation

# Renovations/New Builds “Veterans Village”

The Foundation is currently purchasing land and distressed hotels in large metro areas throughout the nation.

We either construct modularly-manufactured apartment buildings or convert hospitality properties into high-end, permanent, affordable residential housing units, alongside supportive service offices that provide the direct care to our veterans on site.

Where appropriate, we are constructing a community of Comfort Homes (500 square foot, completely furnished homes).

These Comfort Homes will be utilized by our older veterans so they can also take advantage of the on-site supportive service model, and have a permanent place to call home.

These properties are near VA hospitals, accessible to multiple forms of public transportation, and commercial districts with access to shops, restaurants, grocery stores, banks, and employment opportunities.



# RESIDENCES

Permanent residences for our veterans are designed and furnished with high quality materials to meet individual's unique needs and provide them with dignity and comfort.



# SUPPORTIVE SERVICE SPACE

Our recreation spaces allow veterans to interact with each other and staff, which is proven to reduce the effects of service-related trauma.

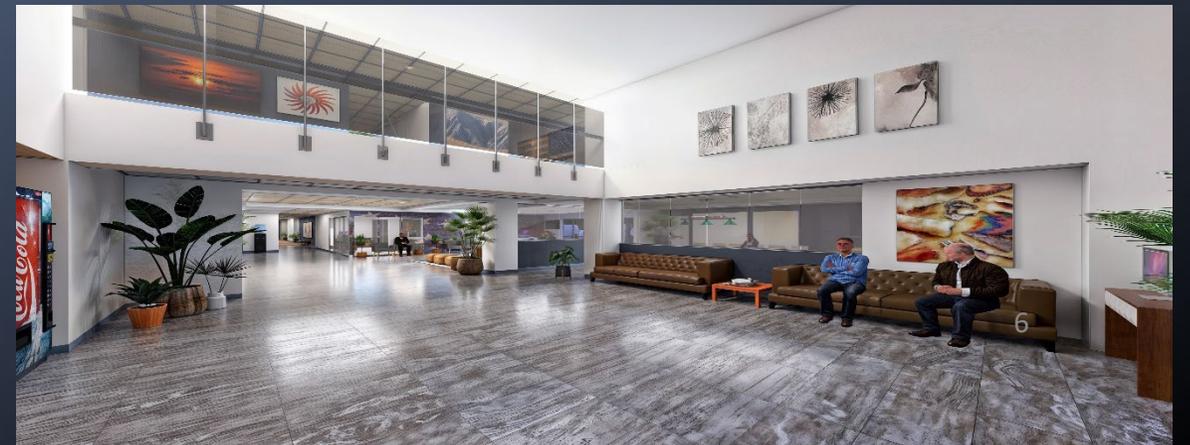




# VETERANS VILLAGE - ATLANTA, GA

65 S Service Rd, Austell, GA

- Former hotel
- Converted into 88-unit permanent housing complex
- Now Open



# TUNNEL TO TOWERS' COMMITMENT

Tunnel to Towers is committed to ensuring that no veteran is ever left out on the streets of the country that they volunteered to protect.

We are committed to providing a path forward for our nation's heroes and their families to reintegrate back into the community with high-quality long term supportive housing and comprehensive wraparound supportive services.

We WILL achieve our mission.

# CoC Evaluation: What We Learned & Next Steps

*Partners for HOME was evaluated by CoC-funded agencies on our effectiveness in leading and coordinating the Atlanta Continuum of Care.*





## **What We Did:** Collaborative Applicant (Lead Agency) Partner Evaluation

**27** total funded agencies surveyed.



### **What We Did**

Conducted an evaluation of Partners for HOME as the Atlanta CoC's Collaborative Applicant/Lead Agency.

### **Why We Did It**



- To measure how effectively we are serving the system and supporting providers;
- To identify what's working, what's not, and what we need to change to better support the CoC.



