



# Ending Homelessness: The Philanthropic Role

Presented by  
**The National Foundation Advisory  
Group for Ending Homelessness**



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# Ending Homelessness: The Philanthropic Role

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Dear Colleague:

Just over a year ago, a number of foundations concerned about the growing problem of homelessness in America began a collaboration to increase the role of philanthropy in addressing this national crisis. This initiative is based on the belief that foundations large and small can play a significant role in helping to end homelessness.

This guide is the third in a series of papers published by the Neighborhood Funders Group to help grantmakers better understand affordable housing public policy issues and to encourage sustained, strategic public and private investments in housing and homelessness. It summarizes key recommendations from foundation staff and experts on what philanthropy can do to help end homelessness, and provides concrete examples of involvement by foundations of all sizes in this issue. It describes renewed energy and concrete plans that are fueling a growing consensus that homelessness can be ended in the next decade.

Many foundations have launched important initiatives tailored to specific homeless populations and their urgent needs. We commend our philanthropic colleagues who are engaged in this work and encourage others to consider homelessness as a part of their grantmaking. Local and national efforts to end homelessness offer opportunities for any foundation involved in human services to make a difference.

We now know how to prevent and end homelessness and have an unprecedented opportunity for decisive action—we hope you will join us.

Sincerely,

The National Foundation Advisory Group for Ending Homelessness



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# Executive Summary

Homelessness became a significant social problem in the 1980s. The number of people experiencing homelessness has risen steadily to the present levels of three to four million annually—more than 1% of the population. Yet there is reason to hope that we can end homelessness within a decade.

Much is known about the causes and effects of homelessness. Field-tested services and programs are available to provide safe, decent affordable housing. Stabilizing support services help people stay housed and provide needed assistance to particularly vulnerable populations. Detailed plans to eradicate homelessness have been developed at local and national levels. Community-based coalitions, governments, and foundations are poised for an historic collaboration, giving us good reason to believe we can end homelessness.

Most foundations do not include homelessness among their funding priorities. Historically, only about 1% of annual giving has gone to homelessness. Most of these grants have gone toward human service programs that only ameliorate the condition of homelessness instead of ending it.

Foundations that do give to homelessness represent all types—large and small, corporate, community, and family.

This guide outlines various strategic contributions that foundations can make to prevent and end homelessness:

- Advocacy and public education to increase the understanding of homelessness, build public will, and make change to local, state, and national policies.
- Community planning to bring all stakeholders to the table with the explicit purpose of ending homelessness.
- Prevention programs and systems change to intervene before people become homeless.
- Housing production, rehabilitation, and preservation to maintain and expand the supply of affordable housing.
- Integration of fragmented systems to provide coordinated and comprehensive services.
- Specialized supportive services to keep formerly homeless people housed.

Hopefully, these exemplary programs will inspire more foundations to realize that ending homelessness is an integral component of their missions and prompt them to accelerate a historically minimal level of funding in this area. If all foundations engaged in human services join forces in local and national efforts, homelessness can be ended before it becomes a permanent feature of the national landscape.



*"If foundations join forces in local and national efforts, homelessness can be ended before it becomes a permanent feature of the national landscape."*

# HOW This Guide Was Developed

A group of concerned foundations have joined forces to engage broad philanthropic support for ending homelessness. This guide is a product of that collaboration. Its purpose is to:

- Understand philanthropy's historical commitment to homelessness.
- Highlight effective grantmaking strategies for preventing and ending homelessness.
- Engage new levels of philanthropic support and collaboration to end homelessness.

The project analyzed homeless giving trends of the 1,000 largest foundations between 1990 and 1999 from data provided by the Foundation Center to understand philanthropy's historical role. We conducted standardized telephone interviews with staff at 50 foundations that currently or previously funded homelessness with the goal of understanding how to gain, sustain, and increase foundation support. We researched examples of innovative and effective grantmaking in homelessness to highlight strategies that have made a difference.

We contacted more than 70 experts working directly on homelessness to explore their views on what foundations could support and how best to provide funding. This broad cross-section included providers, advocates, policymakers, researchers, and homeless and formerly homeless people. More information about the project methodology is in the Appendix.





# OVERVIEW: Homelessness & Philanthropy

## Homelessness in the United States

A precise count of homeless people in the United States is elusive. The population is transient, turns over rapidly, and is difficult to locate. Reliable assessments converge on estimates of three to four million people experiencing homelessness annually (Urban Institute, 2000).

Researcher Martha Burt of the Urban Institute reports that at least 800,000 individuals in the U.S. are homeless on any given night. More than 1.35 million children experience homelessness in the course of a year. According to University of Pennsylvania researcher Dennis Culhane, some 200,000 to 250,000 of homeless individuals are chronically homeless.

Homelessness continues to increase in every region of the country. Principal causes include a dramatic decline in public investment in the creation of affordable housing, escalating housing costs in the face of stagnant or declining incomes, a rise in female-headed families living in poverty, and drastic reductions in public and private safety-net services that protect against homelessness. A focus on funding emergency shelters rather than systemic solutions allows the problem to persist.

Catastrophic personal events such as injury or illness, loss of employment, flight from domestic violence, substance abuse, and mental illness also contribute.

Single adults account for about half of the homeless population. Most are between 25 and 55 years of age, with men outnumbering women by at least three to one. A significant number of homeless single men are veterans. Homeless families—usually consisting of a young mother with two children under the age of six—now comprise about 40% of the homeless population, up dramatically from 5% in 1980. Unaccompanied minors represent between 4% and 8% of the total. Over 40% of homeless people are African American, more than 41% are Caucasian, about 11% are Hispanic, and as many as 8% are Native American. Half are homeless for the first time, with one-third experiencing homelessness three times or more. For a third, the duration of homelessness is 90 days or less; for others, homelessness may last for two years or more (Urban Institute, 2000).

Experiences of extreme poverty and homelessness have devastating effects. Acute and chronic physical and mental illness dominate the lives of many homeless men and women. Women experience high rates of severe violence and abuse. Homeless children are sick more often, go hungry, have high rates of delayed development and mental illness, and have trouble attending school.

Along with the precipitous rise of homelessness in the U.S. has come a renewed sense that this problem can be solved. The federal government has dedicated more than \$1 billion to fund



local housing and services and has recently reactivated the Interagency Council on Homelessness. States and communities are crafting detailed plans to end homelessness rather than simply treat it. More than a decade of program and policy development has produced a range of tested and evaluated services to eliminate the effects of being homeless. A cross-section of the community—government agencies, private foundations, businesses, nonprofit service providers, and concerned citizens—are now rallying together to realize the vision of ending homelessness in America.

## Philanthropy's Role in Ending Homelessness

Most foundations do not include homelessness among their funding priorities. Those that do give to homelessness represent all types of foundations—large and small, corporate, community, and family. For a few, it is a founding principal. For others, it is part of a strong commitment to their local community. Still others nest homelessness under broader funding priorities such as housing, human services, or families and children.

Historically, giving in homelessness has represented only a fraction of total philanthropy—about 1% a year. Significant fluctuations in total dollars from year to year have compromised planning and stability for organizations that provide services to homeless people.



Broad support for human service initiatives has caused the majority of homelessness grants to go toward programs that only ameliorate the condition of homelessness, instead of to those that work to end homelessness altogether. During the 1990s, more than 80% of homelessness funding went to provide direct, temporary human services.

Only a few foundations have aligned with advocates, researchers, and policymakers by funding efforts to address the fundamental systemic social problems that are understood as

root causes of homelessness. Addressing the systemic issues requires an emphasis on advocacy, policy, public education, and other efforts that work to effect change in the system.

Programs to provide affordable and stable housing are increasingly viewed as a top priority by many grantmakers who give to homelessness. In the past, smaller foundations have seen housing initiatives as overwhelming and costly. Meanwhile, some larger foundations have drawn a distinct line between housing and homelessness, causing them to fund housing initiatives while eschewing homelessness as part of their mission.

If the nation is to realize the vision of ending homelessness within a decade, philanthropic support must increase substantially in both dollars and the number of participating foundations.

*“Addressing the systemic issues requires an emphasis on advocacy, policy, public education, and other efforts that work to effect change in the system.”*



# STRATEGIES to Make a Difference

Grantmakers concerned with homelessness see eye-to-eye with experts outside the foundation world. There is a clear consensus among researchers, advocates, providers, and philanthropy that efforts to end homelessness should:

- Focus on policy and advocacy to address root causes of homelessness.
- Cut across multiple service areas to acknowledge the different causes of homelessness and the varied needs of homeless people.
- Involve multiple community stakeholders—government representatives, business, philanthropy, nonprofit service providers, advocates, and homeless people—in developing solutions.
- Have meaningful decision-making roles for consumers from the earliest point of development and throughout implementation and evaluation.
- Display clearly stated and feasible goals and objectives, and include concrete plans for assessment and evaluation.

