

# Building Pathways to Stability

## 2025 Hospitality Hub Annual Report

# A note from our Executive Director



With gratitude,
**Kelcey Johnson**
Executive Director

As I look back on 2025, I'm reminded that the work of Hospitality Hub is built in both big moments and quiet ones—new doors opening, steady hands showing up, and daily acts of care that often go unseen.

This year marked meaningful growth across our organization. We broke ground at Hub North and completed Hub Nashville's first full year of operations. We housed hundreds of individuals and families, opened Cooling and Warming Centers in response to extreme weather, and expanded youth and women's programming to meet growing need. Each of these efforts reflects our commitment to meeting people where they are and responding with dignity and urgency.

One highlight of the year was Hub Nashville being recognized as the city's top-performing HMIS agency. While the recognition itself mattered less than what it represented, it affirmed our belief that compassionate, accountable care can work anywhere. It also reinforced that people are best served when systems are built around their humanity.

Behind the scenes, our team continued to grow and strengthen. We welcomed new staff, invested in the foundation of our work, and focused on building an organization that can sustain both the people we serve and the people who serve alongside us.

As we look ahead to 2026, we remain committed to listening closely, responding boldly, and leading with compassion. There is still much work to do, and I believe the year ahead holds real possibility.

To everyone who has walked alongside Hospitality Hub, including donors, partners, volunteers, and community members, thank you. Your belief, generosity, and trust make this work possible, and we are deeply grateful.

# A note from our Director of Operations



In appreciation,
**Jessica Houari**
Director of Operations

At the Hospitality Hub, we are tackling one of the most visible yet deeply misunderstood issues in our community: homelessness. For most of the public, homelessness looks like a tent, a cardboard sign, or someone sleeping on a sidewalk. But what we see every day is something much more complex. We see years of untreated trauma. We see systems that have failed people over and over again. We see women fleeing violence with nowhere to go. We see people leaving incarceration with no place to land. We see individuals working full-time jobs who still can't afford rent.

Homelessness is not a singular event. It's the result of compounding barriers: lack of affordable housing, inadequate mental health care, wage gaps, systemic racism, domestic violence, and re-entry challenges. The path into homelessness may differ, but the path out always requires a coordinated, compassionate, and client-driven response.

That's where the Hub comes in.

Our model meets people exactly where they are physically, emotionally, and logistically to help them navigate their way forward. Whether it's through our street outreach teams, our women's shelter, Work Local, youth housing, or transitional housing placements, everything we do centers around one mission: removing barriers to housing.

We do this by building trust, honoring autonomy, and creating space (literally and figuratively) for people to heal, stabilize, and grow. Our spaces are trauma-informed, our processes are people-first, and our programs are designed not just to serve, but to empower.

We don't just want to help someone for a day. We want to walk with them until they don't need us anymore. This is hard work. It's also hopeful work. And it only happens because of a team that shows up every day with compassion, clarity, and resolve, and because of a community that believes in our mission.

Thank you for standing with us.

# About the Hospitality Hub

The Hospitality Hub of Memphis was founded in 2007 to provide a single point of entry into the city's homelessness response system. Our mission is to connect individuals with the resources they need to exit homelessness and achieve long-term stability. From its beginnings as a grassroots operation, the Hub has evolved into Memphis's central access point for housing navigation, shelter, employment, and wraparound support. Today, the Hub serves more than 6,000 people annually. In 2021, we completed an $11 million expansion of our downtown campus, consolidating programs into one safe, accessible, and trauma-informed site.

## 2007 Founded

Launched by the Downtown Churches Association as a central access point for people experiencing homelessness in Memphis to receive services.

## 2016 Work Local begins

Individuals experiencing homelessness provided with immediate, paid work opportunities remediating blight in Memphis while helping them build stability and connection to longer-term employment.

## 2018 Imagining Hub Hotel

The Hub uses street level data to build a case for additional emergency shelter beds for women.

## 2020 COVID-19 Response

The Hub leads Memphis' COVID-19 response for individuals experiencing homelessness working with the department of Housing and Community Development, Shelby County, City of Memphis, and UT Health Sciences Center.

