













CHANGING homelessness

2025 ANNUAL REPORT

Our VISION

An end to homelessness.

Our MISSION

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

"At Changing Homelessness, we believe lasting change happens when communities work together toward a shared purpose. Our role is to provide services, build stronger systems, connect resources, and create opportunities for individuals and families to achieve stability. The progress we celebrate belongs to every partner, provider, and community member who shares our commitment. Together, we are building stronger systems, creating lasting stability, and changing lives."

— Dawn Gilman, **CEO**





LETTER *from the* CEO

Dear Friends and Supporters,

At Changing Homelessness, we believe that lasting change begins with strong systems, meaningful partnerships, and a shared commitment to the people and communities we serve. As we reflect on 2025, I am reminded that our greatest impact is not measured solely by the services we provide, but by the opportunities we create together for individuals and families to achieve lasting stability.

For more than 50 years, Changing Homelessness has helped bring people, organizations, and resources together around a common purpose. Today, that responsibility extends beyond individual programs to strengthening the systems that connect our neighbors with housing, supportive services, and pathways to a more secure future.

In 2025, the Northeast Florida System of Care served 3,321 individuals across 2,319 households. Through the collective efforts of our housing and service partners, 95% of individuals successfully exited to permanent housing destinations, while 88.46% maintained stable housing. These outcomes reflect the power of collaboration, coordinated services, and a community committed to making a measurable difference.

Our commitment to Veterans and their families also continued to grow. Through the Supportive Services for Veteran Families (SSVF) program, **we served 2,124 Veterans—a 45% increase over 2024.** Of those exiting the program, 74% transitioned to permanent housing destinations, while participating households experienced a 29% increase in income. These achievements demonstrate the importance of combining housing assistance with individualized support and opportunities for long-term self-sufficiency.

But behind every statistic is a person. A Veteran finding a place to call home. A family moving beyond the uncertainty of homelessness. A neighbor discovering that a new beginning is possible. Their journeys remind us why this work matters and why the systems we build must always remain centered on the people they are designed to serve.

As the lead agency for the Northeast Florida Continuum of Care, we recognize that our responsibility is not to accomplish this work alone, but to create the conditions in which our entire network of partners can succeed. That means strengthening collaboration, improving access to services, using data to inform decisions, and ensuring that public and private resources are invested responsibly and effectively.

The challenges facing our communities continue to evolve, and so must our response. We remain committed to building a more connected, accountable, and responsive system of care—one that embraces innovation, addresses gaps, and creates meaningful opportunities for lasting housing stability.

To our dedicated staff, community partners, funders, volunteers, advocates, and neighbors: thank you. Your commitment, compassion, and willingness to work together make this progress possible. The accomplishments reflected in this report belong to all of us.

Building stronger systems. Creating lasting stability. Changing lives.

Together, we are Changing Homelessness.

With gratitude and hope,

Dawn Gilman, CEO
Changing Homelessness

Our Neighbors









A New Beginning

When an individual entered Changing Homelessness's program while staying at a local shelter, the path to permanent housing seemed out of reach. Employment instability, previous evictions, and a criminal history had created significant barriers, leaving him uncertain that anyone could help him find a place to call home.

Through consistent encouragement and individualized support, his case manager helped him recognize that his past did not have to define his future. Together, they established goals, explored employment opportunities, and worked to overcome the challenges standing between him and stable housing.

His determination paid off. After securing employment, he continued working with his case manager, who connected him with a landlord partner committed to providing second chances. Together, they identified an apartment where he could envision building a new beginning.

Just 90 days after entering the program, he moved into his own apartment.

His journey is a powerful reminder that lasting change is possible when personal determination meets compassionate support and strong community partnerships. What once seemed impossible became a new beginning—and a place to call home.

Our Neighbors









A Veteran's Journey

When a Veteran enrolled in the Supportive Services for Veteran Families (SSVF) program administered by Changing Homelessness, homeownership seemed out of reach. Living on an extremely limited income and facing serious health challenges that prevented him from working, he struggled to meet basic expenses. With assistance from Changing Homelessness, he secured permanent rental housing, receiving support with his security deposit, utility deposit, and rent. For the first time, he had a stable foundation on which to build his future.

