

*City of Alexandria, Virginia*

MEMORANDUM

**DATE:** JUNE 2, 2025

**TO:** JAMES PARAION, CITY MANAGER

**FROM:** ROBERT SNYDER, CHIEF INTERNAL AUDITOR

**SUBJECT:** DCHS VDHCD MONITORING REVIEW (FS25-10)

**Background**

On October 3, 2024, the Virginia Department of Housing and Community Development (VDHCD) contacted the Office of Community Services to schedule a monitoring review of activities funded through the Virginia Homeless Solutions Program (VHSP). The monitoring review was scheduled for November 7, 2024. The purpose of the review was to ensure that all program, financial, and administrative files complied with state requirements. **The total amount of funding for this program is \$483,725 which provides funding for five (5) staff members and support to the homeless shelter at Mill Road and the [Carpenter's Shelter](#).**

**OIA Analysis of DCHS SACDVP and Other Audits**

OIA has reviewed our records regarding other engagements involving the DCHS HCD program. We identified a prior engagement involving the homeless solutions program and another involving the Department of Housing and Urban Development. Table 1 shows the engagements involving the DCHS HCD.

**Table 1 Prior Audits or Monitoring Reviews**

Date	Engagement Name	Notes
03/15/19	<a href="#">FS19-06 DCHS Virginia Homeless Solutions Program</a>	The monitoring review identified \$67.65 of ineligible expenses which were then refunded to the Commonwealth.
05/08/21	FS21-07 DCHS HUD Sheltered Homes Monitoring Review*	HUDs monitoring review indicated that there were no findings or concerns.
* This engagement involved funding from HUD and had different goals than the DCHCD Monitoring Review. This engagement was not posted online.		

**Discussion**

The VDHCD monitoring team conducted their monitoring review on November 21, 2024, and identified four (4) findings and one (1) concern. A finding was defined as “a specific identifiable violation of a statutory or regulatory requirement”, and a concern “represents a deficiency in program performance that is considered worthy of your attention along with recommendations for correcting the listed deficiency”. The VDHCD monitoring team requested the City provide a response within 30 days to address the findings and concerns.

**Findings and Concerns****Finding #1: Lack of Housing Focused Case Management**

VDHCD identified the following issues with the housing files 1) some files were not client focused, 2) some files contained missing or incomplete housing plans, 3) some files indicated that client choice was not prioritized, and 4) some files contained late recertification.

**Finding #2: Lack of Connection to Mainstream Resources**

VDHCD identified that some client files lacked documentation for coordination with mainstream resources.

**Finding #3 Housing First**

VDHCD identified that some client files indicated a focus on other requirements versus the specified housing first approach.

**Finding #4: Missing or Incomplete Documentation**

VDHCD identified that some client files contain missing or incomplete documentation.

**Concern #1: Length of Emergency Shelter stay**

VDHCD identified that in some instances, the department had implemented a to a maximum length of stay requirement.

**Financial Management**

VDHCD conducted a review of financial management procedures and concluded that there were no findings or concerns. This is important because financial controls are the bedrock of grant management.

**Department Response**

DCHS prepared a detailed corrective action plan with attachments and submitted it to VDHCD on February 20, 2025. On March 3, VDHCD issued a letter summarizing their review of the DCHS response and stated that had closed Finding 1 and 2, but the other findings were listed as “pending”. On May 20, VDHCD closed the remaining findings and concerns.

**Conclusion:**

Based on the VDHCD letter dated May 20, OIA considers this engagement closed. Should you have any questions, please contact me.



Glenn Youngkin  
Governor

Caren Merrick  
Secretary of  
Commerce and Trade

# COMMONWEALTH of VIRGINIA

## DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

Bryan W. Horn  
Director

May 20, 2025

[REDACTED]  
Director, Office of Community Services  
Department of Community and Human Services  
4850 Mark Center Dr., Alexandria, VA 22311

Dear Alison Coleman Tokarz:

This letter provides an update on the results of the monitoring of the Virginia Homeless Solutions Program (VHSP) FY23-FY24 activities administered by The City of Alexandria's administration of the Virginia Homeless Solutions Program (VHSP) Centralized/Coordinated Assessment, Targeted Prevention (TP), and Emergency Shelter Operations (ESO) activities in the Alexandria CoC. The monitoring visit occurred on November 21, 2024, and a letter summarizing the monitoring results was emailed on January 7, 2025. The City of Alexandria submitted its most recent response to the monitoring on February 20, 2025, which included a summary of the corrective actions to be taken as well as all completed requested documentation.

Based on this submitted documentation, the organization appears to have sufficiently implemented the corrective actions needed to resolve some of the findings outlined in the DHCD monitoring letter. Further action steps are outlined below. DHCD appreciates the continued collaboration with The City of Alexandria to assist households experiencing homelessness and households at imminent risk of homelessness in the Commonwealth of Virginia.

### Organizational & File Review

#### Finding #1- Lack of Housing Focused Case Management

##### **Status: Closed**

Grantee has satisfied all DHCD requirements by providing DHCD with form for client housing goals, training plans for case managers, updated procedures for monitoring case management.

#### Finding #2- **Lack of Connection to Mainstream Resources**

##### **Status: Closed**

Grantee provided DHCD with an updated procedures to track connection to mainstream resources in HMIS and included a sample of available services.

#### Finding #3- **Housing First**

##### **Status: Closed**

Grantee provided DHCD with a Housing First training plan for staff as well as an updated Housing First statement. Grantee provided DHCD with an updated standard operating procedure and updated policies and procedures to reduce exits to unsheltered homelessness.

**Finding #4- Missing or Incomplete Documentation**

**Status: Closed**

Grantee provided DHCD with file review tool along with participating in technical assistance with the program administrator.

**Concern #1- Length of Emergency Shelter stay**

**Status: Closed**



Grantee provided DHCD with outlined action steps to increase Housing First language across the CoC. Updated resident handbook and Emergency Shelter policies and procedures have been completed and sent to program administrator. Grantee also participated in technical assistance with the program administrator.

Thank you for your cooperation during the virtual monitoring. DHCD appreciates the efforts of The City of Alexandria to households at imminent risk of homelessness and households experiencing homelessness in the Commonwealth of Virginia.

Sincerely,



Program Administrator

Cc: , Continuum of Care Lead Administrator  
, Homeless Services Coordinator

\*Please be advised that in addition to this DHCD program monitoring visit your agency may also receive notice regarding a DHCD financial monitoring visit in the upcoming year.