## 2021 Program expansion

Core Programs grow to include a Hub Studio pilot - non-congregant tiny homes used for shelter. Hub Hall, a transitional housing support program for young adults ages 18-24, begins the planning phase.



## 2022 New Campus Opens

A new downtown campus opens at 590 Washington.

## 2025 Nashville launch

Hub Nashville opens in a former motel, offering interim housing and outreach for individuals exiting encampments.

## 2025 Hub North Groundbreaking

Construction begins on a family-focused campus with cottages and on-site supports. Opening planned for 2026.

# You can be part of making this city a great place for everyone.

# Core Values



# The mission of the Hospitality Hub is to connect individuals with the resources they need to begin their journey out of homelessness.

## Hospitality

We welcome every guest with respect, compassion, and dignity.

## Ownership

We take responsibility for outcomes and strive for excellence.

## Making a difference

We focus on real, measurable change in people's lives.

## Empathy

We listen deeply and honor the stories of those we serve.

# Impact Measures



### Permanent Housing Exits

## 418

Core mission success metric; indicates how many guests successfully transition to permanent housing.

### Guests In Active Case Management

## 3,360

Demonstrates the scale and reach of The Hub's impact.

### Shelter Vouchers / Referrals Issued

## 5,036

Indicates immediate crisis response capacity.

### Work Local Shifts Filled

## 585

Highlights success in providing employment and community cleanup.

### Amount Raised from Individual Donors

## $390,505

Critical for sustainability and shows community engagement.

### New Guests Engaged

## 2,897

Shows The Hub's reach to new people in crisis, a signal of both demand and trust in the community.

### Outreach Interactions

## 3,232

Demonstrates the Hub's commitment to meeting people where they are.

### Number of Families Served

## 821

Highlights the Hub's capacity to address homelessness amongst families.

