

Final Report on the Five Year
Strategic Initiative on Homelessness
of the William S. Abell Foundation

March 13, 2010

Executive Summary

“Amen, I say to you, whatever you did for one of these least brothers of mine, you did for me.” Mt 25:40

In 2005, the Board of Directors of the William S. Abell Foundation decided to undertake a “Strategic Initiative,” committing to spend \$8 to \$10 million over a five-year period to make an impact on homelessness in Washington DC and the surrounding Maryland counties. The Board established a Homelessness Committee to develop the Initiative, and gave it considerable flexibility to approve grants between meetings. After extensive discussions with key players from government, academia and charitable organizations, the Committee decided to concentrate on the chronically homeless – those individuals who cycle in and out of homeless shelters and are the most difficult to help – most often because of severe mental illness, substance abuse, or both. The Committee recognized that these serious problems that underlie chronic homelessness meant that these individuals would need long-term help to deal with their problems. This key conclusion led the Committee to focus its efforts primarily on permanent supportive housing (“PSH”) – housing with no time limit or entry barriers, coupled with extensive support for dealing with underlying issues. Policymakers have debated whether this kind of housing should be offered only after the chronically homeless have “stabilized” – brought their substance abuse under control and/or received treatment for their mental illness – or whether the housing should be offered first, *after* which an array of support services are made available. This second approach, dubbed “Housing First,” is what the Committee ultimately decided on for most of its strategic grants. In 2005, it was all but unknown in Washington DC.

The Strategic Initiative involved numerous meetings with planners, developers, service providers and others, attempting to encourage and assist efforts to deal with this compelling problem. About fifty grants, totaling \$8.25 million, were awarded over a five-year period. A large share of the time and money has gone to bring to the Washington DC area new talent and energy to create PSH here. Funds were awarded to a range of organizations that had successfully assisted the homeless in other areas, that had technical expertise in PSH, or that could organize advocacy to deal with the problem. Grants were given to local and national organizations to study the needs in Washington DC and Montgomery County, MD, to hold forums on key issues, and to develop “best practices.” We believe that these grants and forums have energized and reoriented many existing nonprofits in DC, and have also brought many talented individuals and new organizations to DC. Partly as a result of our efforts, and also the extensive work of other individuals and organizations, the DC Government has undertaken to produce 2,500 units of PSH. We hope and expect that the new players and new energies we have helped to attract will continue to lead the City in implementing best practices to end homelessness.

The Committee has spent considerable time encouraging and providing preliminary funding for the development of two buildings: a model PSH project for the chronically homeless of DC and a model PSH project for homeless veterans, setting the bar for best practices both locally and nationally. While both projects are at an early stage, we believe that sufficient momentum has gathered to give both projects a good chance to be completed within the next three years. The fact that neither project yet has reached the “tipping point,” despite years of effort, thousands of hours of work and hundreds of thousands of dollars of our money, demonstrates the complexity and difficulty of this task.

We have also funded a number of organizations that provide PSH either in their own buildings or in apartments scattered across the area. The biggest such grant was to Pathways to Housing, a New York-based organization that used our three-year funding to place 294 individuals in permanent housing, with intensive services attached.

The rest of the grants have been aimed at a variety of strategies for reducing chronic homelessness. In addition to special efforts for homeless veterans, the Initiative also made a half dozen grants to help remedy another problem that contributes significantly to homelessness – the planning (or lack of planning) for re-entry of prison and jail inmates into society. Health, housing, job training and placement services have all been made available to ex-offenders through these grants.

What have the concrete results been? It is not easy to say, and many of the results will take years to play out. We believe that our Initiative has played an important, and perhaps central, role in “changing the conversation” in the metropolitan area from simply *helping* homeless people to *ending* homelessness, by the use of proven best practices. Statistics can bounce up and down from year to year for many different reasons, but we take it as a hopeful sign that the “Point in Time” census taken each January showed a 12% decrease in chronic homelessness during 2008 in the District. More than 500 individuals and 70 families who had been chronically homeless have been placed into permanent homes. We believe that our efforts and our funding have contributed importantly to this result.

Our report contains detail on all these matters and more, and, we hope, provides a useful review not only of what we did but of how our thinking progressed. The full report contains a

number of “Lessons Learned,” which we hope will be helpful to our own Foundation as we plan any future initiatives, and also to other funders in their grant-making in the homelessness area.

I. Background

Assisting homeless populations has been a central mission of the William S. Abell Foundation since its inception in 1985. As of 2005, almost 40% of its grants had been dedicated to the amelioration of homelessness in the Foundation’s geographically chartered areas of the District and surrounding Maryland counties. When the Foundation’s assets increased significantly during the early 2000’s, the Board came to the conclusion that larger, strategic grants could have a greater influence on advancing the Foundation’s priorities and voted in 2004 to make an annual major “impact” grant. The first large strategic investment was a \$1M grant to Catholic Charities to develop St. Martin’s, a 178-unit workforce housing development that included units for formerly homeless people who are employed.

The creation of a Strategic Initiative focused on homelessness was a logical extension of both the Foundation’s historic focus on homelessness as well as its recent decision to make larger, more targeted strategic grants. In early 2005, several Board members met with Dr. Martha Burt, a national expert with decades of experience working a full range of homeless issues, and affiliated with the Urban Institute, a national policy “think tank” which focuses on problems of American cities. Dr. Burt recommended that the Foundation move from its focus on funding shelters and other emergency care systems to funding strategies designed to *end* homelessness. Following on this recommendation, the Board established a Homelessness Committee consisting of four Board members (Shep Abell, Chris Abell, Greg Abell with Tom Nurmi as Chair) and organized a day-long retreat to focus on what WSAF could do to target its

grant-making to have an impact on ending homelessness. The retreat, held on September 17, 2005, combined a presentation by Dr. Burt and recommendations by the Committee as to how the Strategic Initiative could proceed. The Board thereafter formally approved a five year Strategic Initiative and authorized grant-making of up to \$10M.

Throughout 2005, the Committee met with homeless experts, foundations and local government representatives to become better educated about homelessness in America and specifically in Washington DC. These experts included:

- Nan Roman, (President of the National Alliance to End Homelessness);
- Chapman Todd (in charge of the homeless programs for Catholic Charities of DC);
- Dr. Sam Tsemberis (Executive Director of Pathways to Housing);
- Carla Javits and Connie Tempel (former Executive Director and COO, respectively, of the Corporation for Supportive Housing);
- Rosanne Haggerty (President of Common Ground/Common Ground Institute);
- Fr. John Adams and Ken Ellison (Executive Director and Housing Director, respectively, of So Others Might Eat);
- Sharan London (Executive Director of the Montgomery County Coalition of the Homeless);
- Joe Weisbord (National Director of Homelessness Programs at Fannie Mae);
- Patty Fugere (Executive Director, Washington Legal Clinic for the Homeless);

- Robert Hohler (Executive Director of The Melville Trust and Chair of Funders Together).

The Committee met with other local foundations, including Fannie Mae, the Morris and Gwendolyn Cafritz, Agnes and Eugene Meyer, and Naomi and Nehemiah Cohen Foundations that are active locally in funding homelessness programs in the District. In addition, we engaged D.C. government officials including the Mayor, department heads and key staff to discuss the potential of collaboration and shared initiatives.

