

# Turning Points (Community Coalition on Homelessness Corporation)



## SUMMARY

### Mission

The vision of Turning Points is to prevent and end homelessness through our mission of providing, coordinating, and facilitating services to men, women, and children who are homeless or at risk of becoming homeless.

Turning Points provides help and hope to the families, individuals, and children who are struggling with issues related to homelessness. By providing assistance using a unique model of comprehensive and integrated support services under one roof, Turning Points changes lives and strengthens our community.

### Contact Information

|                          |  |
|--------------------------|--|
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| <b>Facebook</b>          | TurningPointsFL                                  |
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### General Information

|                  |  |
|------------------|--|
| <b>Nonprofit</b> | Turning Points (Community Coalition on Homelessness Corporation) |
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**Organization Does Business As (DBA)**

Turning Points

**Former Names**

Community Coalition on Homelessness

**Tax Exempt Status**

Public Supported Charity

**Incorporation Year**

1995

**Awarded Community Foundation Grant**

Yes

**State Charitable Solicitations Permit**

Yes Mar 2019

**State Registration**

Yes 0

# BACKGROUND & NEEDS

## Impact Statement

### Accomplishments:

1. Maintained and expanded services in all program areas, responding to expressed needs of clients. More than 10,200 clients visited the One Stop Center during the last calendar year, ending December 31st, 2016. receiving more than 350,000 services aimed at moving them toward financial and housing stability.
2. Addition of a complete dental operatory in the dental clinic, bringing the total to three full service rooms. This enabled us to expand dental clinics (along with the hiring of additional dentists) to two rooms four days a week, while continuing with one dentist on Fridays - resulting in more clients being seen in the dental clinic.
3. Recruited and hired a medical director for the clinic, responsible for the expansion of services including the Hep C clinic, diabetes clinic, Coumadin clinic, and other medical specialty clinics required by our target population of low income/homeless people.
4. The hiring of a development director resulted in increased visibility in the media, attraction of new donors and volunteers, and freed management up to work on staff and board development as well as grant writing.
5. To operate all the services provided at the One Stop Center, Turning Points utilized 182 volunteers in the past year, who provided more than 48,000 hours of service valued at more than \$1.5 million.

### Goals for the coming year include:

1. Maximizing use of the medical and dental clinic physical capacity by staffing with either paid or volunteer staff to meet the increased demand for access to medical and dental care by uninsured clients.
2. Increasing collaboration with community partners to expand the services provided at the One Stop Center. Providing as many services as possible in one place is recognized as a national best practice that is efficient and effective - clients can get physical, emotional, social and financial without having to travel around. We are planning to add help with behavioral health this coming year.
3. Expand our donor base, encouraging legacy investment through our account to be set up with the Manatee Community Foundation.
4. Maintain a professional, well qualified staff in each and every program operated in the One Stop Center. This includes recruitment, training, supervision and evaluation of both volunteer and paid staff.

## Needs Statement

Our greatest need continues to be for funding to maintain general operations of our four major programs. To continue responding to the growing demand for services, we need to have sufficient funding to support these services. We are very proud of the fact that more than 90 cents of every dollar in our 2016/17 budget went to direct program services. With the help of volunteers, we will be able to maintain this percentage going forward.

1. We need dedicated funding for medical and dental clinic operations. This includes funding for staffing, supplies and lab services, which for dental is very expensive. A set of dentures is now \$360 and we assist approximately 16- 20 people a month with these. The demand is much greater! We have estimated funding for dentists at \$200,000 a year and medical staffing costs another \$230,000.
2. The volunteer coordinator position which is so critical to our entire operations needs a dedicated funding stream to ensure this person is available to recruit and orient all the volunteer staffing needed to operate our many services.
3. We need dentists, dental assistants, dental hygienists, and medical specialists as volunteers in the One Stop Clinic.
4. With a budget of \$2.6 million, we are still operating with a part time book keeper. We need a full time salaried bookkeeper to provide the level of continuity needed as we grow. We estimate this would be approximately \$52,000 a year.

## Background Statement

In the early 1990's, problems related to homelessness began causing concern in the Bradenton business and religious communities, as more and more people were visibly living on the streets, and churches were not able to cope with the number of people seeking assistance. Civic, religious and private entities came together and formed the Community Coalition on Homelessness to provide direct service and advocacy for the homeless and those at risk of becoming homeless. Direct services began with information, referral, utility and rental assistance programs in 1995. In 2003, this expanded with the addition of a Day Resource Center, operated out of a tiny

space in the local soup kitchen. The Board of Directors soon recognized the need for a centralized One Stop Resource Center to address the needs of the low income, homeless, and those in crisis. A capital campaign began in 2006 to purchase and renovate an empty building across from the major/minor league baseball field in Bradenton. After several years of planning and discussions, the City of Bradenton gave approval for a special use permit to operate at the site, and the One Stop Center was opened for business in March of 2009.

Federally recognized as a best practice in the fight to end homelessness, One Stop Resource Centers are utilized by organizations throughout the United States. To ensure optimum success for our project, we enlisted the support of agencies when the project was proposed in 2005, and worked closely with for the concept, construction, planning and implementation phases of the project. There are more than a dozen agencies that are providing services in the One Stop Center now, and some have staff at the Center on a full/part time basis. Services provided include: a daily meal and food pantry, housing and utility assistance programs, access to mainstream service applications for services such as food stamps, social security, and disability, help with obtaining legal identification, mail service, services for homeless children and youth, free medical and dental education and services, veteran's services, help with legal issues, employment services, mental health and substance abuse referral, and evaluation for acceptance into clinical research programs for those with qualifying conditions.