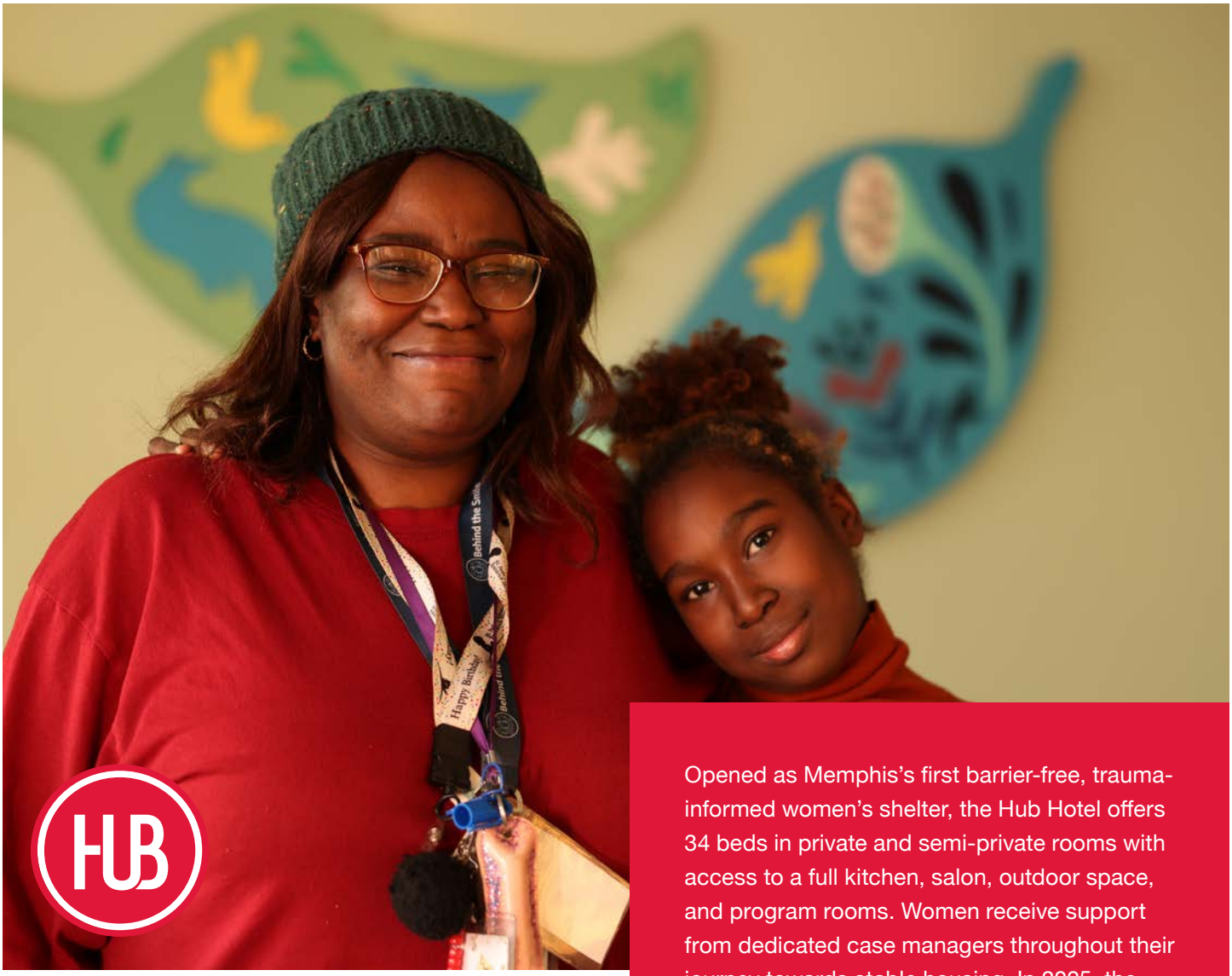
# Facilities & Programs

The Hub is guided by a housing-first philosophy: **housing is healthcare, stability, and dignity. Everything we do is designed to make homelessness rare, brief, and non-recurring.**



A cottage-style, non-congregate shelter program relaunched in 2023 to serve couples, families with older children, and individuals with PTSD who cannot access traditional shelter. In 2025, Hub Studios served 130 guests with an average length of stay being 57 days before moving into permanent housing, demonstrating the Studios' role as a true bridge from street to stability.

# :Hub Studios



Opened as Memphis's first barrier-free, trauma-informed women's shelter, the Hub Hotel offers 34 beds in private and semi-private rooms with access to a full kitchen, salon, outdoor space, and program rooms. Women receive support from dedicated case managers throughout their journey towards stable housing. In 2025, the average length of stay based on guests who've exited each month was 38 days. Hub Hotel provided services to 642 individuals, 36% of whom were children.

# :Hub Hotel



# :Hub Hall

As a transitional housing program for youth ages 18 to 24, Hub Hall provides a safe and stable environment where young people can begin moving toward independent living. Guests stay in individual dormitory-style rooms that offer both privacy and autonomy. Through on-site case management, youth receive support in securing income, obtaining vital documents, and accessing education, employment, and mental health resources tailored to their goals.