But he was determined to achieve more. Through continued SSVF support and Shallow Subsidy assistance, he began building savings, reducing debt, and improving his credit. He also persistently advocated for increased VA disability benefits, ultimately securing a 100% service-connected disability rating. With greater financial security came a new possibility: owning a home of his own.

Working with a lender specializing in VA home loans, he began the journey toward homeownership. The process was lengthy and challenging, but his determination never wavered. He continued saving, consistently paid his portion of the rent, and remained focused on his goal.

Today, this Veteran is a proud homeowner. His journey from housing instability to homeownership reflects the power of perseverance, supportive services, and opportunity. What began with a helping hand became something extraordinary: **not just a place to live, but a home to call his own.**



Since 1974, Changing Homelessness has worked to bring communities, resources, and solutions together to prevent and end homelessness. As the lead agency for the Northeast Florida Continuum of Care (FL-510), we coordinate a regional network of housing and service providers across Baker, Clay, Duval, and Nassau counties, serving as the Collaborative Applicant and lead agency for the Homeless Management Information System (HMIS) and Coordinated Entry.

Since 2012, we have also administered the U.S. Department of Veterans Affairs Supportive Services for Veteran Families (SSVF) program, helping Veterans and their families achieve and maintain housing stability across seven Florida counties and 58 Georgia counties. Through strategic partnerships, responsible stewardship of public resources, and data-driven solutions, Changing Homelessness strengthens the systems that connect individuals and families to housing, supportive services, and opportunities for lasting stability.

Our impact reflects the collective commitment of community partners, service providers, and dedicated professionals working together to build stronger systems, create lasting stability, and change lives.

Our Collective Impact | By the Numbers

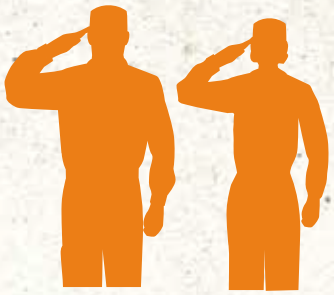
Community Development
Health
Government
Homeless Service Providers
Legal
Philanthropy
Business
Education

50+
CROSS-SECTOR PARTNERSHIPS

14,498
HOUSED
across all permanent housing programs since 2012

2,427
FAMILIES HOUSED
across all housing programs since 2012

87%
success rate

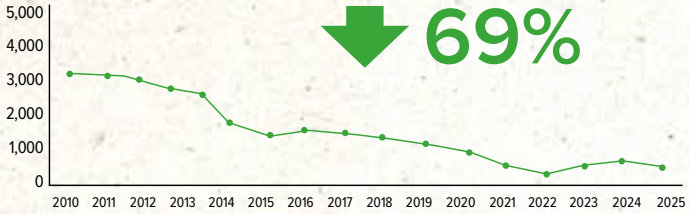


4,572
VETERANS HOUSED
as part of the *Built for Zero* Initiative, since 2015

85%
success rate

15 YEAR TREND:
Total number of people experiencing homelessness as reported in annual counts

69%





The Northeast Florida System of Care brings together a diverse network of nonprofit organizations, housing providers, government agencies, healthcare partners, and community stakeholders working collaboratively to prevent and address homelessness across Baker, Clay, Duval, and Nassau counties.

Led by Changing Homelessness as the Collaborative Applicant and lead agency for the Continuum of Care (FL-510), this coordinated network connects individuals and families to housing, supportive services, and essential resources.

Through shared data, coordinated access, strategic partnerships, and a commitment to continuous improvement, the System of Care strengthens our community's ability to respond to homelessness, identify gaps, and improve housing outcomes. Together, we are building a more connected, responsive, and effective system that creates pathways to lasting housing stability.

Northeast Florida System of Care

Baker, Clay, Duval and Nassau Counties

2,319
HOUSEHOLDS

3,321
PEOPLE SERVED

125
DAYS
HOMELESS

44%

Successful Exits

to Permanent Housing Destinations

95%

Successful Exits

(Retention in PH Projects)

88.46%

Successful Exits

Returns to Homelessness (after 2 years)