Turning Points also serves in a leadership role for the community, coordinating efforts to centralize homeless services so duplication is reduced and effective, efficient service delivery is the standard.

## Statement from the Board Chair

Board Chair Statement - Mr. Alexandar (Sandy) Kirkpatrick

Turning Points faces a classic human services dilemma: there is a growing need for our services, but those we serve have no ability to pay. Thus we seek support from individuals, foundations, and government. Most donations and grants are non-recurring; budgets and priorities among donors constantly shift, and competition among worthy causes is strong. We rarely get as much as we feel we need.

How do we make ends meet, as we must? We are overwhelmingly a volunteer organization--volunteers outnumber our (under)paid staff by nearly ten to one. We are very careful about overhead: in our most recent fiscal year, fundraising and administrative expenses were under 6% of our revenues. Our contributors do get A LOT of bang for their buck!

Our staff and volunteers get much well-deserved credit for the many lives we change for the better. But the community at large also benefits from our efforts. We offer bathrooms and facilities for our clients to clean up so they are less likely to burden the restrooms of local businesses. We have a gathering area which lessens loitering in the City's parks and other public places. We offer food, clothing, bicycles, and enough of the necessities of everyday life that our clients are less likely to panhandle, shoplift, or steal. Our medical clinic offers a no-cost alternative to expensive emergency room treatments of non-emergency ailments. We often can offer a month or two of rent to save a family from eviction and the need to start over with three months' rent in advance; thus we help minimize homelessness.

There are widespread reports that the economy is improving, but we see no evidence in the demand for our services, which continues to increase month-by-month. We need your support more than ever, and we will continue to strive to earn it. To find out more about us and how you can contribute or volunteer, please visit our website at [www.tpmanatee.org](http://www.tpmanatee.org).

## Statement from the CEO/Executive Director

If there is one word that describes this past year of service at the One Stop Center it would be "CHANGE". A fond farewell was bid to staff/volunteers who have provided years of dedicated and committed service and we wondered how we could ever replace such great people! But with change comes opportunity, and we are very grateful for new staff and volunteers who, with new skill sets and varied experience have shown us new possibilities and exciting options for accomplishing our critical mission. As we begin the New Year in 2018, we will be facing many challenges. Homelessness is a complicated problem. There are many reasons that individuals and families become homeless – there is no one answer to finding housing and stability for all who require it. Lack of education increasingly contributes to those seeking rent and utility assistance as the earning

potential is limited. Addiction devastates families, has resulted in too many children being placed in foster care, has people losing employment and housing, increased the number of incarcerated. Housing options for low income workers are extremely limited, forcing people to spend a disproportionate percentage of their take home pay to keep a roof over their heads. The future of healthcare is murky, threatening to yet again make accessing quality healthcare a luxury, The result is undoubtedly more people thrust into homelessness due to healthcare issues experienced by themselves or by family members. Turning Points will be working to maintain our core services in order to respond to those in need, no matter the circumstances that caused the crisis. Our caring, compassionate staff and volunteers assess each client's needs and work to respond as quickly as possible to those items we can provide, while connecting them to other resources in the community for the things we do not provide. We are working to strengthen ties with community partners to build on our commitment to collaborating for better service delivery for our shared clients. Providing leadership on issues related to homelessness requires involvement in a broad variety of community initiatives – from how to better serve people during and after natural disasters, to filling niche needs in healthcare for our uninsured population, to partnering with leaders committed to expanding the availability of workforce and low income housing options. We look forward to being a positive force working on these challenges, and invite you to consider how you could “Be The One” to assist us in moving forward on addressing these issues!

## Areas Served

FL- Manatee

Turning Points serves men, women and children who are homeless, or at risk of becoming homeless who are residing in Manatee County.

## Service Categories

|                                    |                  |
|------------------------------------|------------------|
| <b>Primary Organization Type</b>   | Human Services   |
| <b>Secondary Organization Type</b> | Health Care      |
| <b>Tertiary Organization Type</b>  | Housing, Shelter |

# PROGRAMS

## Open Door Day Resource Center

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|--|---|
| <b>Description</b>                               | <p>You are homeless, living on the street since you lost your job and your home. Now you have an opportunity to apply for a job, but you have not had a shower in a week, you don't have clean clothes, and you could really use a haircut. What do you do?</p> <p>You come to the Open Door Day Resource Center, which has a variety of basic services available. You can access a telephone, computer, and fax to stay in touch with family or prospective employers. You can get a meal, a food bag, take a shower complete with personal hygiene kit, get clean clothes and shoes, or get your laundry washed, dried, folded and returned to you in a day! You can use the restrooms, get your mail, and have a volunteer help you sign up for foodstamps. Or you can meet with case management staff for special needs you may have such as emergency assistance for diapers, formula, gas, bus tickets, or prescriptions. You can also get help with obtaining critical documents such as birth certificates or Florida ID cards.</p> |
| <b>Budget</b>                                    | \$172,330.00  |
| <b>Category</b>                                  | Human Services, General/Other Services for the Homeless   |
| <b>Program Linked to Organizational Strategy</b> | Yes   |
| <b>Population Served</b>                         | Homeless Poor, Economically Disadvantaged, Indigent Unemployed, Underemployed, Dislocated   |
| <b>Short Term Success</b>                        | <p>Short term success is measured in the number of people who successfully utilize services at the Open Door. If they get a shower, have a haircut, get clean clothing, all of which enable them to blend in with the general population, this is success. If they are able to get a copy of their birth certificate and then a Florida Identification card which enables them to access mainstream benefits, this is success. If they get their mail, use the telephone and/or computers to maintain contact with family and apply for employment, this is success. When they get assistance with prescription medications which they need but can't afford, this is success for everyone! When they are able to sign up for food stamps or re-certify their eligibility for food stamps, this is success. When they meet with staff from the Suncoast Workforce board or Goodwill Manasota to learn how to use computers to conduct job searches, write resumes, do background research on the internet, this is success.</p>             |
| <b>Long Term Success</b>                         | <p>Long term success would mean the number of people living in poverty would decrease to the point that the need for basic services would be negligible.</p>  |
| <b>Program Success Monitoring</b>                | <p>We monitor client visits and services by entering data daily into a Homeless Management Information System (HMIS) database which tracks these parameters for the Open Door. When clients present at the Open Door reception desk each day, they communicate the services they plan to use that day to volunteers at the reception desk who record the data on hard copy sheets. The data is later entered into the HMIS database, and reports are available from the data base the day after data has been entered.</p>  |