# :Hub Nashville

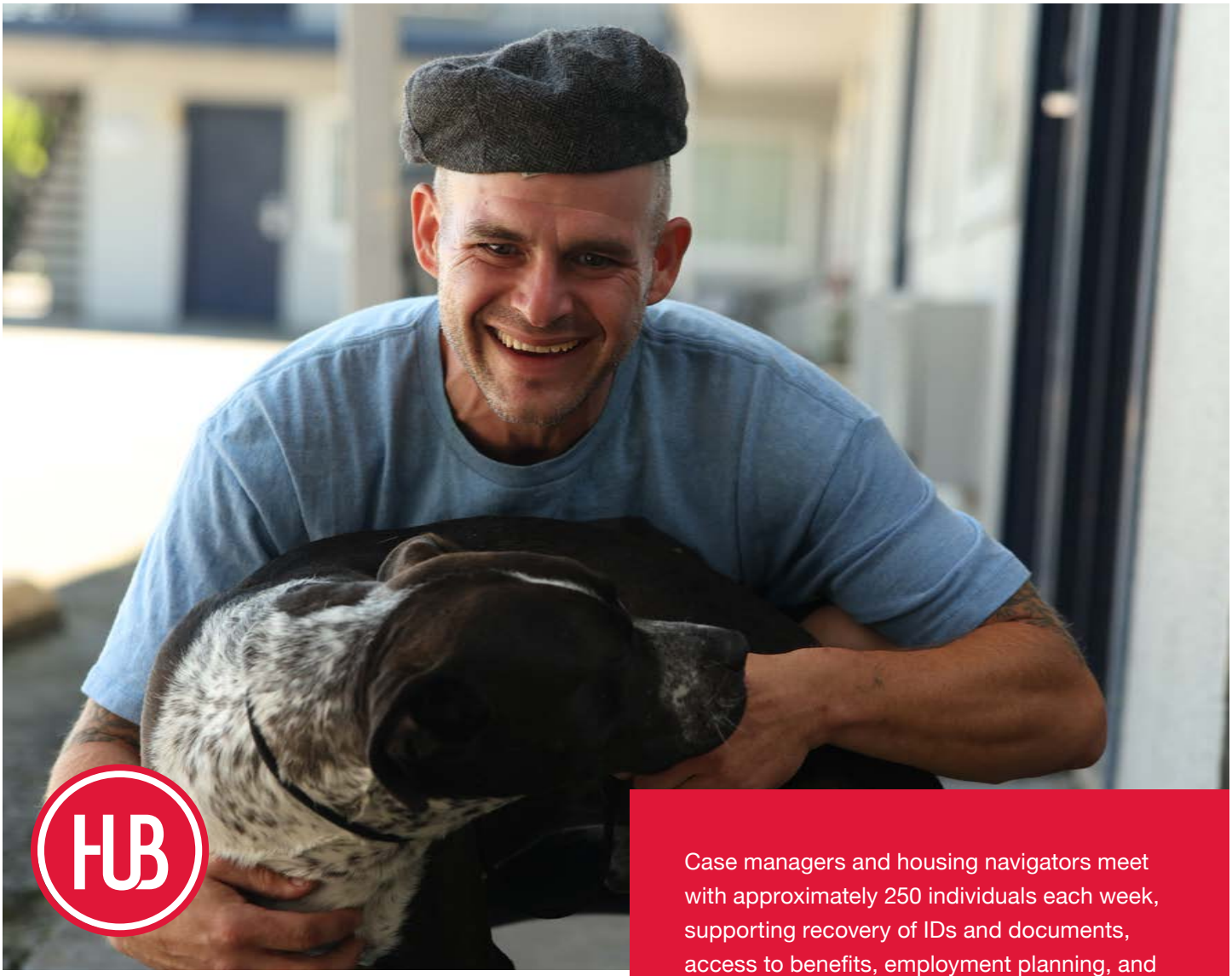
The Hospitality Hub entered Nashville in early March of 2025 to provide interim housing and wraparound services for individuals exiting high-priority encampments identified by the City of Nashville. Operating out of a motel, Hub Nashville served more than 80 individuals transitioning out of encampment closures. During their time with us, guests were connected to critical documents, life-saving benefits, healthcare, and income opportunities to build the foundation needed for independence. While permanent housing remains the ultimate goal, we measure success in every step forward. This year, we celebrated powerful milestones: individuals reconnecting with family, achieving sobriety, securing income or housing vouchers, and even purchasing their own vehicles through determination and perseverance.



# :Hub North

A family-focused satellite campus designed with individual cottages, on-site childcare, and wraparound services. Hub North will expand the Hub's capacity to meet rising family homelessness, particularly for parents and children connected to Memphis-Shelby County Schools.

# :Case Management & Housing Navigation



Case managers and housing navigators meet with approximately 250 individuals each week, supporting recovery of IDs and documents, access to benefits, employment planning, and landlord partnerships. Advocacy for the right path for every individual and expert service coordination is key to the Hub's wrap around service delivery model.

# :Emergency Warming & Cooling Centers




In partnership with the City of Memphis, the Hub operates seasonal emergency centers to protect unsheltered individuals during life-threatening weather. In 2025, the Warming Center was open for 36 nights and 11 full days sheltering an average of 171 guests per night. The Cooling Center was open for 29 days sheltering an average of 82 guests per day. These centers are often the first point of contact that leads to deeper engagement with case management and housing services.