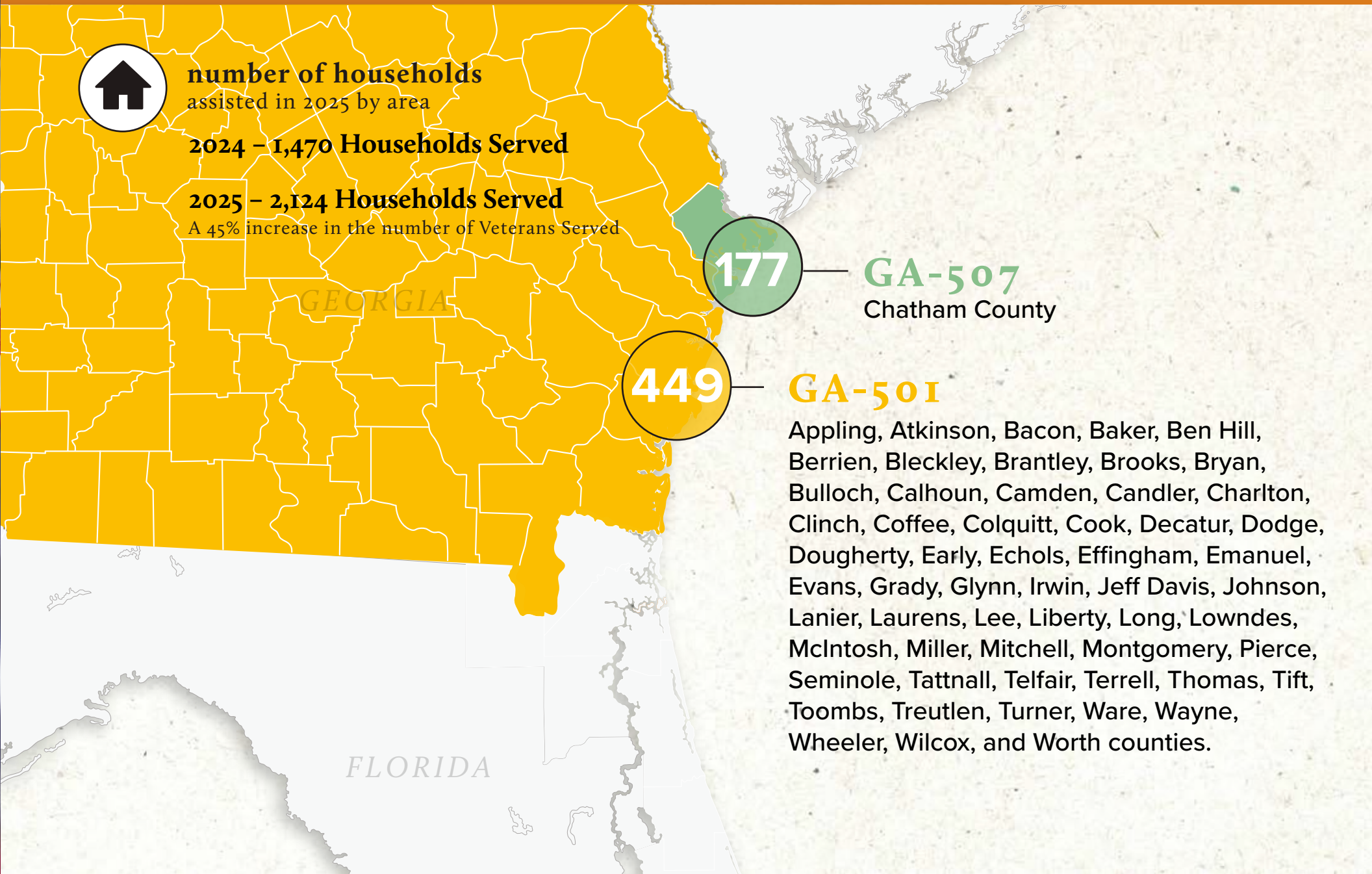


Since 2012, Changing Homelessness has proudly served Veterans and their families through the U.S. Department of Veterans Affairs Supportive Services for Veteran Families (SSVF) program. Spanning seven counties in Florida and 58 counties in Georgia, our SSVF program provides critical assistance to Veterans experiencing homelessness or at risk of losing their housing.

Through homelessness prevention, rapid rehousing, temporary financial assistance, individualized case management, and connections to community resources, we help Veterans and their families' overcome barriers to housing stability. Working alongside dedicated community partners, we strive to ensure that those who have served our nation have access to the support, resources, and opportunities needed to secure and maintain a place to call home.