# What We Found: Collaborative Applicant (Lead Agency) Partner Evaluation

**73%** average rating across all performance areas.

## Evaluation Results: Baseline - 2025





## What You Can Expect: Collaborative Applicant (Lead Agency) Partner Evaluation

2 priority areas to be addressed each quarter.

### Quarterly Action Plan



- Focus on **two** improvement areas per quarter.
  - What's already in place
  - What we are adding or improving
- Priority areas are sequenced according to need (baseline data collected from survey.)
- Progress will be transparent and shared back with the coalition.

# Atlanta CoC: JEDI Cohort Update

*Justice, Equity, Diversity, and Inclusion Cohort*

HOME

# Atlanta CoC JEDI Standards



## **Standards:**

*Includes 4 Domains:*

1. Administration
2. Staff Training
3. Communication
4. Service Provision



## **Indicators:**

Activities that demonstrate a standard is being met.



## **Evaluation Tool:**

Assessment/evaluation tool used to determine how closely aligned agencies are to the community standards.

# The First Atlanta CoC JEDI Cohort: Overview

3

Atlanta CoC agencies participated in a nearly year-long cohort to advance equity within our system

## Strategic Plan Alignment

### **Advance equity within the Atlanta CoC.**

1. Create a JEDI vision and standards, and baseline assessment.
2. Engage a cohort which would receive specialized support.
3. Engage in knowledge sharing and resource development.
4. Facilitate on-going improvement and future cohorts.

# Atlanta CoC JEDI Cohort: Tailored Support

3

Atlanta CoC agencies participated in a nearly year-long cohort to advance equity within our system



**Organizational Assessment**



**Vision Setting, Action Planning,  
Metric Development Support**



**Tailored Training Series**

- Effective Communication
- Psychological Safety
- Giving & Receiving Feedback
- Implicit Bias
- Courageous Conversations



**Community; Shared Resource  
Repository**

# Atlanta CoC JEDI Cohort: Cohort Agency Impact

3 Atlanta CoC agencies participated in a nearly year-long cohort to advance equity within our system

## Skills Training

**90%**

increase in staff confidence

**5+**

equity trainings delivered on communication, bias, and safety

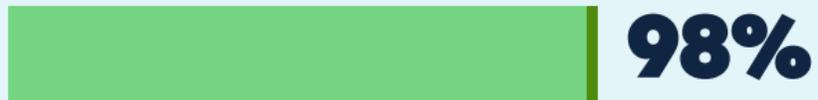
# Atlanta CoC JEDI Cohort: Community Impact

Stronger Teams → Stronger Impact → Stronger Community

## Investing in Community

**2.6x**

Organizations with a strong focus on diversity, equity, and inclusion are 2.6 times more likely to retain their workforce



client satisfaction

## Now More Than Ever

Our goal is to track, measure, and strengthen progress *every year* across culture, client experience, and system performance.

PARTNERS FOR

HOME

HOUSING OPPORTUNITIES MADE FOR

EVERYONE

# ATLANTA RISING.



A \$212M Comprehensive Effort to End Unsheltered Homelessness in Atlanta



## **\$10M | Diversion and Prevention**

Strategies to address the root causes of homelessness further upstream and prevent homelessness in the first place.



## **\$57.5M | Comprehensive Programmatic Support**

Innovative solutions to support all individuals, including those considered chronically homeless who struggle with acute medical and mental health needs



## **\$137.5M | Housing and Supportive Services**

Delivered at a pace never previously accomplished, through 500 units of housing and enhanced supportive services



## **\$7M | Downtown Rising**

Rehouse 400 individuals and reinvest in Downtown through infrastructure, meal distribution, safety, and a Navigation Center.

