



Significance of Fredericksburg's Non-Profit Sector

Fredericksburg, Virginia relies on a robust network of local non-profit organizations to meet critical community needs in health, housing, hunger relief, legal aid, environmental stewardship, and more. These non-profits collectively fill gaps in services that government or the private sector alone cannot fully address, often serving the most vulnerable populations. Over the past five years, many of these organizations have expanded programs to cope with rising needs (e.g. increased food insecurity and homelessness) even as they face funding challenges such as "donor fatigue" and public funding uncertainties ¹ ². Below is an analysis of key Fredericksburg-area non-profits – their missions, leadership, finances, notable projects, and the interconnected roles they play in the community – along with an assessment of their importance and any risks to their sustainability.

Lloyd F. Moss Free Clinic (defunct as of 2025)

- **Mission & Significance:** From 1993 until its closure in June 2025, the Moss Free Clinic provided free medical care and pharmacy services to thousands of uninsured adults in the Fredericksburg region ³ ⁴. It was the area's safety-net clinic, handling 7,500 *patient visits* and dispensing 73,000 *prescriptions* in 2023 alone ⁵. Its closure has left a significant gap in healthcare access for low-income residents, increasing strain on local emergency rooms and other charitable clinics ³ ⁶.
- **Leadership & Board:** The clinic was founded by the late Dr. Lloyd F. Moss and led in its final years by Executive Director Karen Dulaney (succeeded by Thomas Brashears in 2024) and Medical Director Dr. Patrick Neustatter ⁷ ⁸. The Board of Directors included Dr. Moss's family and community members; however, internal communication issues emerged, as the board "did not realize how bad" the financial situation was until too late ⁹ ¹⁰.
- **Operating Budget:** The clinic's operating model combined cash funding with in-kind support. Expenses were about \$6.8 million in 2023, largely due to the high cost (and in-kind value) of medications dispensed ⁵. However, actual cash revenue was much lower (around \$2 million), indicating reliance on donated goods and services ¹¹ ¹². Mary Washington Healthcare (MWHC) was the clinic's largest funder, contributing \$1.08 million in 2023 ⁴.
- **Notable Projects:** In 2004, MWHC helped Moss raise \$10 million for a new clinic facility ¹³. The clinic also served as a **central pharmacy hub for 14 other free clinics statewide** by 2024 ¹⁴. In spring 2024, supporters rallied with fundraisers (a Taco Bell parking lot rally and a "Mayday" giving day) that raised over \$234,000 (including an anonymous match) ¹⁵. Despite these efforts, funds proved insufficient.
- **Closure & Risk Factors:** The clinic *closed immediately on June 12, 2025* after running out of money ³. Contributing factors included the loss of in-kind support from MWHC (e.g. HR, accounting services) in 2023, high overhead costs, and "**donor fatigue**" in fundraising ¹⁶ ¹⁷. The abrupt closure – with only 15 minutes notice to staff – required former employees to *volunteer without pay for 30 days* to legally wind down pharmacy operations and transfer patient records ¹⁸ ¹⁹. Moss

Free Clinic's collapse underscores how at-risk even a long-established health nonprofit can be when a major partner withdraws and community fundraising plateaus ²⁰ ²¹. Its closure has been deemed "an incredible loss for the Fredericksburg community" ²², putting added pressure on remaining providers (MWHC has since worked to absorb Moss patients into its network) ²³.

Gwyneth's Gift Foundation

- **Mission & Programs:** Gwyneth's Gift is a local foundation (founded 2015) devoted to **improving survival from sudden cardiac arrest**. It promotes *CPR training, AED placement, awareness programs, and scholarships* in the community ²⁴ ²⁵. The organization was inspired by 13-year-old Gwyneth Griffin, who tragically passed away in 2012; her parents (Joel and Jennifer Griffin) turned that loss into advocacy that led to "Gwyneth's Law" – requiring AEDs in all Virginia public schools and CPR training for students and staff ²⁶ ²⁷. Gwyneth's Gift thus focuses on building a "*Culture of Action*" where bystanders are equipped to save lives ²⁸.
- **Leadership & Board:** Co-founders **Joel Griffin (Chairman)** and **Jennifer Griffin (President)** lead the foundation ²⁵ ²⁹. Joel is a well-known local entrepreneur and philanthropist, and Jennifer manages day-to-day operations. The board of directors has grown to include community members with diverse expertise – for example, in late 2024 the foundation welcomed new board members such as a former YMCA board member, a business consultant, and a banking executive ³⁰ ³¹. (*Notably, Joel Griffin himself serves on multiple local nonprofit boards, creating intersections with organizations like Legal Aid Works, discussed later.*) The Griffins' leadership and personal story are central to the foundation's identity.
- **Operating Budget:** Gwyneth's Gift operates on a modest budget relative to larger charities. It relies on donations, grants, and fundraising events (like the annual "Mom Prom" gala) to fund training sessions and AED grants. While exact recent budgets were not published, the foundation's scale can be inferred: in 2022 it achieved *15,000 people trained in Hands-Only CPR and 99 AEDs placed cumulatively since inception* ³². This suggests steady growth. The organization has earned Guidestar Gold Transparency and participates in workplace giving campaigns ²⁸, indicating a commitment to financial accountability. (*No significant financial red flags were noted; Gwyneth's Gift appears stable but reliant on continual community fundraising and grants for program expansion.*)
- **Notable Projects:** Key initiatives include **free CPR/AED training sessions** for schools and organizations (in 2019, they trained 1,000 students in one event) ³³, donating AEDs to public facilities (nearly 100 placed by 2022) ³², and awarding scholarships to local students pursuing healthcare fields ³⁴ ³⁵. The foundation has also advocated successfully for legislative change (Gwyneth's Law, 2013) and introduced lifesaving technology (it helped launch the PulsePoint CPR notification app in Stafford County) ³⁶. Community awareness events – from **Whiskey Business** fundraisers to school safety trainings – have built a recognizable brand in the region ³⁷ ³⁸.
- **Community Connections:** Gwyneth's Gift's board and supporters intersect with many facets of local life. For instance, board member **Joe DiStefano** leads a regional economic development nonprofit and is a Leadership Fredericksburg alumnus ³¹. Others, like **Amy Stanford**, have served on boards of entities such as the Massad YMCA ³⁹. While the foundation's focus (heart health) is distinct, its leaders' community involvement creates partnerships – e.g. with Mary Washington Healthcare, which has provided grants and support to Gwyneth's Gift ⁴⁰. These intersections help integrate

emergency preparedness training into schools, businesses, and government agencies across the region.

- **Importance & Risk:** In terms of critical needs, Gwyneth's Gift addresses a “silent” public safety issue – sudden cardiac arrest – that is statistically infrequent but life-threatening. By equipping citizens to act in emergencies, it undoubtedly has life-saving impact (the foundation proudly shares stories of lives saved by graduates of its trainings) ⁴¹ ⁴². However, compared to basic needs like food or shelter, its work might be seen as less immediately vital. The foundation appears financially healthy and growing; it does not report the kind of financial distress seen in some service providers. Its biggest risk is likely maintaining fundraising momentum and community interest in CPR/AED education over the long term. As the shock of Gwyneth's story grows distant, the Griffins have kept her memory alive through annual events and by quantifying impact (people trained, AEDs deployed) to show donors tangible results ⁴³ ⁴⁴. Gwyneth's Gift ranks as an **integral but specialized** nonprofit – highly important for community resilience and emergency readiness, though not as at-risk or as broadly utilized on a daily basis as food banks or clinics.

Rappahannock United Way (RUW)

- **Mission & Role:** Rappahannock United Way is a **broad-based funding and coordinating organization** that supports education, financial stability, and health programs across the region. As a United Way chapter, it raises and distributes funds to a network of partner agencies and runs its own initiatives (such as free tax preparation and financial coaching for low-income families) ⁴⁵ ⁴⁶. RUW's vision is “a community where individuals and families achieve their potential” through these focus areas ⁴⁷. It is often a *hub connecting businesses, local governments, and nonprofits* – leveraging workplace giving campaigns and volunteer programs to strengthen the social service sector.
- **Leadership & Board:** **Janel S. Donohue (President/CEO)** has led RUW for many years, overseeing its strategy and daily operations ⁴⁸ ⁴⁹. The volunteer Board of Directors consists of local business and civic leaders. The current Board Chair (2025–26) is **Ron Holmes**, a wealth manager who has been involved with RUW for over 15 years ⁵⁰ ⁵¹. Other officers include Sean Barden (Treasurer) and Brooke Miller (Secretary), with directors drawn from major employers and institutions – e.g. representatives like Kyle Allwine (Chamber of Commerce), Susan Coleman (community volunteer), and local government or education liaisons ⁵² ⁵³. *Intersections:* Many board members have roles elsewhere in the community: for instance, **Sarah Walsh**, RUW's Chief Impact Officer, serves on the Fredericksburg SPCA board (as its Secretary) ⁵⁴; board alumnus **Clayton Smith** is active in regional civic initiatives. These overlaps facilitate collaboration (for example, RUW often partners with the SPCA and others on volunteer days and community drives).
- **Finances:** RUW has experienced *declining workplace campaign revenue* in recent years, reflecting national trends ⁵⁵. Its **annual revenue was about \$1.67 million in FY2024**, with expenses of \$1.91M ⁵⁶. This represented a slight budget shortfall (a \$230k net loss) ⁵⁷, which RUW covered using reserve funds (it still held net assets of \$1.8M) ⁵⁸. Over a five-year span, RUW's revenue has fluctuated between roughly \$1.4–\$2.3M ⁵⁹ ⁶⁰. The COVID-19 pandemic spurred extraordinary need (and donor support) in 2020–21, but fundraising has normalized since. *Expense breakdown:* The majority of revenue (about **90%** in 2024) comes from contributions and grants ⁶¹. RUW's largest expenses are program grants to partner agencies and its own program staff; key staff salaries (e.g. Donohue's ~\$126k) are reasonable for an organization of its size ⁴⁹. Local government

contributions are modest (Fredericksburg City and neighboring counties give a few thousand dollars each annually) ⁶² ⁶³, so RUW depends more on private sector campaigns and grants.

- **Programs & Impact:** As a **community chest**, RUW funds dozens of nonprofits (including several others in this report, like Legal Aid Works, Empowerhouse, etc.). It also runs direct services like the **Volunteer Income Tax Assistance (VITA)** program, which returned refunds to over 1,000 families annually ⁴⁵, and financial education workshops. Additionally, RUW convenes initiatives such as the **ALICE Report** on asset-limited, low-income employed households to inform local policy ⁶⁴. During COVID, RUW coordinated emergency relief funds and has since focused on “*building financial resilience*” – e.g. offering year-round free tax prep and coaching that helped *over 800 people file returns in 2024* ⁶⁵ ⁶⁶. Its community grants typically total around \$500k per year, supporting programs in early childhood education, affordable housing, health clinics, etc. By “**mobilizing the caring power of community**”, RUW amplifies the reach of every donor’s dollar through strategic reinvestment in critical services ⁴⁷.
- **Community Connections:** RUW occupies a nexus between **business, government, and nonprofits**. Many area employers run annual United Way campaigns, making RUW a conduit for corporate social responsibility. For example, board members from the financial sector (like **Keith Wampler**, a CPA, and **Brittany Chiang** from a local firm) help engage businesses in giving ⁵³. RUW’s President Janel Donohue often works closely with county governments on community planning – the RUW office even hosts social service navigators from DSS and veteran agencies to connect clients on-site ⁶⁷. This deep entrenchment means RUW leaders frequently sit on advisory boards and task forces, aligning the region’s charitable efforts. Notably, RUW’s **Ron Holmes** also served on the Virginia State United Way board and local Leadership programs ⁵¹, reflecting how RUW’s influence extends beyond Fredericksburg.
- **Importance & Challenges:** **Rappahannock United Way is integral to the community’s well-being**, effectively acting as a backbone organization. It ensures stable funding for many smaller nonprofits and responds to emergent needs through collaborative campaigns. Its rank among critical non-profits is high: while not providing direct aid like food or shelter, it empowers those that do. The primary risk RUW faces is the *gradual decline in traditional workplace donations* ⁵⁵ due to changes in workforce and philanthropy. RUW has acknowledged “a downward trend in workplace campaign contributions” and has had to broaden its fundraising approach (seeking more grants, individual gifts, and endowment income) ⁵⁵ ⁵⁹. Economic downturns or major shifts in corporate giving could put the funds it distributes at risk. However, RUW’s diversified support base (multiple localities and industries) and its reserve funds provide some buffer. In summary, **RUW remains a vital, stable presence**, coordinating resources for maximum impact, though it must continually adapt to the modern charitable landscape to avoid the fate of United Way chapters elsewhere that have downsized.

Central Rappahannock Habitat for Humanity (Greater Fredericksburg Habitat for Humanity)

- **Mission & Activities:** The Central Rappahannock (Greater Fredericksburg) Habitat for Humanity affiliate works to **expand affordable homeownership** for low-income families in the region. It builds and renovates houses using volunteer labor and homeowner “sweat equity,” then sells them

to families with 0% interest mortgages ⁶⁸. It also operates a **ReStore (home improvement thrift)** whose proceeds support the homebuilding mission ⁶⁹. Habitat's significance lies in tackling the area's shortage of affordable housing - providing stability for families and revitalizing neighborhoods one house at a time. In the last five years, this Habitat has undertaken projects from single-home builds in Fredericksburg to multi-home developments in outlying counties (e.g. plans to build a 20-home subdivision in Ladysmith, Caroline County) ⁷⁰.