# :Hub Plaza & Partnerships



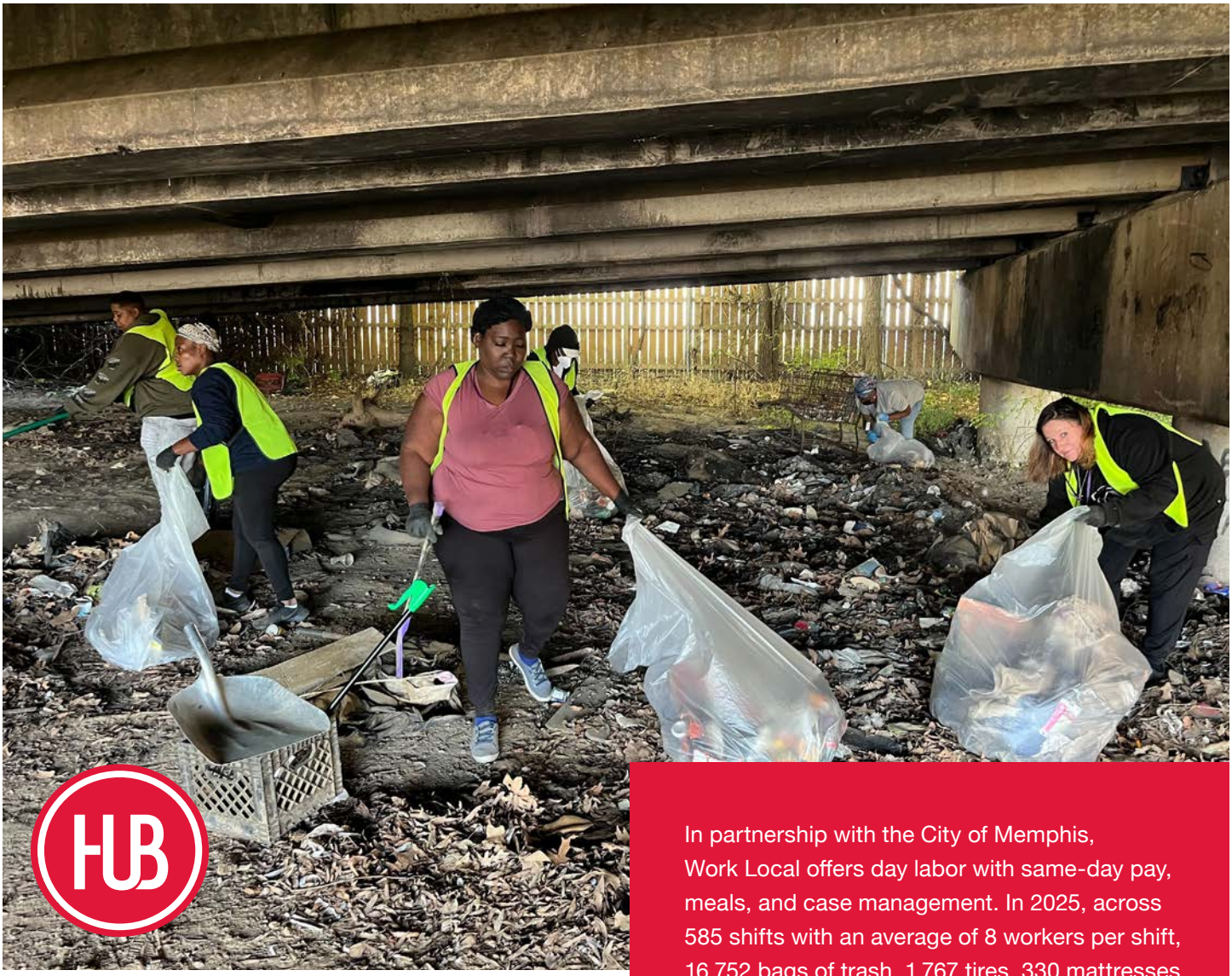
The Hub Plaza provides shaded outdoor space and dedicated offices for outreach teams, while also serving as a community hub where partners—including ShowerUp, Memphis Health Center, and Baptist Operation Outreach/Christ Community Health Services—conduct services for our guests.