Foundations and experts cite funding of advocacy and public education campaigns, community planning, prevention programs, and affordable housing initiatives as the most effective ways to end homelessness.



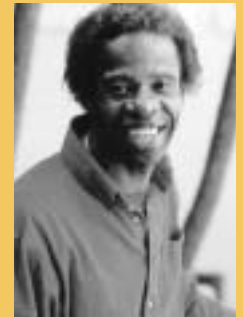
## Building Political Will

Advocacy and public education help people understand the root causes of homelessness, leverage critical public dollars, and develop broad community support for action and systemic change. Foundations can play a pivotal role in generating public action by supporting:

- Organizations and coalitions that advocate for policies to increase public funding, improve services, and address the systemic causes of homelessness.
- Public education campaigns to encourage awareness of the conditions and circumstances of homeless people, while building widespread consensus for political action. Heightened awareness encourages large-scale public investments in initiatives to end homelessness.
- Grassroots organizing to activate communities to make change. Many grassroots organizations put leadership into the hands of homeless and formerly homeless people, empowering those most affected.

Many foundations have traditionally been hesitant about funding advocacy activities, but philanthropic organizations are actually permitted to fund a wide range of policy and advocacy activities. Information about guidelines on funding and lobbying are available from the Alliance for Justice's Foundation Advocacy Project (see Resources).

## Meeting Income Needs



Since 1997, the Washington, DC-based Public Welfare Foundation has awarded the Chicago Coalition for the Homeless an annual general operating grant of \$50,000, allowing the Coalition to focus on addressing the greatest needs of poor and homeless people in Chicago. In 1998, the Coalition used part of this general funding to conduct a successful Jobs and Living Wage Campaign.

The campaign resulted in establishing a living wage policy in Chicago that required workers employed by any company receiving subsidies or contracts from the city to earn a minimum of \$7.60 an hour. In November 2002, the Chicago Coalition for the Homeless saw further success when the Chicago living wage was increased to \$9.05 an hour and annual indexing was added to the pay scale.

The Public Welfare Foundation continues to award grants to the Chicago Coalition for the Homeless based on the success of its various efforts to end homelessness in Chicago. The success of the living wage campaign demonstrates the high value of general support grants to grassroots community organizations.

# Giving Profile

## Educating the Public

One of the Minneapolis Foundation's trademark efforts is an annual public education campaign to present an issue of critical need to the citizens of Minnesota. In 2001, the increase in homeless children, combined with limitations on affordable housing and supportive services, led the Minneapolis Foundation to focus on homeless children and families.

The "Let's Fix This" campaign reached out to the community with an information booklet, bus shelter ads, television spots, and highly visible billboards. The booklet presents the facts of homelessness in Minnesota and calls citizens to action. Using a metaphor that resonated with the public—the effects of a natural disaster on a Minnesota community—the campaign encouraged the public to rally around the tragedy of homelessness in the same way it rallies around tragedies of floods, tornadoes, and blizzards. The campaign included a full-day conference that brought together the governor, state policymakers, and advocates to discuss solutions.

Ultimately, the Minneapolis Foundation invested about \$150,000 in "Let's Fix This" and raised another \$100,000 from other foundations. The tangible impact of this investment included requests for materials, participation in the conference, and the willingness of other parties to contribute to the campaign. These details reflect a new awareness of the problem of homelessness in the Minneapolis area.



# Giving Profile

## Leveraging Private Funds for Public Impact

In 1999, the Butler Family Fund of Washington, DC awarded a \$20,000 grant to the Southern California Association of Non-Profit Housing (SCANPH) to help launch "Housing L.A.," a campaign to create an affordable housing trust fund in the city of Los Angeles. At the time, a housing trust fund was an untested idea in Los Angeles.

SCANPH was able to leverage the \$20,000 to attract other foundation support because the investment came from a national funder willing to take a risk. Three years later, as a result of this campaign, Los Angeles Mayor James K. Hahn signed a \$100 million annual housing trust fund into law. "Housing L.A." established the nation's largest municipal housing trust fund with a unanimous vote of the city council at a time of significant fiscal constraint. Because these funds will be used to leverage approximately \$700 million in other public and private funds, the impact will be far greater than the \$100 million pledged by the city.

The Butler Family Fund believed this grant would be worth the risk because of the importance of the issue and because "Housing L.A." drew its strength from a broad combination of partners, including religious leaders, labor unions, tenants, community development corporations, and other key stakeholders. Together, these partners waged a three-year effort to put affordable housing on the city's agenda, and garner the public and political support necessary to bring about lasting change.

## Closing the Information Gap

*In 2001, the Fannie Mae Foundation, located in Washington, DC launched KnowledgePlex®, an interactive resource geared to practitioners, scholars, and policymakers in the housing and community development industries. KnowledgePlex provides a central on-line resource to share best practices, learn about new trends in the field, and build relationships with others working on similar issues.*

*The Fannie Mae Foundation developed KnowledgePlex in response to the need for greater collaboration by organizations and institutions nationwide that support affordable housing and community development. By creating a web site that stores best practices and provides a knowledge management tool, the Fannie Mae Foundation helps organizations save millions of dollars in employee and foundation time. The service can also promote innovative solutions by fostering collaboration and eliminating a duplication of efforts.*


*The Fannie Mae Foundation launched KnowledgePlex with a number of founding partners, including a broad array of nonprofits in the housing field, trade associations, scholars, and foundation networks. The free on-line service offers up-to-date news stories on housing, a comprehensive library on housing and community development, and a mechanism to communicate with others. The response to the service has been extremely positive, with about 100,000 visitors to KnowledgePlex since its launch, and about 7,000 subscribers to a weekly newsletter.*

## Community Planning to End Homelessness

Community planning convenes a broad range of stakeholders to promote a local community's various goals. Several states, as well as many cities and counties, are now using planning models—including the National Alliance to End Homelessness' (NAEH) "The Ten Year Plan to End Homelessness"—to chart an end to homelessness (see Resources). The NAEH recently released a new document, "Toolkit for Ending Homelessness," that provides best practices of the ten essential elements that communities need to address in order to end homelessness. The city of Indianapolis, the city of Chicago, and Columbus and Franklin County, OH, are just some of the regions that have developed community plans to end homelessness (please see page 22 for more on Columbus and Franklin County, OH).

In developing their ten year plans to end homelessness, many communities are expanding upon their original Continuum of Care planning, which was mandated by the federal government during the 1990s. A requirement for Department of Housing and Urban Development (HUD) funding, the Continuum of Care is a local plan that details the continuum of services—from outreach to permanent housing—needed by various homeless populations.





Community collaborations through Continuum of Care and ten year plans offer foundations a variety of opportunities to provide support. Foundations can expand the Continuum of Care process by convening community stakeholders with the explicit mission of ending homelessness locally. If a ten year plan effort is already underway, foundations can provide meeting space, funding for staff, translators to broaden the cultural base, and childcare to ensure family participation.

They can also bring businesses, philanthropic organizations, and other groups to the table that might otherwise not participate. Foundation support for drafting, publishing, disseminating, and publicizing planning initiatives builds public knowledge and the will for action. As community plans are implemented, foundations can build institutional consensus among government agencies, businesses, and community organizations to identify resources.

Sound community planning often requires basic research and data analysis. HUD is requiring participating communities to develop a homelessness management information system (HMIS) to track data on local housing, shelter use, and community resources. An HMIS allows communities to better understand the nature of the problem and to plan adequate solutions. Foundations can help communities develop these sustainable information systems.

*“Community collaborations through Continuum of Care and ten year plans offer foundations a variety of opportunities to provide support.”*

As community programs are implemented, questions arise about return on investment, benefits, and cost effectiveness. Foundation support for evaluations and cost studies allows providers and funders to demonstrate success and make the case for ongoing investment. Evaluation can be used to refine models that are not working well, understand unanticipated consequences, and identify areas for further investment.



