

2022

Annual Report





Our VISION

An end to homelessness.

Our MISSION

Guide the community effort and build capacity to prevent and end homelessness.



Finding success often requires a willingness to fail, and we embraced any setbacks we experienced in the last three years as opportunities to learn and grow in our mission. Challenges inspire innovation, and our fail-forward approach continues to help us achieve ongoing success at changing homelessness."





LETTER from the CEO

Thank you for your courage.

Thank you for your partnership.

Most of all, thank you for your essential support of Changing Homelessness.

Thanks to your ongoing support, we have strengthened community relationships and resources over the last three years to help reduce homelessness amidst a global health crisis. We have welcomed new partnerships and deepened others to provide innovative and meaningful services for our neighbors experiencing homelessness.

The COVID-19 pandemic, ongoing staffing shortages, an affordable-housing crisis and now an unpredictable economy brought us unprecedented challenges, but you have continued to support our mission—and the people we serve—and for that we are truly grateful.

Quite simply, we could not do the work we do without you, along with our staff, community stakeholders and funding partners.

In 2023, we are determined to leverage every lesson we've learned to continue improving our system-of-care for every person and family we've helped house. Our drive for dynamic, meaningful improvement feels even more personal as we prepare for our 50th anniversary in June 2024.

Changing Homelessness is no longer the one-person office that launched our mission 50 years ago. We now bring to the table the caring, inspired spirits of nearly 80 staff and support personnel. And we continue to embrace the passion of the social servants and religious leaders who initially sought to change homelessness in 1974.

Your support has been—and continues to be—essential to our ongoing success. So, thank you. Again. Together, we are Changing Homelessness.

Dawn Gilman, CEO Changing Homelessness

Jam Gelman

COVID PANDEMIC SUMMARY

March 2020 through 2022 | Changing Homelessness collaborated with municipal, healthcare and other nonprofit organizations to provide safe, effective, time-sensitive responses to the COVID-19 pandemic

2020 | Participated in the Shelter Task Force to respond to the COVID crisis in real time

When the pandemic appeared in early 2020, the City of Jacksonville Mayor's Task Force on Homelessness and Changing Homelessness established weekly meetings with a cross-sector of stakeholders and homelessness organizations to develop and implement a communitywide COVID-19 response. The Shelter Task Force defined essential protocols to provide services and safety for people experiencing homelessness across our community. A few highlights of these efforts included:

- Temporary, non-congregate facilities to provide shelter that allowed for social distancing
- COVID-19 testing in collaboration with Quest Diagnostics, Community Solutions, UF Health, Sulzbacher and other local shelters for 700 individuals
- The Nonprofit Center of Northeast Florida recognized these achievements with its Local Focus. Lasting Impact.™ Collective Power award

2021 | Expanded services to aid the most vulnerable populations

As we entered the second year of the pandemic, we remained committed to our neighbors experiencing unsheltered homelessness.

- The Pathway to Home Program: Launched in collaboration with the City of Jacksonville, this essential bridge service provided up to 30 days of non-congregate shelter and food assistance
- **Temporary Bridge Shelter:** Established in partnership with local property owners, this program provided low-barrier living space and a focused path to more stable housing

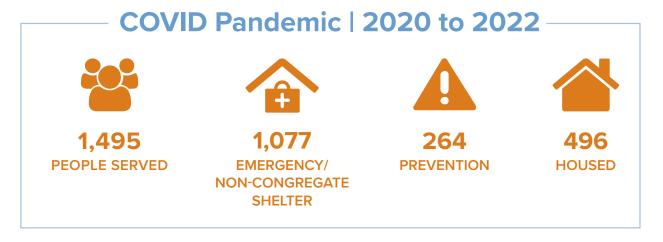
2022 | Developed customized technologies to manage COVID-positive referrals from hospitals

As each pandemic variant appeared, the Shelter Task Force flexed dynamically to stay ahead of evolving medical needs.

 Our online referral system streamlined the process of linking people experiencing homelessness to safe shelters once they were released from hospitals

IMPACT BY THE NUMBERS





Data Disclaimer ~ When reviewing the data, please note some clients may have been served in more than one project type. For instance, if a client was enrolled in December 2020 and continued enrollment in January 2021, they would be counted in both years on this report. The combined totals represent the de-duplicated count across all three years.