## **Program Success Examples**

We have had many clients who express their sincere gratitude that we are here to help, as they have not been able to get past the door at any other agency. During a three month period last year, our Suncoast Workforce board staff member assisted 33 people into employment, the beginning of stabilization for most of our clients. We have hundreds of clients that have been financially assisted so they can obtain certified copies of the birth certificates and a Florida Identification card, the only legal identification many of them have. Living on the streets is not only stressful but is dangerous, and many of our clients are subjected to violence and robberies that results in them losing all of their important documents, so successfully assisting them is key to their attitude about almost everything!

## Transitional Development Program

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| <b>Description</b>                               | <p>For each individual/family that is homeless or struggling with homelessness, there is a unique story that describes the challenges they faced, the decisions they made, and the consequences they are confronted with. There are many common themes in these stories: a financial crisis, loss of job or hours worked, poor wages, lack of affordable services such as child care and health care, substance abuse, illiteracy and failure in school, family disintegration leading to divorce, teen pregnancy, domestic violence, and runaway youth.</p> <p>The TDP program has case managers that work with clients to prevent them from becoming homeless if possible, but also helps get them housed if they are already homeless. Depending on funding, the program assists with rent and/or utilities on a short term basis while also trying to assist the client(s) with the root of the problem that led them to become homeless. All clients complete a personalized budget as part of their interview process.</p> |
| <b>Budget</b>                                    | \$438,648.00   |
| <b>Category</b>                                  | Housing, General/Other Housing Expense Assistance  |
| <b>Program Linked to Organizational Strategy</b> | Yes  |
| <b>Population Served</b>                         | Homeless Poor, Economically Disadvantaged, Indigent Unemployed, Underemployed, Dislocated  |
| <b>Short Term Success</b>                        | <p>In the fiscal year 2010/11 the TDP program case managers counseled 667 heads of households. This represented 927 adults who had 960 children. Of the 667 households counseled, 325 with 442 adults and 499 children were able to meet eligibility requirements of residency and sustainability and received financial assistance to help stabilize them. Depending on the funding source this could have been anywhere from one month of rental/utility assistance up to 6 months. The majority of the clients assisted were in their housing 6 months later, indicating the intervention of financial assistance at a critical time was successful in maintaining them in housing.</p>   |
| <b>Long Term Success</b>                         | <p>As the economy continues to sputter, and unemployment remains steady at more than 10% in Manatee County, the numbers of people seeking assistance with housing continues to increase. The school district of Manatee documented 2026 children age birth through 18 that were homeless at some point during the last school year. The consequences of homelessness for children are beginning to assert themselves as now it is recognized nationally as one of the top three barriers to getting an adequate education. The focus of the TDP program is to provide immediate financial assistance to stabilize clients in housing, and then provide direct assistance or referrals for the problems they are having that impacted their living situation. The program strives to address the immediate challenges that people face while also working on long term solutions. Tracking of success of the ability to house and maintain housing is completed utilizing the Homeless Management Information System.</p>         |

**Program Success Monitoring**

Success for the program is most easily tracked by determining the number of households that are able to maintain housing after receiving financial assistance. This is tracked by entering data into the Homeless Management Information System, and by follow up contact with clients at intervals of three months, six months and one year to determine their needs and vulnerability to the challenges they previously faced or entirely new ones. Less easy to track are the results of the information and education they get through the process of developing a working budget and an understanding of what they need to do to maintain housing.

**Program Success Examples**

KB had been evicted from her apartment because she could not pay rent since she spent \$900 down payment for a car. She required a car to work and earn an income to support herself and her four children. Since eviction the family stayed in motels, in the car and with friends. KB identified a need for assistance with utility deposits and rent. KB was working full-time and was able to pay for a security deposit, while TDP payed for rent.

DJ applied for rental assistance after she falling behind on rent when her roommate unexpectedly moved out, leaving DJ with all the bills to pay. DJ was evicted. At the time she applied for assistance, she had located a duplex in her previous neighborhood. She wanted to stay in the neighborhood so she would remain in her son's school district. DJ has a special needs son and did not want his life disrupted any further. DJ has been able to stay current as she is sustainable and their monthly household expenses are within her income limits.