# Giving Profile

## Collaboration on Chicago's Continuum of Care

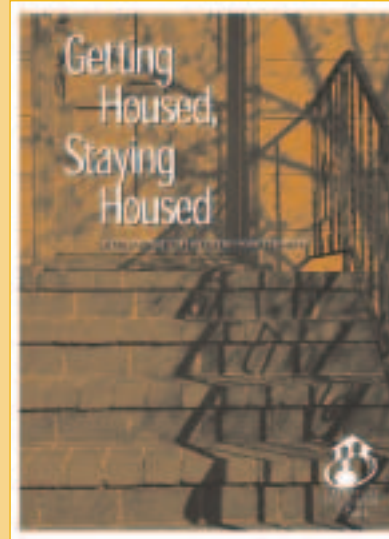
Since the late 1990s, the Chicago metropolitan area has been working to create a comprehensive plan to end homelessness within ten years. "Getting Housed, Staying Housed: A Collaborative Plan to End Homelessness," is the result of an unprecedented collaboration among area foundations, advocates, providers, and government officials in the region.

By 1998, homelessness had become a controversial and public issue in metropolitan Chicago. Opinions about the severity of the problem differed widely among public officials, advocacy organizations, and foundation board members. However, as eight separate jurisdictions began to prepare for Continuum of Care plans, many agreed that some coordination would be necessary to both understand and solve the problem.

The Grantmakers Concerned with the Homeless, an affinity group of the Donors Forum of Chicago, questioned the lack of data on which to base grantmaking decisions. The Robert R. McCormick Tribune Foundation and the Gaylord and Dorothy Donnelley Foundation together sponsored a retreat of interested parties, including representatives from the local jurisdictions, area foundations, advocacy groups, and providers. The retreat ultimately led to collaboration on the development of a common regional homeless needs assessment. This process was paid for in part by foundation grants, including \$30,000 from the McCormick Tribune Foundation, \$20,000 from the Donnelley Foundation, and \$150,000 from The Chicago Community Trust.

This unique collaboration led directly to a better coordinated Continuum of Care that is now facilitated by the Partnership to End Homelessness. A Chicago Continuum of Care Governing Council was established to plan, execute, and evaluate the city's efforts to serve homeless individuals and families. The elected Governing Body includes 54 non-profit providers, government agencies, housing corporations, donors, and health care organizations.

Foundations such as The Chicago Community Trust and Polk Bros. Foundation both serve on the Governing Board and fund the Continuum of Care process. In 2002, The Chicago Community Trust provided \$25,000 to the Chicago Continuum of Care, while Polk Bros. Foundation has provided an annual grant of \$20,000 over the past three years. Additional funders continue to participate in the plan and examine how the funding community can work together. Furthermore, the plan has shaped how the city makes its decisions to distribute public funds and increased communication between federal, state, and local governments and the providers of homeless and housing services in the community.



## Preventing Homelessness

Homeless prevention targets resources to those most likely to become homeless, such as families behind in their rent or facing eviction, people returning to society from incarceration, youth emancipating from the foster care system, or women fleeing domestic violence. Support for prevention strategies is especially important as they seek to avert human suffering, greatly decreasing the societal and financial costs of homelessness. Among the most common strategies:

- **Emergency assistance** provides immediate help in the form of rent or utility payments, legal advocacy during eviction, or in-home services for elderly having difficulty with daily activities.
- **Crisis prevention** targets individuals and families at high-risk of becoming homeless because of rent increases, unemployment, illness, or other personal crises. Intervention begins before a housing emergency occurs.
- **Discharge planning** prevents people who are leaving inpatient health facilities, aging out of foster care, or being discharged from correctional facilities from becoming homeless.
- **Capacity development** expands the supply of affordable housing directly through renovation or new construction, or indirectly by advocating for zoning laws or building codes that support preservation or construction.

# GivingProfile

## Targeted Grants for Positive Outcomes



*For the past two years, the Morris and Esther Horowitz Family Foundation based in Kansas City has provided an innovative annual grant of \$25,000 to Operation Breakthrough in Kansas City, MO, a community-based organization that has served children living in poverty for over 30 years. While the program was initially established to provide child care services, it has expanded to include food, clothing, housing assistance, dental assistance, and other family services.*

*The Horowitz Family Foundation funding provides mothers who are experiencing barriers to obtaining public housing with a security deposit and first month's rent in one of Kansas City's Community Development Corporation housing programs. In addition, participants receive monthly rent and utility subsidies. While there are no time limits or restrictions for mothers who receive these benefits, participants are required to receive family supportive services as needed from Operation Breakthrough. These services can include daycare, parenting skills training, physical and psychological health services, credit and legal assistance, economic literacy education, personal savings assistance, and employment supports.*

*This small, targeted grant has resulted in immediate, positive outcomes for eight women and 25 children in Kansas City. Based on this success, the Horowitz Family Foundation has continued its funding at the same level for the next two years with the hope of expanding and evaluating the program.*

## Simple Strategies to Prevent Homelessness

*After several years of providing operating support for homeless shelters, The Linden Foundation of Boston, MA adjusted its focus to include prevention programs such as the Bridge Fund of Massachusetts. In 2002, The Linden Foundation awarded \$10,000 to the Bridge Fund of Massachusetts to provide financial assistance and counseling to low-income individuals and families at risk of losing their housing.*

*The Bridge Fund of Massachusetts was modeled after the Bridge Fund of New York City, and provides zero-interest loans and/or grants to clients at risk of becoming homeless, as well as counseling to ensure clients' stability. Clients are then responsible for making minimal monthly loan re-payments. By providing appropriate assistance at the right time, the Bridge Fund offers a unique and stabilizing strategy to prevent the cycle of homelessness. In its first two years of operation, the Bridge Fund made 218 loans to stabilize 378 people, and halted almost 90 evictions.*

In addition, providing specialized services to particularly vulnerable populations—such as adults and children who have experienced trauma, people with a mental illness, and people with substance abuse disorders—can help to keep these people from experiencing, or returning to, homelessness.

Foundations can contribute to prevention efforts by supporting:

- Programs to provide short-term loans or small grants to families and individuals facing eviction for non-payment of rent, or assistance with utility bills and heating expenses and other household expenses.
- Organizations that offer legal counsel to individuals and families in eviction proceedings, or advocates who work with judges and social service agencies to prevent eviction.
- Tenants' rights advocacy to hold absentee landlords accountable for housing safety.
- Community advocacy to expand single room occupancy (SRO) housing as a cost-effective option for unaccompanied adults.

For many government and non-profit service providers, homelessness prevention is viewed as a secondary strategy. Foundations can promote prevention programs by convening expert panels to develop front-line prevention strategies in their communities, and encouraging programmers to include prevention in all homelessness initiatives.



## From Foster Care to Self-Sufficiency

*In California, 63% of the 2,500 youth who age out of foster care annually become homeless. The First Place Fund for Youth in Oakland, CA provides case management, supportive housing, transportation, life skills training, and loan assistance services to transition these young people safely into society.*

*In 2002, The San Francisco Foundation awarded \$40,000 to the First Place Fund for Youth to expand its overall infrastructure and fundraising capacity. Only four years old, the First Place Fund for Youth has already demonstrated significant success in helping more than 200 young people (ages 17-21) each year become self-sufficient as they moved out of the foster care system. First Place also convenes the Foster Youth Alliance, a coalition of over 15 public and private agencies working to help former foster youth in Alameda County.*

*The San Francisco Foundation recognized the First Place Fund for Youth's ability to lead and advocate for emancipated foster youth, and its success in preventing homelessness.*



## Expanding Housing Supply

Affordable housing is the centerpiece of any plan to end homelessness. Without sufficient housing, no amount of services or shelters will have a lasting impact. Although housing can be a complex issue, there are multiple points of entry for grantmakers of every size to make thoughtful and strategic investments to expand access to affordable housing and provide necessary supports to keep people housed.

### Housing Trust Funds

Housing trust funds are established by legislation or ordinance to capture public revenues from dedicated funding sources (e.g., taxes, fees) to support investment in a broad range of housing activities, including construction, rehabilitation, and rental assistance. For example, a city might pass an ordinance to set aside a portion of local property tax revenues for a housing trust fund earmarked to build affordable housing for low-income residents. More than 275 housing trust funds have been established in the United States at state, city, county, and multi-jurisdictional levels. Because the housing trust fund movement is vibrant and growing, it presents a ripe opportunity for foundation investment.

To help establish a housing trust fund campaign, foundations can support efforts to:

- Convene nonprofit developers with housing advocates, public officials, and other potential allies such as the faith community to form a core organizing committee.
- Map community housing costs and resources.
- Educate policymakers and the public about the need for affordable housing.
- Sustain the core organizing committee as it works to establish the housing trust fund.

Foundations can also support local and statewide coalitions working to establish trust funds, media and public education campaigns to publicize need, and groups that monitor how trust fund monies are spent.