**ULTIMATE IMPACT**

# 6,225

Individuals served through our programs & partners over 2 years



# RAPID HOUSING: PRODUCTION

\$75M

Create 500 units of permanent supportive housing by Dec. 2025



STATUS	NAME	CONSTRUCTION TYPE	PSH UNITS
Online	The Melody	New Construction	40
Online	Bonaventure	Acquisition	23
Under Construction	Waterworks	New Construction	100
Under Construction	405 Cooper St.	New Construction	112
Online	Winnwood	Acquisition	48
Online	12 <sup>th</sup> and James	Acquisition	43
Under contract	Lofts at Twenty25	Acquisition	134
<b>Total:</b>			<b>500</b>



# Waterworks



Ribbon cutting: December 3 at 1pm – Please Join Us!

\$7M

Rehouse 400 individuals by Dec. '25, and end unsheltered homelessness.

PROGRESS:

231

PEOPLE HOUSED & IN PROGRESS



### STREET OUTREACH

Branded outreach workers offering medical, mental, and behavioral resources



### FEEDING STRATEGY

Structured feeding spaces; education campaign; approved feeding practices



### INFRASTRUCTURE

Woodruff and Hurt Parks upgrades, cleanup, and activation



### PROVIDER SUPPORT

Infrastructure & staffing to manage and prevent illegal campings



### TRANSITION SERVICES

Rehousing with 30-day turnover



### COORDINATED ENFORCEMENT

Ordinance compliance, utilizing the Diversion Center

# CAMPAIGN FUNDING USES

<b>Rapid Housing Initiative</b>	<b>\$ 137,500,000</b>
Construction	\$ 75,000,000
Supportive Services	\$ 62,500,000
<b>Downtown Rising</b>	<b>\$ 7,000,000</b>
Downtown Navigation Center	\$ 2,000,000
Outreach, Engagement, and Navigation	\$ 5,000,000
<b>Prevention &amp; Diversion</b>	<b>\$ 10,000,000</b>
Financial, Legal, and Other Assistance	\$ 10,000,000
<b>Comprehensive Programmatic Support</b>	<b>\$ 57,500,000</b>
Comprehensive Rehousing Effort	\$ 50,000,000
Medical and Mental Health Pilot (Project HEAL)	\$ 5,000,000
CoC Program Administration & Training	\$ 2,500,000
<b>Total Expenses</b>	<b>\$ 212,000,000</b>

# CAMPAIGN FUNDING SOURCES

	Total	Philanthropic
CAMPAIGN GOAL:	\$212,000,000	\$92,500,000
GIFTS AND PLEDGES, INCLUDING REPORTED:	\$132,685,000	\$38,185,000
PERCENT RAISED TOWARD GOAL:	62.59%	41.28%
BALANCE TO BE RAISED:	\$79,315,000	\$54,315,000

## CAMPAIGN STATUS REPORT

	Confirmed
<b>Confirmed</b>	<b>\$ 132,685,000</b>
<b>Corporations &amp; Foundations</b>	<b>\$ 32,000,000</b>
Southern Company & Southern Company Foundation	\$ 6,000,000
Cisco	\$ 3,000,000
The Coca-Cola Foundation, Inc.	\$ 1,000,000
Joseph B. Whitehead Foundation	\$ 12,000,000
Community Foundation for Greater Atlanta	\$ 10,000,000
<b>Hospital</b>	<b>\$ 6,100,000</b>
Emory Hospital System	\$ 3,000,000
Grady Health System	\$ 1,800,000
Piedmont Hospital	\$ 1,200,000
Northside Hospital	\$ 100,000
<b>Other</b>	<b>\$ 27,585,000</b>
Atlanta Housing	\$ 20,000,000
Invest Atlanta	\$ 7,500,000
Individuals	\$ 85,000
<b>Public</b>	<b>\$ 67,000,000</b>
City of Atlanta (Municipal Bond)	\$ 50,000,000
City of Atlanta - Housing Trust Fund	\$ 17,000,000
Department of Behavioral Health and Developmental Disabilities	\$ -
<b>Pending</b>	<b>\$ 8,000,000</b>

# CAMPAIGN PROSPECTS

## In Progress

The Arthur M. Blank Family Foundation  
The James M. Cox Foundation  
Chick-fil-A, Inc.  
Northside Hospital  
Bank of America  
KELIN Foundation

