



DEDICATED  
TO SEEING  
AN END TO  
HOMELESSNESS  
IN SAN DIEGO

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# Annual Report 2016



# OUR CREED

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## **COMPASSION**

Concern for others and a desire to assist.

## **RESPECT**

An act of giving particular attention or special regard.

## **EMPATHY**

Understanding, an awareness of and sensitivity to the feelings of others.

## **EMPOWERMENT**

Helping others to help themselves.

## **DIGNITY**

Counting all people worthy of our esteem.

## We See a City Without Homelessness | A Letter from Deacon Jim

This year, Father Joe's Villages celebrates the 30-year anniversary of the opening of the Joan Kroc Center. On August 31, 1987, Bishop Leo Maher, Monsignor Joseph Topping and Joan Kroc collectively cut the ribbon to open the new state of the art facility. At the ceremony, Father Joe spoke of his dream to build a first-rate facility offering high-quality services dedicated to supporting human dignity. Three decades later, the Joan Kroc Center and our many other programs and services continue to uphold Father Joe's Villages as a beacon of hope for individuals and families.

Our staff, volunteers and donors remain committed to Father Joe's pledge to treat people with dignity. Where others see homelessness, we see hope. We see the relentless commitment of our staff and volunteers as they implement comprehensive and effective programs. We see the dedication and determination of our clients as they work their way out of homelessness.

In the humble words of Pope Francis, *"In the poor and outcast, we see God's face; by loving and helping the poor, we love and serve God."*

Father Joe's vision has grown from a single building serving 350 neighbors in need to an organization that houses nearly 1,900 people every night and provides a depth and breadth of services unparalleled in San Diego.

I am proud to highlight this growth in our 2016 annual report. It showcases the incredible work, dedication and commitment of our staff, volunteers and donors and underlines that an investment in Father Joe's Villages is an investment in life-changing results.

In 2016, through your support, we helped 828 people successfully move into permanent housing.

Knowing this, I marvel at the prospect of what we can accomplish together in 2017. Already, Father Joe's Villages has commenced work on one of our most forward-thinking initiatives to date, Turning the Key: Unlocking a Brighter San Diego.

Turning the Key will provide 2,000 additional affordable homes to a region afflicted by the lowest housing vacancy rates in the country. This much-needed housing will breathe new life into unused lots and overlooked buildings.

This bold initiative addresses the largest barrier to ending homelessness in San Diego – the lack of affordable housing – while also continuing to offer the supportive services necessary for clients to thrive.

Even more powerful, Turning the Key demonstrates the incredible transformation that is possible when we unite as a community. This year, please continue your support; help us ensure that all of San Diego shines.

Yours in God's service to our neighbors in need,

Deacon Jim F. Vargas, OFS  
President | CEO



Learn more about Turning the Key  
on [page 16](#) or at [neighbor.org/thekey](http://neighbor.org/thekey)



In 2016, Father Joe's Villages helped 828 people move into permanent housing, successfully ending their homelessness.



73% of clients who received targeted employment services in 2016 obtained employment. 97% of clients who participated in our employment program increased their employability.

## We See Nothing but Hope | Success Story

**Flaviene** At 48 years old, this soft-spoken woman became homeless only after she relocated to America. Tragically, she had lost her entire family – more than 58 people – in the unspeakable atrocities of the Rwandan genocide. She came to the United States traumatized and alone.

Father Joe's Villages takes an individualized approach to working with every client. Flaviene was an officer in the Rwandan Army and a police officer. She had significant professional experience, but wasn't familiar with American employment norms. In addition, she needed to work through the incredible trauma she had experienced.

Our Employment and Education Services program provided resume writing and interview skills training, and taught her how to apply for jobs online.

Flaviene also took the opportunity to work through her past, actively participating in mental health groups offered by our Mental Health Services program. The groups helped her talk about her experience and learn new ways of coping with her past.

Flaviene received physical and mental healthcare through the Village Family Health Center. She found support for both in one location, seeing a therapist and a medical doctor who worked one-on-one with her to develop a customized treatment plan.