### Permanent Supportive Housing

Permanent supportive housing stabilizes chronically homeless individuals and families by joining permanent affordable housing with appropriate on-site services such as health care, addiction treatment, and employment supports. A strong support system at the housing site helps residents address underlying problems—including mental illness, chemical dependencies, and chronic health challenges—that contribute to repeated experiences of homelessness. The Corporation for Supportive Housing (CSH), which works to develop permanent supportive housing with partners across the country, has contributed to the development of almost 10,000 units of supportive housing, with 7,000 more units currently in the works. Ultimately, 150,000 to 250,000 units of permanent supportive housing are needed as part of a national strategy to end chronic homelessness in the next decade.

# GivingProfile

## Partnerships for Permanent Change: Catalyzing Public Dollars

*Melville Charitable Trust, a foundation that primarily serves Connecticut-based programs, seeks permanent solutions to homelessness by funding the development of supportive and affordable housing, as well as programs to enable homeless or formerly homeless people to become self-supporting and productive. In 2001, the Trust awarded \$6 million in grants and PRIs to programs based in Connecticut and nationally, including \$255,000 to the Partnership for Strong Communities.*



*The Partnership for Strong Communities combines five Connecticut coalitions in a collaborative advocacy initiative dedicated to ending homelessness and investing in affordable housing. The Partnership advocates for state investment to revitalize housing, close the gap between household income and housing costs, and provide necessary support services for those with chronic illnesses to live independently.*

*In 2001, the Partnership's advocacy efforts were rewarded as the General Assembly of Connecticut made \$25 million in public funds available for capital financing to create a pioneering housing program—the Supportive Housing Pilots Initiative. This initiative will create at least 300 units of housing, with half available for those who are mentally ill and/or chemically addicted. An additional \$3 million in public funds will provide support services connected to the housing initiative.*

*Melville Charitable Trust maintained its support of the Partnership for Strong Communities with a grant of \$323,400 in 2002.*

## Long Term Support to Ensure Housing

*In the early 1990s, the Conrad N. Hilton Foundation of Reno, NV developed a relationship with the Corporation for Supportive Housing (CSH) to create housing programs for homeless individuals in New York City. Their successful partnership, as well as the foundation's belief that a proactive, large-project approach provides the most promising opportunity for success, led the Hilton Foundation to expand its support of CSH. In 1998, the Hilton Foundation awarded a \$6.4 million grant over six years for the organization's "Closer to Home Initiative."*

*The "Closer to Home Initiative" develops innovative and cost-effective programs to stabilize homeless street people, long-term emergency shelter residents, and mentally ill homeless people. The initiative encompasses more than 20 sites in six major metropolitan areas: New York City, Chicago, Los Angeles, the San Francisco Bay Area, Minneapolis, and Columbus, Ohio.*

*With its long-term support of CSH, the Hilton Foundation leverages the resources of systems for mentally ill homeless people in the six metropolitan areas and generates data, case studies, and best practices to help other communities and government officials serve the mentally ill. In each city, CSH strengthens its capacity by partnering with local non-profit organizations and facilitates improvement in the system of care for mentally ill homeless people.*

Permanent supportive housing has proved to be extremely successful with some populations, such as mentally ill people, who benefit from living independently while gaining support as needed. CSH studies show that 80% or more of mentally ill residents remain housed 12 months after entering supportive housing.

Savings from lower utilization of high-cost public services will largely offset the cost of this investment. A 2002 study by Dennis Culhane showed that homeless people in supportive housing significantly reduce their use of shelters, hospitals, and jails, resulting in savings of \$16,281 per housing unit per year.

Permanent supportive housing programs present a range of options for foundation support:

- Provide grants and capacity building toward the development, rehabilitation, and maintenance of units for permanent supportive housing.
- Fund policy advocacy activities to increase federal, state, and local funding for supportive housing, especially funding for the services component of these projects.
- Fund public education campaigns to build community consensus around the need and the value of supportive housing.
- Provide funds for on-site health and mental health care, addiction services, and employment supports such as child care, transportation, and work-place advocacy.
- Provide general operating support to supportive housing programs.

### Program Related Investments

Program Related Investments (PRIs) are low- or no-interest loans, equity investments, or loan guarantees made by foundations to further their

## Coordinating Comprehensive Action

charitable goals. They are made by foundations of all sizes and types as well as non-foundation charities associated with businesses and religious institutions. They are distinct from grants because they are structured to recover the foundation's investment.

Foundations frequently use PRIs to fund affordable housing and supportive housing programs. For non-profit housing groups that cannot obtain traditional financing or need loans for planning and pre-development costs before they are eligible for traditional loans, PRIs can jump-start projects. PRIs make housing programs more attractive to funders that might otherwise be cautious of large capital investments.

One of the major benefits of PRIs is their leveraging power—a relatively small strategic loan or loan guarantee can often leverage other sources at ratios of five to one or greater. PRIs are also a great resource in capacity building efforts by helping organizations to develop credit histories, secure other funding, and build assets.

Ultimately, PRIs allow foundations to utilize a great portion of their assets to further their social missions by recycling additional funds from the endowment's asset base. For foundations without in-house expertise to make such loans, many expert intermediaries are available to facilitate the process (see Resources).

### **Developing and Maintaining Affordable Housing**

Pre-development and bridge financing by foundations alleviate some of the risk that nonprofit developers bear and allow them to qualify for public subsidies when developing affordable housing.

Direct assistance strategies can help families and individuals obtain and maintain rental housing. Foundations can provide code enforcement to improve rental housing safety and quality, training to help tenants understand their rights and responsibilities, and support to community-based organizations that secure master rental leases.

*Created by the McKnight Foundation in 1981, the Family Housing Fund is a non-profit intermediary organization that provides support for affordable housing in the Twin Cities metropolitan area of Minnesota. The Fund fills three roles: it provides grants and loans to produce and preserve affordable housing for low-income families; it promotes collaborative, efficient service delivery; and it raises visibility of affordable housing issues by educating policymakers and the general public.*

*Since its creation, the Family Housing Fund has invested \$85 million to leverage an additional \$1.19 billion for affordable housing from government, private lenders, investors, and other contributors. The Fund has also spent more than \$33 million to help almost 9,500 families become home owners, and \$26 million to help create 3,300 units of affordable rental housing. Another \$17 million has helped to provide almost 2,500 new supportive housing units as well as rental subsidies for 445 individuals.*

*In 2002, the McKnight Foundation, also based in Minneapolis, MN, continued its long relationship with the Family Housing Fund, which has included 12 grants totaling \$72.8 million since the early 1980s, by awarding the organization a \$28 million grant over four years. The largest grant in the foundation's history, it is targeted to developing and preserving affordable housing for low-income families, and to educating policymakers and the public about the need for affordable housing.*

## Maintaining Housing Through Supportive Services

When people are forced to choose between meeting their basic needs and paying for housing, the result can be homelessness. As such, solutions require not only a place to live, but also an integrated array of support services that help adults and children find housing and stay housed.

Supportive services include a wide range of activities, from programs that help people meet their financial needs to services that address chronic physical and mental health issues that can keep people from staying housed.

Any foundation can make homelessness a funding priority by simply including homeless people in their current mix of human service program areas. For example:

### Housing Placement and Retention

- Programs that conduct marketing and outreach to landlords, and those that provide incentives for landlords that rent to homeless people.
- Landlord/tenant mediation.
- Increasing access to housing subsidies and vouchers.
- Shelter and transitional housing that serve special needs populations, such as young mothers and victims of domestic violence.