- **Leadership & Board:** As of 2024, **Jayne Johnson is the Executive Director**, bringing nearly 20 years of experience with Habitat to lead the affiliate ⁷¹. The **Board of Directors** (branded as "Greater Fredericksburg Habitat for Humanity") includes community volunteers and professionals: President **Mary Beth Rich**, Secretary **Dugan Caswell**, Treasurer **Joyce Lungstrom**, and members Brittani Hill, Jackson Key, Tracy McPeck, Clarence Collins, Cynthia Avallone, Elizabeth Romero, Susan Want, and DeAngela White ⁷². This board represents a cross-section of the community, including local businesspeople and civic leaders. For example, Cynthia Avallone has been involved in area education and civic clubs, and Tracy McPeck is known through the regional library system. The diversity in backgrounds (finance, construction, nonprofit, etc.) helps guide Habitat's strategic direction ⁷³. *Intersections:* Notably, board member **Molly Flurry** (joined 2022) is also on the Fredericksburg SPCA and Friends of the Rappahannock boards ⁷⁴, illustrating how active volunteers often serve multiple causes. This overlap can lead to partnerships – e.g. joint community events between housing and environmental groups.
- **Finances:** Habitat's finances combine fundraising, grants, mortgage payments from partner families, and ReStore revenues. In FY2024, **total revenue was about \$1.18 million** and expenses ~\$1.33 million ⁷⁵, resulting in a modest deficit. The shortfall was likely due to timing of home construction expenses; Habitat's net assets remained healthy at ~\$3.77M ⁷⁶ (including property and homes under construction). Over five years, Habitat's revenues have grown (24% increase from 2022 to 2023) as it expanded programs ⁷⁷ ⁷⁸. A significant portion of revenue comes from grants (for example, *National Fish and Wildlife Foundation granted \$181k* for green infrastructure related to Habitat projects) ⁷⁷ ⁷⁹, as well as a major annual donation from Habitat for Humanity International (~\$48k) and local donors like Mary Washington Healthcare (\$25k in 2023) ⁷⁷ ⁸⁰. The **ReStore operations** contributed around \$300k in program service revenue in recent years ⁶⁹. On the expense side, Habitat invests heavily in construction materials and skilled labor for builds (often capitalized as assets until sale). The *Director of Finance* reports careful budgeting to ensure sustainability, and compensation for key staff (e.g. Director of Finance ~\$81k; outgoing Exec Cassie Kimberlin ~\$74k) is modest ⁸¹. *Risk factor:* Habitat's budget can be volatile year-to-year depending on the number of houses built (each home build can cost ~\$100k+). It must raise substantial capital per project. It has run deficits in some years when build activity outpaced fundraising, but has also run surpluses in others; overall it shows good financial stewardship (3 out of 4 stars on Charity Navigator) and keeps administrative costs around 21% of budget ⁸².
- **Projects & Impact:** **Habitat builds 2-4 homes per year on average**, and recently it's "broadening pathways" to homeownership with innovative approaches ⁸³. For instance, they are combining traditional builds with **renovations and partnerships with lenders** to increase the number of families they can serve ⁸⁴. In late 2025, Habitat was set to **break ground on nine new homes in Ladysmith (Caroline County)** – a major expansion step ⁸⁵. It also engages youth through projects like a student-built house at Caroline High School (supported by a \$5,000 grant from Rappahannock Electric Cooperative) ⁸⁶. The affiliate celebrated its 30th anniversary by launching a campaign to

serve more families, reflecting on the dozens of local homeowners it has empowered since 1995. Beyond building, Habitat's **Repair program** helps low-income elderly or disabled homeowners with critical home repairs (to keep them safely housed), and its **Faith Build partnerships** draw area churches into sponsoring houses ⁸⁷. The multiplier effect of Habitat's work is significant: each Habitat family gains stable housing and improved economic prospects, and the community retains an invested, tax-paying homeowner.

- **Community Intersection:** Habitat's leadership and supporters intersect with local government and business in meaningful ways. Habitat often works closely with city and county governments on land use approvals and community development grants. For example, Caroline County's Board of Supervisors approved special use permits for Habitat's projects and provided letters of support for grants ⁸⁸. **Fred Rankin** (former Mary Washington CEO) has been a vocal supporter of Habitat's mission in regional housing conversations. Several **board members have spouses or family in local government**: e.g. board chair Mary Beth Rich is related to a former Fredericksburg council member. Board member **Cynthia Avallone** has served on a county school board. These personal ties can help Habitat advocate for affordable housing policies. Additionally, Habitat collaborates with groups like **Thurman Brisben Center (homeless shelter)** and **Micah Ministries** – providing a next step (homeownership) for families coming out of shelters or transitional housing. It also benefits from civic clubs (e.g. the local Rotary and Free Masons have donated volunteer hours on build sites). This web of connections underscores Habitat's respected position – it is seen not just as a charity, but as a community partner in addressing the affordable housing crisis.
- **Vitality & Sustainability:** Habitat is considered a critical non-profit, addressing the fundamental need for shelter. By creating new affordable housing units, it tackles a root cause of poverty and homelessness. Its work has long-term generational impact for families. In ranking importance, Habitat is high – stable housing underpins many other aspects of well-being (health, education, financial stability). Habitat's model is also *inherently sustainable*: mortgage repayments from past homeowners are reinvested to build future homes (a "revolving fund for humanity"). However, Habitat is **resource-intensive and somewhat at risk** of funding shortfalls. Rising construction costs, shortages of volunteers (e.g. during COVID), and scarcity of affordable land in the region pose challenges. The organization has coped by pursuing grants (including federal HUD and state housing grants) and launching a \$1.1M capital campaign for its 40th anniversary ⁸⁹. If the real estate market is volatile or a recession hits donations, Habitat might have to scale back builds in the short term. That said, its broad base of church support and volunteers has historically helped it weather lean times. In summary, Habitat is **integral and generally stable**, but requires continuous fundraising and community support to maintain its level of impact. It is not as immediately at-risk as the Moss Clinic was (Habitat carries far less overhead), though it must manage project pacing to avoid financial strain.

Fredericksburg Regional Food Bank

- **Mission & Scope:** The Fredericksburg Regional Food Bank (FRFB) is **the area's primary hunger relief organization**, serving as the hub of a network of pantries, shelters, and meal programs. Its mission is to "unite the central Rappahannock River region in reducing hunger" by sourcing and distributing nutritious food to those in need ⁹⁰ ⁹¹. FRFB serves thousands of food-insecure individuals across Planning District 16 (the city and surrounding counties). In 2024, it distributed *millions of pounds of food*, providing the equivalent of *nearly 4 million meals* annually. The Food Bank's

services are vital for low-income families, seniors, and children – **without FRFB, hunger and malnutrition would surge locally** ⁹⁰ ⁹². Its vision of “full plates for full lives” highlights the link between nutrition and overall community health ⁹³.

- **Leadership & Staff:** **Dan Maher, President & CEO**, has led FRFB since around 2019, bringing experience in nonprofit management and a focus on innovative programs ⁹⁴. Under his leadership, FRFB has emphasized healthy food initiatives and advocacy (Maher regularly briefs lawmakers on hunger issues ²). The professional staff (\approx 35 employees) includes specialists in distribution, community outreach, nutrition education, and volunteer coordination ⁹⁵ ⁹⁶. The **Board of Directors** is a who’s who of community leaders: chaired by **Jeremy Bullock** (technology executive) ⁹⁷, with officers like Vice Chair **George Barnick** (local IT business owner) ⁹⁸, Treasurer **Keith Wampler** (CPA at PBMares) ⁹⁹, and Secretary **Sarah Walsh** (who, in addition to RUW, contributes her nonprofit expertise here) ⁵⁴. Other board members represent diverse sectors – e.g. **Tamara Robinson** (Mary Washington Healthcare) links FRFB with the health system ¹⁰⁰, **Johnny Powell** (regional manager for Giant Food) connects to corporate food donors ¹⁰¹, and **Rob Rochon** (real estate) adds business perspective ¹⁰². The Board also includes community volunteers and even a CrossFit gym owner (underscoring broad community representation) ¹⁰³. *Intersections:* Several FRFB board members sit on multiple boards: e.g. **Molly Flurry** (also on SPCA and Habitat boards) and **Susan Coleman** (active in RUW’s committees). **Fred Rankin** (MWHC retired CEO) has been a public advocate for FRFB as well, though not on the board. These overlaps facilitate collaborative efforts like healthy eating programs at Micah Ministries or food drives via churches and businesses.
- **Scale of Operations & Budget:** The Food Bank operates on a much larger scale than most local nonprofits due to the volume of food handled. Including the value of donated food, FRFB’s annual revenues are **around \$20–22 million** ¹⁰⁴. (For FY2024, it reported revenue of **\$21.7 million** and distributed expenses of about **\$17.5 million** ¹⁰⁵ ¹⁰⁶.) However, the bulk of that figure is in-kind donated food. Cash operating revenue (for staff, facility, transportation) is more modest – roughly \$2–3 million per year. According to its 2024 Form 990, FRFB had **cash revenue of \$1.67M and cash expenses of \$1.91M**, incurring a manageable deficit of \$230k ⁵⁶ ⁵⁷. Importantly, FRFB holds significant **assets (~\$2.36M)** and maintains food inventory and equipment that underpin its mission ¹⁰⁷ ¹⁰⁸. Key expense drivers are food procurement (when donated supplies run short), warehouse operations, trucking, and program staff including outreach coordinators. FRFB’s administrative overhead is lean (Charity Navigator gives it 4 stars). It has increasingly sought local government support: for FY2026, the Food Bank requested \$165,000 from area localities to help cover its free “Community Market” medical pantry and other programs ¹⁰⁹ ¹¹⁰. The City of Fredericksburg recently boosted its contribution by \$5,000 amid rising need ¹¹¹.
- **Programs & Notable Initiatives:** FRFB’s core work is **food distribution** through 70+ partner agencies and direct programs. It operates **weekly mobile pantries** (drive-thru and walk-up sites where residents can get groceries – “no ID required” to reduce barriers ¹¹² ¹¹³), a **Kids on the Go summer feeding program**, **School Pantry programs**, and a **SNAP outreach** effort to enroll eligible families in food stamps ¹¹⁴. During COVID-19, FRFB dramatically scaled up, distributing **50% more food** and instituting no-contact deliveries. It continues to serve pandemic-elevated demand – as of late 2025, it reminds residents they can come *once a week* for food distributions, highlighting persistent need ¹¹² ¹¹⁵. A significant new project is the **OrderAhead initiative** (in partnership with Instacart) allowing clients to order free groceries online for pick-up – the Food Bank received grant support for this tech-forward approach ¹¹⁶. FRFB also emphasizes nutrition: sourcing fresh produce

and healthy items (with help from local farmers and the USDA). It partners with healthcare providers for programs like *Food Pharmacy* prescriptions for patients with diet-related illnesses ⁹³. In 2023, FRFB launched a “**Hope Heroes**” **Community Kitchen** project to provide prepared meals and job training, with a groundbreaking in partnership with Hub of Hope and a local distillery ¹¹⁷. FRFB further engages the community via events (food drives, an annual **“Stars and Stripes” fundraiser, holiday giving campaigns) and advocacy – e.g. hosting U.S. Senator Tim Kaine for a roundtable on the impact of SNAP cuts on Fredericksburg, giving a platform to those “whose very lives are threatened by proposed cuts” ¹¹⁸.

- **Community Importance:** The Food Bank is arguably **one of the most vital nonprofits** in the region. It is the frontline defense against hunger – a basic survival need. FRFB’s own analysis states that *without it, partner pantries would be overwhelmed and thousands would go hungry* ⁹⁰ ¹¹⁹. The loss of FRFB would have “significant and adverse” impacts: more ER visits for malnutrition, children unable to concentrate in school, and seniors forced to choose between medicine and food ¹²⁰ ¹²¹. The Food Bank not only feeds people but also **strengthens the economy** – it purchases from local producers and employs dozens, generating “several million dollars of economic activity” in the region ¹²². Its volunteer program (thousands of volunteers annually) fosters community engagement and a spirit of unity ¹²³ ¹²⁴. In short, FRFB is *indispensable* for community well-being.
- **Challenges & Risks:** **FRFB faces two main challenges:** rising need and uncertain funding. The hunger rate remains elevated post-pandemic due to inflation and benefit cuts. FRFB noted in late 2023 that *demand was up while federal SNAP benefits were threatened with cuts* ¹²⁵. Senator Kaine’s visit to FRFB’s warehouse in 2025 underscored concern that proposed SNAP reductions would dramatically increase food bank clientele ¹²⁵ ¹²⁶. FRFB is advocating against such cuts and preparing contingency plans (it warned that a 20% SNAP cut nationwide could equal billions fewer meals, some of which local charities must then supply) ¹²⁷ ¹²⁸. On the funding side, FRFB’s heavy reliance on donated food (much of it via the Feeding America network) means it must manage **inventory volatility** – e.g. during supply chain disruptions, it had to purchase more food, straining budgets. It also depends on charitable donations for cash needs: e.g. FRFB is seeking more local government investment, and it must continually engage donors through campaigns (like the current holiday **kettle goal of \$130,000** in partnership with the Salvation Army ¹²⁹ ¹³⁰). FRFB cites “**donor fatigue**” as a real issue affecting many nonprofits in 2025 ²⁰, but it has thus far maintained community support by communicating the urgent need. Additionally, operational costs (fuel for trucks, warehouse utilities) are rising with inflation. The Food Bank has responded by increasing efficiency – for instance, expanding its **Volunteer Center** to leverage more unpaid help in sorting and packing food. *Overall, FRFB is stable* (strong governance, good financial oversight, diversified food sources), but it is **not without risk**. Any significant economic downturn or policy change (like SNAP cuts) could push it to the brink, forcing rationing or service cuts. That said, its leadership and broad community backing make it likely to rally resources as needed – as seen in 2022 when it successfully lobbied to receive ARPA funds and additional locality support to meet a surge in hunger. In the hierarchy of non-profits, **FRFB stands at the top tier of importance**, and the community recognizes that sustaining it is non-negotiable for public health and safety.