She shared, ***"The staff is well trained and dedicated. They are humane; they work with each individual regarding their individual needs."***

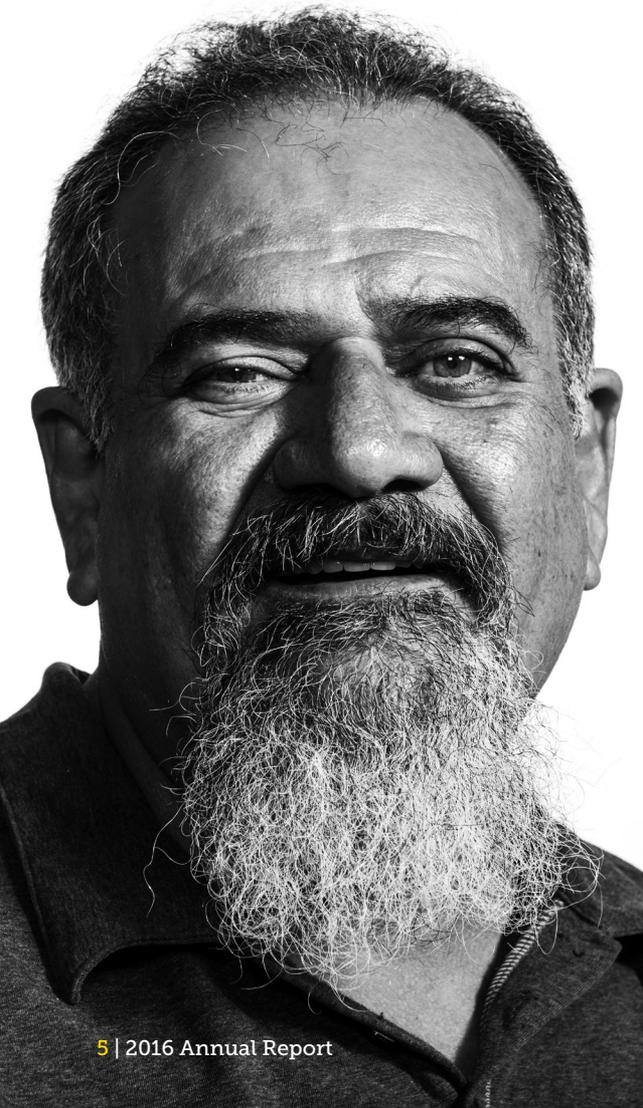
Throughout this whole process, she relied on her faith for strength, attending church regularly in North County and attending spiritual support groups through our Chaplaincy program. She participated in bible study and the Women's Conversation Group.

The safe, welcoming, supportive environment and the professional, compassionate, individualized assistance provided by staff and volunteers were critical to her success.

Flaviene obtained a job in June 2016 and moved into her own apartment at the end of the year. She credits the staff for providing the support and encouragement she needed to make a better life for herself:

***"Every day, my case manager (Lauri) gave me something to do to make sure I got out of bed, to make sure that I got up and got dressed. I will never forget the generosity of each and every person that I came across ... from volunteers in the kitchen to residential staff, doctors and security officers."***





## We See People Home | Success Story

**Francisco** loved his mother. During her final years, he moved in with her so that he could take care of her. She eventually passed away, leaving Francisco homeless at 61 years old.

Disabled and unable to work, he had applied for Supplemental Security Income and was denied. Francisco stayed with friends here and there for a while but didn't want to be a burden to them. He eventually came to Father Joe's Villages.

Francisco spent months on the street before he moved into the Paul Mirabile Center. When asked what the hardest thing about being on the street was, he responded, *"Not knowing where you were going to spend the next night. You are not always welcome; you might be welcome one night and then the next day you are not."* When he first moved to the Paul Mirabile Center, Francisco said that one of the best things was *"Having a place where I could get my thoughts together, so I could regain my mental drive to continue."*

Francisco's multidisciplinary team knew they needed to help him get an income so he could pay for housing. Father Joe's Villages is a leader in San Diego in implementing the Homeless Outreach Program for Entitlements (HOPE). This program helps people who are homeless and living with disabilities to complete and expedite applications for federal income benefits. The program, a partnership with the Social Security Administration and others, reduces the application time for benefits from two years to three months.