# :Street Outreach



The Hub's outreach team engages individuals living unsheltered in encampments, parks, and abandoned buildings. In 2025, staff logged 13,977 miles, engaged 3,232 people, and referred 2,583 individuals to services. Outreach prioritizes relationship-building and quick connections to shelter, IDs, healthcare, and housing navigation.

# :Work Local



In partnership with the City of Memphis, Work Local offers day labor with same-day pay, meals, and case management. In 2025, across 585 shifts with an average of 8 workers per shift, 16,752 bags of trash, 1,767 tires, 330 mattresses, and 95 sofas were cleared across the city. The program not only provides immediate income, but also builds confidence and pathways into longer-term employment.

# :Hub University



A workforce readiness and recovery-to-work initiative, Hub University integrates career coaching, training, and behavioral health supports. It is designed to help guests move from survival to stability through sustainable employment, complementing Work Local as the next step toward long-term careers.



# Letters from Hub Guests

Kelly McBroom's story begins with steady work and caregiving, then a series of losses that left her without the safety net she once had. After raising two sons and caring for an ill parent, Kelly survived a violent assault that exhausted the retirement savings she had been counting on. Those years of crisis pushed her into motels and, at times, living outdoors, until she returned to Memphis and encountered the Hub's outreach team.

Life on the street, Kelly says, was painful but lived alongside small circles of support. "We were a community," she recalls, a line that humanizes what too often becomes only a statistic. When the Hub arrived, everything shifted. Staff "scooped me up and brought me down here," she remembers, and the simple dignity of a warm shower and a real bed was unforgettable. "First time I had a bath and a bed," she says, a moment that marked the first real step toward healing.

Over time, the Hub became more than a shelter for Kelly. Staff offered steady care and practical help that restored her sense of belonging. "They took me in like family," she said. Ordinary joys, like hosting friends in her own apartment, were once again possible. Kelly's journey shows how trauma-informed, barrier-free shelter and consistent relationships with caring staff can restore resilience, hope and independence.

# How to support

The Hospitality Hub's work is powered by community.

**Every contribution—whether financial, in-kind, or through time and advocacy—helps remove barriers to housing and restore dignity for people experiencing homelessness.**

## Donate

Your gift supports emergency shelter, outreach, housing placement, and workforce programs. One-time or recurring donations can be made at **hospitalityhub.org/donate**

## Volunteer

From organizing donations to preparing meals for shelter guests, there are meaningful ways to get involved. Learn more at **hospitalityhub.org/volunteer**

## Give in-kind

We accept essential items like hygiene supplies, twin bedding, and towels. A full list of needed items is available on our website.

## Partner with us

If you're a business, faith group, or service provider interested in partnering, we'd love to collaborate. Email **community@hospitalityhub.org** to start the conversation.