The Foundation benefited tremendously throughout by engagement with Funders Together, a national network of foundations and corporations supporting strategic and effective grant-making to end homelessness. Members include the Bill and Melinda Gates, Rockefeller, Conrad N. Hilton and Robert Wood Johnson Foundations, among many others. Tom Nurmi continues to serve on the Steering Committee of this organization.

II. Developing and Framing the Focus of a Strategic Initiative

We gained important background through these meetings that helped frame the Strategic Initiative's focus on ending homelessness in the District by using best practices proven in cities around the country. Key themes included:

- ⇒ Homelessness is a complex and chronic societal issue for which there is no single simple solution.
- ⇒ There are proven policies and approaches that have emerged that have substantially reduced, and with a strategic focus could end, homelessness in cities around America.

- ⇒ Philanthropy alone cannot make much of a dent in homelessness; the great bulk of the needed resources must come from governmental entities. The role of philanthropy is to provide leadership by directing its limited resources towards best practices and effective advocacy.
- ⇒ The federal government has taken a leadership role in shifting the homelessness paradigm from amelioration to ending homelessness. This leadership included successfully encouraging cities (including DC), counties and states to develop hundreds of “Ten Year Plans to End Homelessness” around the country.
- ⇒ A critical component of these plans was the development of programs to prevent homelessness in the first place. Studies have shown that it is far less expensive to meet short-term needs (e.g., rental assistance during a brief period of unemployment) than to pay for emergency, crisis-oriented services once someone becomes homeless. Similarly, public institutions -- such as jails, mental health facilities, and hospitals – should discharge people into housing and not into the homeless system, where many have languished for years.
- ⇒ Over the years, homeless programs had evolved around the perception that homelessness is a temporary condition and that basically food and shelter was all that was required to help people to get back on their feet. While this is true for most who become homeless, we now know that there are many who require much more to escape homelessness. These chronically homeless people represent roughly 15 % of the homeless population nationally and yet absorb 50% of homeless resources.
- ⇒ An essential component of any initiative to end homelessness is the creation of an adequate supply of permanent supportive housing, a proven solution for this chronically homeless

population. PSH is housing that is not limited in duration and offers a full array of support services designed and delivered through a motivational approach to address issues that help tenants remain in their permanent homes (e.g., drug and alcohol abuse, mental illness, unemployment, etc.). The District's *Homeless No More* ten-year plan, adopted in September 2004 under Mayor Anthony Williams's Administration, calls for the creation of 2500 PSH units for the chronically homeless.

- ⇒ While many experts contend that the best solution is to integrate PSH as undifferentiated within the housing continuum, this is a distant goal. Standalone, single site PSH with an appropriate tenant mix has been demonstrated as an excellent option for many former chronically homeless people and is achievable in the relatively near term.
- ⇒ Many long-established programs have high entry barriers (such as requiring sobriety, mental stability, etc.) that resulted -- and continue to result -- in the exclusion of many of the most vulnerable and desperate of the homeless. These individuals frequently end up recycling through emergency crisis systems. Pathways to Housing, the recipient of our largest Strategic Initiative grant, follows a different model, called "Housing First," which engages those most in need without precondition and provides them with PSH. Once stably housed, individuals are far more receptive to services to address underlying problems and have shown a significant decrease in their reliance on alcohol and drugs they used to ameliorate the hardship of living on the streets and shelters. Pathways found that 85% of these individuals who had been homeless for years remain stably housed by this approach.

The Board recognized that there was a strong alignment between the best and most effective practices to end chronic homelessness -- helping those most in need first -- and the Gospel vision

that William S. Abell had in establishing the Foundation. At its meeting in March, 2006, the Board decided to hire a consultant, Susie Sinclair Smith. Susie has a long and distinguished history of involvement and leadership with both local and national organizations, most recently with the Fannie Mae Foundation. She has provided sophisticated and wise counsel throughout the initiative and has been instrumental in identifying and shaping opportunities for the Committee and Board to achieve their goals.

As already noted, the Board initially approved grant-making of up to \$10M but felt compelled to cap its commitment at \$8.25 M, because of the severe 2008/2009 economic recession and decrease in Foundation assets.

III. Grant-making

The Committee met regularly (both in person but mainly by conference call) throughout its existence to carry out the Initiative. During the early years, there were stretches where the Committee convened two or three times a month. Every grant was discussed and voted upon by the Committee. In fact, every grant and major decision was worked through until a unanimous decision was reached. While there was some controversy early on about incorporating the Housing First model as a funding priority, the Committee enthusiastically supported the principle as time went on as they learned about the critical and essential role the approach played in successfully reaching and housing the most vulnerable homeless population.

In addition, a written report was prepared and circulated before each of the quarterly Board meetings describing in detail the activities of the Committee during the last quarter as well as likely grant-making during the forthcoming quarter. These quarterly reports provide a detailed chronological history of the grants made during the Strategic Initiative. The approval of

the full Board was sought, whenever possible, on all major grants, as well as on smaller grants that were currently under review.

The entire undertaking was successful primarily because the Board fully and enthusiastically supported the mission of the Committee throughout the Initiative's implementation. There was minimal second-guessing amongst members and every effort was made to respond to questions and concerns as they arose. Also critical was the Board's delegation of grant making authority (of up to \$500,000 per quarter) to the Committee. This gave us the ability to act quickly when it was needed and appropriate to do so. A business plan was prepared at the end of each year to guide our activities during the forthcoming year. Additionally, Foundation staff Carol Doolan and Heather Brooks, were enthusiastically engaged "bending over backwards" to adjust the WSAF on-going grant systems to the Initiative and processed grants expeditiously and ensured that all the Foundation's regular financial and other requirements were satisfied by each Strategic Initiative grantee.

With the input and approval of the Board, we developed a two-pronged approach to grant-making. First, we funded organizations and activities that developed the local infrastructure and capacity in the District to build the supply of PSH and otherwise promote best practices to end homelessness. Second, we funded the development or operation of specific PSH units. Across the board, grants generally supported a low barrier Housing First PSH model, recognized as the best practice for engaging the chronically homeless population in which tenants need only adhere to the conditions of their lease to obtain and remain in their housing.

A. Infrastructure and Capacity Building Grants

Our driving strategic focus was to produce a model single-site PSH development that would set the standard for PSH solutions in DC and jumpstart needed agency coordination and resource dedication to produce the 2,500 units of PSH called for in DC's 10-year plan to end homelessness. As it became apparent that the model single-site project would take much longer to bring to fruition than anticipated, we concurrently focused on grant opportunities that could build a local infrastructure that would prioritize and structure homeless services, affordable housing development and capital resources towards the creation of PSH. These infrastructure grants were generally larger and made over multiple years, to allow for organizations to develop sustainable resources and operations, and to begin making lasting changes to the housing and services systems that would advance the creation of PSH in DC.

We funded existing DC homeless service providers and affordable housing producers not yet engaged with PSH but interested in moving and/or shifting their mission and operations to produce PSH. The carrot of funding in large part created a momentum for these groups to move into the PSH arena. This movement was further supported by the growing realization that the city government was re-prioritizing its resources towards the creation of PSH. Among the local nonprofits whose missions were expanded or realigned toward PSH are: the Coalition for Nonprofit Housing and Economic Development; the Transitional Housing Corporation; the Washington Legal Clinic for the Homeless, the Community Council for the Homeless at Friendship Place, Catholic Charities, Jubilee Housing, Open Arms Housing, Building Futures, Cornerstone, and Four Walls Development Corporation.