Francisco and his Father Joe's Villages team had to do a lot of legwork to get the medical records needed to document his disability. He worked with doctors in the Village Family Health Center to diagnose his illness and get needed treatment.

Francisco also spent time in individual and group therapy through Mental Health Services and participated in health and wellness groups. Francisco says through therapy and group meetings with other residents, *"I got to talk to people. I learned that I wasn't alone. We helped each other pull through, together."*

Francisco moved out in December 2016. He is paying his own rent now and is happy to be in a place of his own again. When asked what he would tell others about Father Joe's Villages, he says:

*"Father Joe's Villages is a great program. I found people who believed in me when I stopped believing in myself. When I thought I couldn't go on, there were people behind me who said, 'Yes you can; you are worth it.'"*

## We See People on a Mission to Help Those in Need | Donor Spotlight

When **Patrick and Stephanie Kilkenny** lived in downtown San Diego, they witnessed firsthand the difficult realities faced by the men, women and children living on the streets. Their experience helped them understand the need for innovative and tailored solutions in the effort to end homelessness. This is one of the reasons why Patrick and Stephanie have chosen to support Father Joe's Villages for over 20 years.



*“Homelessness is a devastating issue, and we like how Father Joe’s Villages offers comprehensive programs that provide more than just a meal and a place to sleep.” – Stephanie Kilkenny*

With Father Joe's Villages and other worthy causes in mind, Patrick and Stephanie established the Lucky Duck Foundation in 2005. Their dedication, as well as the generosity of Lucky Duck supporters, helped the organization donate nearly \$7.3 million to various charities since its founding. In 2016, Lucky Duck's premier annual event, Swing & Soirée, raised \$1.5 million for a triad of San Diego-based organizations, including Father Joe's Villages. In addition to fundraising, Patrick and Stephanie personally match every dollar the Lucky Duck Foundation donates to beneficiaries.

*“We like to say, ‘Share the luck.’ If you feel fortunate in your home and health the Lucky Duck Foundation provides an opportunity to give thanks by giving back.” – Patrick Kilkenny*

In total, Patrick and Stephanie and the Lucky Duck Foundation have given nearly \$2.6 million to Father Joe's Villages. They have changed the lives of countless San Diegans by investing in the mission to end homelessness. Patrick and Stephanie Kilkenny illustrate what can be accomplished if one possesses the will to make a difference. Father Joe's Villages is forever thankful for their consistent support and their commitment to helping their neighbors in need.

You can learn more about the Lucky Duck Foundation and their support of Father Joe's Villages at [www.luckyduckfoundation.org](http://www.luckyduckfoundation.org)

10,000  
volunteers

provided

162,037 hours

of their time in 2016,  
representing a  
donation equal to nearly

\$4.5M

Volunteers serve meals,  
provide medical care,  
offer legal services, teach  
classes, tutor children and  
provide special events for  
adults, kids and more.

## We See a Tremendous Wave of Generosity | Volunteer Spotlight



Windansea Surf Club in La Jolla has a long history of giving back. The Surf Club's annual event, Day at the Beach, is a 31-year tradition that has included Father Joe's Villages from the beginning. Since inviting us to be the Surf Club's first beneficiary, Windansea has returned year after year to offer a day of sand, sun and fun to kids living with the realities of homelessness. As Therapeutic Childcare Program Manager Jennifer Ryan puts it, the event allows children of homeless families to ***"Put their worries aside and just be kids for a day."*** Event organizer and longtime Windansea Surf Club member Bill Fitzmaurice says that for him and the many volunteers who make the event happen every year, ***"We get more from the kids than I think anyone understands. The kids are so excited. It is energizing. It reminds us of how lucky we are."***



Every minute of Day at the Beach is designed to encourage and inspire confidence in the children. When they step off the bus, surfboards line a pathway leading them to the beach, while volunteers cheer their arrival. Next, they are treated to breakfast and an opening ceremony to generate excitement for the events to come. Finally, they are paired up with a surfing buddy who teaches them how to ride the waves. Often, the children are nervous approaching the water, but by the end of the day, most of them are standing up on their surfboards. Bill Fitzmaurice shared that watching children master basic surfing skills is his favorite part of the event.