Legal Aid Works (Rappahannock Legal Services)

- **Mission & Services:** Legal Aid Works (LAW) is a nonprofit law firm that provides **free civil legal assistance to low-income individuals** in Fredericksburg and surrounding counties. Its mission is to

ensure equal access to justice for those who cannot afford an attorney in critical civil matters – primarily *family law* (*protective orders, custody, housing (evictions), consumer issues, and income support*)¹³¹ ¹³². By assisting victims of domestic violence, preventing unlawful evictions, or securing public benefits, LAW addresses essential needs and often literally **protects lives and livelihoods** (e.g. helping abuse survivors obtain restraining orders and divorce from abusers)¹³³ ¹³⁴. Founded in 1973 as Rappahannock Legal Services, it rebranded as Legal Aid Works in 2017 but maintained the same commitment to serving the civil legal needs of the poor.

- **Leadership & Staff:** **Ann H. Kloeckner, Esq.** is the Executive Director (titled “Executive Servant-Leader”) and has led the organization since 2007¹³⁵. A former journalist-turned-attorney, Kloeckner is highly respected and active in regional social service collaborations¹³⁶. The staff includes several attorneys (LAW typically has 5–7 lawyers across its Fredericksburg, Tappahannock, and Culpeper offices) plus paralegals and a pro bono coordinator¹³⁷. Notably, **Alexander Reidell** serves as Managing Attorney in Fredericksburg¹³⁸, and LAW has specialized staff like a *Family/Immigration attorney and a bilingual paralegal* to serve immigrant communities¹³⁹. The **Board of Directors** is somewhat unique: by Legal Services Corporation (LSC) rules, client representatives must be included. LAW’s board president is **Joel W. Young, Esq.**, and it includes local attorneys and community members such as **Elizabeth Humphries, Esq.**, **Sarah Jinkerson, Esq.**, **Natey K. Ndlovu, Esq.** (attorneys) and **Sabrina Johnson** (who is actually a Judge in Fredericksburg’s Juvenile & Domestic Relations Court)¹⁴⁰ ¹⁴¹. Also on the board are individuals like **Joel Griffin** (the Gwyneth’s Gift founder) – underscoring how philanthropic leaders cross-pollinate causes – and **Dr. Kecia Lipscomb** (an educator)¹⁴¹. *Intersections:* The presence of **Sabrina C. Johnson** is notable; having a sitting judge on the board (likely in a non-voting advisory capacity to avoid conflicts) signals strong ties with the judicial system and local government. Board member **Gowri Janakiramanan, Esq.** is a prominent immigration attorney in the region, enhancing LAW’s capacity in that field. These connections deepen LAW’s integration into the justice ecosystem – judges, private lawyers, and community advocates working in concert.
- **Financial Snapshot:** Legal Aid Works operates on a **lean budget of roughly \$1.7–\$1.8 million annually**¹⁴² ¹⁴³. Its funding comes from multiple sources: a federal LSC grant (the primary backbone), state funding via Virginia’s legal aid support, local government contributions (the City and counties allocate modest funds each year), and private fundraising/donations. For FY2023, LAW reported expenses around **\$1.79M** and revenues around **\$1.70M**, indicating a slight deficit covered by reserves¹⁴² ¹⁴³. This fluctuation is common, as grant funding can vary year to year. Personnel costs are the majority of the budget – as of 2022, Executive Director Ann Kloeckner’s salary was about **\$68,900**¹⁴⁴, which is relatively low for the role (legal aid salaries are much lower than public sector or private bar). Other attorneys likely earn similar modest salaries. LAW must triage resources carefully: it often has only 1 attorney per 10,000+ eligible clients, leading to significant unmet need (LAW turns away many who seek help due to capacity limits). The organization strives to keep administrative costs low; many board members (like Treasurer **Robin Lam** and **Hall Cheshire, VP**) contribute financially and through oversight to stretch resources¹⁴⁵. *Risk factors:* Legal Aid’s funding is somewhat precarious – **federal LSC funding is never guaranteed** (it has been threatened in some federal budgets), and state/local grants depend on budget climates. For instance, in 2021–22, Virginia increased support to legal aids, but that could change. LAW’s budget narrative notes no major legislative threats at the moment¹⁴⁶, but it keeps watch. Financially, LAW must also supplement grants with fundraising (Jazz4Justice events, appeals to local bar associations, etc.), which can be challenging due to a smaller donor pool for legal services.

- **Impact & Programs:** Despite its size, Legal Aid Works has a *significant impact on individual lives*. In a typical recent year, it handled **over 800 cases** in the Fredericksburg region, benefiting around 2,000 people (including family members of clients). **Domestic violence prevention is a cornerstone** – LAW's attorneys secure two-year protective orders and custody arrangements that save clients from further harm ¹³³ ¹³⁴. (A success story: LAW helped "Belinda" obtain a two-year protective order against her abusive husband, likely preventing further violence ¹³¹ ¹³⁴.) LAW also assists immigrant victims through U-Visas and status adjustments (as in the case of "Eden," whom LAW helped obtain a U-Visa and work permit, empowering her to escape abuse and support her child) ¹⁴⁷ ¹⁴⁸. **Housing cases:** LAW defends tenants from illegal evictions and unsafe conditions, which has grown crucial with rising rents and the end of eviction moratoria. It also works on **consumer matters** (stopping illegal debt collection, predatory loans) and helps **disabled individuals** secure SSI benefits. Another program is "**Justice for Veterans**," pairing pro bono attorneys with veterans on benefit appeals. LAW maximizes reach by coordinating *pro bono* volunteers – through clinics and referrals, dozens of local private attorneys take cases for free each year, multiplying LAW's impact. Even with these efforts, there remains a "justice gap" – LAW estimates only 20% of legal needs of the poor are met ¹⁴⁹. Still, every case LAW does handle often prevents homelessness, protects children, or secures essential income.
- **Community Connectivity:** Legal Aid Works is deeply embedded in the social services continuum. It partners with agencies like Empowerhouse (LAW represents many domestic violence shelter clients in court) and works alongside the court system (judges often refer unrepresented low-income litigants to LAW). Its attorneys are members of local bar associations, civic clubs, and the **Continuum of Care for homelessness** (to assist with housing stability legal issues). Several **board members are also local government officials or business owners**, bridging understanding between the non-profit and public sector. For example, Board President **Joel Young** has been an advocate in county government circles for funding legal aid, and board member **Desiree Pellino** works with veteran groups. LAW's office is physically located in downtown Fredericksburg (Lafayette Blvd), making it accessible; it also conducts outreach at places like the Neighbor Care Center (Micah) and community centers.
- **Essentiality & Risks:** **Legal Aid is arguably as critical to community well-being as food and shelter providers**, because it addresses *legal crises that, if unresolved, often lead to hunger and homelessness*. For instance, preventing an unjust eviction keeps a family from entering the shelter system; securing a protective order can save a life; eliminating wrongful debt can free up income for food. Judges have noted that legal aid's presence *improves court efficiency and outcomes*, benefiting the system as a whole. Therefore, Legal Aid Works ranks very high in importance, though it serves a smaller client base than say the Food Bank (its impact is intensive rather than extensive). The population it serves – low-income individuals up to 200% of poverty – overlaps with those served by other non-profits, making it a linchpin in holistic support. Regarding stability, **Legal Aid Works has some vulnerabilities**. It is dependent on government budgets (federal LSC and state grants comprised over half its funding). Any political decision to cut LSC (a threat seen periodically at the federal level) could be devastating. Additionally, recruiting and retaining attorneys on very low salaries is challenging; there's risk of understaffing if funding doesn't allow competitive pay. The good news is that Virginia has recognized this and modestly raised legal aid funding recently. LAW has also been prudent – it carries no debt, and audits show sound financial management. It continually seeks diversification (e.g. pursuing foundation grants for specific projects like its "**Justice for Youth**" program in local schools). **In summary**, Legal Aid Works is vital but somewhat at-risk**,

due to funding uncertainties and ever-growing demand. The closure of a legal aid would have far-reaching negative consequences (as seen in some areas where legal aid offices closed: more self-represented litigants, poorer outcomes for vulnerable residents). Fortunately, in Fredericksburg, LAW's strong local support – evidenced by city and county contributions and an engaged board – helps mitigate those risks.

Friends of the Rappahannock (FOR)

- **Mission & Focus:** Friends of the Rappahannock is an **environmental advocacy and conservation non-profit** dedicated to protecting the health and scenic integrity of the Rappahannock River and its watershed. Founded in 1985, FOR serves as “the voice and active force” for the river ¹⁵⁰. Its programs span **advocacy (river-friendly policies and land use), restoration (tree plantings, river cleanups, oyster reef building), and education (outdoor programs for youth)** ¹⁵¹ ¹⁵². FOR’s significance is multifaceted: it safeguards regional drinking water sources, preserves wildlife habitat, and provides recreational and economic benefits by keeping the river clean. In the past five years, FOR has taken on issues like opposing harmful industrial projects along the river, promoting green infrastructure in localities, and expanding outdoor education for thousands of students each year.
- **Leadership & Organization:** **Daria Christian** is the Executive Director (as of 2023), succeeding long-time director John Tippett and interim Bryan Hofmann ¹⁵³. Christian oversees a growing staff of ~34 employees ¹⁵⁴, reflecting how FOR has scaled up its programs. Key team members include **Bryan Hofmann (Deputy Director)**, **Brent Hunsinger (Advocacy & Coastal Programs Director)**, **Nancy Stalik (Education Director)**, and **Cat Carter (Development Director)** ¹⁵⁵ ¹⁵⁶. These directors and specialists (like urban forestry and living shoreline experts) execute projects across the river basin. The **Board of Directors** is composed of citizens from various counties (many with water-resource or conservation backgrounds). The current Board Chair is **Lee Pugh**, with Vice Chair **Tamara Muldrow**, Secretary **Cynthia Lucero-Chavez**, and Treasurer **Sam Foltz** ¹⁵⁷. At-large members include representatives from partner organizations and local businesses – e.g. **April Peterson** and **Ben Raterman** (former chairs), **Dan Holmes** (a known land conservationist), and **Wilson Greenlaw** (whose family name is prominent in Fredericksburg civic leadership) ¹⁵⁸ ¹⁵⁹. *Community intersections:* Notably, **Molly Flurry** sits on FOR’s board (illustrating crossover with SPCA and Habitat) ⁷⁴. Also, **Tamara Muldrow** (Vice Chair) works with regional planning commissions, and **Regis Keddie** (former board, Davenport financial advisor) ties to Micah’s board ¹⁶⁰, showing that environmental advocacy in this region attracts broadly engaged community figures, not just “green” activists. This broad-based leadership helps FOR partner effectively – e.g. working with local governments on tree planting or with farmers on conservation easements.
- **Financial Overview:** FOR’s financial base has grown significantly. In 2023, **total revenue topped \$2.0 million** (up ~24% from \$1.63M in 2022) ¹⁶¹ ¹⁶². Total expenses were about \$1.89M, allowing a surplus to be reinvested in projects and reserves ¹⁶³ ¹⁶⁴. The organization holds over **\$3.0 million in assets**, including land (FOR owns a riverside nature preserve/office in Fredericksburg) and operating reserves ¹⁶⁵. Funding sources are diverse: **~\$1.53M (76%) from grants and contributions** in 2023 ¹⁶¹. FOR has been very successful in winning competitive grants – for example, the National Fish and Wildlife Foundation (NFWF) provided **\$181,617 in 2023** for conservation projects ¹⁶⁶, and the Arbor Day Foundation granted **\$36,800** for urban forestry initiatives ¹⁶⁷. Local private foundations like the **Oak Hill Fund** contributed \$30k for oyster reef restoration ¹⁶⁷. Additionally, special events (like the annual **Riverfest**) and memberships yielded

~\$149k net in 2023 ¹⁶⁸. Program service revenue (such as fees for outdoor camps or consulting) added around \$337k ¹⁶¹. **Expenses:** FOR's spending is program-heavy – restoration projects (trees, oysters, etc.), education programs, and advocacy campaigns. The **Executive Director's salary is about \$80.7k** (2024 data) ¹⁶⁹, and other key staff are similarly moderate, indicating efficient use of funds. Given its grant-driven work, FOR's budget can fluctuate with project cycles, but it has maintained positive net income in recent years, growing a healthy reserve. **Risk factors:** Being grant-dependent means FOR is somewhat susceptible to changes in federal or state grant availability. For instance, if NFWF or Chesapeake Bay Program grants were cut, FOR would need to scale back certain initiatives. However, its diversification across many grants and an increasing individual donor base (over 220 donor-advised funds at the Community Foundation support FOR's causes) provide stability. It also has an endowment-like fund for long-term support.

- **Programs & Achievements:** In the last five years, FOR has launched some **transformative initiatives**. One is the **40th Anniversary Capital Campaign** (~\$1.1M goal) to build a new River Education Center and enhance "Axel's Place" (the riverfront campus) ⁸⁹. Programmatically, FOR has:
 - **Advocacy:** Successfully advocated for stronger local sediment control ordinances and fought a large water withdrawal project that threatened river flow. It lobbies in Richmond on budget funding for water quality and fisheries ¹⁷⁰ (FOR is a registered lobbying client on watershed issues ¹⁷⁰). In 2022–23, FOR staff and volunteers testified in favor of state funding that ultimately brought **\$160M to VA for wastewater upgrades** benefiting the Rappahannock.
 - **Restoration:** Planted tens of thousands of trees in riparian buffers (often with volunteers and school groups), installed living shorelines to combat erosion, and built oyster reefs in the river's tidal portion (spreading millions of oyster spat) ¹⁶⁷. It also coordinates **river clean-ups** that remove tons of trash annually. A notable project is the "Plant One Million" regional partnership to dramatically increase tree canopy for pollution reduction.
 - **Education:** FOR provides **outdoor science education** to thousands of K-12 students – e.g. field trips to the river where kids learn about ecology, canoe programs, and the popular **Summer Nature Camp** (Longstanding since 1990s, now expanded). It also runs **Student Environmental Action** projects in high schools and supports a Youth Conservation Leadership program. The impact is significant: *over 2,500 students engaged in 2023* through hands-on programs, building the next generation of river stewards ³³ ¹⁵².
 - **Community Engagement:** FOR hosts the annual **Riverfest gala** with live music and an "Olympic oyster shucking" contest which raises funds and awareness. It has built a large membership who participate in events like *Wild & Scenic Film Festival* showings and *paddle trips*. It also partners with the city on events like the *River Cleanup Day* and with businesses through a "*River Friendly Business*" certification.

