

2021

—
Annual Report



LETTER *from the CEO*

March 2022 marked the two-year anniversary of COVID-19 and its seemingly perpetual presence in our lives.

2021 mirrored 2020 considerably, and much like the first half of the pandemic, we spent the year responding to the crisis and expanding the system of care to keep people experiencing homelessness safe.

Forever defined and etched into our calendars, there is one important distinction between the last two years and our work during each: intention.

In 2021, we acted on all the lessons we learned from its predecessor, including the need to affirm housing as the solution to homelessness.

We worked harder and smarter.

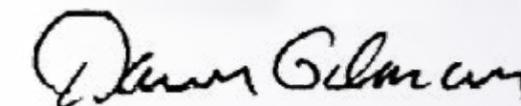
We relied on a long-history of community collaboration and partnerships to implement the second phase of emergency funds and carve out new spaces for housing solutions. We stood up additional temporary shelters, and readjusted objectives by providing resources and individualized exit plans out of homelessness. We established a new Navigation team, increasing our street outreach and homelessness prevention capacity. We created our Continuum's first Housing Services team, exclusively connecting landlords and case managers, and streamlining the process of placing people into housing.

2021 gave us a panoramic view into the future, a future that brings us closer together, a future that builds on the past, and most of all a future that does not look back except to recognize the good we have to give.

There has never been a better time to advocate for housing for all – that is, affordable housing for all.

As we walk bravely into 2022, will you join us?

Together, we are Changing Homelessness.



Dawn Gilman, CEO
Changing Homelessness

Our MISSION

**Changing Homelessness guides the community effort
and builds capacity to prevent and end homelessness.**

Our VISION

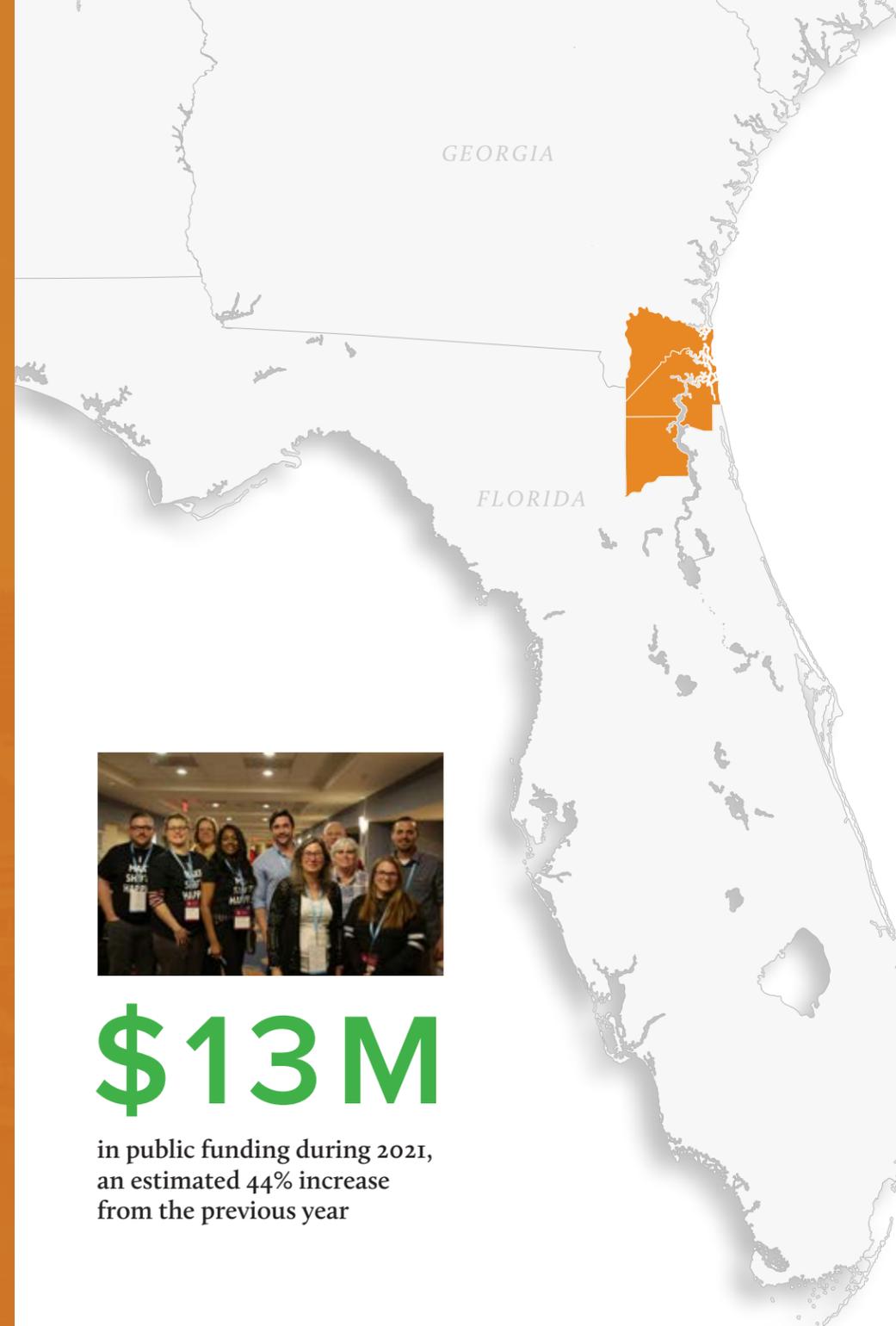
An end to homelessness.