LuluMa Foundation  
**NCR Voyix**  
The Cousins Foundation  
Delta Air Lines  
Google  
Microsoft

## To Be Solicited

AT&T  
CIM Group, LP  
R. Howard Dobbs Jr. Foundation  
Equifax  
J. B. Fuqua Foundation, Inc.  
**Bety and Davis Fitzgerald Foundation**  
The Fraser-Parker Foundation  
**Global Payments**  
**The Goizueta Foundation**  
**Greenberg Traurig**  
**Dot and Lam Hardman Family Foundation**  
The Imlay Foundation, Inc.  
Invesco Ltd.  
**Jamestown Properties**  
Kaiser Permanente, Inc.  
**Loudermilk Company**  
Marcus Foundation

**Nelson Mullins**  
PNC Bank  
**O. Wayne Rollins Foundation**  
The Rich's Foundation  
Rocket Community Fund  
**HJ Russell Company**  
**Selig Enterprises**  
The John and Polly Sparks Foundation  
**Synovus Bank**  
**TriStar Investments**  
Tull Charitable Foundation  
UPS  
The Waterfall Foundation, Inc.  
Wellstar Health  
Robert W. Woodruff Foundation  
David, Helen, & Marian Woodward Fund  
**The Zeist Foundation, Inc.**



# PREVENTION & DIVERSION

\$10M

Establish a system that reaches 800 families each year

With partners, we will design and fund impactful strategies that address the root causes of homelessness and help ensure that our most vulnerable neighbors have a stable home.

- Complete planning & design period for innovative prevention in Atlanta (through Dec. 2025)
- Begin expanding and incubating new strategies to prevention and diversion: financial assistance, legal assistance, resource connections, etc.
- Reduce the inflow into homelessness in Atlanta





# RAPID HOUSING: SUPPORTIVE SERVICES

**\$62.5M**

Provide supportive services to 500 households in newly established units

## **\$23,300 PER HOUSEHOLD**

On-site property and supportive services will provide:

- Case management
- Behavioral health support
- Addiction & self-management encouragement,
- Program compliance and goal support
- Clinical supervision