While DC has a sophisticated affordable housing production industry and a significant stock of transitional housing developments, approximately 75% of DC's PSH consists of single apartments rented from landlords in the private market. Local affordable housing developers had

not prioritized PSH and lacked the targeted resources needed for its complex financing. As a result, the Initiative focused on attracting accomplished PSH developers and intermediaries working to end homelessness in other parts of the country in order to bring needed expertise to the District and to partner with local organizations. These included Common Ground Institute, Corporation for Supportive Housing (“CSH”), HELP USA, Milner and Caringella, and Mercy Housing. Perhaps the longest-term legacy of the Initiative will be our role in bringing to DC such an extraordinary group of successful PSH organizations and talented, committed personnel.

These infrastructure and capacity investments laid the foundation for the further evolution of a PSH system to end chronic homelessness that will continue in the District beyond the life of the Initiative. Among the many grant outcomes, the following are particularly noteworthy:

- ⇒ A Production Plan prepared by CSH in 2007 presenting the total capital investments and annual operating and services cost for 2500 PSH units for the chronically homeless population, along with specific recommendations of policy. This was a critical prerequisite to the implementation of a plan to begin fulfilling the PSH unit target. A two-year \$200,000 grant in 2007 was the first commitment of seed funding that enabled CSH to open a DC office and begin to seek local support for the operations.
- ⇒ The implementation by Common Ground of a Vulnerability Index in 2008 in DC, which identified the most frail of the homeless population, as a central tool to prioritize PSH for the most vulnerable homeless populations. This enabled the city to move quickly and efficiently to permanently house the most needy and also paved the way for the creation of a Housing First Fund at the Department of Human Services. Congress has recently

augmented that fund with \$17M in 2010. The March, 2008 \$28,000 grant to implement the Vulnerability Index may be viewed as one of our most effective since its outcome has leveraged significant further public and private PSH investments, and has re-oriented DC's homeless services delivery system.

- ⇒ The taking on as a priority by the Coalition for Nonprofit Housing and Economic Development ("CNHED") -- DC's umbrella organization for the nonprofit housing industry -- of the production of 2500 PSH units for the chronically homeless, and creating a Supportive Housing Workgroup that meets monthly to (a) increase PSH production and operation resources and (b) increase the capacity of nonprofit housing developers to produce PSH. Catholic Charities, Transitional Housing Corporation, Open Arms Housing and Common Ground -- all grantees -- are active members of the Workgroup and are currently advancing proposals within the DC Government and DC Interagency Council for the Homeless for needed systems change to dedicate and target city resources for PSH production. We provided CNHED a total of \$220,000 over four years to build its internal capacity and the broader engagement between the government and nonprofit sectors towards this priority.
- ⇒ The engagement by Common Ground of the Podesta Group to develop and implement a DC-based comprehensive communications strategy that is engaging key city stakeholders and will marshal additional resources from philanthropic and corporate sectors to end chronic homelessness in the District. A February 2009 \$88,500 grant enabled Common Ground to retain this first rate firm solidly rooted in the local and federal public relations arenas.

- ⇒ The engagement of the Washington Legal Clinic for the Homeless with the new paradigm of advancing a local system that focuses on permanent solutions to homelessness through the creation of PSH. A two year grant of \$311,000 was made to allow the Clinic to retool and add staff and become better aligned with the goal of producing more units of PSH. The Clinic rightfully takes pride in their role of protecting the rights of homeless individuals as the city implements new policy initiatives and this has frequently put them at odds with the city. Our grants to the Clinic were important in allowing the District's PSH initiative to move forward.

- ⇒ An analysis produced by the Urban Institute of the PSH stock in the District as of early fall 2008, demographic information on PSH tenants, and recommendations for the District in moving forward toward fulfilling its objective to create 2,500 new units of PSH and ultimately eliminate chronic homelessness. A \$20,000 investment underwrote a joint CNHED/Urban Institute roundtable in October 2009 that featured the release of this data and engaged key city agency staff and non-profit PSH developers in committing to action steps to move the production framework forward.

- ⇒ A model PSH financing pro-forma that Common Ground developed for the North Capitol Street PSH model project which was approved by the DC Deputy Mayor for Planning and Economic Development as an acceptable financing scheme, thus laying the groundwork for the type and depth of resources needed for the 2500 unit production pipeline. We made a series of grants to Common Ground totaling almost \$260,000 which allowed it to establish an ongoing presence in the District and become a leading force in the alignment of systems and resources aimed at increasing the supply of PSH.

B. Development and Operation of PSH Units

We pursued a second path in our grant-making by funding specific PSH projects for the chronically homeless population. Our funds supported both the leasing of scattered site PSH apartments and the development of single site developments devoted to providing PSH.

1. Scattered Site PSH

The District's scattered site PSH consists of affordable rental units, subsidized by tenant-based rental assistance, spread throughout the city in apartment buildings with the necessary support services provided by mobile teams or by transportation to another location. About 75% of the PSH in the District follows this model. These units are far easier to bring on line than single site developments that typically take years to bring to fruition, face NIMBY opposition, and require complicated financing. On the other hand, service provision is more difficult and less efficient and necessary subsidies may be cut off at any time there is a budget squeeze. Both models are necessary to achieve the city's homelessness goals.

In 2006, we met with Dr. Sam Tsemberis, the visionary founder and president of Pathways to Housing. Pathways is a leader in New York City in engaging mentally ill people living on the streets and moving them permanently and successfully into apartments around the city, achieving an 85% success rate with even the hardest to house individuals. Pathways, an inspiration to many other cities around the country, had established a small operation in the District but its finances were precarious. Dr. Tsemberis asked that WSAF make a large investment in order for the new DC office to reach critical mass.

The Committee, with the imprimatur of the full Board, made grants totaling \$1.5M to Pathways in 2007 and 2008 which allowed it to ramp up its operations in DC and be able to seek Medicaid funding to establish an on-going funding stream. This investment enabled Pathways to become an early success story of the Housing First PSH model in the District with its high rate for maintaining housing for the hardest to serve population living on the streets with psychiatric disabilities. In total, Pathways has placed 294 chronically homeless individuals in scattered site apartments. Dr. Tsemberis said that the Foundation was a lifeline to Pathways and was an important factor in achieving these results.

These grants, among others, were very timely in that they helped provide essential infrastructure when Mayor Fenty in the fall of 2008 decided to undertake a major new initiative to move the most vulnerable chronically homeless men and women indentified through the Vulnerability Index into PSH and to close Franklin Shelter (the city's most squalid shelter). In all, our grants helped in the placement during the Mayor's initiative of over 500 individuals and 70 families in apartments and also assisted in supporting them with on-going services, including the availability of 16,800 meals.