Our ROLE

The **FL-510 Continuum of Care (CoC)** is a collaborative of over 40 agencies working together across Northeast Florida in Clay, Duval, and Nassau counties to prevent and end homelessness.

Lead Agency - Changing Homelessness is the **Lead Agency** of the FL-510 CoC. We are tasked by the CoC, and subsequently the U.S. Department of Housing and Urban Development (HUD), to deliver a comprehensive response to homelessness. In this role, we coordinate funding and the delivery of housing and services for people experiencing homelessness, provide support and training to member agencies, and build community awareness. We believe homelessness is solvable and work diligently to foster a community that holds this same conviction. Whether building awareness and creating trust, or participating in outreach opportunities with citizen groups, we are committed to cultivating a community where everyone is housed.

HMIS Management - We are responsible for managing the Northeast Florida Homeless Management Information System (HMIS), a software used to collect client-level data and data on the provision of housing and services to individuals and families experiencing homelessness or at-risk for homelessness. We work with over 40 local homeless service providers and partners to collect and maintain this data. Collecting data on homelessness allows us to accurately track our progress and success of each program. This data can be used to inform public opinion, increase awareness, and attract resources that support our mission to end homelessness.



\$13M

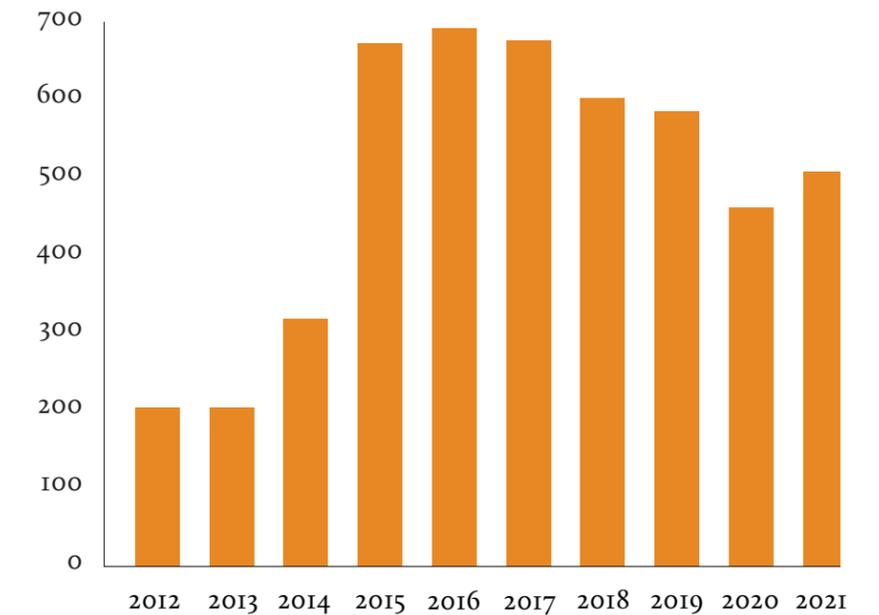
in public funding during 2021,
an estimated 44% increase
from the previous year

Who do we work with?