## PATH

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| <b>Description</b>                               | <p>The Community Coalition on Homelessness is the state recognized homeless coalition for Manatee County. We provide leadership on issues related to homelessness, advocate for the homeless and those at risk of becoming homeless, and work to coordinate services in the community. Each month we sponsor and organize a meeting, (3rd Thursday each month), for all entities that provide services or have an interest in serving the homeless. This continuum of care is represented by individuals and agencies that work in government, law enforcement, mental health and substance abuse, employment services, social services, faith based organizations, medical services, business, and housing services. An agenda is dictated by the needs of the group and issues currently impacting services in the community and always time for sharing information and networking. The Coalition (Turning Points) also produces an annual Community Resource booklet providing basic information regarding community services.</p> |
| <b>Budget</b>                                    | \$12,000.00  |
| <b>Category</b>                                  | Human Services, General/Other Services for the Homeless  |
| <b>Program Linked to Organizational Strategy</b> | Yes  |
| <b>Population Served</b>                         | Homeless Poor, Economically Disadvantaged, Indigent Unemployed, Underemployed, Dislocated  |
| <b>Short Term Success</b>                        | <p>Every month people who are impacted by homelessness and people who care about the issues related to homelessness have the opportunity to share information, learn about local resources, and develop strategies to work together to make the most impact. PATH meetings serve not only to raise awareness but to educate about the possibilities and opportunities that exist. Awareness of the resources and programs in the community goes a long way toward ensuring that referrals made to clients are appropriate, thus saving them enormous time and energy.</p>  |
| <b>Long Term Success</b>                         | <p>The change that we are working for is the community working together to address the core issues that impact homelessness. Poverty is on the increase in our county and is a major contributor to the increase in homelessness, as is the lack of employment and economic opportunity that has plagued this area since the recession took hold. By continuing to educate the community about the needs and the opportunities to address the needs with existing resources, we hope to maximize and leverage opportunities to make a difference.</p>  |
| <b>Program Success Monitoring</b>                | <p>The PATH group conducts an annual exercise of examining the gaps in services in our community as they relate to homeless services. Information from this annual assessment is forwarded to the Housing and Development office which utilizes data as they determine where federal dollars will have the most impact in communities. In turn, this assessment is shared with funders at the state level, and influences the criteria for awarding state level funding to agencies dealing with homeless issues.</p>  |

## **Program Success Examples**

The PATH group is currently working to ensure everyone has access to agencies and funding that can assist our shared target population. Each month a review of funding sources is conducted so that all entities assisting people who are homeless understand where resources are and what services are available for clients. Every January Turning Points arranges for the annual Point In Time survey of people who are homeless in Manatee County. The survey is a 24 hour count of people, providing a glimpse of how many people are homeless at a point in time. In addition to those counted, there are people who are doubled up, living with friends or relatives, or avoiding getting help in fear of losing children, and we work to address this group of people, also. Turning Points also sponsors and organizes the annual Stand Down in Manatee County, every first Saturday in November, addressing the needs of veterans and their families as well as the general homeless in a comprehensive service day at the fairgrounds of Manatee County.

## Free Medical and Dental Clinic

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| <b>Description</b>                               | One of the many needs of people struggling with homelessness or on the verge of experiencing it is having access to medical and dental care. With no insurance or little or no income, there is a growing population utilizing emergency rooms for primary care. Our Board committed to addressing this need when they envisioned our One Stop Center. By partnering and collaborating with medical service providers, and utilizing volunteer staffing as much as possible, the clinic leverages resources while making a measurable impact. Clients meet income and residency requirements, and are accepted on a walk in basis as well as for scheduled appointments. The medical clinic is staffed with a part time medical director, a clinic director, fourth year medical and pharmacy students from LECOM and Blake residents. The dental clinic boasts four dentists and a dental hygienist that are paid, as well as volunteers. In March of 2017 the clinic began offering optical services, focusing on diabetics.   |
| <b>Budget</b>                                    | \$166,954.00   |
| <b>Category</b>                                  | Health Care, General/Other Dental Health Care  |
| <b>Program Linked to Organizational Strategy</b> | Yes  |
| <b>Population Served</b>                         | Homeless Poor, Economically Disadvantaged, Indigent Unemployed, Underemployed, Dislocated  |
| <b>Short Term Success</b>                        | Client data from visits to the One Stop Clinic are recorded in the Homeless Management Information System utilized by Turning Points to track information. The medical department operates on a combination walk in and appointment basis with LECOM staff and students seeing clients from 8:30 am to 12:30 pm daily and Blake Hospital residents and private physicians seeing clients in the afternoons daily. Additional medical hours are scheduled for specialty physicians who see clients in our offices on an as needed basis. In the 2016 calendar year the medical department saw 1087 clients for services during 4,505 visits. The dental clinic provided 8,050 services to 1,256 clients during 4,671 visits. The Coalition had 117 licensed health care professionals who provided 8,214.75 hours of donated service at the One Stop Clinic, enabling us to operate with minimal outlay for salaries. In addition there were 41 general staff volunteers, including the students from Lake Erie College of Medicine, that provided 3898.5 hours of volunteer services. Total value of services donated was \$1,052,381. |
| <b>Long Term Success</b>                         | Having access to basic primary care that also serves to connect clients with needed specialty care fills a major gap in the current health care system in Manatee County. Clients now have a place to go other than emergency rooms to get medical attention for their crisis concerns as well as for preventive and long term medical care. The homeless and low/no income population tends to be at greater risk of chronic diseases that are also devastating our general population. Diabetes, high blood pressure and heart conditions are common in our client population while options for treatment are often limited due to their lack of housing and inconsistent diet.<br>The medical/dental service delivery model utilized integrates expertise from the medical, dental and pharmacological staff when assessing and treating clients. The integrated approach enables health professionals to consult on treatment plans for clients, with pharmacology providing critical monitoring and follow up with medications.   |

### **Program Success Monitoring**

Client surveys that measure the level of satisfaction with the service provided are used to monitor both the medical and dental program. It is difficult to measure the degree of improvement in self esteem that is evident in clients after receiving care - especially those who have come in with teeth missing, or very bad oral health conditions. Since many of our clients have not had education about preventive health/oral health care, and many also do not have the capacity to implement what they may know about proper health care, they often have conditions that require drastic interventions. With oral health this often means the only alternative is to pull teeth and provide dentures. The dental program has provided more than 400 dentures since inception in August 2009, and it is difficult to describe the difference in composure and attitude that accompanies a new, beautiful smile from a client who has just received their new teeth!