Our early funding of Catholic Charities motivated and assisted them to begin to shift from operating emergency shelters and transitional programs to producing and operating PSH. Our funds enabled key management and service staff to be trained in Housing First PSH service delivery and helped spur new organizational changes and strategies towards this end. As a result, Charities was also poised to respond as one of the major service providers to the Mayor's push for scattered site PSH placements. Catholic Charities is providing services to 125 formerly chronically homeless individuals identified by the Vulnerability Index who they helped place in scattered site PSH. In addition, a two-year \$200,000 grant to The Transitional Housing

Corporation supported the expansion of their *Housing With Care* supportive services capacity to support 19 chronically homeless families in their apartments and be able to accept 20 additional families for the Mayor's PSH Initiative.

As part of the Mayor's Initiative, the District contracted with eight nonprofits, including Pathways and Catholic Charities, to provide case management services to tenants during and after their move to their PSH apartments. The group was concerned about tenants' ability to remain stably housed, given the inordinate short preparation for their clients to move into a new home and for their organization's ability to ramp up and redesign their service delivery models to a scattered site Housing First approach. The Committee quickly responded, providing a \$50,000 grant to The Community Partnership for an emergency fund to support tenants' stability, as well as a \$57,000 grant to Food & Friends to provide tenants a two-week supply of food to fill the gap between moving into PSH and the start of food stamps, and a \$9,500 grant to Jobs Have Priority to develop employment services options for these new tenants now that they had their own homes.

In all, our investments supported the development of a system, and filled critical funding gaps, that the city has adopted to use for future scattered-site PSH placements. We are also pleased that these investments helped the city move to close the Franklin Shelter that was unfit for human habitation and a legacy of the past reliance on emergency shelter as the solution to homelessness.

2. Single Site PSH Development

The Catholic Charities/Common Ground North Capitol Street Model PSH Project

The Foundation has been a long-time funder of Catholic Charities and sought to establish a relationship with Charities as our preferred partner in producing a Housing First PSH project for the chronically homeless population that would serve as a model not only for the District but also for the nation. The Foundation and Charities together reached out to District officials, including Mayor Fenty, to inform them about our partnership and the opportunity that the proposed model project would provide to begin to build a supply of PSH in the city. As a result, Mayor Fenty committed to donating to Catholic Charities an ideal city-owned site, located on North Capitol Street and only a short distance from the US Capitol and federal agencies. The location is perfect both for residents given its close proximity to transportation and for federal policy makers and legislators as a “learning laboratory” on solutions for chronic homelessness that can be applied nationwide.

With our encouragement, Charities formed a partnership with Common Ground to develop this property. As the developer, Common Ground is applying its significant New York City expertise to create a state-of-the-art PSH residence to serve as a local and national model for ending chronic homelessness. The team has retained the nationally renowned housing developer McCormack, Baron & Salazar as co-developer and the international and US award-winning design firm of Sorg and Associates as the project’s architect. Charities will hold the ground lease and take on the role of service provider and property manager. In addition to incorporating leading green and architectural design principles, the project will lay the groundwork for an innovative (for DC) financing scheme and necessary funding systems to be learned from and replicated by local PSH developers and national policy-makers alike. To date, the partnership has secured initial site-control with the city and is now building the financing for the project’s \$24 million total development cost.

This project would not have initially gone forward nor reached this pivotal stage of development without our committing early and flexible resources for predevelopment costs and an upfront commitment of \$1.5M for the project.

The Model PSH Project for Homeless Veterans

We also supported the production of a model PSH project for chronically homeless veterans in the District. Knowing that new supportive housing vouchers for veterans (called VASH vouchers) would be available to the District for homeless veterans PSH development, the Committee reached out to Chicago-based consultants Mitch Milner and Joe Caringella (“M & C”), who had been identified as national experts on the development of veterans supportive housing, to seek advice about how the District could best position itself for these resources. M&C introduced us to their Rhode Island-based client Omni Development Corporation which was interested in developing, with M&C’s assistance, a model PSH project for chronically homeless veterans in DC. The Committee provided a two part grant totaling \$190,000 in 2007 and 2008 to cover pre-feasibility cost for such a project. Omni was replaced by HELP USA in 2009 as the lead developer for this project working closely with M&C. HELP USA, is a highly accomplished NYC-based provider of low income housing including PSH that was founded by former HUD Secretary Andrew Cuomo and is still guided by the Cuomo family. The Committee provided HELP USA with a \$90,000 grant to support their site acquisition and feasibility work on this project.

After thoroughly canvassing a range of opportunities, HELP USA is targeting two sites. The first is a three-quarter acre site, located on the Armed Forces Retirement Home campus across the street from the VA Hospital, which could accommodate an 80-unit development and

be available for ground breaking as early as the end of 2010. The parcel's redevelopment has already been approved by the city and will have minimal community pushback due to its location. The second potential site is federal surplus property at the Walter Reed Army Medical Center Campus available for a homeless use pursuant to the Base Closure and Realignment Act. The parcel could be large enough for the development of a model 100-unit PSH residence. This site would most likely not be available for development until 2012 or later.

We have earmarked \$500,000 for this project for chronically homeless veterans.

The Dunbar

The Committee made a two-year grant of \$225,000 to Open Arms Housing, Inc. to bring to fruition the 19 PSH-unit Dunbar residences for chronically homeless women. The Dunbar is now at 50% occupancy, having been in a planning stage for over 10-years conducted by a volunteer board with scarce resources. The Foundation funded a newly hired Executive Director's salary over two years, the creation of a "Housing First" services plan, and the development of Board oversight skills. An earlier grant of \$115,000 to HomeAid allowed that organization to open a DC office and to target in kind donations from the homebuilder industry to PSH providers for new or remodeled units. HomeAid provided almost \$40,000 in appliances to the Dunbar.

Daffodil House

Building Futures received a \$100,000 grant to cover renovation costs at Daffodil House, a 35-unit PSH residence in Northwest DC for extremely low-income persons living with HIV/AIDS, almost all of whom have homelessness histories. We paid for a wheelchair ramp at the front entrance of the building, for making two units wheelchair accessible, and for creating

an office and function room on the ground floor. Our funding played an important role allowing this organization to begin leasing units in the building as they become ready thereby generating income to continue with and complete renovations. To date, five Daffodil House tenants have been referred from the Vulnerability Index and moved into their new apartments.

1814 Rhode Island Ave., NE

Four Walls received a \$130,000 grant to complete renovations at 1814 Rhode Island St., NE, an abandoned hotel, for 22 units of First Step Housing for those individuals who are chronically homeless and waiting for a voucher, or as last resort housing for those who have repeatedly lost their housing. The grant also covered a two-year salary of a property manager helping the organization build their PSH management capacity. In addition, our funding supported Cornerstone, a non-profit financial intermediary that works closely with Four Walls, in expanding its mission of developing PSH for homeless people with mental disabilities.

**C. Special Areas of Focus: Chronically Homeless Veterans;
Ex Offenders; and Employment**

As the Strategic Initiative progressed, we gained a better understanding of several critical subsets of issues. The Committee placed a special focus on the unique needs of and opportunities available to homeless veterans, particularly the chronically homeless veterans, who are disproportionately represented in DC and are often among the hardest to serve of the homeless population. In addition, we targeted resources towards creating PSH opportunities for ex-offenders, especially those exiting DC jails and prisons in an effort to stop the revolving door between homelessness and incarceration. Finally, we made a number of grants to assist

homeless people, especially those who are chronically homeless, to receive job training and employment counseling.