The FL-510 CoC is comprised of nonprofit homeless service providers, victim service providers, faith-based organizations, advocates, social service providers, mental health agencies, and more. We also work closely with city and state governments, law enforcement, hospitals, public housing agencies, people who have experienced homelessness, and other organizations that are vital in our efforts to end homelessness.

10 Year Trend:

Total number of people housed across all programs in FL-510



KEY MOMENTS

Our COVID-19 Response



The ***second year of the COVID-19 pandemic*** brought a new wave of challenges to our collective of service providers and housing advocates. New variants produced new symptoms and new obstacles entirely, forcing us to reassess our methodology of caring for the most vulnerable among us.

We reconvened with the COVID-19 Shelter Task Force and re-engaged the protocols we had implemented in 2020. As case numbers fluctuated throughout the year, we worked diligently alongside our partners to keep shelters operating at a safe capacity, isolation facilities running, and our ability to create solutions for emergency situations possible.

Community Support

The work we accomplished in 2021 would not have been possible without the support of our local community. Local businesses donated items and care baskets for veterans, volunteers joined us over several weeks during the Delta variant surge to set up isolation facilities for individuals and families experiencing homelessness who tested positive for COVID-19, and our friends at Wells Fargo gave us a generous donation of \$10,000 to assist in our COVID response.



Conversations on Deeply Affordable Housing

The implications on housing and homelessness caused by the pandemic over the last two years, while detrimental, are not new.

Another crisis – the nationwide lack of affordable housing – predates COVID-19 by more than ten years and has long exposed the outright *necessity* for housing for all.

2021 gave us an opportunity to truly engage in this conversation. We spoke in-depth with local media,

in coverage such as ***The call for affordable housing in Jacksonville*** and ***Housing disparities persist in Jacksonville for Blacks, as well as LGBTQ communities***, in which we recognized the disparities that exist among underserved populations and advocated for resources to increase deeply affordable housing.

Memorial Service



Every year around the shortest day of the year, the Winter Solstice, communities across the country gather to honor those who have passed while experiencing homelessness.

In December, we hosted our ***Annual Homeless Memorial Service*** to honor and celebrate the lives of those who passed in 2021.



number of households assisted in 2021 by area

GEORGIA

90

GA-507
Chatham County

38

GA-501
Bryan, Liberty, Long, Wayne, McIntosh, Glynn, Brantley, Camden, and Charlton Counties

485

FL-510
Clay, Duval, and Nassau Counties

1

Baker County

53

FL-512
St. Johns County

145

FL-504
Flagler and Volusia Counties

FLORIDA



Changing Homelessness
is a CARF Accredited
Program

SSVF PROGRAM

Changing Homelessness was awarded the **Supportive Services for Veteran Families Program (SSVF)** in 2012.

Changing Homelessness was awarded the SSVF Program in 2012. We are responsible for program administration and coordination of services in 17 counties throughout Florida and Georgia.

Through the SSVF Program, we have served more than 4,000 veteran families in our service areas since it began and we are committed to serving many more.

Once a veteran is determined eligible and enrolled in the SSVF Program, we can assist with the following services to promote long-term housing stability:

- Housing search and identification
- Housing counseling
- Budgeting
- Connection to Department of Veterans Affairs benefits
- Connection to mainstream benefits
- Connection to legal services (civil)
- Provision of temporary financial assistance (temporary, not guaranteed)

For more information on the SSVF Program, please *visit our website*.

“The immediate and resolute actions of the...service providers during the past year helped mitigate what could have been a potentially devastating crisis for people experiencing homelessness. Their continued collaboration and proactive approach continue to help us prevent the spread of this deadly virus and keep our community as safe as possible.”

Dawn Lockhart

Director of Strategic Partnerships, City of Jacksonville

[‘We’re exhausted’: As Case numbers increase, Jacksonville homeless shelters restart 2020 COVID-19 program](#)

The Florida Times-Union

COVID-19 RESPONSE

During the second year of the pandemic, we reconvened with the **COVID-19 Shelter Taskforce** as new variants emerged and we were forced to reassess and reimagine our COVID-19 protocols.