Our commitment extends beyond housing—it's about restoring stability, strengthening families, and creating pathways to a more secure future.

Supportive Services for Veteran Families (SSVF)
A Veterans Affairs Program



number of households
assisted in 2025 by area

2024 – 1,470 Households Served

2025 – 2,124 Households Served
A 45% increase in the number of Veterans Served

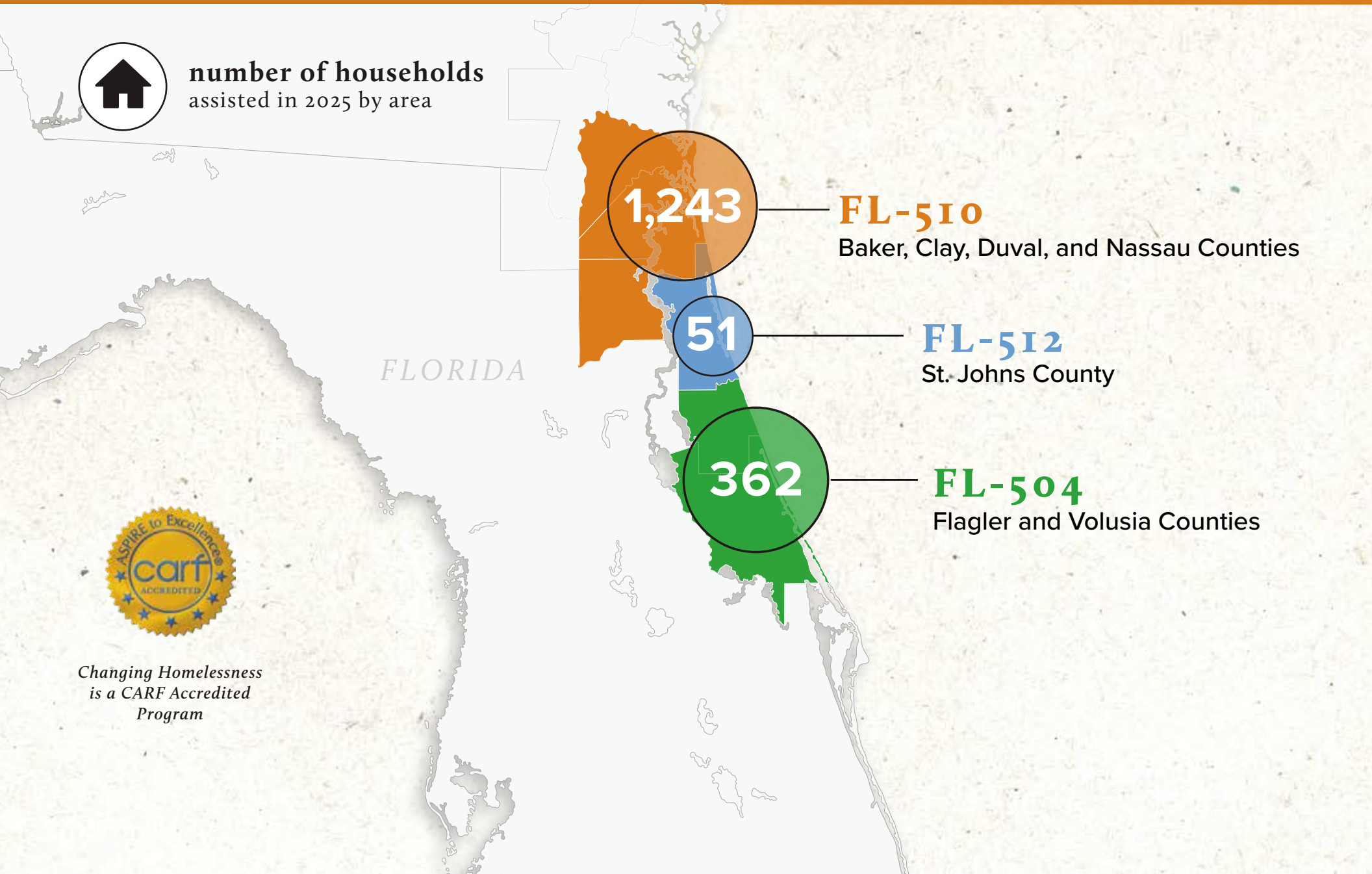
177

GA-507
Chatham County

449

GA-501
Appling, Atkinson, Bacon, Baker, Ben Hill, Berrien, Bleckley, Brantley, Brooks, Bryan, Bulloch, Calhoun, Camden, Candler, Charlton, Clinch, Coffee, Colquitt, Cook, Decatur, Dodge, Dougherty, Early, Echols, Effingham, Emanuel, Evans, Grady, Glynn, Irwin, Jeff Davis, Johnson, Lanier, Laurens, Lee, Liberty, Long, Lowndes, McIntosh, Miller, Mitchell, Montgomery, Pierce, Seminole, Tattnall, Telfair, Terrell, Thomas, Tift, Toombs, Treutlen, Turner, Ware, Wayne, Wheeler, Wilcox, and Worth counties.

Supportive Services for Veteran Families (SSVF)
A Veterans Affairs Program



Changing Homelessness is a CARF Accredited Program

Neighbor-Focused Events

Point-In-Time Count | Finding our Neighbors, one person at a time

We led the annual Point-in-Time (PIT) Count, a federally required, community-wide census that provides a snapshot of individuals and families experiencing homelessness across Duval, Clay, Nassau, whether in emergency shelters, transitional housing, or living unsheltered.

On January 30th and 31st, we dedicated two consecutive days to expanding our geographic coverage and connecting with our neighbors experiencing homelessness.

Working alongside community partners, elected officials, staff, and volunteers, we identified 1,009 individuals experiencing homelessness during this year's Point-in-Time Count. Of those, 719 individuals were sheltered and 290 were unsheltered. Geographically, 968 individuals were counted in Duval County, 25 in Clay County, and 16 in Nassau County.







Neighbor-Focused Events

Dignity Day | Being there for our Neighbors

On June 27, 2025, Changing Homelessness brought community partners and volunteers together for Dignity Day, a neighbor-focused resource event in Jacksonville designed to connect individuals experiencing homelessness with essential services and compassionate support.

The event brought resources into one accessible setting, with opportunities for health screenings, mental health support, employment resources, legal assistance, food, clothing, and hygiene supplies. More than a resource fair, Dignity Day reflected a shared commitment to meeting more than 75 neighbors where they are, removing barriers to assistance, and ensuring every individual is treated with dignity and respect.