Chronically Homeless Veterans

DC has a high rate of homelessness (and chronic homelessness) among veterans. We focused on this population as a priority. The Vulnerability Index conducted in 2008 showed that 537 veterans were sleeping in shelters or living on the streets of our nation's capital. Most are middle-aged men, have been homeless for an average of 7 years, and face severe morbidity risks given their high rate of one or more serious health problems. Congress recently significantly expanded the federal supportive housing program for homeless veterans (called the VASH program). The VASH program couples housing rental vouchers with case management and clinical services. Knowing that these additional resources were essential and missing components for PSH production, we provided funding to several organizations that provided expertise to the District government and assisted their staff in coordinating the deployment of these vouchers effectively to attack veterans' homelessness.

In addition to funding HELP USA's efforts in securing a site and developing a model low barrier PSH project for homeless veterans, we funded research by the Urban Institute which resulted in a publication entitled *Targeting Homeless Veterans with HUD-VASH*, which presents a timely and compelling argument to focus VASH funding on "Housing First" PSH for chronically homeless veterans. The brief focuses on the serious health needs and high vulnerability of DC's chronically homeless veterans; the incredible cost to veterans and society and the comparable cost-effectiveness of PSH; and why targeting VASH for veterans with high needs makes sense. The DC Department of Human Services assisted the Urban Institute in

gathering the necessary data for the research, and used the findings and introductions from the Urban Institute to establish a formal relationship with the VA and White House Office of Urban Affairs to administer 100 VASH vouchers to chronically homeless veterans referred from the Vulnerability Index. The first group of 25 has recently moved into scattered site PSH.

To further build an infrastructure aimed at ending homelessness for veterans in the District, we awarded grants to two local groups experienced in galvanizing local leadership and resources towards this end. The Community Council for the Homeless at Friendship Place received \$120,000 over two years for the salary of an advocate and to establish a Homeless Veterans Advocacy Initiative that will work systemically with veterans, advocates, service providers and key agencies at the District and federal levels to facilitate homeless veterans' access to PSH and other benefits, with the goal of significantly reducing veteran homelessness in DC by 2012. In addition, the Washington Legal Clinic for the Homeless received \$150,000 over two years to support their work to end chronic homelessness among DC veterans by focusing on systemic issues around the implementation of the VASH program, and on client focused activities including outreach, education and client representation to secure appropriate linkage to VA and other benefits.

Ex-Offenders Including Those Exiting Prisons and Jail

We played a similar leadership and networking function to address the PSH and other needs of frequent users of the DC's jail, emergency shelters and emergency medical systems, and to stop the revolving door between homelessness and incarceration. The Committee awarded an initial \$160,000 grant to the Urban Institute designed to develop information and data relating to individuals exiting prisons and jails and their use of DC emergency and crisis facilities. This

study identified 317 individuals who had cycled between these systems between October 2005 and March 2008 and experienced 15% longer emergency shelter stays; 37% longer jail stays; 88% more jail stays than individuals with no systems overlap. The group also had a 3.5 times higher rate of serious and persistent mental illness. This data has formed the basis for a number of new initiatives relating to housing those exiting the jails and prisons.

A \$150,000 grant to CSH, coordinated with the Urban Institute study, funded a two-year position to design and implement a DC prototype of the “Frequent User” PSH initiative that CSH is spearheading in Chicago and New York to spur the creation of PSH targeted for ex offender frequent users of crisis systems. We also awarded University Legal Services a total of \$150,000 for the salaries for two years of their DC Jail Advocacy Project’s outreach worker and peer advocate who work with individuals with mental illness to connect them with services -- especially housing -- as they transition back to the community from jail.

These three grants required that the three organizations coordinate their work and sponsor a large convening to engage the overlapping DC sectors working on these issues. The *District of Columbia Forum On Housing Options For Frequent Users Of Jail And Shelter*, held in March 2009, featured the identification of the 317 frequent users as the foundation to develop commitments and actions for ending the revolving door between jail and homelessness for offenders with mental illness and other disabilities as they leave the D.C. jail. Based upon learning from CSH’s “Frequent Users” PSH models in other cities, we initiated an engagement between CSH and ULS and provided a joint grant of \$150,000 to fund a two-year position at the DC Jail to facilitate PSH placements and comprehensive discharge planning for mentally ill individuals who frequently cycle through jail and shelters, and also to transform discharge planning efforts within the DC Jail for this chronically homeless population.

An early grant to Unity Health Care provided essential funding to renovate Unity's Reentry Center, that provides comprehensive health care and individualized case management services during the first five to seven days after an individual's release into the community from jail. The Center reaches out to individuals upon release and has served as a point of contact for a range of groups providing supportive services to ex-offenders. Our \$205,000 commitment to fund the Reentry Center served as an essential local match needed by Unity to obtain a \$500,000 three year grant from the Robert Wood Johnson Foundation. Our high risk "first dollar" grant was necessary for this important facility to be opened.

To build a deeper understanding of ex-offenders' discharge planning needs, we provided a grant of \$75,000 to the Vera Institute for Justice over two years to conduct research on the mental health and substance use problems of the populations in the Washington DC Jails, as well as those on probation or other forms of release. Vera's study will identify interventions to assist in the appropriate targeting of services to those exiting DC jails most likely to become homeless. Another grant to the Council for Court Excellence will produce an analysis in DC of jobs that are available to ex-offenders, the skill sets needed by employers and whether existing ex-offender training programs reflect that need, and the legal impediments ex-offenders face in obtaining jobs. We connected Vera and the Council for Court Excellence to the Urban Institute and CSH and anticipate that these grant outcomes will complement other Foundation investments in this area.

We also helped jumpstart Jubilee Housing's efforts to create housing for individuals who are reentering the community after a period of incarceration by awarding a \$100,000 grant to support the acquisition and renovation of a three-story Adams Morgan building to provide housing for 8 to 12 men with intensive support around employment, sobriety and medical care.

As a condition to the grant, Jubilee plans to maintain low entry barriers to obtaining housing and to place individuals when they leave the program in PSH as part of a long-term holistic solution to the problem of chronic homelessness among returning ex-offenders.

Finally, WSAF made three grants to the Prison Outreach Ministry; the first a “regular” grant of \$48,000 by the Board in 2007; the other two Strategic Initiative grants for \$50,000 for each of 2008 and 2009. Prison Outreach Ministry is a program of mentors, drawn from local churches, and given special training, to assist people exiting jail and prison in reentering their communities. Prison Outreach Ministry is a unique program in the DC area and fills an important niche.

Job Training and Employment Counseling

The absence of employment prospects is a huge impediment to many homeless people and the reason for their remaining homeless for long periods of time. Obtaining and keeping a job is often critical to escaping homelessness and staying housed. Recognizing this, we funded a number of employment services, especially those geared to help the chronically homeless and people leaving prisons and jails. The Foundation also supported existing workforce development programs to tailor and expand their services to reach chronically homeless individuals. In addition to supporting the provision of employment supports for individuals placed in scattered site housing, the Initiative placed a special focus on the employment needs and circumstances of ex-offenders to help break their cycle of homelessness and to live stably in their communities.