***"When you see the kid that you are with ... pop up on a board, and they are surfing – you see the smile and look on their face – it is Christmas in the summer. Just watching them open up – it is incredible."***  
– Bill Fitzmaurice

After a full day of surfing, new friends and good food, the kids receive awards, applause and a goodie bag during the closing ceremony. Cleverly disguised as a thrilling day of fun and frolic, the event's true purpose is to offer our children the opportunity to overcome their fears and gain confidence in their ability to learn a new skill. ***"Events like these remind our kids that they are important to the world and that people do care about them and do 'see' them. They aren't forgotten,"*** Jennifer Ryan said. Father Joe's Villages appreciates Windansea Surf Club's yearly efforts to not only share the magic of surfing, but also to leave a lasting impression of kindness on the lives of clients and staff of Father Joe's Villages.

## We See a Team That's Making a Difference | Employee Spotlight

At Father Joe's Villages, we see miracles happen every day. The remarkable changes we see in our clients are only made possible through the passion and hard work of our dedicated employees. At Father Joe's Villages, we are blessed to have many team members who can measure their time with us in decades.

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### Jayne Gongol

*Family Literacy Coordinator*

September marks Jayne Gongol's 20th anniversary of working at Father Joe's Villages. The main reason that Jayne has stayed for so long is because she loves building relationships with kids and families. ***"You are so hooked into an atmosphere of such feelings of love for the families and children that you really can't bear to leave it,"*** she said. As the family literacy coordinator, Jayne spearheads programs that support children in fostering a love of reading and that promote parental involvement in literacy activities.

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### Laura Kojima

*Volunteer Services Program Manager*

Laura Kojima joined the Volunteer Services team nearly 20 years ago. After working at a few for-profit companies, Laura appreciated the culture of giving at Father Joe's Villages. She enjoys hearing client stories and knowing that Volunteer Services has a hand in their success. ***"Volunteers are really important to what we do at the Village,"*** she said. Laura manages over 10,000 volunteers to guarantee the Village continues operating smoothly all year long. She notes that one of her proudest moments was being chosen as one of the first nonprofits to join the Padres volunteer team.

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### Carlos Saldana

*Store Manager*

Carlos Saldana has spent 26 years working at Father Joe's Villages. He first applied for a position in retail because he needed a job. He has remained for so many years because of the cause. Now, he enjoys learning about the clients and the people of Father Joe's Villages. ***"You get involved with the clients, with trying to help others — that made me stay here,"*** he said. Carlos manages the furniture warehouse, organizes the donation trucks and raises money through retail services.

Other employees who are celebrating their

## 20+ Years

with Father Joe's Villages

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**Linda Akbar**

*Addiction Treatment & Education Center*

**Joanne Barron**

*Village Family Health Center*

**Victor Gonzalez**

*Retail*

**Jeffrey Heath**

*Retail*

**Alejandro Miranda Sr.**

*Retail*

**Karla Paez**

*Therapeutic Childcare*

**Jerry Ramsey**

*Residential Services*

**Enrique Sonora-Zapata**

*Retail*

House nearly

**1,800 a night**

Provided services to nearly

**13,600 people**

including almost

**1,640 veterans**

**1,260 families**

## We See a Roof Above Everyone's Head | Housing Programs

In 2016, Father Joe's Villages helped **828** people move into permanent housing, successfully ending their homelessness.

**Interim Housing** provides 24-hour shelter, meals and supportive services to people who need a short-term place to stay before moving to transitional or permanent housing.

*94% of adults and children exiting Interim Housing moved to permanent or more stable housing.*

**Transitional Housing** provides up to a year of housing and support focused on helping people obtain income and exit to permanent housing.