In 2021, we received the second round of the **Emergency Solutions Grant (ESG-CV)**, city and state funding allocated to assist with our ongoing COVID-19 response. This funding allowed us to continue the work we started in 2020 in collaboration with the **COVID-19 Shelter Task Force** to protect medically-vulnerable individuals experiencing homelessness during the pandemic. With this phase of funding, we developed a new Outreach Team, worked with local partners to create additional temporary isolation facilities during peak COVID positivity rates, and established our Continuum's first Housing Services Team.



Pathway to Home

We launched **Pathway to Home** in collaboration with the City of Jacksonville and our partner agencies on the COVID-19 Shelter Taskforce in early 2021. With shelters still at reduced capacity to prevent the spread of COVID-19, we provided 30-day isolation facilities for individuals experiencing unsheltered homelessness in areas that posed public health risks. We **placed more than 50 individuals in temporary shelter** and provided case managers for each program participant to assist with finding long-term housing solutions and connecting them to additional resources such as employment services, disability benefits, social security and more.

Temporary Bridge Shelter

Following Pathway to Home, we established a new, low-barrier shelter to serve as a bridge to resources and a temporary living space for those experiencing unsheltered homelessness in areas that posed public health risks. After a generous donation of an empty building from local property owners, a total of 165 people living on Jacksonville's streets chose to enroll in this **Temporary Bridge Shelter**, and homeless service providers made a commitment to ensure each client had an exit destination within 30 days. Shelter staff held resource fairs to provide access to healthcare providers for individuals staying in the shelter, conducted 1-on-1 problem-solving conversations, and connected with local businesses to provide employment opportunities to anyone interested. After 30 days, **104 clients successfully exited** to shelter, i.e. permanent housing, emergency shelter, and boarding houses.



165

clients served through the temporary bridge shelter

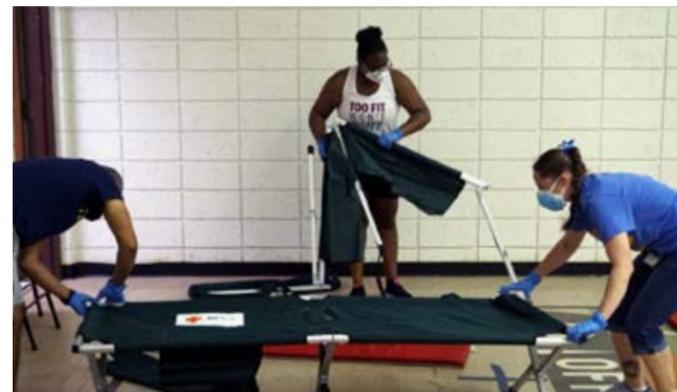


104

clients exited to emergency shelter, permanent housing or rooming house

“The Shelter Task Force has proven the power of collaboration and how swiftly our community can come together to support our community’s most vulnerable citizens. The model we collectively created last year...provided a structure that we can implement quickly and efficiently, yet adjust as necessary to current circumstances.”

Dawn Gilman, CEO, Changing Homelessness
[‘We’re exhausted’: As Case numbers increase, Jacksonville homeless shelters restart 2020 COVID-19 program](#)
The Florida Times-Union



COVID-Positive Facility

With the introduction of the new Delta variant in July, positivity rates surged nation-wide and we revitalized our community-wide COVID-19 Shelter Protocol. In collaboration with the COVID-19 Shelter Task Force, we opened a **temporary isolation facility** at a **local hotel** for **COVID-positive** individuals experiencing homelessness to quarantine following hospital discharge. We facilitated medically-vulnerable clients with telehealth visits, case management, and on-site home health aides for non-emergency health care needs.



COVID-Positive Isolation Shelter

Following the COVID-19 Positive Facility, we worked with Mission House, the Salvation Army of Northeast Florida, and other members of the COVID-19 Shelter Task Force to stand up a **Temporary Isolation Shelter**. Volunteers joined us over the course of two weeks to convert an empty building into a space where individuals and families who tested positive for COVID and were experiencing homelessness could safely self-isolate following their stay in the hospital.