A two-year \$152,000 grant to Jubilee Jobs was awarded to augment its Ex-Offender Education and Placement project that will offer education, training scholarships, and job placement services to 40 ex-offenders between the ages of 18 and 34. DC Central Kitchen also

received a \$150,000 two year grant to expand and deepen the reach of their Culinary Job Training program that equips predominately ex-offenders with professional and life skills. The grant will allow for an expansion of the number of program graduates and for some of the participants who fail the first time to have a second chance. The Council for Court Excellence's \$35,000 grant will provide a special focus on employment opportunities available to ex-offenders and the impediments they face. Finally, JHP received a grant of \$75,000 in 2009 to expand employment programs and better coordinate them with other services, with a focus on providing employment prospects for the chronically homeless.

IV. Lessons Learned

We have scaled a learning curve and gleaned a number of lessons that may be useful in future strategic activities by the Foundation and others in formulating more effective grant-making.

1. Get the facts. Before we started to make grants, we needed to obtain a much better understanding of homelessness. We were able to talk to many local and national leaders and obtain from them a much better insight into what was likely to be most effective in ending homelessness in the District. People were more than willing to share their information and experience. By the end, we felt that we had the knowledge, especially with Susie's expertise and experience, to develop a grant-making strategy.

2. Leadership is critical; Just do it. A significant part of whatever success we may have achieved has been the result of our focus and commitment to best practices. We have been the organizer and convener of countless meetings from a few to several hundred people. We have encouraged, sometimes not with the lightest of touches, groups to work together, to reach

out to others and to coordinate their activities. We have spurred others to act as policy advocates for necessary systems change. Often, we found that our encouragement and support has been almost as important as our funding. A corollary is that, while building alliances and partnerships is desirable, there are few who are willing and able to take true leadership. Don't wait for others to act; you will be waiting a long time. Similarly, to the extent you can, do not make plans contingent upon government approval or action; this is an almost certain way to lose time and momentum.

3. Fund research that acts as a cornerstone for good policy. We have been extraordinarily lucky to have had the DC-based Urban Institute as our partner throughout the Initiative. Before virtually every new initiative (PSH, homeless veterans, those exiting jails and prisons), we first turned to Urban to undertake careful analysis and studies so that a clear and accurate picture could be obtained of the problems we sought to address. These studies were widely disseminated to both public and private officials and were indispensable in formulating policy and the steps forward.

4. Fund advocacy. It is important to fund effective advocacy in order to leverage the foundation's investments. Because philanthropic resources can only make a small dent in homelessness, it is important that these private resources be leveraged and used as strategically as possible. Funding advocacy is one of the best strategic and leveraged uses. While we are constrained by both law and resources in both what we can do and what we can fund in the way of advocacy, many of our grantees turned out to be excellent advocates for systems change and reform in DC. These included the CSH, Common Ground, the Legal Clinic, Vera Institute for Justice, the Council for Court Excellence, CNHED and the Urban Institute. One of our last

grants funded the Community Council for the Homeless at Friendship Place over two years for an advocacy position for homeless veterans, with a focus on developing housing solutions.

5. Maintain your focus. We decided early on that an essential element of ending homelessness was to stably house the most vulnerable and hardest to serve. These include homeless people with severe mental illness, physical disability and/or addiction issues. While this aligned neatly with the Foundation's Gospel-based mission, it was also logical because the largest, most successful programs in DC generally chose not to accept these individuals who absorbed a disproportionate amount of homeless resources. Studies around the country prove that it is far more effective and cost efficient to place these individuals in PSH. We maintained this focus on the "hardest to serve" throughout the Strategic Initiative. We had many opportunities to make large grants that were less focused and, by and large, declined them. There were also pressures to broaden the focus since this homeless group generally provided the greatest challenge and were least wanted in communities. They were also frequently ineligible for certain types of federal and local funding.

6. Stay humble. While we think that the Committee has become fairly knowledgeable about what is working in ending homelessness, we are constantly reminded of the complexity of this subject and how difficult the task is "on the ground." For most of the last quarter century, advocates in DC such as Mitch Snyder and Fr. Horace McKenna proclaimed the necessity of building shelters and very low income housing like Sursum Corda. Those "solutions" turned out to amount to "human warehousing" and are now this generation's challenge. Similarly, while PSH is clearly a superior model to the shelter paradigm, only time will tell as to how effective it will be in ending homelessness. Our involvement with Funders Together has been particularly

helpful in helping us to stay abreast of the continuing evolution of best practices to end homelessness.

7. Taking risks. Foundations tend to be very conservative in their activities. Start-ups are shunned in favor of known entities with track records. New ideas are viewed with skepticism in favor of the tried and true. Matching grants are preferred over “first in” grants. Yet the degree to which a grant may be viewed as strategic is often in direct proportion to its risk. The most strategic and highly leveraged grant may also have a very high risk factor. Much of our work was to assess the level of risk and to structure grants to minimize the risk. We did this by structuring many grants over several years and making the subsequent payments conditional on satisfactory performance. Nevertheless, the general level of risk was higher than the Foundation’s normal grants. We often funded new operations by existing organizations or new DC branches of out of town organizations. We also funded new collaborations of groups which had not previously worked together. We made “first dollar” grants to spur other foundations to invest (such as the Unity Health Clinic). While there is a huge upside to this grant-making, there can also be an unpleasant downside. Mistakes will be made and some of the grants will result in failure, even embarrassment.¹ The Committee hung together during its moments of failure and disappointment and were buoyed by the extraordinary support and sophistication of the full Board. If you are not willing to confront the possibility of failure, don’t undertake this type of Initiative in the first place.

8. Develop collaboration. A constant theme of our work was to break down the barriers and silos between the public and private sectors as well as among the organizations working in

¹ A grant of almost \$25,000 to USVets to cover consultant fees to apply to a city Request For Proposal for capital funds for PSH for homeless veterans proved a failure. They were not awarded the site and there was little, if any, residual benefit from the work.

the private sector. We not only sponsored a number of convenings to do this, but also made such cooperation a condition of many grants. Those working to end homelessness in DC are now part of a much less fractured environment than would have been the case without our Initiative. On the other hand, the failure, despite repeated attempts, to engage local philanthropy to work together was probably the greatest single disappointment of our Initiative.

9. Make grants that fund sustainable activities. We learned that grants that are “one and done” generally do not provide the best outcomes. That is, even if the funding results in short term benefits, these grants are much less effective than grants that truly build ongoing infrastructure or are leveraged in a fashion so that the desirable activity will continue after our grant money has been expended. Our funding of Pathways is a good example of this philosophy. We provided the start up funding for Pathways to expand staff which allowed the expansion of their client base that, in turn, was funded on a sustained basis, by governmental funding. We funded activities that were essential to the local government’s progress, and directly spurred government activity, through our nonprofit partners such as the Department of Human Services’ Vulnerability Index, the Department of Corrections’ two-year discharge planning position, and the VASH data analysis. Without our immediate and responsive support to advance the issues at hand, it could have taken years for the bureaucratic machinery to produce these end products -- which more than likely would have been diluted given the need for such procedures as open-source RFPs and DC Council approval for increased funding. We provided the “seed capital” that was otherwise not available to reach critical mass which could then be sustained by existing or new governmental programs. On the other hand, one of our objectives was to create a formal working group of public and private leaders that would continue the work we have undertaken in the Initiative. We were not able to energize local organizations to do this and this must be

counted as one of our major disappointments. DC still badly needs such a private/public committee to coordinate public and private efforts to end homelessness.