*54% of adults served in Interim or Transitional Housing reported having a long-term physical or mental health disability*

**Rapid Rehousing** provides short-term rental assistance and supportive services to help people settle into their own apartment, secure income and become integrated into their local neighborhood, all with the goal of helping them achieve housing stability and quality of life.

*79% of people working with the program who moved into permanent housing remained stably housed.*

**Permanent Supportive Housing (PSH)** provides long-term rental assistance and supportive services to people living in their own apartment. PSH is reserved for people with a disability who are chronically homeless and would not be able to maintain housing stability without support.

*91% of people served in Permanent Supportive Housing were stably housed for one year or more.*

*The average tenure of a tenant living in our Permanent Supportive Housing is five years.*

**Affordable Housing** is offered in five apartment buildings developed and owned by Father Joe's Villages. Our units provide affordable rent for people living on a low income.

Villa Harvey Mandel has **90** studio apartments.

Village Place has **50** one-bedroom apartments.

16<sup>th</sup> & Market has **136** one-, two- and three-bedroom apartments.

15<sup>th</sup> & Commercial has **65** studio apartments.

Boulevard Apartments has **24** one- and two-bedroom apartments.



Transitional Housing, Rapid Rehousing and Permanent Supportive Housing clients receive support from:

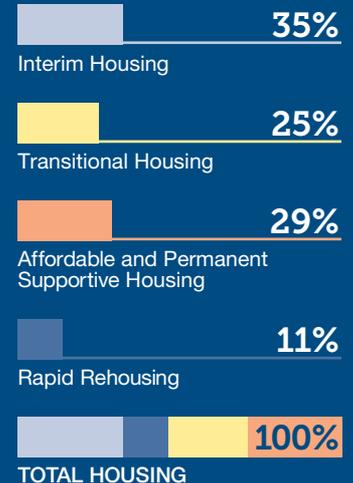
**Multidisciplinary Team Case Management** – Case managers and tenant services coordinators use compassionate, evidence and strengths-based approaches to help clients develop and actively achieve individual goals that help them return to housing as quickly as possible and maintain housing stability.

**Housing Services** – Housing locators find affordable housing opportunities that meet the unique needs of each client. We also provide application and credit improvement assistance.

## Housing

# 2016

All housing programs serve veterans, seniors, single men and women, transition-age youth, people who are disabled and families and children.





## We See a Solution Tailored for Every Need | Programs & Services

**Addiction Treatment & Education Center** is a state-certified outpatient addiction treatment program. Our certified counselors help participants develop treatment plans that combine resources — including support groups, individual counseling, and self-help meetings — with personalized goals to improve overall health and wellness.

*The addiction treatment program served over 500 clients in 2016 and provided more than 2,900 services.*

**The Assessment Center** is the largest assessment site for the region's Coordinated Entry System (CES). CES is designed to match people who are homeless with the housing resources that best meet their needs. The Assessment Center's specially trained staff members meet with individuals and families who are homeless to learn about their strengths, challenges and needs and to enter them into the CES system.

**The San Diego Day Center** offers a haven to those who spend the night on the streets by providing a safe place to rest during the day, along with restrooms, laundry, storage, showers, computer lab, phones, fax and a critical mailing address.

*In 2016, the Day Center provided services to close to 6,800 people, 30% of whom were women. The program provided more than 31,000 showers and did close to 4,000 loads of laundry.*

**Chaplaincy** programs include Catholic Mass, interfaith services, memorial services, men's conversation groups, women's support groups, meditation, retreats and Bible study. Chaplaincy staff and volunteers are from all faiths. They offer a hope-filled presence, compassionate listening and spiritual support.

**Food Services** offers three nutritious meals each day to our Interim and Transitional Housing residents, while the Franklin Antonio Community Lunch Line provides lunch to men, women and children – both homeless and housed – 365 days a year. Many people use our public lunch line as a gateway to learning about our housing and supportive services.

*In 2016, we served nearly 1 million meals to almost 7,000 people.*

**The Health and Wellness Program** provides a broad variety of positive, life-affirming activities. With weekly classes supported by volunteers, such as yoga, tai chi, walking, hiking, music and art, the program replaces the limitations brought on by living without a home with the pride and energy that come from treating oneself well.