Shelter Task Force

- Mayor's Office, City of Jacksonville
- Sulzbacher
- Mental Health Resource Center
- City Rescue Mission
- Clara White Mission
- Trinity Rescue Mission
- Salvation Army
- Hubbard House
- JASMYN
- Jacksonville Sheriff's Office
- Jacksonville Transportation Authority
- Baptist Health
- Mayo
- UF Health

KEY MOMENTS

Our success relies on partnerships with a broad network of organizations, stakeholders and community volunteers. Here are some 2022 highlights:

Powerful partnerships generated expanded housing

Community Solutions, a powerhouse for driving change in homelessness, partnered with financial-services institution Northern Trust to provide a **\$10** million investment for acquiring two apartment complexes in April and June 2022. The program's primary focus is to preserve market-rate, existing affordable housing units in Northeast Florida. With the acquisition of Caroline Village (93 units) and French Courtyard (42 units), we've helped secure 135 units that will include enhanced property management to ensure tenants stay stably housed.

In October 2022, the Department of Veterans Affairs awarded \$2.6 million in supplemental funding to Changing Homelessness. These additional funds will heighten existing collaboration between the agency and VA Medical Center partners to expedite housing placements throughout 17 counties (7 in Florida and 10 in Georgia). The funding also permits incentivizing landlords and property managers to solicit participation from new vendors and overcome perceived barriers to housing.

While relatively new, this supplemental funding has facilitated an additional placement of 4 veteran households per month since December 2022.







Celebrations and remembrances honored our departed neighbors

In December 2022, we remembered our neighbors who passed away while experiencing homelessness at our first in-person event since December 2019. For many, this service may have been the only memorial recognizing their mothers, fathers, sisters, brothers, daughters, sons and friends.

To honor those we lost, we joined hands and hearts with fellow citizens, agencies and advocates for ending homelessness including community leaders, faith leaders and business leaders. Pastor Kimberly McKissick, Executive Pastor at the historic Bethel Church, and Dr. Kyle Reese, OneJax Executive Director and Interim Pastor at First Baptist Church Savannah, graciously shared messages of hope and remembrance at the ceremony.

National recognition provided essential visibility in the community

The Jeff Bezos Day 1 Families Fund provided a **\$2.5 million** leadership award to Changing Homelessness in 2022. The funding is a great honor bestowed by a panel of national advisors who are advocates and experts on homelessness and service provision. This one-time grant will help us support families as they reel from skyrocketing rent costs, limited services and insufficient incomes. We are working with providers across the community to leverage and improve existing family programs and fill in identified gaps.



Innovative leadership provided effective solutions to community challenges

Changing Homelessness CEO Dawn Gilman served as a subjectmatter expert for a 2022 community Special Committee on Critical Quality of Life Issues, Homelessness Working Group. Created by the Jacksonville City Council, it gave us the opportunity to collaborate with—and garner wisdom from—organizations including the National Alliance to End Homelessness, the United States Interagency Council on Homelessness and Community Solutions. We also exchanged ideas with representatives from other communities utilizing thoughtful strategies to address homelessness, including the Miami-Dade County Homeless Trust and Atlanta's Partners for HOME.





Providing housing saves money for expanded programming and for the entire community

- It costs roughly \$2.7 million per year to house 191 of the most vulnerable people living on our streets who are 55 and older
- It costs roughly \$5 million per year to do nothing and leave these same people on the streets where they may end up in hospitals, emergency rooms and jails

Northeast Florida Continuum of Care (CoC) FL-510 | Clay, Duval and Nassau Counties

3,627 HOUSEHOLDS

4,683
PEOPLE





Days Homeless

Average cumulative days homeless

17%

Exits

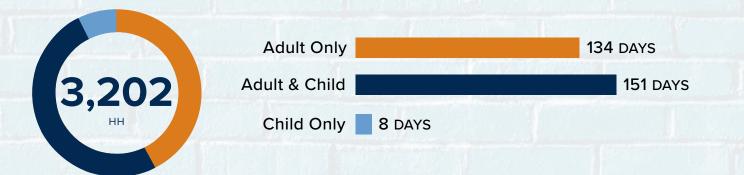
Exits to permanent destinations

Returns

Returns after exits to permanent destinations

Households with Days Homeless and Days Homeless by Household Type

Households that had at least one day in ES, SH, TH, or RRH; or at least one day in PSH prior to move-in and the average cumulative, unduplicated days that households were served in ES., SH, or TH projects; and days in RRH or PSH prior to move-in.