## Piloting a Housing First Initiative

*Housing First, a program developed by Los Angeles-based nonprofit Beyond Shelter, rapidly re-houses homeless families in their own apartments and provides follow-up on-site case management services. This approach, endorsed as a best practice by the National Alliance to End Homelessness and adopted by communities across the country, is widely considered a successful strategy to end homelessness.*



*The initial success of “Housing First” led the Charles and Helen Schwab Foundation of San Mateo, CA to convene a collaborative of agencies in Santa Clara County, CA to adapt the model for the San Jose area. A planning group of housing authority staff, private foundations, and homeless service providers met for nine months to develop the program. The Schwab Foundation provided \$385,000 in grants to the Santa Clara Housing First Collaborative’s participating agencies (Emergency Housing Consortium, InnVision, and the Housing Authority of the County of Santa Clara) along with \$25,000 to evaluate the project. The Sobrato Family Foundation and the Housing Industry Foundation contributed \$50,000 each toward security deposits and first month’s rent for the families. Most significantly, the Housing Authority of the County of Santa Clara committed 100 Section 8 vouchers per year, with a value of over \$1.4 million annually.*

*The program’s primary goal is to assist 125 homeless families each year—including more than 150 parents and 250 children—in rapidly returning to and remaining in permanent housing. The project seeks to minimize the length of homeless episodes for families, increasing family stability and reducing emergency shelter and transitional housing costs.*



## Connecting Support Services to Housing

*The Sound Families Initiative develops new transitional and permanent housing for families who are homeless or at risk of becoming homeless. The program connects newly-housed families with comprehensive support services to help them remain housed, such as on-site case management, job search and referral services, and tenant education.*

*Launched in July 2001 with a \$40 million grant by the Bill & Melinda Gates Foundation of Seattle, WA, Sound Families is a private-public partnership that combines the vision and resources of the foundation with the housing development and asset management expertise of local housing authorities. Sound Families nurtures partnerships between housing and service providers by making both capital grants and service grants for each housing program.*

*Sound Families aims to add 1,500 new or renovated transitional or permanent housing units to the current supply in the Puget Sound region of Washington to help homeless and at-risk families move toward self-sufficiency. Since 2001, 586 units have been started or completed.*

### Health, Mental Health, Substance Abuse, and Trauma

- Programs that provide mainstream health care services.
- Programs for uninsured people such as Medicaid and CHIP.
- Community outreach and engagement activities that link homeless people with mental health and addiction treatment.
- Specialized services to meet the needs of subsets of the homeless population, such as victims of domestic violence and veterans.

### Education and Employment

- Job training, job creation, and job retention services.
- Vocational, adult literacy and educational services.
- Childcare and transportation.

### Income

- Programs that help homeless people demonstrate their eligibility for public assistance.
- Ensure access to supports for homeless people such as Temporary Assistance for Needy Families (TANF), Supplemental Security Income (SSI) and food stamps.

### Children and Youth

- Enforcement of federal and state laws regarding homeless children's right to attend and succeed in school.
- Services that promote healthy growth and development such as enriched day care, early intervention, child development activities, health, nutrition, mentoring, recreation, and youth leadership.
- Services to meet the specialized needs of homeless youth, such as youth aging out of the foster care system and youth experiencing trauma.

# PUTTING It All Together: Columbus and Franklin County, Ohio

Ending homelessness requires stepping away from fragmented and disjointed service delivery. Foundations can catalyze cooperative initiatives to present new models of coordination among policymakers, funders, providers, consumers, and other key stakeholders.

In Columbus and Franklin County, Ohio, the Columbus Foundation provided early support to the Community Shelter Board's (CSB) efforts to coordinate regional homeless programs and services. When CSB first opened its doors, the Columbus Foundation served as the organization's fiscal agent until an organizational infrastructure was put into place. By presenting a unified front to end homelessness, this initiative went on to leverage new federal funds and strong support from the philanthropic community.

Today, CSB is a non-profit organization overseeing funding, service delivery, and planning to assist people facing housing problems in the region. Currently, CSB allocates \$7.5 million each year to support 17 agencies. CSB also facilitates the region's Continuum of Care plan to ensure that all services and programs operate within a system rather than as fragmented resources. In its Continuum of Care role, CSB administers federal and private funds for emergency shelters, homelessness prevention, housing resources, technical assistance, research, and other local services.



The community effort to end homelessness in Columbus and Franklin County has resulted in some clear successes:

- In 2003, 60% of all shelter residents moved on to appropriate next-step housing, compared to only 27% in 1995.
- In 2003, only 6% of shelter residents who had moved on to housing returned to shelter; this is down from 20% in the late 1990s.
- Supportive housing programs in Columbus have seen almost 100% participation in voluntary programs; administrators expected only a 60-70% participation rate.

Furthermore, efforts of CSB's Housing Resource Center initiative have shown evidence of success. For instance, during one six-month period, the system served 1,245 households. Successful prevention efforts were demonstrated by the 600 households that maintained permanent housing rather than enter the shelter system. In addition, 370 households exited the shelter system to permanent or transitional housing.

To make progress toward alleviating and ending homelessness, the community's plan incorporated all of the major funding areas reviewed in this guide, including the following activities:

### **Policy & Public Education**

- Issuing semi-annual reports to the community.
- Advising the city in directing its resources.
- Assuring access to public schools for homeless children.

### **Community Planning**

- Gathering service providers, consumers, funders, and government officials to discuss the entire homeless service delivery system.
- Convening the Citizens Advisory Council—comprised of currently and formerly homeless people—to review programs, plans, and recommendations for the Continuum of Care plan.
- Quantifying the community's housing needs.
- Operating a comprehensive management information system to collect uniform data from all shelters, allowing CSB to

help the community develop strategies for improving programs, services, and supports.

- Implementing outcome measures for housing programs that serve homeless people.

### **Prevention**

- Advocating for a stable and expanding supply of assisted housing units.
- Providing homelessness prevention and shelter diversion services, including reducing referrals and discharges to emergency shelters by hospitals, prisons, mental health facilities, and substance abuse facilities.
- Providing financial assistance, housing resource services, and direct housing services to help people move out of shelters.
- Improving access to Columbus Metropolitan Housing Authority programs.

### **Housing**

- Developing Columbus' Housing Trust Fund.
- Managing the Housing Resource Center, which includes services in prevention, housing counseling and referrals, permanent housing, transitional housing, and a housing resource database.
- Developing permanent supportive housing.
- Increasing the supply of affordable housing.





## Services & Supports

- Providing operations and services funding for transitional housing.
- Connecting homeless people to essential services, such as the Franklin County Department of Job and Family Services programs and the Alcohol and Drug Addiction and Mental Health Services Board.
- Strengthening service capacity by partnering with a wide variety of organizations across the community.

While much of CSB's funding is public, foundations have played an important role in ensuring the organization's success. The Columbus Foundation maintains its support of the organization, awarding a \$100,000 grant in 2002 for general operating funds. Also supporting CSB general operating funds are Nationwide Foundation with \$60,000, and the Leo Yassenoff Foundation and Huntington National Bank, each giving \$10,000.

Other foundations granted awards for specific purposes:

- The Community Technology Fund awarded \$15,000 for computers for homeless client employment centers.
- The Harry C. Moores Foundation awarded \$25,000 for housing resource specialists at shelters.
- The Paul G. Duke Foundation awarded \$5,000 for a child advocate at the YWCA of Columbus.
- The Ingram-White Castle Foundation awarded \$15,000 for the Family Housing Collaborative, a housing services program.

Beyond providing initial financial support, foundations are represented on CSB's Board of Trustees, and a program officer from the Columbus Foundation has served on the Continuum of Care Steering Committee for more than seven years.

# A CALL To Action

Homelessness has been the proverbial elephant in the room for philanthropy—undeniably there and troubling, but seemingly too monolithic to confront. With foundations historically allocating only 1% of annual giving to homelessness, we have not devoted sustained attention or resources to this nation-wide problem. It is past time for us to acknowledge the reality and pervasiveness of homelessness in America, and take forceful steps to help end it.

The philanthropic community can serve as a linchpin of local and national efforts. We can help to galvanize political will by making homelessness a high-profile public issue. We can guide and motivate dispersed providers of human services to leverage each other's contributions by coordinating their efforts. We can fund research to document preventive approaches and support services that succeed. We have the flexibility and the resources to develop new strategies to create and sustain affordable housing.

The main task at hand is to summon our own will to act. Each of us can contribute immediately, as the range of needed programming is sufficiently broad to meet the current funding priorities of most any foundation. Great opportunities exist in traditional funding areas of housing, health, human services, education, and services for children, youth, and families. More important than the magnitude of engagement is the unanimity of our action.



The stories told here make it clear that any foundation concerned with human suffering and alleviating poverty has a role to play—whether it is formulating policy, developing model programs, integrating human services for homeless clients, or leveraging resources to build affordable housing. Many of our communities are hard at work on concrete, feasible plans to end homelessness. It is time for us to join them.

Homelessness has not always been a significant feature of American life. Research and model programs give us the knowledge of what to do and the confidence that our efforts will be effective. This nation can rise to the challenge of ending homelessness and the philanthropic community can lead the way. We invite your support, participation, and leadership.