### **Program Success Examples**

Often we see clients come to the dental clinic with their head down, avoiding eye contact at all costs, and rarely if ever smiling. It is obvious that the bad condition of or lack of teeth has greatly impacted their self esteem and they are reduced to hopelessness and a kind of living limbo. The care and attention these people receive from the dental staff starts to generate a visible change in attitude which culminates with a head held high, beaming and grateful patient that walks out of the clinic with a great smile! Nothing is more gratifying than to witness the metamorphosis that occurs with clients that receive the care, attention, and support that they need. This is true of the medical clinic clients, also, as many of them have been treated poorly at local emergency rooms and other provider's offices. They come in with a chip on their shoulder, ready to do battle to get some care, and are humbled with the reception they get from staff and volunteers.

In the past two years, the dental clinic has provided more than 400 prosthetic devices to clients, at a retail value of more than \$1.2 million dollars.

## Yellow Ribbon Program

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|--|---|
| <b>Description</b>                               | Turning Points has operated a veterans service program, the Yellow Ribbon program since 2013/14 when more than 400 veterans visited the One Stop Center. While services at Turning Points are available to everyone including veterans, the large number of veterans seeking help require dedicated services and staff assigned to them. Many vets have specific needs and require extensive case management to reach stabilization and independence. We utilize a federal grant, the Supportive Services for Veteran Families (SSVF) to target services for homeless veterans and their families. Often veterans have needs such as help with addictions or substance abuse, help to get stable employment, and help with learning financial management strategies that will contribute to their maintaining sustainability. This program has specific goals intended to decrease the number of veterans who are homeless, with an ultimate goal of reaching functional zero for veteran homelessness in Manatee County. |
| <b>Budget</b>                                    | \$234,000.00  |
| <b>Category</b>                                  | Human Services, General/Other Services for the Homeless   |
| <b>Program Linked to Organizational Strategy</b> | Yes   |
| <b>Population Served</b>                         | Homeless At-Risk Populations Poor, Economically Disadvantaged, Indigent   |
| <b>Short Term Success</b>                        | Putting people in housing.  |
| <b>Long Term Success</b>                         | Providing the services and support necessary to assist veterans in becoming stably and sustainably housed.  |
| <b>Program Success Monitoring</b>                | Program success is monitored by utilizing the Homeless Management Information System to enter data for the program. The federal government provides weekly webinars designed to monitor the progress of the SSVF programs throughout the US. They require monthly uploads of data on all clients assisted in our program and provide quarterly reviews of the reports that are provided.  |
| <b>Program Success Examples</b>                  | The program began on October 1, 2013, and we expect to provide housing and ____ families by September 30, 2014.   |

## Comments

### **Program Comments by Organization**

With the need increasing exponentially and the funding decreasing at about the same rate, the major challenge is maintaining the resources needed to provide the critically needed basic services provided by Turning Points. Federal, state and local government funds for homeless services and for rental assistance have all suffered significant decreases. In this environment, it is critical that we are able to raise the needed support from private donors.

We are absolutely committed to partnering and collaborating with agencies and other partners to provide the widest range of services possible in our One Stop Center. Besides reducing the need to travel from place to place, having critically needed services in one place integrates the care that clients receive, resulting in more successful interventions.

In the coming year, (2016/17) we plan to continue our expansion of the medical program thanks to the continuing collaboration with Lake Erie College of Medicine (LECOM) and the new partnership with Blake Medical Center, utilizing residents in our clinic. Reducing the number of people seeking services in an

emergency room is a primary goal of our medical clinic and we are excited to be utilizing volunteers and staff to provide desperately needed access to primary care, which enables us work toward this goal.

With the acquisition of property next door to the One Stop Center, we have added parking for both staff and volunteers. This property has been successfully renovated to provide storage, access to our children's and adult's clothes closets, a bicycle workshop area, and a client choice food pantry. A wonderful collaboration with Goodwill Manasota ensures that donations from you are efficiently organized and distributed where they are most needed!

# MANAGEMENT

## CEO/Executive Director

|                               |                       |
|-------------------------------|-----------------------|
| <b>CEO/Executive Director</b> | Adell Erozer          |
| <b>CEO Term Start</b>         | Nov 2004              |
| <b>CEO Email</b>              | aerozer@tpmanatee.org |

### Experience

Adell began her career as a health educator for Planned Parenthood of Walla Walla, Washington. Her BA in Community Health prepared her for this demanding position, however as she gained experience in her position, she felt drawn to management. She then enrolled in a Master's Degree program at Whitworth College in Spokane which she completed while still employed by Planned Parenthood. When the Executive Director position became available there, she applied and was hired, making her the youngest Executive Director in Planned Parenthood in the US at the time. She took advantage of the many opportunities for training and development that were part of that organization, including time learning grant writing with the Grantsmanship Center of San Francisco. After six years at the Walla Walla affiliate, and after the successful completion of a capital fund drive, she decided to take some time off to travel on an around the world trip. Visiting family overseas, she completed the first six months of the trip, but got sidetracked after that and ended up ultimately living outside the United States for seventeen years. She and her family moved to Bradenton in 2002, and she worked for the Manatee School District for a year and a half as a substitute teacher prior to accepting the position of Executive Director with the Community Coalition on Homelessness. Ms. Erozer has extensive experience with grant writing and has been successful with winning grant awards from federal, state, and local funding sources.