Through collaboration and community engagement, Changing Homelessness helped strengthen connections between our neighbors and the organizations dedicated to supporting their journey toward stability.









Neighbor-Focused Events

Unsheltered Veteran Surges | Meeting Veterans where they are

Building on the success of Jacksonville Unsheltered Veteran Surge strategy in 2024, Changing Homelessness partnered with the U.S. Department of Veterans Affairs and community organizations to coordinate targeted outreach and housing events in Volusia County, Florida, and Savannah and Albany, Georgia, in 2025. These Veteran-focused initiatives brought together housing providers, landlords, VA staff, and community partners to identify unsheltered Veterans, connect them with immediate assistance, and expand access to permanent housing opportunities.

Community Impact

- Volusia County, FL: 4 leases signed, 55 rental units pre-inspected, and 6 Veterans connected to housing programs or emergency housing assistance.
- Savannah, GA: 25 Veterans identified through outreach, with 11 connected to emergency housing assistance.
- Albany, GA: 16 rental units pre-inspected to expand available housing opportunities, and 3 Veterans identified through outreach.

By bringing services directly into communities and strengthening local partnerships, Changing Homelessness helped remove barriers, expand housing opportunities, and connect Veterans with the resources and support needed to move toward lasting housing stability.









Neighbor-Focused Events

Homeless Memorial Service | Honoring the lives of our Neighbors

Since 1990, communities nationwide have observed National Memorial Day on or around December 21, the longest night of the year. The observance honors people who died while experiencing homelessness and reminds us that behind every statistic is a person whose life mattered.

Each year, Changing Homelessness joins agencies throughout the region to host the Northeast Florida System of Care Memorial Service. For the past five years, City Rescue Mission has graciously provided a sacred space where community members, service providers, and loved ones can gather in remembrance and reflection.

In 2025, we honored 40 neighbors who passed away while experiencing homelessness. Each had a unique story, relationships, hopes, and dreams worthy of recognition.

As we remember those we have lost, we also reaffirm our shared responsibility to strengthen the system of care, expand access to housing and supportive services, and build a community where everyone has the opportunity for stability, safety, and dignity, today and in the future.