# RESOURCES

## Contact Information for Giving Profiles

### **Building Political Will**

#### *Leveraging Private Funds for Public Impact*

Butler Family Fund  
One Dupont Circle, NW, Suite 700  
Washington, DC 20036  
(t) 202-463-8288  
[www.fdncenter.org/grantmaker/butler/](http://www.fdncenter.org/grantmaker/butler/)

Southern California Association of  
Non-Profit Housing  
3345 Wilshire Blvd., Suite 1005  
Los Angeles, CA 90010  
(t) 213-480-1249  
[www.scanph.org](http://www.scanph.org)

#### *Educating the Public*

The Minneapolis Foundation  
800 IDS Center  
80 South Eighth St.  
Minneapolis, MN 55402  
(t) 612-672-3878  
[www.mplsfoundation.org](http://www.mplsfoundation.org)

#### *Meeting Income Needs*

Public Welfare Foundation  
1200 U. St., NW  
Washington, DC 20009-4443  
(t) 202-965-1800  
[www.publicwelfare.org](http://www.publicwelfare.org)

Chicago Coalition for the Homeless  
1325 South Wabash, Suite 205  
Chicago, IL 60605-2521  
(t) 312-435-4548  
[www.chicagohomeless.org](http://www.chicagohomeless.org)

### **Community Planning to End Homelessness**

#### *Collaboration on Chicago's Continuum of Care*

The Chicago Community Trust  
111 East Wacker Dr., Suite 1400  
Chicago, IL 60601  
(t) 312-616-8000  
[www.cct.org](http://www.cct.org)

The Gaylord and Dorothy Donnelley Foundation  
35 East Wacker Dr., Suite 2600  
Chicago, IL 60601  
(t) 312-977-2700  
[www.gddf.org](http://www.gddf.org)

The Robert R. McCormick Tribune Foundation  
435 North Michigan Ave., Suite 770  
Chicago, IL 60611  
(t) 312-222-3512  
[www.rrmtf.org](http://www.rrmtf.org)

Polk Bros. Foundation, Inc.  
20 West Kinzie St., Suite 1110  
Chicago, IL 60610  
(t) 312-527-4684  
[www.polkbrosfdn.org](http://www.polkbrosfdn.org)

City of Chicago Continuum of Care  
1111 North Wells, Suite 500  
Chicago, IL 60610  
(t) 312-573-8819  
[www.chicagocontinuum.org](http://www.chicagocontinuum.org)

#### *Closing the Information Gap*

Fannie Mae Foundation  
4000 Wisconsin Ave., NW  
North Tower, Suite 1  
Washington, DC 20016  
(t) 202-274-8000  
[www.fanniemaefoundation.org](http://www.fanniemaefoundation.org)  
[www.knowledgeplex.org](http://www.knowledgeplex.org)

### **Preventing Homelessness**

#### *From Foster Care to Self Sufficiency*

The San Francisco Foundation  
225 Bush St., Suite 5  
San Francisco, CA 94104-4224  
(t) 415-733-8500  
[www.sff.org](http://www.sff.org)

First Place Fund for Youth  
1755 Broadway, Suite 304  
Oakland, CA 94612  
(t) 510-272-0979  
[www.firstplacefund.org](http://www.firstplacefund.org)

#### *Simple Strategies to Prevent Homelessness*

The Linden Foundation  
77 Summer St., 8<sup>th</sup> Floor  
Boston, MA 02110-1006  
(t) 617-426-7080  
[www.lindenfoundation.org](http://www.lindenfoundation.org)

Bridge Fund of Massachusetts  
233 Needham St.  
Newton, MA 02464  
(t) 617-454-1120

#### *Targeted Grants for Positive Outcomes*

Morris and Esther Horowitz Family Foundation  
c/o Greater Kansas City Community Foundation  
1055 Broadway, Suite 130  
Kansas City, MO 64105  
(t) 816-842-0944  
[www.gkccf.org](http://www.gkccf.org)

Operation Breakthrough  
3039 Troost  
Kansas City, MO 64109  
(t) 816-329-5225  
[www.operationbreakthrough.org](http://www.operationbreakthrough.org)

## **Expanding the Housing Supply**

### *Long-Term Support to Ensure Housing*

Conrad N. Hilton Foundation  
100 West Liberty St., Suite 840  
Reno, NV 89501  
(t) 775-323-4221  
[www.hiltonfoundation.org](http://www.hiltonfoundation.org)

Corporation for Supportive Housing  
1330 Broadway, Suite 601  
Oakland, CA 94612  
(t) 510-251-1910  
[www.csh.org](http://www.csh.org)

### *Coordinating Comprehensive Action*

McKnight Foundation  
710 South Second St., Suite 400  
Minneapolis, MN 55401  
(t) 612-333-4220  
[www.mcknight.org](http://www.mcknight.org)

Family Housing Fund  
Midwest Plaza West, Suite 1650  
Minneapolis, MN 55402  
(t) 612-375-9644  
[www.fhfund.org](http://www.fhfund.org)

### *Partnerships for Permanent Change: Catalyzing Public Dollars*

Melville Charitable Trust  
c/o The Philanthropic Initiative, Inc. (TPI)  
77 Franklin St.  
Boston, MA 02110  
(t) 617-338-2590  
[www.melvilletrust.org](http://www.melvilletrust.org)

Partnership for Strong Communities  
32 Grand St.  
Hartford, CT 06106  
(t) 860-247-4322  
[www.ctpartnershiphousing.com](http://www.ctpartnershiphousing.com)

## **Maintaining Housing through Supportive Services**

### *Piloting a Housing First Initiative*

Charles and Helen Schwab Foundation  
1650 South Amphlett Blvd., Suite 300  
San Mateo, CA 94402-2516  
(t) 650-655-2410  
[www.schwabfoundation.org](http://www.schwabfoundation.org)

Emergency Housing Consortium  
2011 Little Orchard St.  
San Jose, CA 95125  
(t) 408-294-2100  
[www.homelessness.org](http://www.homelessness.org)

Housing Authority of the County  
of Santa Clara  
505 West Julian St.  
San Jose, CA 95110  
(t) 408-275-8770  
[www.hacsc.org](http://www.hacsc.org)

InnVision  
974 Willow St.  
San Jose, CA 95125  
(t) 408-292-4286  
[www.innvision.org](http://www.innvision.org)

### *Connecting Support Services to Housing*

Bill & Melinda Gates Foundation  
P.O. Box 23350  
Seattle, WA 98102  
(t) 206-709-3140  
[www.gatesfoundation.org](http://www.gatesfoundation.org)

Sound Families  
700 Fifth Ave.  
Key Tower, Suite 5700  
Seattle, WA 98104  
206-233-7088  
[www.soundfamilies.org](http://www.soundfamilies.org)

## **Putting it All Together: Columbus and Franklin County, OH**

Columbus Foundation  
1234 East Broad St.  
Columbus, OH 43205-1453  
(t) 614-251-4000  
[www.columbusfoundation.org](http://www.columbusfoundation.org)

The Community Technology Fund of Ohio  
6956 East Broad St., #183  
Columbus, OH 43213  
(t) 614-501-1697  
[www.ctfohio.net](http://www.ctfohio.net)

The Paul G. Duke Foundation  
1234 East Broad St.  
Columbus, OH 43205-1453  
(t) 614-251-4000  
[www.columbusfoundation.org](http://www.columbusfoundation.org)

Huntington National Bank  
Huntington Bancshares, Inc.  
41 South High St.  
Columbus, OH 43287  
(t) 614-480-5413  
[www.huntington.com](http://www.huntington.com)

The Harry C. Moores Foundation  
100 South 3rd St.  
Columbus, OH 43215  
(t) 614-227-8884

The Ingram-White Castle Foundation  
1234 East Broad St.  
Columbus, OH 43205-1453  
(t) 614-251-4000  
[www.columbusfoundation.org](http://www.columbusfoundation.org)

Nationwide Foundation  
1 Nationwide Plaza, 1-22-05  
Columbus, OH 43215-2220  
(t) 614-249-4310  
[www.nationwide.com/about\\_us/involvement/fndatn.htm](http://www.nationwide.com/about_us/involvement/fndatn.htm)

Leo Yassenoff Foundation  
51 North High St.  
Columbus, OH 43215  
(t) 614-221-4315

Community Shelter Board  
115 West Main St., LL  
Columbus, OH 43215  
(t) 614-221-9195  
[www.csb.org](http://www.csb.org)

# For More Information on Homelessness and Affordable Housing

*The following organizations can provide background information, current public policy issues, and contacts for state and local organizations dealing with homelessness:*

## **Alliance for Justice**

11 Dupont Circle, NW, 2nd Floor  
Washington, DC 20036  
(t) 202-822-6070  
(f) 202-822-6068  
[www.afj.org](http://www.afj.org)

## **Beyond Shelter**

520 South Virgil Ave., Suite 200  
Los Angeles, CA 90020  
(t) 213-252-0772  
(f) 213-480-0846  
[www.beyondshelter.org](http://www.beyondshelter.org)