## Former CEOs/Executive Directors

Delores Baldwin  
0 - 0  
William (Bill) Gasporovic  
0 - 0

## Senior Staff

Ms. Margi Dawson  
Development Director  
Mr. Francisco (Frank) Enriquez  
Operations Manager  
Mr. Derrick Heard  
Yellow Ribbon Program Manager  
Ms. Cheryl Hedger  
Volunteer Coordinator  
Ms. Beverly Hill  
Open Door Coordinator

## Staff & Volunteer Statistics

|                        |    |
|------------------------|----|
| <b>Full Time Staff</b> | 23 |
| <b>Part Time Staff</b> | 2  |

|   |     |
|---|-----|
| <b>Staff Retention Rate %</b>                   | 83  |
| <b>Professional Development</b>                 | Yes |
| <b>Contractors</b>                              | 6   |
| <b>Volunteers</b>                               | 176 |
| <b>Management Reports to Board</b>              | Yes |
| <b>CEO/Executive Director Formal Evaluation</b> | Yes |
| <b>Senior Management Formal Evaluation</b>      | Yes |
| <b>NonManagement Formal Evaluation</b>          | Yes |

## Collaborations

We collaborate with many different agencies/individuals in Manatee County and beyond to deliver the best possible services for our clients. Currently our partners that provide services at the One Stop Center are:

Lake Erie College of Medicine - provide supervisory physicians for medical and pharmacology students

Blake Medical Center - collaborates to offer residents to provide primary care in the medical clinic

Centerstone - provides staff for outreach to the homeless and counseling - exploring providing behavioral health services in the One Stop Clinic

Goodwill Manasota - provides full time staff on site for employment assistance as well as a full time staff for the collaborative effort in our donation center

Veterans Administration - provides staff for veterans counseling and assistance

Our Daily Bread - provides a meal from 10:00 - 11:30 am 364 days a year

Manatee County Health Department - provides HIV/Aids and STD testing on a monthly basis

Well Care and Freedom Healthcare - healthcare plans and counseling for obtaining coverage

Other agencies we work closely with include Project Heart, the school district program for homeless children and their families, the Salvation Army, Hope Family Services, and Manatee Community Action Agency.

## Comments

### **Management Comments by Organization**

As the One Stop Center expands services, the change that accompanies this is always a challenge to manage. Especially challenging currently are the changes required for the supportive services staff in the medical/dental clinics as more services require more paperwork, reporting, and follow up.

This 2016 year has brought change to the overall board makeup of Turning Points, also. The board lost three key members who had served term limits of nine years, guiding the organization through the vision of developing and operating a One Stop service center. We are fortunate to have brought on an enthusiastic group of new board members who have new and different skills that need to be exploited in the best possible way for the benefit of the agency and community.

We are also challenged to maintain our excellent staff. As people reach retirement age, have health issues or just want to explore new opportunities we need to be able to offer employment packages that are competitive to those of other non-profits in the area. Lacking health benefits as well as retirement benefits have been factors in the decision of well qualified individuals in turning down employment offers here.

# GOVERNANCE

## Board Chair

|                            |                               |
|----------------------------|-------------------------------|
| <b>Board Chair</b>         | Alexander (Sandy) Kirkpatrick |
| <b>Company Affiliation</b> | Retired - Community Volunteer |
| <b>Board Term</b>          | Mar 2014 to Mar 2018          |
| <b>Board Chair Email</b>   | alkirkpatrick@yahoo.com       |

## Board Members

| <b>Name</b>                   | <b>Affiliation</b>       | <b>Status</b> |
|-------------------------------|--------------------------|---------------|
| James Bruen                   | Retired                  | Voting        |
| Sarah Colandro                | Fawley Bryant Architects | Voting        |
| Mark DeHaan                   | SunTrust Bank            | Voting        |
| Alexander (Sandy) Kirkpatrick | Retired                  | Voting        |
| Dr. David Law                 | Retired - Pulmonologist  | Voting        |
| Erika Lisch                   | Cavanaugh & Co., LLP     | Voting        |
| Pat Osburn                    | Boyd Insurance           | Voting        |
| Marisa Powers                 | Blalock & Walters        | Voting        |
| Ms. Jeannie Slater            | Retired Nurse            | Voting        |
| Mr. G. Rod Tait               | Retired                  | Voting        |
| Erin VanderVeen               | IT WORKS!                | Voting        |
| David Wells                   | Goodwill Manasota        | Voting        |

## Board Demographics - Ethnicity

|  |     |
|--|-----|
| <b>African American/Black</b>          | 0   |
| <b>Asian American/Pacific Islander</b> | 0   |
| <b>Caucasian</b>                       | 12  |
| <b>Hispanic/Latino</b>                 | 0   |
| <b>Native American/American Indian</b> | 0   |
| <b>Other</b>                           | 0 0 |

## Board Demographics - Gender

|                      |   |
|----------------------|---|
| <b>Male</b>          | 7 |
| <b>Female</b>        | 5 |
| <b>Not Specified</b> | 0 |