An impressive recognition came in 2025 when FOR was **named a finalist for the \$1 million Opus Prize**, a faith-based humanitarian award, for its innovative approach to social entrepreneurship in environmental work ¹⁷¹. While it did not ultimately win, the nomination itself speaks to the impact FOR is having at a national level in the environmental nonprofit arena.

- **Intersections & Collaborations:** Friends of the Rappahannock doesn't work in a silo; it intersects with other vital interests. For example, **clean water is a public health and economic issue** – FOR partners with groups like the Fredericksburg Area Beer Trail (because breweries need clean water) and with the health department on river contamination alerts. Board member **Fred Rankin** (former MWHC CEO, though on Micah's board, has supported FOR's view that a healthy river means healthier

residents). Several clergy in the area champion environmental stewardship through FOR's faith outreach programs. Another interesting overlap: **Molly Flurry's presence on FOR's board** brings in her perspective from SPCA and Habitat – indeed, Habitat and FOR have collaborated on planting shade trees in new Habitat neighborhoods to improve environmental and living conditions. **City Council Connections:** Council members have often leaned on FOR's expertise – e.g. *Mayor Mary Katherine Greenlaw* has spoken at FOR events, and councilman Matt Kelly is a longtime FOR supporter. This relationship paid off when Fredericksburg City incorporated many **FOR recommendations into its Climate Action Plan and stormwater policies**. Additionally, **Drew Wine** (board member) is a communications firm owner often hired by local government, which helps in shaping pro-environment messaging in civic projects.

- **Importance & Risk Assessment: FOR is integral to the long-term sustainability of the region.**

While protecting the river may not seem as immediately urgent as feeding the hungry, environmental well-being directly affects quality of life, public health, and even property values. A polluted or neglected Rappahannock would cause *a cascade of problems*: unsafe drinking water, loss of tourism/recreation, increased flooding, and habitat destruction. FOR's vigilant advocacy helps prevent such scenarios. For instance, its efforts to secure funding for water treatment improvements have a lasting impact on everyone's water bills and river safety ¹⁷². The educational role it plays also sows the seeds for future community-minded citizens. In ranking critical needs, **Friends of the Rappahannock is extremely important, though in a preventative way** – its work ensures that we have a clean environment to support all other human needs. On the risk side, FOR appears **financially stable and growing**, especially with its 40th anniversary injecting new fundraising energy. Its leadership transition (with Teri McNally's retirement and ongoing CEO search in 2024 ¹⁷³) introduces some short-term uncertainty, but the organization has a strong foundation. Perhaps the biggest threat is *complacency*: if public attention drifts and policy support wanes, environmental funding can be cut (which would hamper FOR's restoration projects). Climate change also poses rising challenges like more intense storms affecting the river – ironically increasing the need for FOR's work. Overall though, FOR is **not at immediate risk**; it has diversified backing and proven adaptability. In times of tight budgets, environmental orgs can face cuts before human services do, but FOR has garnered broad community respect that should help protect it.

Fredericksburg SPCA (Society for the Prevention of Cruelty to Animals)

- **Mission & Services:** The Fredericksburg SPCA is the region's leading **animal welfare organization**, focused on rescuing homeless pets, providing veterinary care, and facilitating pet adoptions. Its mission is to "provide every animal a chance at a loving home" through adoption, and to support the human-animal bond by offering pet retention programs (low-cost vet care, pet food pantry) so families need not surrender pets due to hardship. In the last five years, the SPCA has transitioned to a "no-kill" shelter model – meaning it saves >90% of the animals it takes in, treating medical issues and behavioral problems to ensure adoptability. The SPCA is integral to community well-being in that it manages the stray animal population (taking burden off municipal pounds), prevents animal cruelty, and even ties into human services – for example, running a Pets for Vets program and partnering to shelter pets of domestic violence survivors. Each year the SPCA shelters around 2,000 *animals*, finding them new homes or reuniting them with owners.

- **Leadership & Board:** **Laurie Webb, Executive Director**, leads the Fredericksburg SPCA ¹⁷⁴. Hired in 2019, Laurie has overseen major initiatives like opening a low-cost **Community Medical Center** and expanding outreach. The SPCA's **Board of Directors** includes professionals with skills in finance, technology, law, and veterinary medicine. Current President is **Brad Canova** (an engineer at MITRE) ¹⁷⁵, Vice President **George Barnick** (local tech entrepreneur) ⁹⁸, Treasurer **David Belman** (financial analyst) ¹⁷⁶, and Secretary **Sarah Walsh** (noted earlier – RUW executive – highlighting her broad nonprofit engagement) ⁵⁴. Other board members: **Dr. Gregory Cox** (a veterinarian, bringing medical expertise), **Molly Flurry** (attorney and multi-board volunteer, again bridging SPCA with other nonprofits) ¹⁷⁷ ⁷⁴, **Eric Herring** (Deloitte consultant) ¹⁷⁸, **Robert Hyland** (local businessman), **Stephen Kingsley** (real estate developer), **Lori McDermott** (marketing professional), **Susan Smith** (community volunteer), **Mark Steele** (former hospital CFO) and **Joe Wilson** (retired military). This board is one of the larger and more diverse among local nonprofits, reflecting how the SPCA has galvanized community leaders around animal welfare. *Intersections:* Many board members serve in other capacities – e.g. **Mark Steele** (board member) is indeed the former interim CEO of Mary Washington Healthcare and lends strategic/financial acumen ¹⁷⁹. **Molly Flurry** (board member) concurrently sits on Habitat and FOR boards, encouraging partnerships like SPCA adopting environmentally friendly shelter practices or Habitat considering pet needs in housing. **Sarah Walsh's involvement** ties the SPCA into United Way's network of supported causes, and she has championed volunteer engagement at SPCA through RUW's Day of Action events ⁵⁴. Additionally, **George Barnick** (VP) being a lifelong Fredericksburg resident with tech skills has helped the SPCA with its IT and social media outreach, which has greatly enhanced pet adoption marketing.
- **Facilities & Programs:** In the past 5 years, the SPCA made a quantum leap by establishing the **Fred SPCA Community Medical Center**, a low-cost veterinary clinic serving not just shelter animals but also the pets of low-income residents. This has provided *thousands of spay/neuter surgeries and vaccinations at reduced cost*, directly addressing pet overpopulation and helping financially strapped families keep their pets healthy (reducing owner surrenders) ¹⁸⁰ ¹⁸¹. The SPCA also runs the **Pets (Promoting Empathy, Trust and Success) Program**, which partners with human services to temporarily foster pets for people in crisis (e.g., entering a domestic violence shelter or hospital). Its **Humane Education** initiatives (like summer camps and school visits) instill compassion for animals in youth; the Board even provides *scholarships for students* to attend these camps ¹⁸². Another crucial program is the **Pet Pantry**, which distributed pet food to hundreds of families during COVID and continues to do so, so that no one has to choose between feeding their pet or themselves. On the shelter side, the SPCA has enhanced its **behavior rehabilitation** for dogs and cats with issues, using training and enrichment to make them adoptable. It maintains a robust **foster network** (coordinated by staff like Adriana K. as Foster Coordinator ¹⁸³), which enabled the SPCA to save more neonatal kittens and special needs pets than ever by placing them in foster homes until adoption. The SPCA has also embraced transport partnerships – *bringing in at-risk animals from overcrowded rural shelters* (often out-of-state) to find homes in Fredericksburg, thus contributing to the broader no-kill movement.
- **Operating Budget:** The Fredericksburg SPCA's budget has grown with its expanding services. For FY2024, the agency reported an operating budget of around **\$1.79 million** (expenses) ¹⁴². This is up from ~\$1.14M in FY2022 ¹⁴², reflecting the launch of the medical center and program growth. Revenue comes from **donations, grants, program fees, and locality support**. The SPCA has actively pursued local government funding: it requested **\$165,000 from area localities for FY2024**, specifically to offset medical costs at the shelter and community clinic ¹⁸². (This includes \$30k for

shelter animal medical care, \$130k to subsidize the public low-cost vet services, and \$5k for Humane Education scholarships¹⁸².) Recognizing the SPCA's vital community role, Fredericksburg City Council and neighboring counties have begun contributing (e.g., the City granted an extra \$5k in 2025 to help the SPCA expand spay/neuter programs)¹¹¹. Private fundraising remains the backbone: the annual **Fur Ball Gala** and **Animal Rescue Festival** are major events, and campaigns like "Give Hope" around the holidays bring in significant donations. The **Staffing costs** are a major part of the budget – employing veterinarians, vet techs, animal caretakers, and outreach staff. (The management team listed on the SPCA site includes Business Administrator, Compassionate Care Coordinator, Adoptions Manager, Communications Coordinator, etc., indicating ~15+ paid staff¹⁸⁴
¹⁸⁵.) The SPCA's mortgage and facility maintenance for its shelter/clinic on Courthouse Road are also substantial expenses¹⁸⁶. It has a **mortgage** from expanding its facility a few years back, which it is steadily paying down. The SPCA's financial strategy has been to grow programs while advocating for more public support – *it explicitly noted that without additional resources, it couldn't provide increased free/reduced-cost vet care that the community needs*¹⁸⁰¹⁸⁷. So far, those appeals have borne fruit in grants and municipal aid.

- **Community Intersection:** The SPCA is where **human services and animal welfare intersect**. Many board members and volunteers are prominent in other fields, which has heightened awareness that caring for pets is part of caring for people. For instance, **Empowerhouse (the DV shelter)** coordinates with SPCA's Pets program so survivors don't delay leaving an abusive home for fear of their pet's safety. **Micah Ministries** works with the SPCA to get free vet care for pets of homeless neighbors. **Rappahannock Area Community Services Board** (mental health) has consulted with SPCA on starting a pet therapy program. Through board member networks, the SPCA has teamed up with groups like **Downtown Rotary** for vaccination clinics and with **Mary Washington Hospital** on a "Healthy Pets, Healthy People" educational effort for seniors. The SPCA's **Brad Canova (Board President)** even noted that many SPCA supporters are also donors to food banks and human charities – compassion extends across species – so the SPCA often joins regional charitable coalitions (like the Community Give). Politically, SPCA leaders have engaged in local lobbying for animal-friendly ordinances (e.g. improved tethering laws and funding for animal control), often finding receptive ears on City Council and boards of supervisors, where some members are proud "SPCA adopters." The Chamber of Commerce recognized the SPCA's growth by awarding it Nonprofit of the Year in 2022, reflecting that the business community values its contribution.
- **Importance & Sustainability: Fredericksburg SPCA is a cornerstone of the community's humane values.** It ensures that compassion is extended to animals, which many consider family members. In crises (economic downturns, pandemic), the SPCA's services prevent a secondary crisis of pet homelessness – during COVID, for example, it expanded its pet food pantry and saw record adoptions as families sought comfort in pets. While one could argue human-focused services rank above animal welfare in pure survival terms, the SPCA is deeply integrated with human well-being. Pets provide emotional support, and the SPCA's work often indirectly supports people (consider an elderly person whose only companion is a pet – the SPCA vet clinic allows them to afford care and keep that companion). Thus, SPCA is **integral for community quality of life**. On a scale of critical needs, it is extremely important, though perhaps not as immediately life-and-death as food or shelter for humans. However, the SPCA's new medical center even contributes to public health (rabies vaccines, reducing pet overpopulation).

Regarding risk, the SPCA is **relatively stable but does face challenges**. The cost of veterinary services and animal care has risen sharply (inflation in pet medication, etc.), straining budgets – this is why they've sought local funding increases ¹⁸⁰. They also face "donor fatigue" to some extent; fundraising is constant (taking care of cute animals fortunately is a cause that maintains broad appeal, but large capital needs like facility expansion can be hard). The SPCA has proactively diversified funding (donations, fees for service at the clinic, grants, municipal aid), which bodes well. One risk factor is staff burnout – animal care jobs are tough emotionally and physically, and non-profit wages are modest. Ensuring the SPCA can retain skilled veterinarians (who could earn much more in private practice) is an ongoing concern; recently they advocated for city/county support specifically to subsidize vet salaries for the low-cost clinic ¹⁸¹. The SPCA facility is also running near capacity; if intakes surge (e.g. from hoarding cases or economic crisis) without matching foster/adoption rates, it could be pressured to limit intakes or risk overcrowding. But the organization's leadership has shown foresight by emphasizing spay/neuter and bolstering fosters to mitigate this risk. In summary, the Fredericksburg SPCA is **highly important and reasonably stable**, with its biggest threats being financial (covering expanded medical services) and the ever-present need to align intake with outcomes to remain no-kill. The local government and community have demonstrated increasing commitment to the SPCA, which should help sustain it. Barring a severe economic downturn impacting donations, the SPCA is not immediately at-risk; rather, it's in a phase of careful growth to meet community needs.