# COMPREHENSIVE REHOUSING

\$50M

Rehouse more than 4,100 households over 2 years

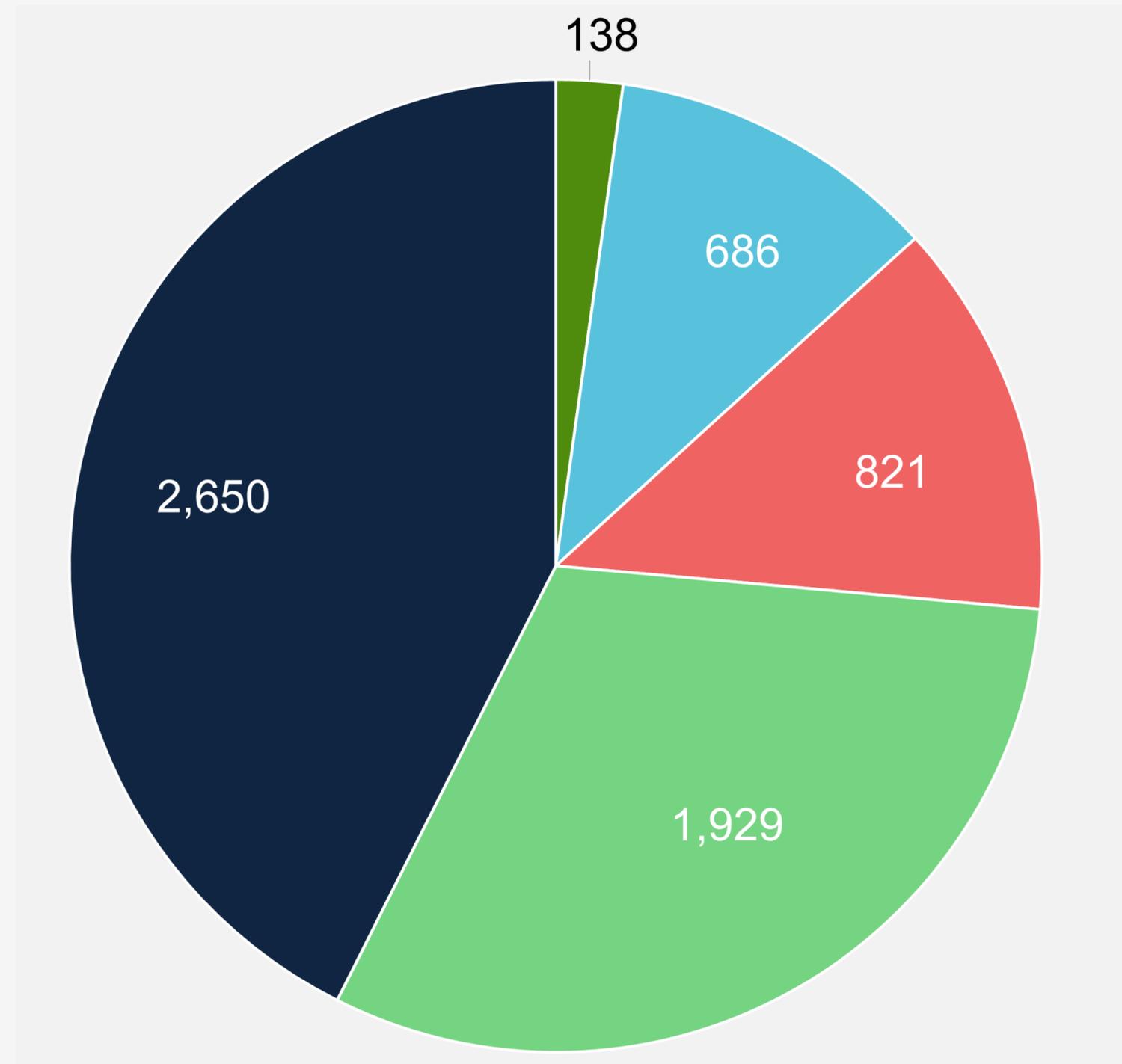
## TOTAL TWO -YEAR IMPACT



**6,225** PEOPLE SERVED



**4,157** PEOPLE HOUSED



■ Emergency Shelter  
■ Diversion  
■ Rapid Rehousing

■ Permanent Supportive Housing  
■ Outreach



# PROJECT HEAL

## \$5M

Establish 100+ units with advanced medical and mental health support for chronically homeless

- Designed to assist discharged patients with convalescent and complex medical needs, this program ensures they remain healthy at home.
- It provides medical, mental health, and supportive services to prevent unnecessary hospital readmissions and improve long-term outcomes.

### OUR MISSION

Keep individuals experiencing homelessness **healthy** and **in a home**, with hospital and emergency department **visits as infrequent as possible**.