FL-510
 Clay, Duval, and Nassau

2021 ESG-CV Snapshot:

- 619** Households served through ESG-CV
- 522** Emergency shelter
- 51** Homelessness prevention
- 265** Rapid-rehousing

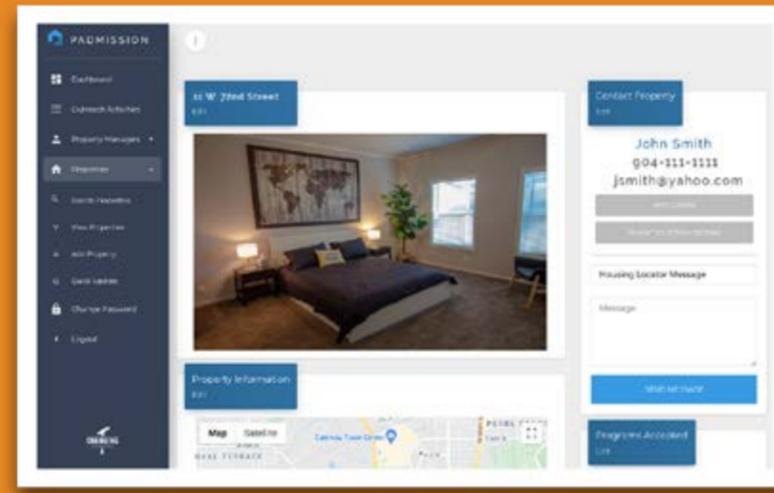
HOUSING SERVICES

The **Housing Services Team** was established in 2021 with the goal of building relationships with landlords and property managers to maximize housing opportunities for those experiencing homelessness.

Using a combination of knowledge, relationships, and Padmission, our Housing Services team connects case managers from local homeless services agencies with affordable rental units throughout the city, streamlining the process of getting people into housing.

Padmission is a “web-based platform for homeless service organizations to manage landlord relationships and assist individuals and families in their housing search.”

This platform acts as a centralized database of local, affordable units, which reduces competition among providers when it comes to the search for participating landlords and affordable housing – which ultimately supports our Continuum’s mission to end homelessness collectively.



2021 HOUSING SERVICES SNAPSHOT
3rd Quarter
October - December



40+ landlords and/or property managers active in Padmission



17 local agencies registered and active within Padmission



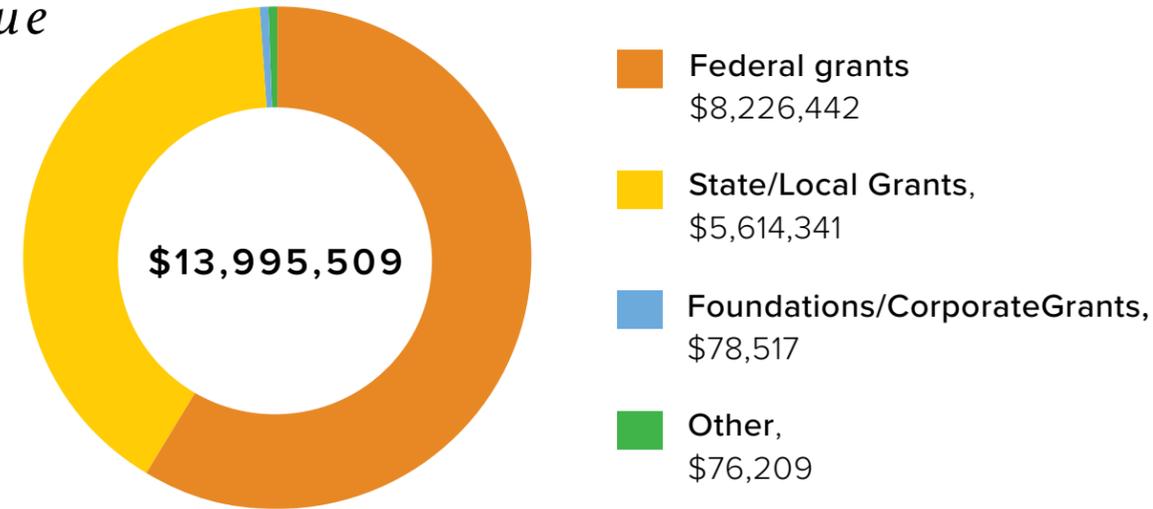
158 properties listed as active in Padmission