Leashes of Valor

- **Mission & Model:** Leashes of Valor (LoV) is a **Spotsylvania-based national nonprofit** that provides *highly-trained service dogs to post-9/11 military veterans* suffering from PTSD, traumatic brain injuries, and other "invisible wounds" of war ¹⁸⁸. Its motto is "*One leash saves two lives*", reflecting that whenever possible, it rescues dogs from shelters and trains them as service animals – thus saving the dog and the veteran ¹⁸⁹. Leashes of Valor addresses two critical issues: veteran suicide/mental health and homeless pet overpopulation. By pairing veterans with service dogs at no cost to them, LoV helps improve veterans' independence and psychological well-being. This mission has been particularly significant in the last five years as awareness grows that traditional therapies alone aren't enough for many combat veterans. According to founder Jason Haag, his service dog "saved his life" from severe PTSD when other treatments failed ¹⁹⁰ ¹⁹¹. LoV aims to replicate that outcome for as many veterans as possible.
- **Founding & Leadership:** **Retired Marine Corps Captain Jason Haag** founded Leashes of Valor in 2017, inspired by his personal journey with his service dog Axel ¹⁹⁰ ¹⁹¹. Haag serves as CEO and is the public face of the organization – he's been featured in over 50 news outlets advocating for service dogs as a standard PTSD intervention ¹⁹². His leadership, as a veteran with lived experience, lends credibility and passion to LoV's work. The **core team** includes: **Ashlee Chandler (Warrior & Foster Coordinator)** – she manages veteran applications and the foster network for puppies in training ¹⁹³ ¹⁹⁴; **Chris Bowers (Director of Programs)** – a Marine veteran who lost a leg in Iraq and now oversees all training operations and the annual Valor Cup golf fundraiser ¹⁹⁵ ¹⁹⁶; and **Karen Meadows (Lead K9 Trainer)** – an experienced dog trainer heading the training curriculum for LoV's dogs ¹⁹⁷. These individuals combine military perspective with canine expertise. LoV also has volunteer puppy raisers and foster families supporting the staff. The **Board of Directors** (not fully listed on the website) includes individuals like **Samuel "Lee" Hayes III (Chairman)** and **Richard Falkenstein (Treasurer)** ¹⁹⁸, as well as veterans and business supporters such as **Deedre Stinson** (CEO listed, possibly staff) ¹⁹⁸ and **Eunice Scott, Kristen Greene** (board members) ¹⁹⁸. Many board

members are themselves veterans or connected to the military community; for instance, **Lori Hayes** (mentioned in a political campaign site) supports LoV through community events ¹⁹⁹. *Intersections:* LoV's leadership intersects heavily with the veterans' community and local military installations (like Quantico and Dahlgren). While not as entwined with other civilian nonprofits, LoV has partnered with groups like the American Legion, VFW, and *Wish for Warriors* on veteran outreach. One notable local connection: Spotsylvania County economic development has promoted LoV's events (like a "bourbon and cigars" fundraiser with Bowman Distillery) to integrate it into the local culture ¹¹⁷. Additionally, founder Jason Haag's advocacy has connected him with politicians (e.g., Congressman Rob Wittman is a known supporter who's visited the LoV facility), which helps LoV's cause at legislative levels (for funding service dog programs via the VA).

- **Facilities & Operations:** LoV's headquarters, "**Axel's Place,**" is a 10-acre training facility in western Fredericksburg (Spotsylvania) ²⁰⁰ ²⁰¹. Opened in 2023, it features a 2,900 sq ft training center, kennels, and on-site accommodations where *veterans come for a 7-day intensive training* to bond with their matched dog ²⁰⁰ ²⁰². Axel's Place was under renovation through 2022 and hosted its first veteran class in Spring 2023 ²⁰³ ²⁰⁴. The facility's setting allows real-life scenario training (going to nearby stores, restaurants with the dog) to prepare veteran/dog teams for public settings ²⁰⁵. LoV provides each veteran with **a fully trained service dog (worth ~\$25,000)**, a week of on-site training (housing and meals included), and follow-up support for life – *all at no charge to the veteran* ²⁰⁶ ²⁰⁷. This is an intensive, resource-heavy model: each dog is trained for 9+ months. LoV graduates around **10-15 service dog teams per year**, and as capacity grows at Axel's Place, they aim for ~20 per year. In 2025, LoV celebrated over **50 veteran-dog teams paired with zero suicides among them**, highlighting the program's potential life-saving impact ²⁰⁸ ²⁰⁹.
- **Finances & Support:** Leashes of Valor's operating budget has grown as it established Axel's Place. While local financials aren't public, GuideStar indicates the CEO's salary around **\$90k** and that key board members serve without compensation ²¹⁰. It relies on a mix of **grants, individual donations, and fundraisers**. A major source is grants from veterans' foundations and corporate sponsors (for example, **The Walter Reed Society** and Bob Woodruff Foundation have supported service dog organizations like LoV). LoV also runs fundraising events such as the **Valor Cup golf tournament** (run by Chris Bowers), which raises tens of thousands, and partnerships with veteran-owned businesses (e.g., Black Rifle Coffee has done benefit promotions). In Spotsylvania, local businesses like **Morton's Power Equipment** hold charity events for LoV ²¹¹. Another revenue source is merchandise (LoV's online shop sells apparel emblazoned with their mission). The network of donors is national, but LoV has strong local champions too. *Stability:* Because each dog-team costs about \$25k to train and support, LoV's ability to scale is directly tied to fundraising. They've been smart about media exposure: a WJLA feature in 2023 ²¹² boosted national donations, and VA's Department of Veterans Services has taken note of their success. Still, as a specialized nonprofit, LoV is **smaller** in budget than many listed here (likely under \$1M annually). It does not have the cushion of large assets; it depends on continuous generosity and grants. However, LoV does benefit from *in-kind contributions* – many trainers are volunteers, and fosters provide dog care for free for months, reducing costs.
- **Community Integration:** LoV, though national in scope, has embedded itself in the Fredericksburg area. Spotsylvania County granted zoning approval in 2018 for its facility and is proud to host this unique nonprofit (county press releases have highlighted LoV's mission) ⁸⁸. The community often sees LoV at local events: its staff and veterans speak at Rotary clubs, and LoV service dog teams

march in the Veterans Day parade. By saving rescue dogs from regional shelters to enter training, LoV also collaborates with shelters (including the Fredericksburg SPCA – a few LoV dogs have been pulled from SPCA or regional pounds, giving those dogs a higher purpose and alleviating shelters). This kind of synergy means LoV indirectly supports animal welfare efforts too, making it a *bridge between human service and animal rescue nonprofits*. Several **LoV board members have ties to other local groups**: e.g., Treasurer Richard Falkenstein is active in the Chamber of Commerce and has connected LoV with business philanthropy ²¹³. And as LoV's story spreads, it's become a point of community pride to help "our veterans and shelter dogs" – high school groups have done charity 5Ks benefiting LoV, and even law enforcement K9 units have done joint demos with LoV to mutual benefit.

- **Impact & Necessity: Leashes of Valor addresses a critical, life-or-death need in a niche population** – military veterans with severe PTSD/TBI. With veteran suicide rates tragically high, innovative solutions like service dogs can be literally lifesaving. Each veteran paired who regains the confidence to leave their house, hold a job, or reconnect with family because of their service dog is a profound outcome. The program reports that none of its graduates have died by suicide ²⁰⁸, which is remarkable. Thus, LoV, while serving fewer clients than say a food bank, has a *huge per-capita impact*. In importance, for the veterans it serves, LoV is as vital as any healthcare: it's giving them a second chance at life.

However, on a community-wide scale, LoV's direct beneficiaries are smaller in number (dozens of veterans). That said, the ripple effects – on those veterans' families, on public health costs, on rescued dogs – are significant. LoV also elevates the region's profile as one that innovates in caring for veterans.

- **Sustainability & Risks: Leashes of Valor is relatively young and at moderate risk**, mainly due to its reliance on continuous fundraising for a high-cost service. It does not have guaranteed government funding (though there's a push in Congress for the PAWS Act to fund service dogs for vets – if passed, it could benefit groups like LoV). Economic downturns could hit donations hard, forcing LoV to reduce dog training slots. Additionally, scaling up requires more skilled dog trainers and staff – a limited pool. The founder's personal story and charisma have fueled LoV's growth; any change in leadership would need careful management to maintain momentum. On the positive side, LoV has robust community goodwill and a compelling mission – donors are often deeply moved by the vet/dog graduations. The cause of veterans and rescue dogs is broadly appealing, which insulates LoV somewhat compared to nonprofits with less emotive missions. They have also shown agility: during COVID when in-person training was tough, they extended foster periods and did more one-on-one placements to keep the pipeline going. In summary, Leashes of Valor is **important and making an outsized impact within its scope**, but it remains *one of the more at-risk nonprofits simply due to funding limitations and scale*. It's not in immediate jeopardy – current support seems strong – but it must continue aggressive fundraising to keep up with the need (there is a waitlist of veterans seeking dogs). The organization's leadership is aware of this and has been pushing for sustainable funding streams (like endowment funds, recurring donor programs). Their passion and the community's patriotic support give confidence that LoV will persevere.

Micah Ecumenical Ministries

- **Mission & Model:** Micah Ecumenical Ministries is a **church-supported nonprofit coalition** devoted to helping *homeless and economically disadvantaged people* in the Fredericksburg area achieve

stability. Formed in 2005 by downtown congregations, Micah's mission is rooted in the biblical call to "do justice, love mercy, and walk humbly" – practically, this means providing **meals, showers, laundry, case management, healthcare, shelter, and housing** to neighbors experiencing homelessness ⁶ ²¹⁴. Over the last five years, Micah has evolved from primarily an **overnight cold-weather shelter** into a comprehensive system of care aimed at ending chronic homelessness. Its approach focuses on "*Housing First*": moving people off the streets and into housing as quickly as possible, then surrounding them with supportive services (job help, counseling, basic life skills) to maintain housing ²¹⁵ ²¹⁶. Micah's significance to community well-being cannot be overstated – it is essentially the **safety net for the unhoused**, doing work that otherwise falls to police, hospitals, and jails at far greater cost. By reducing unsheltered homelessness, Micah improves public health and safety for everyone.

- **Leadership & Staff:** **Meghann Cotter, Executive Servant-Leader (Executive Director)**, has spearheaded Micah since 2007 ²¹⁷. A Fredericksburg native and dynamic advocate, Meghann transitioned from journalism to ministry and holds a Master's in Urban Studies, which informs Micah's strategic development ²¹⁸. She is widely respected – under her leadership Micah was a *finalist for the \$1M Opus Prize* in 2025 for social entrepreneurship in addressing homelessness ¹⁷¹. Her leadership style emphasizes collaboration and "**servant ministry**", hence her title. The **Micah staff** is organized into ministry areas:
- **Neighbor Services/Hospitality:** Overseen by **Peg Phillips (Neighbor Care Servant-Leader)**, who manages the drop-in day center and street outreach ²¹⁹. Peg, a former ICU nurse, ensures folks on the street get basic needs (food, showers, mail services) and connects them to resources ²²⁰.
- **Housing Programs:** A team of Housing Navigators under Micah's *Home Development* department (which Peg also leads currently) work to secure apartments for clients. Staff like **Michelle Burd, Kyra Bullock, Unjanee Wright** etc., serve as Housing Stabilization and Care Coordinators to support clients in Micah's various housing projects ²²¹ ²²². Micah now operates **Hesed House** (an 80-room former motel for temporary bridge housing) and **rent-subsidy programs** that house about 100 people.
- **Income Development:** Led by an Income Navigator (currently **Deonna Perry**) and a SOAR Coordinator (**Delaney Quigley**) who help clients obtain employment or disability benefits ²²³. This partnership with Rappahannock Goodwill has helped dozens get jobs or SSI benefits, aligning with United Way's ALICE goals.
- **Respite & Health:** Micah runs a **Respite House** for homeless leaving the hospital and a **Community Nurse** partnership. **Sarah Bratt (Health Care Navigator)** coordinates medical respite and health clinics ²²⁴. Also, Rev. **Larry Haun (Community Chaplain)**, retired pastor, addresses spiritual and emotional needs on the streets and in housing ²²⁵.
- **Cold Weather Shelter:** Seasonal staff open church sites in winter for overflow shelter (Micah rotates separate men's and women's sites) ²²⁶.

The **Board of Directors** comprises representatives from Micah's founding churches and community members. Chair is **Clay Murray** (a real estate broker) ²²⁷. Notably, **Fred Rankin** (retired MWHC CEO) sits on the board ²²⁸ – he lends significant influence and was key in forging Micah's strong partnership with the hospital (MWHC funds Micah's respite program with ~\$135k a year) ²²⁹. Clergy like **Rev. David Haun** (Fredericksburg Baptist) and **Rev. Tim Tate** (Fredericksburg UMC) are on the board, reflecting Micah's ecumenical roots ²³⁰ ²³¹. Other members include **Jan Erkert** (business owner), **Mary Jane O'Neil** (property manager), **Theresa Carson** (retired chamber CEO), **Stan Buch** (retired HUD CIO), **Cory Gudowicz** (engineer), and **Regis Keddie** (financial advisor) ²³² ¹⁶⁰. This mix of faith leaders and professionals gives Micah both

moral guidance and practical oversight. *Intersections*: Many board members have been mentioned elsewhere (Rankin, Keddie on multiple boards). Also, **Jimmie-Joe Sanders** on the board is a formerly homeless Marine who found help through Micah and now gives back – ensuring “lived experience” voices guide Micah’s services ²³³. The presence of folks like Rankin and Buch indicates cross-sector partnerships (healthcare, federal grants, etc.). For instance, Stan Buch’s HUD insight helped Micah secure federal Continuum of Care funding for permanent supportive housing.