10. Stay in the background. Jack Welch, a legendary business leader of the last quarter century, once said that it is amazing what you can achieve if you don't care who gets the credit. This philosophy was one of our guiding principles. Staying out of sight is also dictated by Christian doctrine of charity, as well as to further empower those we funded. In particular, to the maximum extent possible, we avoided meetings with public officials. Maintaining a background role is clearly what the Foundation's founder would have wanted as well.

11. Stay away from politics. While most of the people involved in helping homeless people tend toward the liberal and Democratic side of the political spectrum, many board members of foundations tend toward the other side. It is essential to stay away from politics and, to the extent possible (which it often is not), politicians. Legal and practical constraints on foundations also dictate avoiding become involved with politics. The injection of the poisonous and partisan politics of our time is corrosive to bringing people together in a common cause. Homelessness should be approached in a nonpartisan fashion as a complex, ongoing problem of our society that Americans of all political persuasions need to confront and deal with. Both the Bush and Obama administrations took bold leadership roles in moving toward the goal of ending homelessness and people of good will from both parties have united around the country to work together to end homelessness in our communities. This may become a 21st century prototype of how people can come together to make important progress without reference to partisan politics. Then again, it might not.

12. Be a partner. Unlike the typical relationship between a private foundation and its grantees where contact is sporadic and superficial, we had true working relationships with many of our grantees. We worked together in identifying grant needs, program designs and outcomes, implementing and addressing the challenges in carrying out common goals, and responding to unanticipated events and crises. Susie played an incredibly important role in overseeing the work of our grantees and in coordinating their activities in the District.

13. Keep the Board informed and participating. The Committee was successful because it had the complete and enthusiastic support of the Board. There was a high level of communication with the Board with quarterly reports lasting up to two hours, sometimes with guests to address specific grants. A spreadsheet detailing the financial goals of the Initiative and the progress toward those goals was circulated at each Board meeting.² Board approval of grants was sought as often as feasible. Time was spent discussing proposed new initiatives and grants and answering questions and analyzing possible different approaches. There was absolute transparency. Input from the Board changed or modified the approach of the Committee in a number of instances. The Board had ownership of the Initiative and correctly felt that the Committee was acting on its behalf.

V. Impact of the Strategic Initiative

The Foundation's grant-making followed an underlying focused strategy to end chronic homelessness in the District through spurring PSH production and incorporating Housing First principles. The clarity of this focus evolved through the Initiative's five-year timeframe as DC's

² See Attachment A hereto.

homeless operating climate advanced and as we gained a deeper understanding of the issues at hand and the type of grant-making strategies that would most likely lead to successful outcomes.

Although the road has been bumpy, the Initiative has added greater focus in DC on the chronically homeless and on the development of needed PSH. The full impact of the Initiative, however, cannot be measured until the fruits of many of our investments are borne. While we can already see that the Initiative has helped change the DC “homeless service” paradigm and delivery system to focus on ending homelessness, it will take years to see more concrete results (e.g., fewer people in shelters and more in PSH, less street homelessness, fewer people cycling among emergency care systems, etc.). Furthermore, the Initiative’s significant and early investments in spurring the production of two model single-site PSH projects are tied to the lengthy housing production time frame. Because of our support, these projects have been able to proceed steadily though slowly during a severe economic crisis during which affordable housing development resources have faced significant reductions. Additionally some investments such as The Podesta Group Communication Strategy, and the Homeless Veterans Advocacy Initiative of the Community Council for the Homeless at Friendship Place, are in the beginning stages of their implementation and will continue to evolve past the Initiative’s timeframe. Finally, while we should try to apply absolute standards in measuring progress and efficacy, our grants should also be analyzed in terms of the likely effectiveness of the alternative use of our grant-making dollars (i.e., regular grants).

Some of the tangible outcomes of our investments that are already apparent include:

⇒ ***The city has embraced PSH as the key to reducing chronic homelessness and ending homelessness:*** It is our belief that, in part because of our Strategic Initiative, the city is now

firmly committed to helping the most vulnerable of the homeless and sees the development of PSH as the centerpiece of future progress toward ending homelessness. The City's two year old Housing First Initiative (which just received additional federal funding of \$17M) is one example of this commitment. We have heard this view expressed by many local leaders.

⇒ ***There has been a decrease in chronic homelessness in the District:*** By January 2009, DC's "Point In Time" homeless census identified a 12% year over year decrease in chronically homeless single adults in the District; a 15% decrease among persons living on the streets; and a 10% decrease in the number of single persons using emergency shelter. The census also found a related 15% increase in the number of persons residing in permanent supportive housing. The Community Partnership that administers the census each year directly attributed these positive changes to Mayor Fenty's PSH Program that has helped move over 500 individuals, including 25 veterans, and 70 families who were chronically homeless off the street and out of shelter and into their own apartments throughout the city. Behind the scenes, our Initiative was important to the success of this push, having primed the pump with targeted investments that built the organizational capacity of the leading nonprofits (particularly Pathways) that placed these individuals into PSH and continue to provide them services; and that generated systems change to advance PSH as a solution to chronic homelessness.

This reduction in chronic homelessness came about during the major financial crisis during 2008 - 2009. While it is likely that all categories of homelessness will show increases due to the financial crisis when the results of the January, 2010 count are announced, it is fair to surmise that chronic homelessness in DC in future years will be considerably lower than it would have been were it not for our Initiative.

⇒ ***The Franklin Shelter was closed:*** We credit Mayor Fenty for having the political courage to do this, and believe our infrastructure investments, particularly the \$1.5M grants to Pathways and support of Catholic Charities, were important in allowing this to happen. While the timing and method of the closing of this shelter spawned controversy, few would argue that the end result was not desirable. The Franklin Shelter in many ways was the very symbol and harsh reality of the old paradigm of warehousing homeless people long term in shelters.

⇒ ***A number of new PSH units, dedicated to the chronically homeless population, are in the works:*** Our Strategic Initiative funding is helping to bring on-line and also laid the groundwork through feasibility and predevelopment support for as many as 350 new Housing First PSH units. Most of these units will be awarded to chronically homeless people, including the most vulnerable.

⇒ ***Data is available to the community establishing a framework from which to develop additional PSH capacity:*** In order to achieve a desired outcome, it is essential to develop a plan, galvanize resources and then identify the best strategies to reach the goal. Our grants to the Urban Institute put in place sets of data analyses to inform local policymakers and nonprofits about the underlying issues and to help them advance for years to come the best solutions to create PSH and to end chronic homelessness in DC. These include: (1) *Overlapping Jail and Shelter Use in the District: Implications for Reducing the Revolving Door*; (2) *Permanent Supportive Housing in the District of Columbia: Taking Stock and Looking Forward*; (3) *Targeting Chronically Homeless Veterans with HUD-VASH*, and (4) *Homelessness: America's Solvable Problem*.