## Governance

|                           |   |
|---------------------------|---|
| <b>Board Term Lengths</b> | 3 |
| <b>Board Term Limits</b>  | 3 |

|  |     |
|--|-----|
| <b>Board Orientation</b>                                 | Yes |
| <b>Number of Full Board Meetings Annually</b>            | 11  |
| <b>Board Meeting Attendance %</b>                        | 77  |
| <b>Board Self-Evaluation</b>                             | Yes |
| <b>Written Board Selection Criteria</b>                  | Yes |
| <b>Percentage of Board Making Monetary Contributions</b> | 100 |
| <b>Percentage of Board Making In-Kind Contributions</b>  | 67  |
| <b>Constituency Includes Client Representation</b>       | No  |

## Standing Committees

Executive

Finance

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

## Comments

### **Governance Comments by Organization**

Maintaining a qualified, committed staff as well as volunteers in key positions in our four major programs is a challenge that we continue to meet well. We have not been able to increase staff salaries for seven years, nor have we been able to provide medical/dental health insurance or a retirement plan. Yet, we have been able to maintain our core staff this past year in all programs, a welcome accomplishment. As we begin 2017 we will continue with strategies to improve our resource development to provide stable sources of funding for our programs. This is always a challenge, one we plan on improving with increased communications to the public about our services, the need for services, how we meet the need, and how much we are able to accomplish with the resources we need at our disposal! A recent report completed by the University of South Florida recognizes the impact of programs operated by Turning Points providing value of more than \$24 million to the community! Using this information, we feel we can make a good case for the value of investing in our services!

An ongoing challenge is providing leadership in the community to develop affordable housing options for the population we serve. Bringing together the public and private entities that are needed to have them identify housing as a priority will be a challenge we address this year, again, with the hopes of starting the implementation of short and long term strategies to develop more housing for low income community members. We also are challenged to support and expand our medical and dental services to meet the increased demand in a confusing health care environment.

# FINANCIALS

## Current Financial Info

|  |                |
|--|----------------|
| <b>Fiscal Year Begins</b>  | 2017           |
| <b>Fiscal Year Ends</b>  | 2018           |
| <b>Projected Revenue</b>   | \$2,641,666.00 |
| <b>Projected Expenses</b>  | \$2,641,666.00 |
| <b>Total Projected Revenue includes "in-kind" contributions/ donations</b> | No             |
| <b>Endowment Value</b>   | \$10,125.00    |
| <b>Spending Policy</b>   | Income Only    |
| <b>Spending Policy Percentage</b>  | 0              |
| <b>Tax Credits</b>   | No             |

## Capital Campaign

|   |    |
|---|----|
| <b>In a Capital Campaign</b>                    | No |
| <b>Campaign Goal</b>                            | 0  |
| <b>Anticipate Campaign Within Next 5 Years?</b> | No |

## IRS Form 990s

990 2016-1017  
990 2015-2016  
990 2014-15  
990  
990  
990 2011-12  
990  
990  
990  
Form 990

## Audit/Financial Documents

Audit 2016-17  
Audit 2015-2016  
Audit 2014-15  
Audit 2013-14  
Audit 2012-13  
Audit 2011-12  
Audit  
Audit

## Solvency

**Short Term Solvency**

| <b>Fiscal Year</b>                                       | <b>2017</b> | <b>2016</b> | <b>2015</b> |
|--|-------------|-------------|-------------|
| <b>Current Ratio: Current Assets/Current Liabilities</b> | 17.00       | 14.29       | 15.89       |

**Long Term Solvency**

| <b>Fiscal Year</b>                        | <b>2017</b> | <b>2016</b> | <b>2015</b> |
|---|-------------|-------------|-------------|
| <b>Long-Term Liabilities/Total Assets</b> | 0%          | 0%          | 0%          |

## Historical Financial Review

**Revenue and Expenses**

| <b>Fiscal Year</b>    | <b>2017</b> | <b>2016</b> | <b>2015</b> |
|-----------------------|-------------|-------------|-------------|
| <b>Total Revenue</b>  | \$8,327,774 | \$5,064,210 | \$4,240,026 |
| <b>Total Expenses</b> | \$8,105,159 | \$5,242,218 | \$3,599,776 |

**Revenue Sources**

| <b>Fiscal Year</b>                              | <b>2017</b> | <b>2016</b> | <b>2015</b> |
|---|-------------|-------------|-------------|
| <b>Foundation and Corporation Contributions</b> | \$0         | \$0         | \$1,121,346 |
| <b>Government Contributions</b>                 | \$2,556,475 | \$1,897,713 | \$922,044   |
| <b>Federal</b>                                  | \$562,579   | \$551,521   | \$502,228   |
| <b>State</b>                                    | \$337,872   | \$205,618   | \$265,825   |
| <b>Local</b>                                    | \$516,701   | \$332,946   | \$153,991   |
| <b>Unspecified</b>                              | \$1,139,323 | \$807,628   | \$0         |
| <b>Individual Contributions</b>                 | \$5,485,041 | \$2,962,000 | \$1,965,784 |
| <b>Indirect Public Support</b>                  | \$0         | \$0         | \$0         |
| <b>Earned Revenue</b>                           | \$0         | \$0         | \$0         |
| <b>Investment Income, Net of Losses</b>         | \$3,628     | \$145       | \$163       |
| <b>Membership Dues</b>                          | \$0         | \$0         | \$0         |
| <b>Special Events</b>                           | \$0         | \$188,886   | \$216,941   |
| <b>Revenue In-Kind</b>                          | \$5,374,727 | \$2,836,369 | \$1,588,570 |
| <b>Other</b>                                    | \$22,576    | \$15,466    | \$13,748    |