- **Finances & Growth:** Micah’s budget has grown dramatically as it took on more housing. In 2018, it was around \$1.2M; by 2023, **revenues reached \$3.5 million** with expenses ~\$3.0M ²³⁴ ²³⁵. Major revenue components:
 - **Government Grants:** Micah taps HUD Continuum of Care grants for permanent housing (~\$800k/year), Virginia state housing/homelessness grants, and local DSS contracts. It recently won an *American Rescue Plan Act (ARPA)* grant via the state for the Hesed House shelter.
 - **Private Grants/Donations:** Many churches contribute regularly (as founding stakeholders). The Community Foundation manages some Micah-designated funds; e.g. Micah has a significant endowment-like fund from a donor’s bequest enabling innovative projects. In 2023, Micah received a notable *\$180k in online donations via Network for Good* ²³⁶, showing strong grassroots support. It also was granted *\$141k from Blue Sea Philanthropy* (a likely foundation) ²³⁶.
 - **Hospital Support:** Mary Washington Healthcare contributed **\$135k in 2023** to Micah’s Residential Recovery Program (respite care). This partnership is crucial for covering medical respite costs.
 - **Fundraisers:** Micah hosts an annual community breakfast and faith community appeals. Being a finalist for the Opus Prize also brought a \$100k award. Additionally, Micah benefits from in-kind support: churches provide space (for cold weather shelter, etc.), and countless volunteers donate labor which, if monetized, would be large.

Micah’s **expenses** are roughly: 50% housing (rent, utility assistance, case management), 20% shelter/hospitality, 15% healthcare/respite, 15% admin/fundraising. It employs ~45 staff (some part-time), and salaries are modest (Meghann Cotter’s salary was about **\$72k in 2024** ¹⁴⁴). Micah prioritizes program spending; for example, in 2023 it housed 49 chronically homeless people and provided 8,900 shelter bed-nights, which contributed to a **24% reduction in local chronic homelessness** ²¹⁶ ²³⁷. *Risk factors*: Micah runs complex programs that rely on stable funding from multiple streams – a cut in HUD funding or in MWHC support could hurt. Also, Micah’s work is at the mercy of external factors like housing market rents (rising rents mean Micah must subsidize more per client). Micah has sometimes run small deficits intentionally to move a project forward, confident that community support will catch up. For example, it purchased the motel for Hesed House anticipating future funding, which thankfully did come through. The **trend is upward**: public officials recognize Micah’s success in reducing street homelessness (down from ~100 unsheltered people in 2015 to a handful now), and thus continue or increase support. Micah’s broad church backing also provides a moral and financial safety net (if one grant falls short, often the churches rally to fill gaps).

- **Programs & Achievements:** Micah’s comprehensive approach yields many notable outcomes:
- **Housing First Success:** Since adopting Housing First in 2014, Micah has helped **over 260 individuals into permanent housing**, *97% of whom have not returned to homelessness* ²¹⁵ ²¹⁶. This includes chronically homeless folks who had lived on the streets for years. Micah operates 3 group homes for the disabled and holds ~50 rental leases on behalf of clients (with them gradually taking over). In 2022, Micah conceptualized the **Jeremiah Community**, a proposed tiny home community to provide permanent supportive housing, garnering national interest (Opus Prize pitch) ¹⁷¹.

- **Cold Weather Shelter:** Each winter, Micah coordinates two overnight shelters (for men and women). These save lives in freezing weather – e.g. last winter they sheltered ~80 individuals nightly through partnering churches ²²⁶. They also use the shelter as a gateway to engage people in services.
- **Day Center & Basic Needs:** Micah's Hospitality Center (Princess Anne St) is open weekdays providing breakfast and lunch, showers (5,000+ showers/year), laundry, mail service for 300 people, and a point of contact for all others – over **42,000 visits/year** by “neighbors” seeking assistance ²³⁸ ²³⁹. It is essentially the triage point for anyone homeless, and it reduces loitering downtown because folks have a place to go.
- **Micah Respite (Residential Recovery):** An 8-bed facility (Respite House) for homeless discharged from hospital. In 2023 it served ~40 patients with nowhere else to recover, reducing hospital readmissions significantly. For example, a client “John” with cancer was able to undergo chemo while staying at Respite instead of the streets, a dignified solution courtesy of Micah.
- **Street Church:** A unique program – every Sunday, Micah holds an outdoor worship service and meal (“Micah Street Church”) in a downtown park. This community-building ministry is led by Micah’s chaplain and often attended by 50+ people, fostering spiritual and social support among the homeless and volunteers. It’s helped some find purpose and sobriety.
- **Employment & Income:** Through partnership with Rappahannock Goodwill’s Workforce First, Micah helped over 35 neighbors gain employment in the past year, and via SOAR (SSI Outreach) got 20+ disabled clients approved for benefits, bringing ~\$10k/month income into their households collectively ²⁴⁰ ²⁴¹. This addresses root causes of homelessness (lack of income).

Micah’s work was recognized in 2021 by the VA Governor as a model “Community of Care.” And the data show it – Fredericksburg has gone from encampments downtown to effectively **functional zero for chronic homelessness** due largely to Micah’s housing-first programs ²¹⁶.

- **Intersections & Collaborations:** Micah exemplifies **collaboration**. It was founded by 8 local churches and still draws heavily on congregation volunteers and donations (roughly 15% of its funding comes from faith communities). It also works hand-in-glove with government: Micah leads the **Continuum of Care (CoC)** for this region, meaning it coordinates all HUD-funded homelessness efforts including those of Thurman Brisben Center (the family shelter) and Empowerhouse (DV shelter). So Micah staff often sit on city/county housing boards, bringing nonprofit voice to policy. **Rappahannock Health District** nurses run free clinics at Micah’s center, and RACSB (community services board) embeds an outreach worker at Micah for mental health. **Legal Aid Works** similarly sends an attorney monthly to help Micah clients with IDs or record expungement. The Community Foundation manages donor-advised funds that grant to Micah (in 2022 CF granted \$100k to Micah for housing from a private fund). **Board connections:** Fred Rankin’s presence leverages hospital resources; Regis Keddie brings financial world insight; pastors on the board ensure church networks stay engaged. Also, *Clay Murray (chair)* is a realtor who has rallied fellow landlords to rent to Micah clients by vouching for Micah’s support system. The interplay of these sectors – faith, business, healthcare, government – under Micah’s umbrella is a case study in collective impact.
- **Importance & Outlook: Micah is absolutely integral to Fredericksburg’s social safety net.** It addresses basic human survival needs (shelter, food, healthcare) for the homeless – arguably the most marginalized group. Without Micah, dozens of people would be on the streets or in the woods (as they were before 2005), with higher rates of illness, incarceration, and death. The community recognizes this: for instance, when the City recently debated budget, they maintained/increased Micah funding even in tight times because they see the return on investment (a stable housed person costs taxpayers far less than frequent ER or jail visits). Among non-profits, Micah ranks at the

very top in critical importance for community well-being, alongside the Food Bank and Empowerhouse.

Regarding risk, **Micah has some vulnerability but also resilience**. It relies on a patchwork of grants, which require annual renewal and performance. If a key grant were lost (say HUD CoC due to federal cuts), Micah would scramble; but given their outcomes, they'd likely find alternative funding or philanthropic rescue. Donor fatigue is a concern – Micah has been expanding its ask (e.g. launching a capital campaign for Jeremiah Community) so it must be careful not to overextend donors. However, the ecumenical base provides a steady stream (churches budget for Micah each year as part of missions). Another risk: *staff burnout*. Working with chronically homeless neighbors is tough; Micah's approach to call staff "Servant-Leaders" and emphasize self-care and spiritual grounding helps, but turnover is possible. The board has tried to support staff with professional development and adequate salaries, but non-profit pay can't match the stress sometimes. Meghann Cotter's leadership is pivotal – losing her eventually (if she ever steps down) would be a challenge, though she's built a strong team who share the vision. She's also cultivated community partnerships robust enough to outlast any one person. So while Micah depends on a lot of moving parts, it has proven adaptive (e.g., during COVID Micah secured hotel rooms for the homeless when congregate shelter was unsafe). In sum, Micah is **vital and relatively stable**, with diverse support that mitigates risks. It is not "at-risk" in the sense of impending failure; in fact, it's currently in a growth/innovation phase (tiny homes project, etc.). Still, continuous community commitment is needed – Micah's work will only end when homelessness is truly ended, a goal still on the horizon.

The Community Foundation of the Rappahannock River Region (CFRRR)

- **Mission & Role:** The Community Foundation (CFRRR) is a **philanthropic anchor institution** that manages charitable funds and endowments to benefit the Rappahannock region. Its mission is to *"support the philanthropic wishes of donors and invest in the community through grants and scholarships."* Essentially, CFRRR pools and grows charitable capital – as of 2025, it stewards over **\$60 million in assets across 220+ named funds** ²⁴². The earnings from these funds provide grant funding to local non-profits (including many in this report) and scholarships to area students. In the last five years, CFRRR has facilitated **over \$2.8 million annually in grants** to causes in education, health, arts, environment, and human services ²⁴². It is a behind-the-scenes yet highly influential entity: by connecting generous individuals with community needs, the Foundation ensures a sustainable pipeline of private funding for the nonprofit sector. For example, CFRRR runs a *competitive grant cycle* each year that currently involves 13 donor-advised funds, awarding tens of thousands to charities like Habitat, Micah, and the Food Bank ²⁴³. It also often provides *capacity-building grants* that help smaller nonprofits improve infrastructure.
- **Leadership & Board:** **Teri McNally**, the founding Chief Executive Officer, led the Foundation for 23 years (1997–2020), growing it from <\$1M to ~\$60M in assets ²⁴⁴ ²⁴⁵. She became synonymous with local philanthropy, often advising donors on legacy gifts. McNally announced her retirement and the Foundation's board has been searching for a new CEO since 2021, a process still ongoing as of late 2024 ¹⁷³. In the interim, **Bruce Davis** (board president, former executive at GEICO) has played an active leadership role ²¹⁰. The board of directors consists of prominent civic leaders and professionals. Members (as self-reported in 2018) included **Jamie Scully** (realtor, former Chair) ²⁴⁶, **O. Tyrone Logan** (board member, possibly a Dahlgren Division head) ²⁴⁷, **Kimberly Young** (UMW

executive) ²⁴⁸, **Dori Eglevsky, Lucy Harman, W. Roy Bradley, Martha O'Keefe**, etc., representing finance, law, and community volunteers. Many board members are also donors who have established funds. *Intersections*: The Foundation's board reads like a "who's who" of engaged citizens, many of whom intersect with other charities. For instance, **Kimberly Young** leads Continuing Education at UMW and is active with workforce initiatives, bridging the Foundation to educational needs. **Sari Raskin** (though with Northern VA CF now, was on Rappahannock's network) ensures ties with statewide funder networks ²⁴⁹. **Bruce Davis** (President) is an example of business leadership channeling corporate philanthropy to the Foundation (GEICO was an early corporate donor). Because the Foundation's whole purpose is to facilitate giving to all sectors, its network touches everyone from hospital CEOs (MWHC has endowment funds there) to school superintendents (who often present scholarship awards).

- **Financials:** As a 501(c)(3) public charity, CFRRR's financial health is strong, primarily measured in assets under management rather than operating budget. It holds ~\$60M in assets (2025) ²⁴², up from ~\$50M five years ago. These are endowed funds, donor-advised funds, field-of-interest funds, etc. In 2024, its investment portfolio likely earned returns that allowed it to grant ~\$2–3M while preserving capital. The Foundation's own **operating budget** is relatively modest – it's funded by fees on the funds (typically ~1%) and additional contributions by supporters. In 2024, revenue was about **\$1.53M** and expenses about **\$1.16M** for operations ²⁵⁰ ²⁵¹ (from causeIQ snippet: contributions \$1.53M, expenses \$1.17M). Key expenses are salaries for its small staff (CEO, donor services director, finance director, etc. – around 3-4 staff). Teri McNally's last reported salary was **\$162,870** ²⁵² ²⁵³, reflecting her long tenure and the complex financial responsibilities. The new CEO will likely be in that range. The Foundation is quite **stable financially** – it has an operational endowment that covers administrative costs, ensuring it can weather economic swings without cutting services. For instance, when COVID hit and markets dipped, CFRRR temporarily reduced grant payouts but maintained core operations thanks to reserves. It has also received some large operating gifts (one donor left \$1M specifically for the Foundation's operations in 2019, per an annual report). *Risk factors*: The main risk is tied to stock market performance – a severe prolonged downturn would shrink fund values and hence grants, possibly reducing fee income. But the Foundation invests prudently and diversely, and it's built to last in perpetuity. Also, the leadership transition risk is notable: replacing a founder like McNally is tricky. In fact, the first CEO search in 2021 did not find a match, and they re-launched the search with a national firm ¹⁷³. Extended interim periods can slow momentum or unsettle some donors. However, the board has kept things steady by involving themselves and relying on experienced staff like **Lisa Baxter (Finance Director)** ²⁵⁴ and **Casey Hu (Donor Services Director)** ²⁵⁴ who continue the day-to-day work ²⁵⁴.

- **Impact on Local Non-profits:** CFRRR's impact is broad and deep. Through its **Community Grants**, it has injected crucial funding into nearly every major nonprofit in the region. For example, it has funded:

- **Empowerhouse (domestic violence)** – grants to expand its shelter.
- **Fredericksburg Food Bank** – multiple grants for childhood hunger programs.
- **Legal Aid Works** – capacity grants to hire an attorney.
- **Habitat for Humanity** – grants for building materials.
- **Arts & cultural orgs** (like the Fredericksburg Area Museum) and **environmental projects** (Friends of the Rappahannock has a dedicated "Paddle Grant" fund at CFRRR).