### FUNDING & PROJECT PARTNERS



# 60

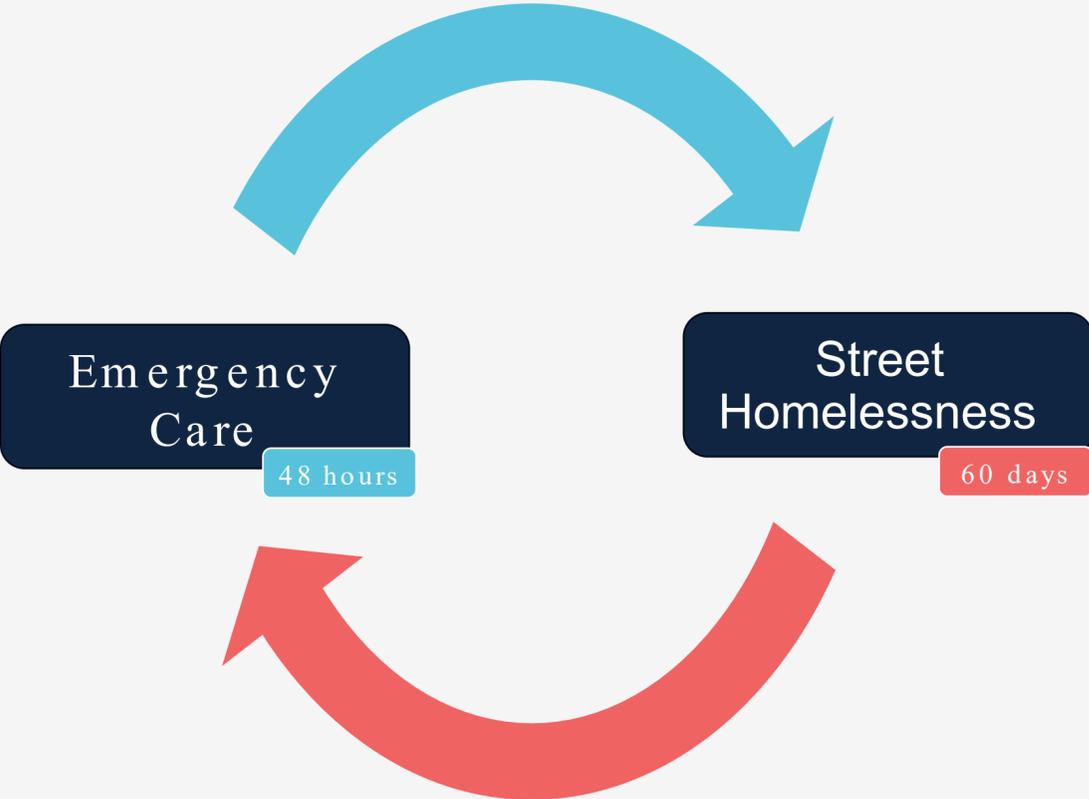
Integrated Care  
Permanent Supportive  
Housing Units