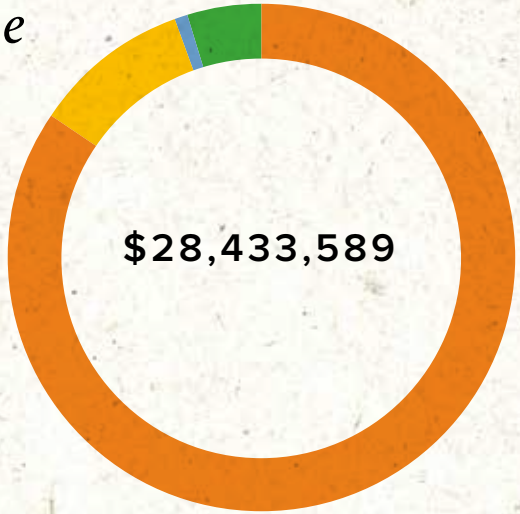





Florida Blue
DIGNITY DAY

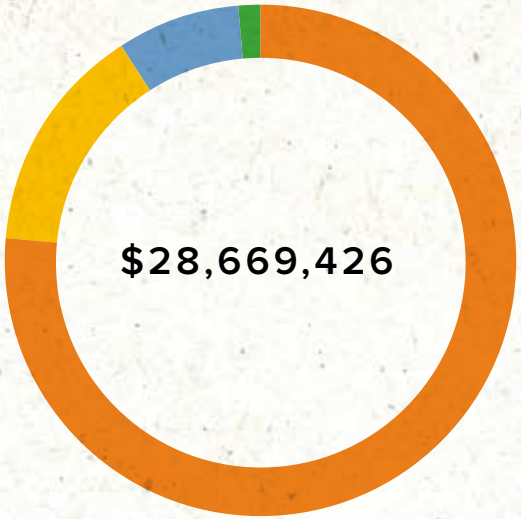
Financial Data

Revenue



- Federal grants, $24,030,380
- State/Local Grants, $2,836,953
- Contributions, $226,513
- Other Income, $1,339,743

Expenses



- Program - Veteran's Services (SSVF), $21,958,276
- Program - Other Programs, $4,123,729
- Management/General, $2,246,220
- Fundraising, $341,201

Our Partners

BOARD *of* DIRECTORS

Bradley Russell, Russell & Russell, Board Chair
Charles Garrison, Century Communities, Inc., Vice Chair
Dr. Tammy Hodo, All Things Diverse, Secretary
Dr. Heather Brown, RN, BSN
Amy Wilkerson, Law Office of Jared M. Wilkers
Patrick Douglas, Douglas & Douglas Law
Kia Mitchell, MD, Families First Medical Group
Melissa Lockhart, Business Valuation, Inc.
Chris Grippa, Telescope Health
William Adams, City of Jacksonville
Thomas Novelli, One Call
Jennifer Krechowski, University of North Florida

Our FUNDING

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

Ascendo Resources
Bezos Day 1 Family Fund
Business Valuation
City of Jacksonville
Community Solutions
First Horizon Bank
Florida Department of Children and Families (DCF)
Florida State College at Jacksonville Foundation
Insperity
Jacksonville Jaguars Foundation, Inc.
Johnson & Johnson
One Call
Pajcic & Pajcic
U.S. Department of Housing and Urban Development (HUD)
U.S. Department of Veterans Affairs (VA)
VyStar Credit Union
Wells Fargo

Our COMMUNITY

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
Center for Independent Living Jacksonville
City of Jacksonville Veteran Services
City Rescue Mission
Clara White Mission
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
Feeding Northeast Florida
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
LSF Health Systems
Lutheran Social Services
Mayo Clinic – Jacksonville
Mental Health Resource Center
Mercy Network
Micah's Place
Mission House
Northeast Area Agency on Aging
Northeast Florida AIDS Network
Northeast Florida Women Veterans
Operation Lifeline
Presbyterian Social Ministries
Quality Life Center of Jacksonville
Quigley House
Salvation Army
Sulzbacher
Trinity Rescue Mission
UF Health – Jacksonville
United Way of Northeast Florida
Volunteers of America
WeCareJax
Youth Crisis Center

CHANGING
homelessness

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