**Mental Health Services** provides individual and group therapy to couples, families, single adults, and children. Clinicians utilize evidence-based treatment approaches and seek to help clients understand their experiences, regulate emotions and reduce barriers to self-sufficiency.

*81% of people who completed Reflections Group, an innovative trauma intervention group, improved their mental health.*

**Project 25** is a groundbreaking Permanent Supportive Housing program that provides people who are homeless and frequent users of emergency services with the personalized, comprehensive support they need to move off the streets, achieve long-term housing stability and normalize their use of healthcare systems. Project 25 clients went to the emergency room an average of 42 times in the year prior to enrolling in the program.

*Since Project 25 began, it has saved the community more than \$5.3 million, because participants have reduced or eliminated their dependence on hospital emergency beds, ambulance services and public services.*





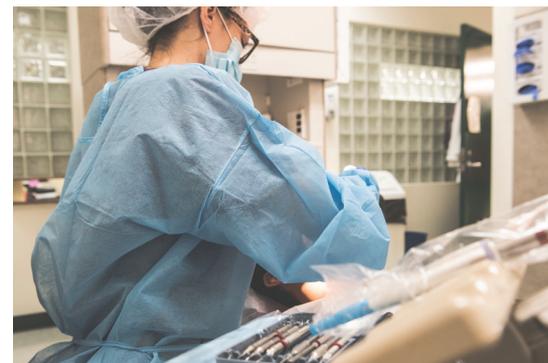
## ADDITIONAL SUPPORTIVE SERVICES



**Therapeutic Childcare Center** is a state-licensed child development center providing specialized infant, toddler and preschool childcare; after-school enrichment programs; targeted behavioral interventions; parent education; and family literacy services that build resiliency, foster emotional growth and promote physical and cognitive development.

*In 2016, the Therapeutic Childcare Center provided nearly 62,000 hours of childcare and after-school care to 415 children.*

*85% of children 3 to 17 years old increased their academic and life skills as a result of the program.*



**Village Family Health Center** provides integrated physical and behavioral healthcare, including a full spectrum of primary care, pediatrics, psychiatry, dental care, case management and more. As a Federally Qualified Health Center (FQHC), most of our services are available at no cost to most patients.

*More than 2,800 patients received services from the Village Family Health Center in 2016.*

*In 2016, the Village Family Health Center provided 6,800 acute care visits, saving the city of San Diego more than \$2 million due to decreased use of emergency rooms*

**Employment & Education Services** helps clients develop and achieve their employment goals by providing access to phones, printers, email, computer instruction, online application tutorials, resume and job interview preparation, job placement, financial management, budgeting and other life skills classes, Homeless Court and more.

*73% of clients who received targeted employment-related services in 2016 obtained employment.*