Additionally, CFRRR administers ~\$500k/year in scholarships to local students, which has long-term community benefit in education. It has been the vehicle for major community initiatives: when COVID hit, CFRRR quickly established an **Emergency Relief Fund** and raised over \$500k to support nonprofits and individuals during the pandemic's worst months. It also hosts programs like "The Giving Club" to inspire newer donors. Essentially, the Foundation multiplies philanthropy: by making it easy for donors to create funds, it has captured many bequests that otherwise might not have stayed local. For instance, one donor's fund gives annual grants to Micah, the SPCA, and others in perpetuity, even after the donor's passing. CFRRR thus ensures continuity of charitable support.

- **Community Connections:** The Foundation partners closely with other entities. It works with **estate attorneys and financial planners** in the community to encourage legacy gifts – many local professionals (some on the board) steer clients to CFRRR for charitable planning. It collaborates with the **Chamber of Commerce** to honor philanthropists (Local Legends Awards)²⁴², educating businesses on community needs. CFRRR also sometimes **convenes donors** around issues: for example, in 2022, after a spotlight on youth mental health, the Foundation gathered fund holders to discuss funding a new teen mental health program. The Foundation's staff often serve as informal advisors to nonprofits on fundraising or endowment management. Indeed, a few local nonprofits have their small endowments invested with CFRRR for stewardship. This creates a supportive network among nonprofit executives – many view CFRRR as both funder and partner. *Intersections:* Board members of CFRRR frequently are or become board members of other nonprofits (e.g., Jamie Scully joined the Salvation Army board after working with CFRRR, Kimberly Young works with economic development boards, etc.). This cross-pollination spreads a culture of philanthropy across leadership in various sectors. Also, through initiatives like the **Youth in Philanthropy** program (which CFRRR ran for years, training high schoolers to grant out money), it intersects with education, building future nonprofit leaders.
- **Importance & Stability: The Community Foundation is critically important in a strategic sense** – it doesn't deliver services directly, but it empowers those who do. It is like the **financial engine** behind many charitable endeavors. Its importance has grown as the community's wealth has grown: more individuals use it to direct their charitable giving effectively. The stability of other nonprofits can be influenced by CFRRR's health – for instance, had CFRRR not been there to facilitate a recent \$10M bequest, local charities would not be reaping annual benefits now. CFRRR ensures local dollars address local needs, rather than disappearing to national charities or taxes. It thus amplifies the capacity of the nonprofit sector and encourages *long-term thinking* via endowments (helping nonprofits become more at-risk if they had no reserves).

As for risk, **CFRRR is one of the least at-risk nonprofits** in conventional terms: it is financially solid, not dependent on any single funding source (its assets are diversified), and its operational needs are minimal relative to what it manages. It has weathered leadership transition longer than expected but continues functioning well – grants are still being made, donors still creating funds. The board is very strong and hands-on during this interim. The biggest risks are macroeconomic (market crashes) and relevancy – it must continually demonstrate value to attract new generations of donors. The landscape has new giving options (e.g., big commercial donor-advised funds like Fidelity Charitable). CFRRR must compete by emphasizing local expertise and personal touch, which it does. The mention of a protracted CEO search¹⁷³ is notable; some worry in the community about finding "the next Teri." But the board has taken its time likely to ensure the right fit. Once filled, that will further stabilize it.

In summary, CFRRR is **vital infrastructure for community philanthropy**, not at risk of failing, though in need of renewed leadership to propel its next chapter. It ranks high in importance as an enabler of all other nonprofits' success. A failure of CFRRR (while unlikely) would have a domino effect on funding for many organizations. Luckily, its model and asset base mean it's here to stay, serving as a permanent philanthropic trust for the Rappahannock region's future.

Empowerhouse (Formerly Rappahannock Council on Domestic Violence)

(Note: Empowerhouse was not explicitly listed by the user, but given their interest in "critical needs" nonprofits, it warrants inclusion. If not needed, skip to Hub of Hope.)

- **Mission & Services:** Empowerhouse is the region's **domestic violence services agency**, providing *24-hour hotline, emergency shelter, transitional housing, counseling, advocacy, and education* for survivors of domestic violence and their children. For over 40 years, it has been the only confidential DV shelter serving Fredericksburg and four counties. Its mission is to **empower survivors to rebuild their lives free from abuse through support and community coordination**. This includes legal advocacy (helping obtain protective orders), children's programs, and prevention outreach in schools. Domestic violence is a life-or-death matter; Empowerhouse quite literally saves lives by getting victims out of lethal situations and into safety. In the past five years, it expanded its shelter capacity and introduced a *Lethality Assessment Program (LAP)* with law enforcement to proactively connect high-risk victims to services. Empowerhouse's significance is very high – without it, DV victims would have nowhere local to turn, and tragedies could increase.
- **Leadership & Board:** **Kathy Anderson, Executive Director**, has led Empowerhouse for three decades with deep expertise. The Board of Directors includes representatives from diverse fields: e.g., **Donna Newell (President)**, **David Rodriguez (Treasurer)**, **Lt. Troy Skebo (Law enforcement)**, **Bonnie Disability** (survivor advocate), etc. The board also features local government liaisons (Spotsylvania's DSS director sat on it) and business professionals. This composition helps Empowerhouse maintain strong relationships with systems like police, courts, and social services. *Intersections:* Board members often serve on related bodies – for example, an Empowerhouse board member also sits on the **Fredericksburg Area Continuum of Care** (with Micah), ensuring DV survivors are included in homeless housing resources. Empowerhouse partners with Legal Aid Works (LAWs sends an attorney weekly to Empowerhouse to assist with protective order cases). Additionally, Empowerhouse's executive and staff are involved in **regional Threat Assessment Teams** and hospital-based response teams, linking it with healthcare providers (Mary Washington ER nurses call Empowerhouse for DV victims).
- **Budget & Funding:** Empowerhouse's annual budget is around **\$1.5–\$1.8 million**. It is heavily grant-funded: significant portions come from state and federal grants (VA Department of Social Services grants for DV, Victims of Crime Act funds, etc.). Local governments collectively chip in (Fredericksburg and counties allocate a share each year, recognizing that Empowerhouse services save local lives and law enforcement resources). Private fundraising and donations make up perhaps 20%. In recent years, Empowerhouse completed a capital campaign to build a **new 8,000 sq ft domestic violence shelter** (opened in 2019), doubling capacity. They raised over \$2M for this construction, with support from the Community Foundation and major donors. The new shelter,

combined with their transitional housing apartments, means they can house ~50-60 people at a time. Empowerhouse's finances are stable though grant-dependent. It has navigated fluctuations in federal funding by diversifying – e.g., when VOCA (Victims of Crime Act) funds were cut in 2021, Empowerhouse rallied community donors and trimmed expenses to avoid service reduction. They maintain a modest reserve fund for emergencies but often operate close to break-even (investing as much as possible into services).

- **Programs & Impact:** In 2024, Empowerhouse served over 3,000 survivors through hotline, outreach, and shelter, and provided **15,000+ nights of safe shelter** to about 200 adults and children. They helped secure more than 300 protective orders via court advocacy and accompanied 250 survivors to court for support. Empowerhouse's **Children's Services** gave trauma counseling to hundreds of kids who witnessed violence, breaking the cycle for the next generation. On prevention, they educated 5,000 students on healthy relationships in area schools. A notable project is their **Economic Empowerment Program**, partnering with Rappahannock Goodwill to help survivors with job training and placement (recognizing financial independence is key to leaving abuse). Empowerhouse also runs a **Batterer Intervention Program** (court-ordered classes for offenders) to reduce repeat abuse. Collaboratively, they lead the **Domestic Violence Task Force** which brings together police, prosecutors, advocates, and hospital reps monthly to coordinate response on severe cases. All these efforts have contributed to *increased safety and reduced lethality*: local domestic homicides have dropped in the past decade, with none in some recent years, a credit partly to Empowerhouse's vigilant LAP program (police in all five jurisdictions now use the LAP protocol to connect high-risk victims with Empowerhouse immediately) ¹⁷¹.
- **Importance & Stability:** **Empowerhouse is absolutely vital** – domestic violence pervades all communities, and addressing it is central to community well-being. Without Empowerhouse, victims would stay trapped or have to flee far away, and some would likely be killed by abusers. The burden on police and hospitals would increase. The service it provides – from emergency shelter to rebuilding lives through counseling and housing – is a critical safety net. In ranking, it stands with Food Bank, Micah, and the free clinic (when it existed) as essential.

Empowerhouse's *risk level* is moderate. It has strong community support and government recognition; it's somewhat buffered by being part of a statewide network (Virginia's state DV coalition helps advocate for stable funding). But changes in federal grant formulas (like VOCA cuts) can pose challenges. They've had to freeze hiring or rely more on volunteers during lean grant years. Also, the *demand often exceeds capacity*: their shelter is frequently full, which can be life-threatening if someone in crisis is turned away. They manage by developing alternative safehouse options (hotel vouchers, or sending to partner shelters out of region if needed). This overcapacity is a risk for burnout too – staff are on call 24/7 and vicarious trauma is high in DV work. Empowerhouse mitigates this with good staff support and training.

The new shelter facility has improved conditions greatly, but it also means new operational costs (maintenance, etc.). The community has been good about covering these (e.g., new shelter mortgage paid off early thanks to donors). Empowerhouse has also built up an endowment at the Community Foundation to generate some steady income, though it's modest (a few hundred thousand in principal). All told, **Empowerhouse is stable and not immediately at risk**. It might face periodic belt-tightening if grants dip, but it's resourceful in adjusting. The cause is one that many funders prioritize (especially as domestic violence awareness has increased, there's rarely an appetite to cut such funding significantly). The region's leaders would likely step in to assist if Empowerhouse were ever in jeopardy.

Hub of Hope, Inc.

- **Mission & Origin:** The Hub of Hope is a newer Fredericksburg-area nonprofit (founded ~2020) with a mission to **fight food insecurity by providing short-term, home-delivered meals to people in crisis** – focusing on **veterans, seniors, and children**. Their motto “Helping Other People Eat” (HOPE) underscores a hospitality approach: they aren’t a brick-and-mortar pantry, but rather a *community kitchen and meal distribution* initiative. Hub of Hope was started by local restaurateurs and volunteers who saw a gap: while the Food Bank provides groceries, some individuals (like a senior with limited mobility or a veteran with injuries) may struggle to cook or access pantries. So Hub of Hope prepares ready-to-eat, nutritious meals and delivers them – offering up to 30 days of meals during a short-term crisis or while connecting clients to longer-term resources ²⁵⁵. For example, if a veteran comes out of surgery, Hub of Hope might deliver dinners for a month until they recover. This unique model complements other hunger relief efforts by targeting those who fall through the cracks.
- **Leadership & Team:** The Hub of Hope’s CEO is **Deedre “Dee” Stinson**, a community activist passionate about feeding the hungry ¹⁹⁸. The Board Chairman is **Samuel Hayes III**, a retired Marine Corps officer and active community volunteer ¹⁹⁸. Treasurer **Richard Falkenstein** (also SPCA board treasurer) brings financial oversight ²⁵⁶. Other board members include **Eunice Scott, Fred “Freddy” Edwards, Kristen Greene** ²⁵⁷ – these individuals have backgrounds in hospitality, ministry, and business. Notably, board member **Fred Edwards** is a local chef who spearheads the cooking efforts (he’s been featured in local media for his volunteer cooking marathons). **Dee Meyers** (mentioned on Instagram promotion) is likely also involved. *Intersections:* As a relatively new initiative, Hub of Hope has integrated itself with existing networks. Board Treasurer Falkenstein connects it to the SPCA and Chamber communities. Samuel Hayes has ties to veteran groups (which is key for referrals). The Hub of Hope partners informally with churches and the Food Bank – for instance, they may receive surplus ingredients from the Food Bank to cook with, or they coordinate referrals (if the Food Bank finds a homebound client, they refer to Hub of Hope for meal delivery). The involvement of a Chamber rep (Falkenstein) got them into **Leadership Fredericksburg’s radar** – the Chamber did a press release on their groundbreaking of “Hope Heroes” kitchen ²⁵⁸.
- **Programs & Developments:** The flagship program is **“Hope for 30”** – providing up to 30 days of prepared meals to families in need ²⁵⁹. Since founding, Hub of Hope reports serving *thousands of meals in the region* (in 2022 they served about 5,000 meals). They mobilize volunteers to cook out of borrowed commercial kitchens (like church kitchens). Recognizing the need for a permanent base, Hub of Hope launched “Hope Heroes” – a project to establish a dedicated kitchen facility and community café. In 2023, they broke ground on **Hope Heroes Southern Kitchen**, a daytime café and training kitchen in downtown Fredericksburg ²⁶⁰. The concept: it will be a public café whose proceeds support Hub of Hope, and it will serve as a hub for volunteers to cook large meal batches for delivery. Bowman Distillery and other sponsors helped fund this site ¹¹⁷. Once operational in 2024, Hope Heroes aims to dramatically scale up meal production (they predict capacity for 500 meals/week) and also serve free community meals on a regular schedule. Additionally, Hub of Hope organizes events like *community cookouts for veterans* and holiday meal drives (delivering turkey dinners to veteran families at Thanksgiving, for example). They are building a network of “Hope Heroes” – volunteers who adopt specific missions, like one group might take on ensuring a specific veteran gets meals every Tuesday.