## **Corporation for Supportive Housing**

1330 Broadway, Suite 601  
Oakland, CA 94612  
(t) 510-251-1910  
(f) 510-251-5954  
[www.csh.org](http://www.csh.org)

## **Health Care for the Homeless Information Resource Center**

c/o Policy Research Associates  
345 Delaware Ave.  
Delmar, NY 12054  
(t) 888-439-3300 ext. 247  
(f) 518-439-7612  
[www.bphc.hrsa.gov/hcirrc](http://www.bphc.hrsa.gov/hcirrc)

## **National Alliance to End Homelessness**

1518 K St., NW, Suite 206  
Washington, DC 20005  
(t) 202-638-1526  
(f) 202-638-4664  
[www.naeh.org](http://www.naeh.org)

## **National Center for Homeless Education**

P.O. Box 5367  
Greensboro, NC 27435  
(t) 800-308-2145  
(t) 336-315-7400  
(f) 336-315-7457  
[www.serve.org/nche](http://www.serve.org/nche)

## **National Center on Family Homelessness**

181 Wells Ave.  
Newton Centre, MA 02459  
(t) 617-964-3834  
(f) 617-244-1758  
[www.familyhomelessness.org](http://www.familyhomelessness.org)

## **National Coalition for the Homeless**

1012 Fourteenth St., NW, #600  
Washington, DC 20005-3410  
(t) 202-737-6444  
(f) 202-737-6445  
[www.nationalhomeless.org](http://www.nationalhomeless.org)

## **National Law Center on Homelessness & Poverty**

1411 K St., NW, Suite 1400  
Washington, DC 20005  
(t) 202-638-2535  
(f) 202-628-2737  
[www.nlchp.org](http://www.nlchp.org)

## **National Network for Youth**

1319 F St., NW, 4th Floor  
Washington, DC 20004  
(t) 202-783-7949  
(f) 202-783-7955  
[www.nn4youth.org](http://www.nn4youth.org)

## **National Resource Center on Homelessness and Mental Illness**

Policy Research Associates, Inc.  
345 Delaware Ave.  
Delmar, NY 12054  
(t) 800-444-7415  
(f) 518-439-7612  
[www.nrchmi.com](http://www.nrchmi.com)



*The following organizations can provide background information, current public policy issues, and contacts for state and local organizations dealing with affordable housing:*

**Community Development Trust Inc.**

1350 Broadway, Suite 700  
New York, NY 10018-7702  
(t) 212-271-5080  
(f) 212-271-5079  
www.commdetrust.com

**The Enterprise Foundation**

10227 Wincopin Circle, Suite 500  
Columbia, MD 21044  
(t) 410-964-1230  
(f) 410-964-1918  
www.enterprisefoundation.org

**Housing Assistance Council**

1025 Vermont Ave., NW, Suite 606  
Washington, DC 20005  
(t) 202-842-8600  
(f) 202-347-3441  
www.ruralhome.org

**The Housing and Community Development KnowledgePlex**

c/o The Fannie Mae Foundation  
4000 Wisconsin Ave., NW  
North Tower, Suite One  
Washington, DC 20016-2804  
(t) 877-363-PLEX  
(f) 202-274-8100  
www.knowledgeplex.org

**HUD USER**

P.O. Box 23268  
Washington, DC 20026  
(t) 1-800-245-2691  
(f) 202-708-9981  
www.huduser.org

**Institute for Community Economics**

57 School St.  
Springfield, MA 01105-1331  
(t) 413-746-8660  
(f) 413-746-8862  
www.iceclt.org

**Local Initiatives Support Corporation (LISC)**

733 3rd Ave., 8th Floor  
New York, NY, 10017  
(t) 212-455-9800  
(f) 212-682-5929  
www.liscnet.org

**Low Income Housing Investment Fund**

1330 Broadway, Suite 600  
Oakland, CA 94612  
(t) 510-893-3811  
(f) 510-893-3964  
www.lihf.org

**McAuley Institute**

8380 Colesville Rd., Suite 420  
Silver Spring, MD 20910  
(t) 301-588-8110  
(f) 301-588-1890  
www.mcauley.org

**National Association of Affordable Housing Lenders (NAAHL)**

1300 Connecticut Ave., NW, Suite 905  
Washington, DC 20036  
www.ffhsj.com/fairlend/naahl.htm

**National Housing Institute**

460 Bloomfield Ave., Suite 211  
Montclair, NJ 07042  
(t) 973-509-2888  
(f) 973-509-8005  
www.nhi.org

**National Housing Law Project**

614 Grand Ave., Suite 320  
Oakland, CA 94610  
(t) 510-251-9400  
(f) 510-451-2300  
www.housinglaw.org

**National Housing Trust**

1101 30th St. NW, Suite 400  
Washington, DC 20007  
(t) 202-333-8931  
(f) 202-833-1031  
www.nhtinc.org

**National Low Income Housing Coalition**

1012 Fourteenth St. NW, Suite 610  
Washington, DC 20005  
(t) 202-662-1530  
(f) 202-393-1973  
www.nlihc.org

**Philadelphia Association of Community Development Corporations**

P.O. Box 22641  
Philadelphia, PA 19110  
(t) 215-732-5829  
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# APPENDIX

## Methodology

This guide is the product of a collaboration between foundations concerned with the philanthropic response to homelessness and the National Center on Family Homelessness. This project was designed to educate the philanthropic community on issues of homelessness and increase their involvement in addressing this crisis. The goal of this guide is to:

- Understand philanthropy's historical commitment to homelessness.
- Highlight effective grantmaking strategies for preventing and ending homelessness.
- Engage new levels of philanthropic support and collaboration to end homelessness.

In order to meet this goal, the National Center on Family Homelessness used multiple strategies to gather comprehensive data on the role of foundations in homelessness. Data collection strategies included key informant interviews, a survey, and an analysis of data on philanthropic giving trends.



## Key Informant Interviews

Key informant interviews were conducted by telephone with staff members at 50 foundations nationwide that currently fund or have previously funded in homelessness. These structured interviews lasted approximately one hour. Questions addressed how giving in homelessness and housing fit within foundations' priority areas; the nature of foundations' giving in the areas of homelessness and housing; effective and beneficial funding strategies; and challenges and barriers to funding in homelessness and housing. For those foundations that have reduced or stopped funding in homelessness, additional questions addressed the reasons for reducing or eliminating such funding and what would cause them to fund in these areas in the future. The foundations that were interviewed as part of this study are listed here:

The Boston Foundation, Inc., Boston, MA  
Butler Family Fund, Washington, DC  
The California Endowment, Woodland Hills, CA  
The California Wellness Foundation, Woodland Hills, CA  
Annie E. Casey Foundation, Baltimore, MD  
The Chicago Community Trust, Chicago, IL  
The Cleveland Foundation, Cleveland, OH  
The Columbus Foundation, Columbus, OH  
The Denver Foundation, Denver, CO  
Discount Foundation, Inc., Rockville, MD  
Fannie Mae Foundation, Washington, DC  
Paul and Phyllis Fireman Charitable Foundation,  
Chestnut Hill, MA  
Freddie Mac Foundation, McLean, VA  
Hall Family Foundation, Kansas City, MO  
The F.B. Heron Foundation, New York, NY  
Conrad N. Hilton Foundation, Reno, NV  
Morris and Esther Horowitz Family Foundation, Kansas City, MO  
The Hyams Foundation, Inc., Boston, MA  
The James Irvine Foundation, San Francisco, CA  
Ittleson Foundation, Inc., New York, NY

The Robert Wood Johnson Foundation, Princeton, NJ  
The Greater Kansas City Community Foundation,  
Kansas City, MO  
Ewing Marion Kauffman Foundation, Kansas City, MO  
W.K. Kellogg Foundation, Battle Creek, MI  
John S. and James L. Knight Foundation, Miami, FL  
The Linden Foundation, Inc., Boston, MA  
The Minneapolis Foundation, Minneapolis, MN  
Charles Stewart Mott Foundation, Flint, MI  
The Norfolk Foundation, Norfolk, VA  
The David and Lucile Packard Foundation, Los Altos, CA  
The William Penn Foundation, Philadelphia, PA  
Polk Bros. Foundation, Inc., Chicago, IL  
Public Welfare Foundation, Inc., Washington, DC  
Roberts Enterprise Development Fund, San Francisco, CA  
The Rockefeller Foundation, New York, NY  
Rossi Family Foundation, Portola Valley, CA  
The San Francisco Foundation, San Francisco, CA  
Charles and Helen Schwab Foundation, San Mateo, CA  
Surdna Foundation, Inc., New York, NY

The analysis of the key informant interviews demonstrated some strategies that are considered to be effective in serving homeless individuals and families, and ultimately help to end homelessness. We researched some examples of innovative and effective grantmaking in homelessness to highlight those strategies that have made a difference.