*97% of clients who participated in the program increased their employability.*

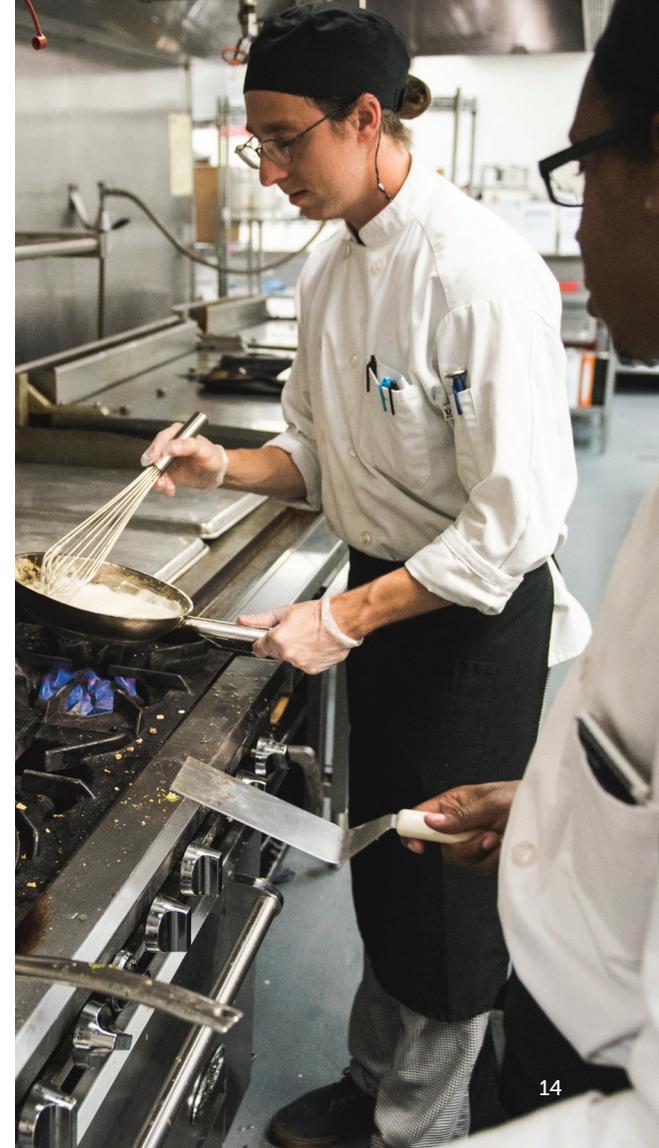
Sector-Based Employment Training helps people regain self-sufficiency through vocational education.

**The Freddie Evarkiou Culinary Arts Program (CAP)** is an accelerated 14-week course taught by a professional culinary instructor that provides the skills needed to work successfully in commercial, restaurant and private kitchens.

*In 2016, 75% of CAP graduates got jobs in local restaurants. 100% of them were hired at more than minimum wage.*

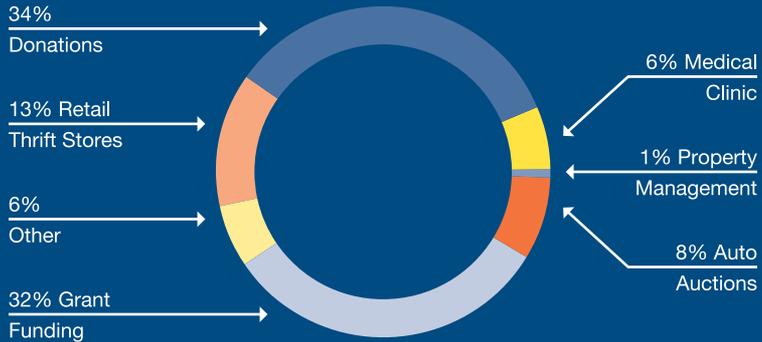
**Guard Card Training** enables people to pursue careers as private security officers and guards. Students are taught by our certified security officers and benefit from state-required courses that prepare them to complete certification and seek work immediately.

Both career tracks help students prepare for job interviews, choose appropriate interview clothing and provide support with finding a job.



**2016** | Combined financials for St. Vincent de Paul Village and S.V.D.P. Management nonprofit activities

Revenue



Expenses

Programs / Retail	84%	
Fundraising	10%	\$3.3M
Administration	6%	\$2.1M
<b>Total</b>		<b>\$34.1M</b>

## We See How to Unlock a Brighter Future | Turning the Key

As one of our dedicated supporters, you know that Father Joe's Villages' mission is to end homelessness, one life at a time. As we look at 2017 and beyond, we're proud to share our new initiative that will transform the lives of more than 2,500 of our neighbors in need – Turning the Key: Unlocking a Brighter San Diego.

San Diego's lowest-income renters spend more than two thirds of their income on rent, leaving little left for food, transportation, health expenses and other fundamental needs. Combined with a rental vacancy rate of nearly zero, it is clear that a lack of affordable housing is the largest barrier to solving homelessness in our region.

Turning the Key will address this problem by creating 2,000 new apartments for people who are homeless. It will breathe new life into underused lots and overlooked buildings, including a combination of new construction on property owned by Father Joe's Villages and the transformation of motels into apartments. Turning the Key is specifically designed to serve people who have fallen into homelessness.