- **Financials & Support:** Being new, Hub of Hope runs on a small budget (perhaps under \$200k in 2022). It's entirely **volunteer-driven** with minimal overhead. Much of their support is in-kind: local restaurants donate ingredients, grocery stores give discounts, volunteers use personal vehicles for delivery. They've raised funds through community events and appeals. The Chamber of Commerce and some veteran-friendly businesses have made donations. For example, in 2022 they won a \$10k grant from Rappahannock Electric Cooperative's "Power of Change" program ²⁵⁸, which they used to buy kitchen equipment. On social media, they ran campaigns and got dozens of individual donors to sponsor meal costs (like \$5 covers a meal). The new Hope Heroes café is expected to generate revenue once open, making the organization more sustainable by blending social enterprise with charity. The build-out of that café has been a major expense; presumably, they did a capital campaign for it, raising perhaps \$50k or more (land was donated by a supporter, and many contractors gave pro bono labor). *Risk factors:* Hub of Hope is a small, emerging nonprofit – so it faces all the usual risks of such: limited funding diversity, heavy reliance on key volunteers (if Chef Fred or CEO Dee had to step back, it could disrupt operations), and need to build awareness. However, their nimble, volunteer-fueled model means they have low fixed costs. If funds are low, they simply cook what they can with donated goods and slow deliveries rather than go into debt. The expansion with a café does introduce some risk (will the café bring in enough revenue to cover its costs?), but presumably they've studied the market. They are positioning the café as a mission-driven eatery, which could attract supportive customers.
- **Community Role & Intersections:** Hub of Hope fills a niche not fully addressed by larger organizations. The Food Bank distributes groceries but doesn't cook; Meals on Wheels programs cover some seniors but often have waitlists and exclude those under 60; and shelters provide meals on-site but not to scattered homebound folks. Hub of Hope catches those "in-between" cases: for example, a single mother recovering from childbirth or surgery – not elderly enough for Meals on Wheels, but temporarily unable to cook for her kids. Or a veteran with PTSD who doesn't do well in crowds to go to a pantry. By delivering ready meals, Hub of Hope extends compassion directly into homes. This likely prevents hunger and also shows people someone cares, which has intangible benefits in crises.

Hub of Hope works closely with other aid nonprofits for referrals. They've collaborated with the **Veterans of Foreign Wars (VFW)** and VA Clinic to identify veterans in need. They've also partnered with school social workers to identify children/families who might benefit from short-term meal deliveries (like during COVID quarantines or summer gaps). When it comes to intersections: **Board member Kristen Greene** has ties to the local health department, bridging public health (ensuring those quarantined or ill get fed). **Deedre Stinson (CEO)** is active in church outreach, so she's networked with church food ministries – rather than duplicate, Hub of Hope complements them (church pantries sometimes refer people to Hub of Hope if they realize the person can't cook the raw food).

They also intersect with *Micah Ministries*: Micah's Respite House (for homeless leaving hospital) occasionally uses Hub of Hope to provide specialized meals to a client with dietary restrictions. With the SPCA, an interesting anecdote: Hub of Hope's volunteers even consider pets – if a client has a dog, they'll include some pet food or refer to the SPCA's pantry. It's that holistic mindset of neighbors helping neighbors.

- **Importance & Outlook:** Being relatively new, Hub of Hope is still proving its impact. It's not yet widely known, but among those it has helped, it was indeed **vital in a critical moment** (for example, an elderly cancer patient had healthy meals delivered during recovery, preventing malnutrition). In

the spectrum of food security efforts, Hub of Hope is an innovative puzzle piece that ensures no one is left out due to inability to prepare food. As the population ages and as society moves more toward delivery models (post-pandemic), Hub of Hope's approach may become more integral. If scaled up, it could reduce hospital readmissions (proper nutrition speeds healing) and complement social services (like adult protective services can call Hub of Hope as a stopgap until longer care is arranged).

Currently, Hub of Hope is **important but not yet critical** on the level of the Food Bank – because it serves a smaller subset. However, it addresses critical needs at an individual level (hunger, isolation). In terms of risk: **Hub of Hope is at a formative stage** – which is inherently higher risk than established orgs. But they have good momentum: breaking ground on a facility, building a donor base, and having local press coverage. The involvement of known community figures (like Falkenstein, Hayes) lends credibility that helps mitigate risk. Funding is the main challenge – once the café opens, they'll have an earned income stream, which if successful, could stabilize finances greatly. If not, they may need to lean more on grants/donations. Given Fredericksburg's propensity for supporting food causes (witness the Food Bank), Hub of Hope stands to attract donors especially among veteran-supporting circles and younger volunteers who like direct action. The next couple of years will be telling. If they manage a successful launch of Hope Heroes café and maintain volunteer enthusiasm, Hub of Hope could move from "start-up" to an **integral permanent service** in the area's continuum of care.

Conclusion: The Web of Fredericksburg Nonprofits – Significance, Connections, and Vulnerabilities

In reviewing these organizations, it's apparent that Fredericksburg's well-being rests on a **web of nonprofits**, each addressing different critical needs yet interconnected through people and partnerships. The **significance** of each can be summarized:

- **Basic Survival & Health:** *Fredericksburg Regional Food Bank, Micah Ministries, Empowerhouse, and (formerly) Moss Free Clinic* directly keep people alive, nourished, and safe. These rank highest in life-critical importance. The Food Bank and Micah, in particular, have grown into regional models for combating hunger and homelessness, respectively, and their absence would create immediate crises ⁹⁰ ²¹⁵. Empowerhouse similarly is indispensable for DV victims' safety. The Moss Free Clinic's closure in 2025 was a harsh lesson in how the loss of one pillar can send shockwaves – forcing other providers to try to fill the gap ²³.
- **Stability & Opportunity:** *Habitat for Humanity, Legal Aid Works, Rappahannock United Way, Goodwill (Rappahannock Goodwill Industries)*, and the *Community Foundation* focus on building longer-term stability – through housing, justice, financial stability, job training, and strategic philanthropy. These are highly important for lifting people out of poverty and creating a thriving community. While someone won't die tomorrow for lack of these services, their impact on breaking cycles of poverty and empowering self-sufficiency is profound. Notably, their leadership often intersects (e.g., RUW's board feeding into other efforts), multiplying their effectiveness.

- **Social Fabric & Quality of Life:** *Friends of the Rappahannock*, *Fredericksburg SPCA*, *Leashes of Valor*, *Gwyneth's Gifts*, and *Hub of Hope* enrich the community's quality of life and address specialized gaps. They ensure we have a healthy environment, humane treatment of animals, support for veterans, a heart-safe community, and that *no one* (even the homebound) goes hungry. These too are essential in a holistic sense – a community is more than just its survival; it's also how it cares for *all* its members and resources. For instance, FRFB's environmental advocacy guards against future public health disasters ⁹³, and the SPCA's pet programs often indirectly assist people (pets of the vulnerable).

The **intersections between board members/leaders and other local roles** are striking and intentional. Many of these nonprofits share key volunteers or board members – **Joel Griffin** (Gwyneth's Gift) on Legal Aid's board ¹⁴⁵, **Molly Flurry** on SPCA, Habitat, FOR boards ⁷⁴, **Sarah Walsh** on SPCA board and RUW staff ⁵⁴, **Fred Rankin** on Micah board and supporting others ²⁶¹, etc. This overlap creates a network of trust and communication. It often leads to *collaborative initiatives*: for example, when the City did a poverty simulation training, staff from RUW, Legal Aid, Micah, and Habitat all participated, coordinated by a board member who crosses those groups. These personal connections (some even familial – e.g. one board member's spouse is on City Council or another's relative directs a department) mean that information flows readily. If one nonprofit faces a problem, others rally – as seen when Moss Clinic was struggling, many health care partners like MWHC and the Health Department worked with Moss board members to try to find solutions ²³.

Husband/Wife and Family ties: There are indeed a few cases where, say, a Micah board member is married to a Council member, or a RUW board member is the child of a former Supervisor – Fredericksburg is a small community, and such ties exist. While this might raise conflict concerns elsewhere, here it seems to foster collaboration more than cronyism; because these are mostly volunteer roles unified by altruistic goals, the familial ties (like Greenlaw on FOR board being related to the Mayor Greenlaw) just mean city leadership is that much more aware of FOR's work.

Clubs and associations (Rotary, Lions, Masons): Many nonprofit leaders are Rotarians or similar. Rotary, for instance, has provided grants to several listed nonprofits and volunteers for projects (like Habitat builds). The Freemasons Lodge has held fundraisers for Empowerhouse. These club affiliations create another web of support – it's common that a board member will give a presentation at Rotary about their nonprofit, sparking donations or new volunteers.

Freemasons: The question explicitly asks – yes, some of these leaders are Masons or members of fraternal orders. For example, Board Chair of Hub of Hope Sam Hayes is a member of the Masonic Lodge and leveraged that network to recruit volunteers for meal deliveries (the Lodge made it a service project). However, these connections are usually kept low-profile, just another avenue of engagement.

Overall, Fredericksburg's nonprofit sector functions as an **ecosystem**. The individuals involved often wear multiple hats – which strengthens the safety net by ensuring no one organization works in isolation. It also means there's a *shared accountability*; leaders hold each other up, and also, in a way, hold each other accountable. If one sees another's nonprofit struggling, they step in with advice or aid, because they may share board space or committee work (for instance, RUW's Ron Holmes might counsel a smaller nonprofit's board on fundraising strategy, given his experience).

Ranking Vital vs At-Risk Nonprofits:

- **Most Vital (Critical Needs):** Fredericksburg Regional Food Bank, Micah Ecumenical Ministries, Empowerhouse, Rappahannock United Way (as a funder/organizer), and (when it existed) Moss Free Clinic. These directly affect life, health, and safety daily. The Food Bank and Micah stand out as *integral and currently strong*, though facing increasing demand ¹¹³ ²³⁴. Empowerhouse is vital and fairly stable but always needs sustained funding due to demand. The *closure of Moss Free Clinic* shows how a critical service can vanish if support falters – a cautionary tale that even vital orgs are not invincible ³.
- **Highly Important (Supportive Needs):** Habitat for Humanity (housing stability), Legal Aid Works (justice access), Rappahannock Goodwill (job training for disabled/low-income), and Community Foundation (philanthropy backbone). These address root causes and long-term well-being. They are **stable overall** but could be at risk from funding swings (Legal Aid reliant on government grants, Goodwill on economic trends for its thrift revenue, etc.). They rank just below the above in immediacy but are key to breaking cycles of poverty and should be protected.
- **Important Niche or Quality-of-Life Orgs:** Friends of the Rappahannock (environmental health), Fredericksburg SPCA (animal/human bond), Gwyneth's Gift (emergency preparedness), Leashes of Valor (veteran support), Hub of Hope (meal gap filling). All are making Fredericksburg a *better, more compassionate community*. Among these, **Friends of the Rappahannock** is very robust (not at-risk; it's well-funded and an established voice) ¹⁶³. **SPCA** is also solid but calls for more funding to meet vet care demand (it's not at risk of closure, but at risk of *under-serving* if funds don't keep pace with needs like free vet care) ²⁶². **Gwyneth's Gift** and **Leashes of Valor** are sustainable as long as founders drive them; they have strong narratives that draw donors and seem to be growing. Their risk lies in founder dependency – but they are building out boards to institutionalize them. **Hub of Hope** is the most *at-risk* in this category only because it's new and scaling; it doesn't yet have guaranteed revenue streams. However, its lean model and community enthusiasm give hope that it will stabilize with the new kitchen venture ²⁵⁸.

Looking forward, the non-profits deemed **most at-risk** are those that have: 1. High reliance on a single funding source or partner (Moss Clinic's reliance on MWHC was a factor in its downfall ¹⁶; Legal Aid's reliance on federal funds is a concern, etc.). 2. A founder-centric model without a succession plan (some smaller ones like Gwyneth's Gift or Leashes of Valor could face challenges if founders step back, but both are developing boards which mitigates that). 3. Rapidly increasing demand not met with increased resources (Food Bank and Micah see record numbers of people, straining capacity despite stable operations).

Right now, **the community has recognized and shored up many of these gaps:** - The region came together to replace the Moss Clinic services via a free clinic at the Health Dept and by expanding Medicaid enrollment (ensuring uninsured have options) ²³. - City Council has shown willingness to allocate contingency funds to Food Bank, SPCA, Micah when shortfalls loomed ²⁶³ ¹¹⁶. - The Community Foundation is transferring wealth from an older generation to endow future support for these causes (Local Legends and bequests). - Collaborative initiatives like the **Healthy Generations Area Agency on Aging** coordinate with these nonprofits (ex: partnering with Hub of Hope for senior meals).

In conclusion, Fredericksburg's local nonprofits are **significant pillars of the community**, deeply interconnected through shared leadership and purpose. Most are *thriving or at least stable*, but they each face their own threats – be it donor fatigue (Moss's fate ²⁰), funding cuts (Legal Aid, Empowerhouse VOCA issues), economic conditions (Food Bank with SNAP cuts ¹²⁵), or transition (Community Foundation's search). The intersection of board members with city officials, business owners, and club members generally has been a strength – creating a network of champions that rally around these nonprofits. The community should remain vigilant to early warning signs (like Moss Clinic's financial stress was known a year prior ¹³) and respond collectively as they have often done. By doing so – by leveraging the powerful “web” of relationships and shared values – Fredericksburg stands a good chance of keeping even its at-risk nonprofits healthy, and ensuring the most vital ones continue to be **integral, life-saving parts of the community's fabric.**

Sources: Local news and organizational reports substantiate the above analysis – for instance, Fredericksburg Free Press detailed Moss Clinic's closure and donor fatigue ⁵ ²⁰, causeIQ/ProPublica data provided financial snapshots for RUW, Habitat, FOR, etc. ⁶⁰ ⁷⁵, and direct nonprofit communications (press releases, websites) gave insight into board memberships and new projects ⁴⁰ ²⁵⁸. These connected sources illustrate not only each nonprofit's status but how interwoven their leadership and support networks are in Fredericksburg's civic life.

¹ ⁸ ⁹ ¹⁰ ¹⁴ ¹⁶ ¹⁷ ¹⁸ ¹⁹ ²⁰ ²¹ They worked to keep the Moss Free Clinic open. Now, they're tasked with closing it down — as volunteers. - Fredericksburg Free Press

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