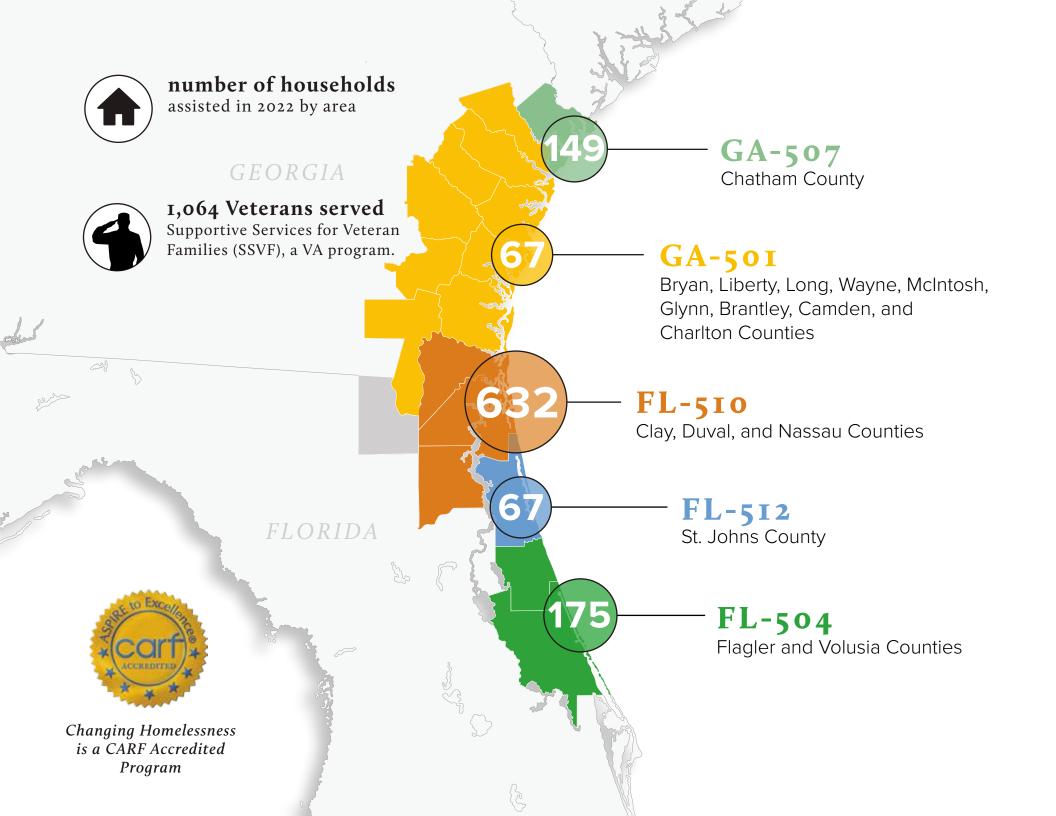


Returns by Household Type

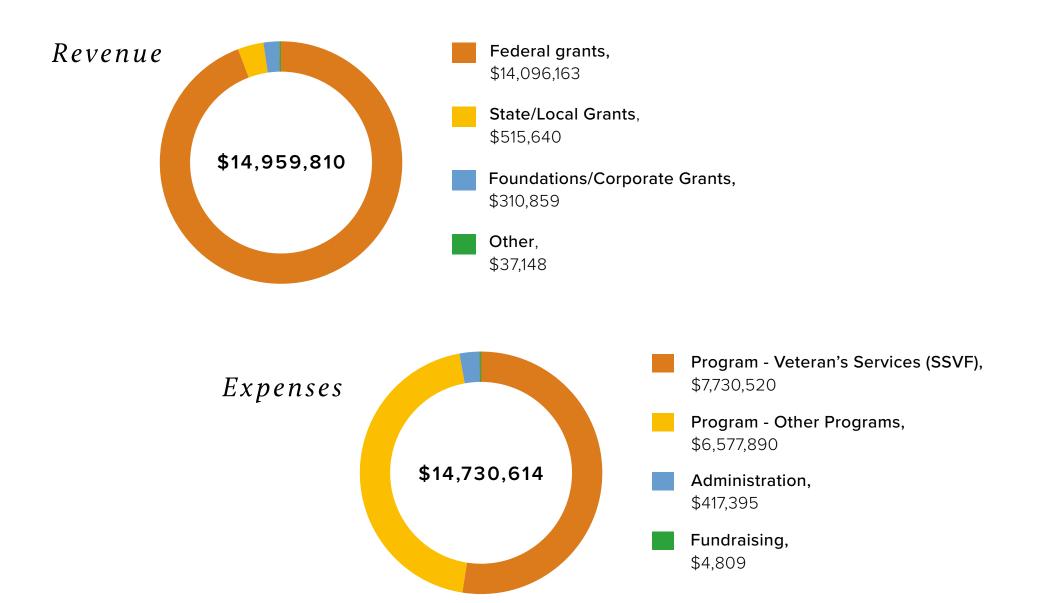
Percent of households that returned to the homeless system within six months of exiting to permanent destinations.

The universe for the chart is households that exited within the first six months of the report period.





Summary FINANCIAL DATA



BOARD of DIRECTORS

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Our FUNDING PARTNERS

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

Bezos Day 1 Family Fund
City of Jacksonville
Community Foundation
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 Ecunemical 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

Vangai

Volunteers of America

WeCareJax

Youth Crisis Center



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