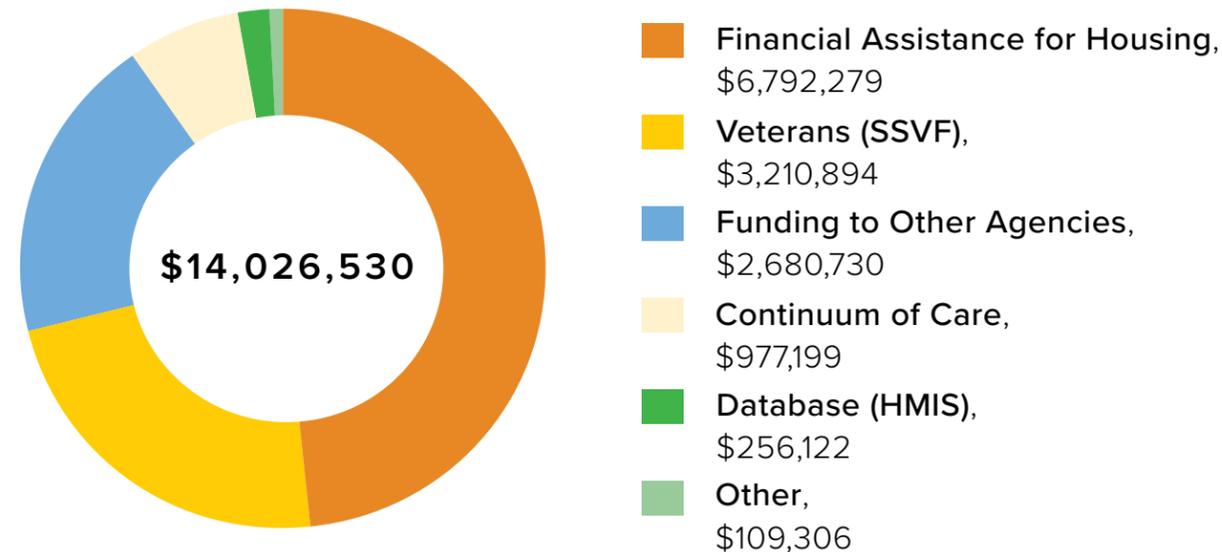
680 average searches conducted each month by case managers within Padmission

Summary FINANCIAL DATA **Pre-Audit*

Revenue



Expenses



BOARD of DIRECTORS

Wesley Stapp, Chair
Terri Lewis, Vice Chair
Paul Davison, Treasurer
Bradley Russell, Secretary
Derek Brown

Dr. Heather Brown, RN, BSN
Lee Robert Brown III
Charles Garrison
Whitney George, Ph.D.
Branden Hawkins

Coretta Hill
Dr. Tammy Hodo
Ken Jefferson
Penny Kievet
Gerald Thomas

Our FUNDING PARTNERS

None of the work we do would be possible without the funding we receive from our funding partners. Thank you!

City of Jacksonville
Community Solutions
Florida Department of Children and Families (DCF)
Home Depot Foundation

U.S. Department of Housing and Urban Development (HUD)
U.S. Department of Veterans Affairs (VA)
Wells Fargo

Our COMMUNITY PARTNERS

As the lead agency on homelessness in Northeast Florida, we guide the community effort and build capacity to prevent and end homelessness. We are proud and grateful to be able to serve as a partner and resource for fellow non-profit and community institutions. Together, we are Changing Homelessness.

Ability Housing
Baptist Health – Jacksonville
Barnabas House
BEAM
Catholic Charities
City of Jacksonville Veteran Services
City Rescue Mission
Clara White Mission
Clear Health Alliance
Coalition for the Homeless of Nassau
Daniel Memorial
Downtown Ecumenical Services Council
Downtown Vision
Dreamweek, Inc.
Duval County Public Schools
Family Promise of Jacksonville

Family Support Services
Five S.T.A.R. Veterans Center
Florida Department of Health, Duval County
Gateway Community Services
HerSong
Hubbard House
Jacksonville Housing Authority
Jacksonville Sheriff's Office
JASMYN
Jewish Family & Community Services
Liberty Center 1. LLC
Liberty Center 2 Ltd.
Liberty Center IV. Ltd.
LSF Health Systems
Lutheran Social Services
Mayo Clinic – Jacksonville

Mayor's Task Force on Homelessness
Mental Health Resource Center
Mercy Network
Micah's Place
Mission House
Presbyterian Social Ministries
Quality Life Center of Jacksonville
Quigley House
Salvation Army
Sulzbacher
Trinity Rescue Mission
UF Health – Jacksonville
Vangar
Volunteers of America
WeCareJax
Youth Crisis Center



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