# Thank you for being part of a community where everyone has the chance to come inside, be seen, and move forward.

# Financials

**Fundraising**

**$301,891**

**Programs**

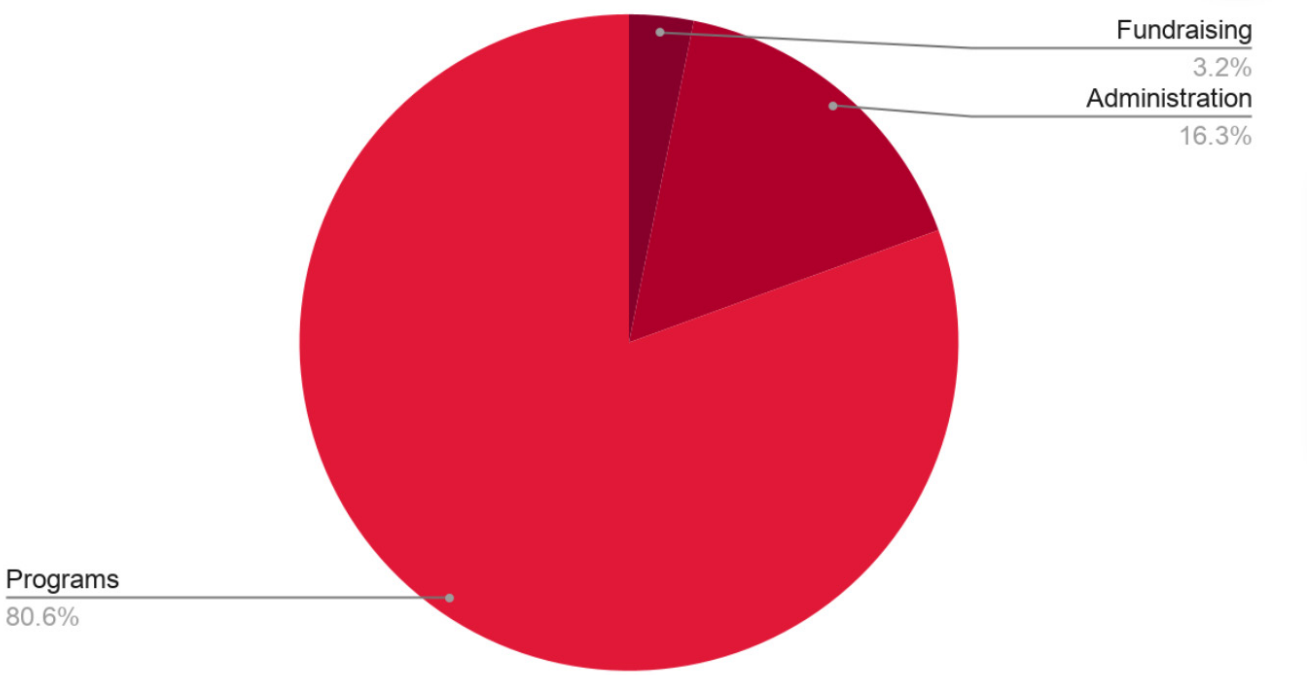
**$7,699,288**

**Administration**

**$1,555,624**

**TOTAL**

**$9,556,803**



# Partners

A Step Ahead Foundation
Alliance Healthcare Services
Alpha-Omega Veteran Services
Baker Donelson
Baptist Operation Outreach
Barron Heights
Calvary Rescue Mission
Case Management, Inc.
Catholic Charities of West Tennessee
Church Health
Christ Community Health Services
Cocaine and Alcohol Awareness Program
Community Alliance for the Homeless
Delta Speciality Hospital
Downtown Clergy Association
First Baptist Church
Friends for All
Harbor House
Hope House
Lakeside Behavioral Health System
Memphis Area Legal Services
Memphis Health Center
Memphis Housing Authority
Memphis Union Mission
Metro Inter-Faith Association (MIFA)
Missionaries of Charity
Mobile Homeless Clinic
Regional One Health
Room in the Inn
Salvation Army
Serenity Recovery Centers
Shelby County Services Agency
ShowerUp
St. Sebastian Veteran Services
Tennessee Department of Human Services
UTHSC BridgeCare
Veterans Administration
Woodland Recovery Centers

# Board of Directors

**Executive Committee**
Chair, Richard T. Harris II
Secretary, Pierre T. Landaiche III
Treasurer, Keith Turbett
Executive Director, Kelcey Johnson

**Members**
Alex Willis Boddie
Carlissa Shaw
Ernest Brooks II
Frank Z. Jemison, Jr.
Lt. Milton Bonds, Jr.
Michael Fulton
Scott Walters

## Management Team



**Kelcey Johnson**
Executive Director



**Jessica Houari**
Director Operations



**Yolanda Laws**
Director of Shelter Operations



**Su Hartline**
Community Relations Manager



**Duane Ehrat**
Facilities & Kitchen Manager

# A note of thanks

To our guests, staff, partners, donors, and volunteers — thank you for supporting work that is grounded in dignity, accountability, and long-term impact.




590 Washington Ave
Memphis, TN 38105
Phone: (901) 730-1736
**hospitalityhub.org**