An extensive body of evidence supports that affordable housing coupled with supportive services saves the community money and improves housing, healthcare and quality life outcomes for people who are both

homeless and disabled. For this reason, Turning the Key will provide easily accessible and individualized supportive services to those needing this assistance.

Building on the success of our existing programs and services, this new initiative will allow for us to provide more housing and supportive services. We can even get more people off the streets once and for all.

We're proud to tell you that we will implement this initiative while simultaneously maintaining our steadfast commitment to our existing programs and services.

To learn more about Turning the Key  
visit [neighbor.org/thekey](http://neighbor.org/thekey)





*“I thank God for the people  
in this field that are truly  
concerned and don’t judge us.”*

*– Addiction Treatment  
program participant*



*“Everyone is interested in helping  
you with whatever need you may  
have. I have found the classes  
and teachers very helpful.”*

*– Employment & Education  
Services program participant*



## We See Neighbors Helping Neighbors | Boards of Directors

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### St. Vincent de Paul Village

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& Ergastolo

*“I had core support; that’s something I’ve never had before. People who actually cared. Thank you.”*

*– Family Living Center program participant*



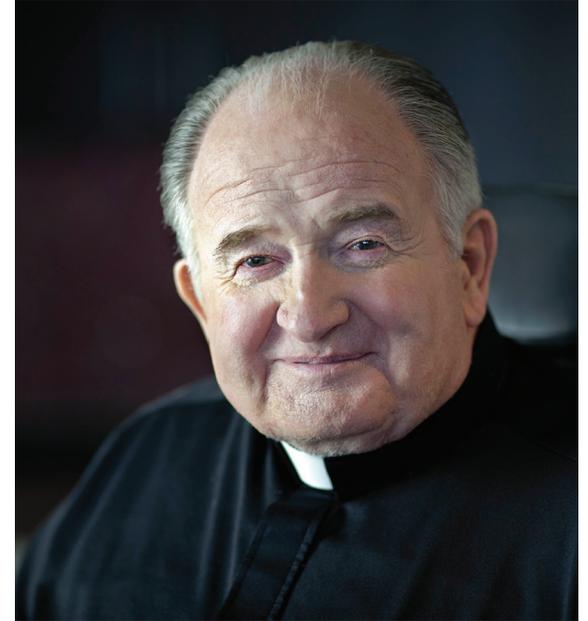
*“I had a wonderful therapist who helped me a lot. My life has been enriched, and I feel motivated to reach my goals in life.”*

*– Mental Health Services program participant*



*“Father Joe’s Villages has always been about ‘neighbors helping neighbors.’ This is a place where people from all walks of life – rich and poor, educated and not, needy and well-off – come together as equals to change people’s lives.”*

*– Father Joe Carroll,  
President Emeritus*



In 2016, the Village Family Health Center provided **6,800** acute care visits, saving the city of San Diego more than **\$2 million**.



The average tenure of a tenant living in our Permanent Supportive Housing is **five years**.

## See How to Get Involved



Donate cash, cars, household goods



Support efforts to increase  
affordable housing



Volunteer



Extend a friendly smile and  
greeting to the people you meet



### Contact information

Call 1.800.HOMELESS  
Or visit [www.neighbor.org](http://www.neighbor.org)

\*Donations are tax-deductible

Father in Heaven, we thank You for your gift to us of the opportunity to care for our sisters and brothers, the poorest of the poor.

Grant us the wisdom, courage and strength to minister to their needs in humility, self-sacrifice, and with mercy, as we work to empower them to achieve self-sufficiency.

In times of pain and anxiety, embrace them with comfort and security.

Help us to be the voice and advocates of these Your children so that all may see their dignity as being made in Your image.

May all of our efforts begin with Your grace, continue with Your guidance, and reach fulfillment in Your will.

Amen



Father  
Joe's  
Villages

# Annual Report 2016

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**Help all of San Diego  
shine by** donating  
your time, cash, cars  
or household goods.

**For more information**  
Call 1.800.HOMELESS  
or visit [www.neighbor.org](http://www.neighbor.org)