⇒ ***There is increased collaboration between the public and private sectors and among non-profits working on ending homelessness in DC.*** We have sought to encourage

collaboration in several ways. First, we have sponsored many meetings and large convenings in our capacity as a “neutral” funder. In so doing, we had no “turf” to guard and people accepted our role as an impartial organization simply trying to spur collaboration and forward movement. Second, many of our grants were either implicitly or explicitly premised upon the grantee collaborating and coordinating with others active in the grant-making area (including other grantees).

⇒ ***Advocacy capacity and initiatives exist to promote best PSH practices in the District:***

The Initiative helped build both the DC infrastructure and also organizational capacity that will continue to bear fruit in the years ahead. Our bringing to DC national leaders in PSH has had a positive impact on systems change and reform. The Initiative’s multi-year capacity funding enabled the Coalition for Nonprofit Housing and Economic Development to fully embrace as a priority the production of 2500 PSH units for the chronically homeless, and to establish a Supportive Housing Workgroup that meets monthly to plan for future PSH production. This locally grounded, coordinated activity will be critical in the years ahead. This Workgroup includes many of our grantees. Their overall plan for 2010 is to align themselves with the Interagency Council for the Homeless and DC government agencies as the sources of expertise for the production of PSH units for the chronically homeless. The Community Council for the Homeless at Friendship Place, the Washington Legal Clinic for the Homeless and University Legal Services, among the city’s most effective homeless advocates, have increased their staffing and organizational expertise with multi-year grants and fully embrace the end-goal of PSH for their chronically homeless populations. Our research grantees -- the Urban Institute, Common

Ground, the Vera Institute and others – have deepened knowledge about causes and solutions and forged on-going relationships with local policymakers.

VI. Conclusion

There is a natural tendency of a report such as this one to focus more on the sunshine than the shadows. We have tried to be objective in this appraisal and recognize that, while progress has been made, the suffering largely continues. There is no place for self-congratulation in any of this but there is cause for some optimism that we are at the beginning of a process that will see substantial gains in the years ahead.

							Attachment A
April 12, 2010	William S. Abell Foundation						
	Homelessness Strategic Grant Allocation Status						
	2005	2006	2007	2008	2009	2010	Totals
Strategic Grant Allocation	\$1,000,000.00	\$1,000,000.00	\$2,000,000.00	\$2,000,000.00	\$1,000,000.00	\$1,250,000.00	\$8,250,000.00
Prior Year Carryover		\$1,000,000.00	\$1,606,769.35	\$2,595,251.56	\$2,238,263.77	\$1,394,455.93	
Total Available at Start of Year	\$1,000,000.00	\$2,000,000.00	\$3,606,769.35	\$4,595,251.56	\$3,238,263.77	\$2,644,455.93	
Disbursements--Grants		\$393,230.65	\$1,011,517.79	\$2,356,987.79	\$1,843,807.84	\$757,806.88	\$6,363,350.95
Balance at Year-End	\$1,000,000.00	\$1,606,769.35	\$2,595,251.56	\$2,238,263.77	\$1,394,455.93	\$1,886,649.05	
Notes:							
1. 2005 does not include \$1M grant appd in 2004 for St. Martin's transitional housing; this is not part of the \$5-10M PSH Strategic Initiative							
Homelessness Strategic Grants							
This color means not yet fully disbursed							
Grantee	2005	2006	2007	2008	2009	2010	Totals
Pathways		\$298,458.00	389,633.00	\$779,266.00			\$1,467,357.00
Pathways Predevelopment			\$20,000.00				\$20,000.00
HomeAid				\$27,000.00	\$88,000.00		\$115,000.00
CNHED			\$50,000.00	\$50,000.00	\$70,000.00	\$50,000.00	\$220,000.00
Consultants		\$24,375.00	\$97,500.00	\$97,500.00	\$97,500.00		\$316,875.00
CSH -- New D.C. Office			\$200,000.00				\$200,000.00
CSH -- Prisoner Reentry Init.				\$75,000.00	\$75,000.00		\$150,000.00
MCCH		\$70,000.00					\$70,000.00
WLCH			\$152,000.00	\$159,600.00			\$311,600.00
Common Ground - New D.C. Office			\$50,000.00				\$50,000.00
Common Ground - Assessments Model				\$28,450.00			\$28,450.00
Common Ground-Site Analyses				\$30,000.00			\$30,000.00
Common Ground -- DC Office				\$100,000.00	\$100,000.00		\$200,000.00
Common Ground -- Communications					\$88,500.00		\$88,500.00
JHP (Employment)				\$9,400.00	\$75,000.00		\$84,400.00
Catholic Charities / Victory Housing			\$31,053.08	\$4,732.70	\$4,121.70	\$18,936.94	\$58,844.42
CC/CG N. Capitol Street					\$20,087.00		\$20,087.00
PELTH (Maxwell Awards)			\$20,000.00				\$20,000.00
Unity Prisoner Reentry Center				\$205,435.00			\$205,435.00
Transitional Housing Corp.				\$100,000.00	\$100,000.00		\$200,000.00
UI Pris. Reentry Init. (& Cohen Report)				\$154,796.00	\$7,800.00		\$162,596.00
Open Arms Housing				\$112,500.00		\$112,500.00	\$225,000.00
US Vets				\$24,564.00			\$24,564.00
University Legal Services (2 grants)				\$80,000.00	\$75,000.00		\$155,000.00
Prison Outreach Ministry				\$50,000.00	\$50,000.00		\$100,000.00
Omni Development				\$190,150.00			\$190,150.00
HelpUSA					\$90,000.00		\$90,000.00
Cornerstone				\$15,000.00			\$15,000.00
Community Part. Emerg. Fund				\$50,000.00			\$50,000.00
Mercy Housing					\$15,000.00		\$15,000.00
Four Walls					\$85,000.00	\$50,000.00	\$135,000.00
Jubilee Jobs					\$76,099.00	\$76,439.00	\$152,538.00
DCCK					\$75,000.00	\$75,000.00	\$150,000.00
Vera					\$37,500.00	\$37,500.00	\$75,000.00
Council for Ct Exc					\$35,000.00		\$35,000.00
Jubilee Housing					\$100,000.00		\$100,000.00
Urban Institute VA/VASH research					\$19,675.00		\$19,675.00
N Street Village					\$69,844.00	\$70,000.00	\$139,844.00
CSH/UI Jail Position					\$75,000.00	\$75,000.00	\$150,000.00
UI Advocacy					\$47,580.00		\$47,580.00
Building Futures					\$100,000.00		\$100,000.00
CCHFP					\$60,000.00	\$60,000.00	\$120,000.00
WLCH Homeless Veterans PSH					\$75,000.00	\$75,000.00	\$150,000.00
Food & Friends					\$19,187.00	\$38,974.00	\$58,161.00
CC/CG N. Capitol Street						\$18,456.94	\$18,456.94
Misc. Expenses		\$397.65	\$1,331.71	\$13,594.09	\$12,914.14		\$28,237.59
							\$0.00
Totals	\$0.00	\$393,230.65	\$1,011,517.79	\$2,356,987.79	\$1,843,807.84	\$757,806.88	\$6,363,350.95
Notes:							
1. Grants are in year of disbursement, not approval.				3. Grants in bold ital. have not been approved but are likely			
2. All approved grants are recorded; future payments may in some cases be conditional.				4. A few amounts may contain estimates			