## Survey of Experts in the Field of Homelessness

We sent letters to a large number of experts working directly on issues of homelessness, including providers, advocates, policy-makers, researchers, and homeless and formerly homeless people. Each respondent was asked to answer a single question: “What can foundations do to help end homelessness in America?” in whatever way they felt comfortable. While some people wrote lengthy responses on recent efforts to end homelessness, others provided one or two focused points. Feedback was solicited from 94 people and 72 responses were received. The respondents are listed here:

### Policymakers

- Bolt, Dona** Homeless Specialist, Oregon Department of Education, Salem, OR
- DiBianco-Eik, Marie** PATH and Housing Coordinator, New Mexico Department of Health, Santa Fe, NM
- Fisher, Sally** Director, Office for Emergency Shelter and Services, Philadelphia, PA
- Hess, Rob** Deputy Managing Director, Special Needs Housing, Philadelphia, PA
- Hochron, Jean** Chief, Health Care for the Homeless Branch, Health Resources and Services Administration, United States Department of Health and Human Services, Bethesda, MD
- James, Barbara** Project Coordinator, Office for Education of and Youth, University of Texas at Austin, Austin, TX
- Leginski, Walter** Senior Advisor of Homelessness, Office of Asst. Secretary Planning and Evaluation, United States Department of Health and Human Services, Bethesda, MD
- Randolph, Fran** Branch Chief, Homeless Programs Branch, Center for Mental Health Services, United States Department of Health and Human Services, Rockville, MD
- Raysor, Robin** Program Specialist, Office of Special Needs Housing, United States Department of Housing and Urban Development, Washington, DC
- Wasmer, Dan** Chicago MetroNorth Network Manager, Chicago-Read Mental Health Center, Chicago, IL

### Providers

- Benson Forer, Elizabeth** Chief Executive Officer, Venice Family Clinic, Venice, CA
- Butzen, Jean** President and CEO, Lakefront SRO, Chicago, IL
- Ehrlich, Risa** New York, NY
- Fleetwood, Martha** Executive Director, HomeBase/Center for Common Concerns, Inc., San Francisco, CA
- Fox, Elaine** VP, Special Health Services, Philadelphia Health Management Corp., Philadelphia, PA
- Goldfinger, Steve** Vice Chair, Dept. of Psychology, State University of New York (SUNY) Health Science Center, Brooklyn, NY
- Greer, Joe** Medical Director, Camillus Health Concern, Miami, FL
- Griffin, Shaun** Executive Director, Community Chest, Inc., Virginia City, NV
- Hannigan, Tony** Executive Director, Center for Urban Community Services, New York, NY
- Heilman, Sue** Executive Director, Horizons Initiative, Dorchester, MA
- Helfgott, Kim** Director, Program Services, Volunteers of America, Alexandria, VA
- Kopke, Jodi** Development Director, Boulder Shelter for the Homeless, Boulder, CO
- Leonard, Sister Margaret** Executive Director, Project Hope, Worcester, MA
- Lozier, John** Executive Director, National Health Care for the Homeless Council, Nashville, TN
- Nilan, Diane** Program Director, PADS, Inc., Chicago, IL

**Pappas, Phil** Executive Director, Community Human Services, Pittsburgh, PA

**Phillips, Walter** Executive Director, San Diego Youth and Community Services, San Diego, CA

**Scullion, Sister Mary** Executive Director, Project H.O.M.E., Philadelphia, PA

**Sherman, Peter** Medical Director, NY Children's Health Project/Children's Hospital at Montefiore, New York, NY

**Singer, Jeff** President and CEO, Baltimore Health Care for the Homeless Project, Baltimore, MD

**Tull, Tanya** President and CEO, Beyond Shelter, Los Angeles, CA

**Weinreb, Linda** Director of Research, Department of Family and Community Medicine, University of Massachusetts Medical Center, Worcester, MA

**White, Andrea** Chief Program Officer, Center for Urban Community Services, New York, NY

**White, Ruth** Director, Housing and Homeless, Child Welfare League of America, Washington, DC

#### Advocates

**Boden, Paul** Executive Director, San Francisco Coalition for the Homeless, San Francisco, CA

**Boone, Linda** Executive Director, National Coalition for Homeless Veterans, Washington, DC

**Bowman, Diana** Director, National Center for Homeless Education Greensboro, NC

**Brosnahan Sullivan, Mary** Executive Director, Coalition for the Homeless, New York, NY

**Buchenholz, Gretchen** Executive Director, Association to Benefit Children, New York, NY

**Crowley, Sheila** President, National Low-Income Housing Coalition, Washington, DC

**Dahl, Michael** Director, Minnesota Coalition for the Homeless, Minneapolis, MN

**Davis, Brian** Executive Director, Northeast Ohio Coalition for the Homeless, Cleveland, OH

**Diotte, Kip** Executive Director, Michigan Coalition Against Homelessness, Lansing, MI

**Donahue, John** Executive Director, Chicago Coalition for the Homeless, Chicago, IL

**Erlenbusch, Bob** Executive Director, LA Coalition to End Hunger and Homelessness, Los Angeles, CA

**Faith, Bill** Executive Director, Coalition on Homelessness and Housing in Ohio, Columbus, OH

**Farrell, Brenda** Worcester, MA

**Foscarinis, Maria** Executive Director, National Law Center on Homelessness and Poverty, Washington, DC

**Glasser, Nicole** Public Education Specialist, Massachusetts Department of Mental Health, Boston, MA

**Herring, Robin** Consumer Panel Vice Chair, Pan Lutheran Ministries of Wake County, Raleigh, NC

**Housley, Donna** President, Warriors for Real Welfare Reform, Hartford, CT

**Javits, Carla** President, Corporation for Supportive Housing, New York, NY

**Lewis, Lynn** Co-Director, Picture the Homeless, New York, NY

**McKee-Huger, Beth** Executive Director, Greensboro Housing Coalition, Greensboro, NC


**Mott, Andrew** Executive Director, Center for Community Change, Washington, DC

**Noll, Gretchen** Acting Executive Director, National Network for Youth, Washington, DC

**Radnor, Nancy** Executive Director, Partnership to End Homelessness, Chicago, IL

**Reid, Kathy** Executive Director, Texas Homeless Network, Austin, TX

**Rhoades Clarke, Nelda** Vice Chair, St. Paul Area Coalition for the Homeless, St. Paul, MN

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- Rogers, Diana** Coordinator, Family Housing Solutions, Trenton, NJ  
**Roman, Nan** President, National Alliance to End Homelessness, Washington, DC  
**Verrier, Christine** Executive Director, Blueprint to End Homelessness, Philadelphia, PA  
**Watlov Phillips, Sue** Acting Executive Director, National Coalition for the Homeless, Washington, DC  
**West Blank, Angela** Director of the Annual Fund, Chicago Coalition for the Homeless, Chicago, IL

### Researchers

- Breaky, William** Professor of Psychiatry, Johns Hopkins Hospital, Baltimore, MD  
**Burt, Martha** Principal Research Associate, Urban Institute, Washington, DC  
**Culhane, Dennis** Associate Professor of Social Work, University of Pennsylvania, School of Social Work, Philadelphia, PA  
**Dennis, Deborah** VP of Technical Assistance, Policy Research Associates (PRA)/National Resource Center On Homelessness and Mental Illness, Delmar, NY  
**Haig Friedman, Donna** Director of the Center for Social Policy, McCormack Institute for Public Affairs, Boston, MA  
**Morse, Gary** Executive Director, Community Alternatives, St. Louis, MO  
**Rees, Susan** Director, Policy and Research, McAuley Institute, Silver Spring, MD  
**Shinn, Marybeth** Professor of Psychology, New York University, New York, NY

### Trends in Philanthropic Giving in Homelessness

The National Center on Family Homelessness also conducted an analysis of philanthropic giving trends in the area of homelessness between 1990 and 1999, using data from the Foundation Center. The Foundation Center sample includes approximately 800 of the 1,000 largest foundations in the United States. In addition, 200 other foundations of varying size are included to provide depth and diversity to the sample. In 1998-1999, this group of foundations awarded \$11.6 billion in grants, which represented about half of the total grants (dollars) awarded by all independent, corporate, and community foundations in the United States.

Data on each foundation are derived from a variety of different sources. The majority of the information comes from 990-PF forms reported to the IRS. The remaining information comes from Foundation Center surveys, foundation annual reports and other public documents, electronic files and web lists.





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