# 54

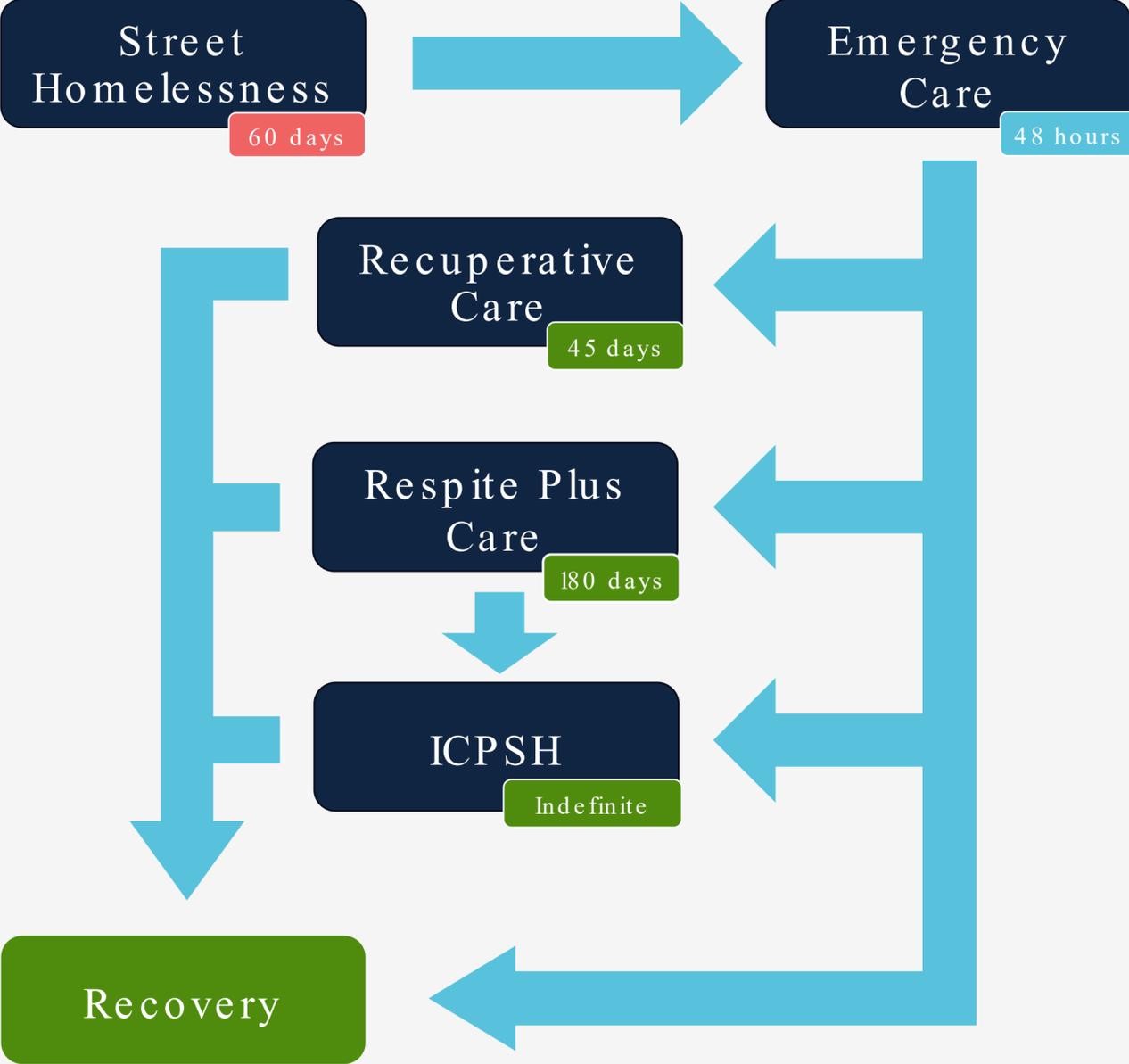
Respite & Recuperative  
Care Units

# PROJECT HEAL: BUSINESS CASE

## CURRENT STATE



## OUR VISION



# APPENDIX

# Prevention Updates

Atlanta CoC Meeting – November 12, 2025



# Prevention Workgroup

## Membership

- 15 members
- Stakeholder Representation
  - Persons with lived experience
  - Non-profit Organizations  
*(Housing, Prevention, Homeless Services-focused staff)*
  - City of Atlanta
  - Coalitions
  - Youth, Seniors, & Families with Children-focused Organizations

## Initial Areas of Focus

- Creation of a 'directory' of prevention services
- Member presentations
- Right at Home Subcommittee



# Right at Home Prevention Pilot

- Targeted prevention modeled after homelessness prevention system operated in Santa Clara County, CA
- Goal to serve 1,500 households over 2 years
- Available assistance includes:
  - Flexible financial assistance
  - Legal support & eviction defense
  - Case management
  - Benefit access
  - Connection to other services and support

## Homelessness Prevention Continuum

PROGRAM TYPE	TARGET POPULATION	GOAL
<b>Housing Stability</b> Emergency Financial Assistance Rental Subsidies	Future Risk of Loss of Housing or Homelessness	Housing Stability Economic Mobility
<b>Eviction Prevention</b> Legal Representation Tenant Support Services	Imminent Risk of Loss of Housing	Anti-displacement Unit habitability
<b>Targeted Prevention</b> Flexible Financial Assistance Housing Stabilization	Imminent Risk of Homelessness	Prevent loss of housing and housing stability
<b>Homelessness Diversion</b> Housing Problem Solving Shelter and Crisis Services	Experiencing Homelessness	Connect individuals to alternatives to emergency shelter

National Homelessness Prevention Partnership



# Right at Home Planning

- Predictive risk factors for homelessness in Atlanta
- HMIS Set-up
- Notre Dame Lab for Economic Opportunity (LEO) Research Design



**Are you interested in providing insight on homelessness prevention in Atlanta?**



**Take our Survey!**