**Expense Allocation**

| <b>Fiscal Year</b>                             | <b>2017</b> | <b>2016</b> | <b>2015</b> |
|--|-------------|-------------|-------------|
| <b>Program Expense</b>                         | \$7,747,480 | \$4,707,580 | \$3,333,574 |
| <b>Administration Expense</b>                  | \$357,679   | \$358,405   | \$184,610   |
| <b>Fundraising Expense</b>                     | \$0         | \$176,233   | \$81,592    |
| <b>Payments to Affiliates</b>                  | \$0         | \$0         | \$0         |
| <b>Total Revenue/Total Expenses</b>            | 1.03        | 0.97        | 1.18        |
| <b>Program Expense/Total Expenses</b>          | 96%         | 90%         | 93%         |
| <b>Fundraising Expense/Contributed Revenue</b> | 0%          | 3%          | 2%          |

**Assets and Liabilities**

| <b>Fiscal Year</b>           | <b>2017</b> | <b>2016</b> | <b>2015</b> |
|------------------------------|-------------|-------------|-------------|
| <b>Total Assets</b>          | \$5,097,064 | \$4,864,892 | \$5,042,637 |
| <b>Current Assets</b>        | \$1,139,847 | \$821,776   | \$909,470   |
| <b>Long-Term Liabilities</b> | \$0         | \$0         | \$0         |
| <b>Current Liabilities</b>   | \$67,045    | \$57,488    | \$57,225    |
| <b>Total Net Assets</b>      | \$5,030,019 | \$4,807,404 | \$4,985,412 |

**Top Funding Sources**

| <b>Fiscal Year</b>                                       | <b>2017</b>                                 | <b>2016</b>                               | <b>2015</b>                                |
|--|---|---|--|
| <b>Top Funding Source &amp; Dollar Amount</b>            | Contributions, gifts, grants \$5,485,041    | Contributions, gifts, grants \$2,962,000  | Contributions, gifts, grants \$1,965,784   |
| <b>Second Highest Funding Source &amp; Dollar Amount</b> | Government Grants - Unspecified \$1,139,323 | Government Grants - Unspecified \$807,628 | Foundation & Corporate Support \$1,121,346 |
| <b>Third Highest Funding Source &amp; Dollar Amount</b>  | Government Grants - Federal \$562,579       | Government Grants - Federal \$551,521     | Government Grants - Federal \$502,228      |

**Comments**

**Financial Comments by Organization**

Turning Points is happy to proclaim we are debt free, thanks to the generosity of one of our stalwart donors who recognizes the importance of investing in services that multiply many times the amount invested. Our medical clinic added eye services to the health care options available to clients this past year, requiring the dedication of one of our eight exam rooms for ophthalmology. This service is targeted toward the many diabetic clients we have, but also provides basic eye care services to non-diabetic clients. Thanks to a collaboration with a local eye foundation, we can provide glasses to clients, also! We are grateful to the many donors who support our work, and to the many volunteers who provide in kind services that enable us to provide the scope of services needed by our clients. We continue to be challenged in maintaining revenue streams to support operations. Piecing together grants is necessary, especially in the medical and dental programs which are so expensive. Dental continues to be the most requested service we have, and continues to be the least available health service in our community. Expenses to provide dental care are far greater than those for medical care, and we are always challenged to come up with funding to support the dental program. We continue to search for new avenues of revenue that can be exploited, and the board of directors is conducting research into the various methods other clinics throughout the state and nation support the provision of free care.

**Financial Comments by Foundation**

Financial analysis provided is based on IRS Form 990s and audits. 990s and audits reconcile. Individual contributions include foundation grants and corporate support. The value of in-kind contributions is included in income in the audited financial statements.

# PLANS, POLICIES & LICENSES

## Plans

|                                       |          |
|---------------------------------------|----------|
| <b>Fundraising Plan</b>               | Yes      |
| <b>Communication Plan</b>             | Yes      |
| <b>Strategic Plan</b>                 | No       |
| <b>Strategic Plan Adopted</b>         | Oct 2016 |
| <b>Years Strategic Plan Considers</b> | 1        |
| <b>Management Succession Plan</b>     | No       |
| <b>Continuity of Operations Plan</b>  | Yes      |

## Policies

|  |     |
|--|-----|
| <b>Organizational Policies and Procedures</b>  | Yes |
| <b>Written Conflict of Interest Policy</b>     | Yes |
| <b>Nondiscrimination Policy</b>                | Yes |
| <b>Directors and Officers Insurance Policy</b> | Yes |
| <b>Whistle Blower Policy</b>                   | Yes |
| <b>Document Destruction Policy</b>             | Yes |

## Affiliations

| <b>Affiliation</b>          | <b>Year</b> |
|-----------------------------|-------------|
| Manatee Chamber of Commerce | 2018        |
| United Way Member Agency    | 2018        |

## Awards & Recognition

| <b>Award/Recognition</b>                   | <b>Organization</b>          | <b>Year</b> |
|--|------------------------------|-------------|
| Physician (Dentist) of the Year            | Manatee Chamber of Commerce  | 2016        |
| Lifetime Achievement Award                 | Manatee Chamber of Commerce  | 2016        |
| Individual of Merit Award                  | Manatee Chamber of Commerce  | 2016        |
| Finalist - Non-profit of the Year          | Manatee Chamber of Commerce  | 2017        |
| Lifetime Spirit Award Winner - Dr. Mattina | Manatee Community Foundation | 2017        |

## Government Licenses

**Is your organization licensed by the Government?** Yes

## Planning & Policies Comments

### **Planning & Policies Comments by Organization**

For the 2017/18 fiscal year, our board is planning to work on a new strategic plan at the board retreat which we

traditionally have in the fall.

**Planning & Policies Comments by Foundation**