



ENDING BAY AREA HOMELESSNESS

# Repairing Lives, Preparing Futures: Philanthropy's Role in Supporting Services to End Homelessness

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Economic Opportunity

Health

Family Services

Housing Retention

Policy & Advocacy

**Repairing Lives, Preparing Futures: Philanthropy’s Role in Supporting Services to End Homelessness** is the fourth in a series of publications by the Bay Area Foundation Advisory Group to End Homelessness. This publication follows *Ending Bay Area Homelessness: The Philanthropic Role*, published in 2003; *Ending Bay Area Homelessness: A Pivotal Opportunity for Funders in Child Development and Education*, published in 2004; and *Finding the Way Home: A Philanthropic Guide to Housing Solutions*, published in 2006.

Founded in 2002, this group of local funders shares a concern about the growing problem of homelessness and an interest in expanding philanthropy’s role in addressing and resolving the problem in our communities. These publications explore the nexus between homelessness and other funding interests, with the intent of highlighting real solutions to homelessness and exemplary programs with demonstrable results.

All publications and more information about the Advisory Group are available online at [www.sff.org/programs/community-development](http://www.sff.org/programs/community-development).

**BAY AREA FOUNDATION  
ADVISORY GROUP TO END HOMELESSNESS**

Carol Lamont  
**The San Francisco Foundation**

Raymond Colmenar and Diane Aranda  
**The California Endowment**

Amy Lesnick  
**Full Circle Fund**

Carla Javits  
**REDF**

Bob Uyeki  
**Y & H Soda Foundation**

Carole Watson  
**United Way of the Greater Bay Area**

Judy Patrick  
**Women’s Foundation of California**

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**Research and writing by** Katharine Gale of Katharine Gale Consulting and Gloria Bruce of The San Francisco Foundation. Editorial support by Carol Lamont and Talya Gould of The San Francisco Foundation.

**Design and layout by** Kevin Hoelscher  
[[www.kevinhoelscher.com](http://www.kevinhoelscher.com)]

**Front cover and additional photography by** Tiago Russo  
[[www.tiagorussophotos.com](http://www.tiagorussophotos.com)]

**Back cover image by** Moonshine Film Co.  
[[www.moonshinefilmco.com](http://www.moonshinefilmco.com)]

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Dear Colleagues,

Nearly three decades after the modern phenomenon of homelessness emerged in the United States, homelessness is still very much with us. Every night in the Bay Area nearly 30,000 people go to sleep in a shelter or without a roof over their head. In some of our communities, a third or more of homeless people are children.

Fortunately, an unprecedented groundswell of attention to the issue is occurring. Information about proven strategies that work are now widely available and jurisdictions throughout the region have adopted Ten Year Plans to put an end to homelessness. As philanthropic leaders, we have the opportunity now to invest in the solutions that could make this generation of homeless children the last.

Ending homelessness is like putting together a puzzle that brings housing, income, and critical supportive services together for vulnerable households. Homeless households, and low-income people in general, often struggle with significant barriers to economic opportunity, quality health care, familial crises resolutions, and access to services and supports they need to survive and thrive. One missing piece can mean the difference between a path to a better future and a slide into greater instability and loss of housing.

Foundations of all sorts, including community, corporate, and family foundations, already contribute to pieces of the puzzle with investments in services such as health care, job training, and family support services. Yet, few of us have embraced ending homelessness as one of our key objectives. Increasing funding that addresses the impacts of homelessness within our existing investment areas is an important step in solving this persistent problem that continues to be a source of shame for our nation.

This guide provides useful information about productive investments that foundations are making in a variety of services to end or prevent homelessness in our region. We are optimistic about the field of philanthropy rallying to solve the issue of homelessness. Solutions abound, whether these be to increase access to health care, help families climb the economic ladder, assist at-risk youth to succeed, promote greater family stability, or other goals aimed at helping our most vulnerable citizens repair troubled lives and prepare for brighter futures. We hope you will find that addressing and ending homelessness is an essential part of achieving your philanthropic goals.



Anne Wilson, CEO  
United Way of the Bay Area



Sandra R. Hernández, M.D., CEO  
The San Francisco Foundation

# Repairing Lives, Preparing Futures: Philanthropy's Role in Supporting Services to End Homelessness

Today's foundations are leaders in supporting the programs, collaboratives, and policy agendas that address the symptoms and target the root causes of poverty, health disparities, and family and community instability. Many Bay Area funders have goals of:

- helping low-income families to climb the economic ladder;
- decreasing health disparities and increasing access to care for low-income communities and people of color;
- improving the life chances of disadvantaged children and youth, and supporting healthy, strong, stable families; or
- increasing the integration of services to holistically address the multiple needs of low-income families.

Despite the fact that these goals all target low-income people and the communities most susceptible to homelessness, many foundations have never prioritized ending homelessness, or they have eliminated homelessness as an investment focus. This guidebook aims to change that, showing through examples how foundation funding for income and workforce development, health and recovery services, family and education support, housing retention, and stabilizing support services are integral parts of the solution to homelessness and poverty.

Researchers have shown homeless people are not a "poor apart." It is estimated that between five and ten percent of poor households move into and out of homelessness *each year*.<sup>1</sup> These are often individuals and families just managing to piece together the means to survive who have hit a crisis such as job loss, a health crisis, or family or community violence. Once that crisis leads to homelessness, reas-

sembling the pieces of the puzzle is much more challenging. The impact and trauma of homelessness has profound effects on people's lives and future opportunities. Yet, at the point at which a poor household becomes a homeless household, they too often also drop out of our philanthropic priorities and become *somebody else's problem*. The reality is that homeless, very poor, and very challenged families and individuals are all part of the same population in need of greater income, health services, family support, and housing retention assistance. Foundations have an important role to play in increasing the safety net for families on the brink of homelessness and those struggling to exit from it.

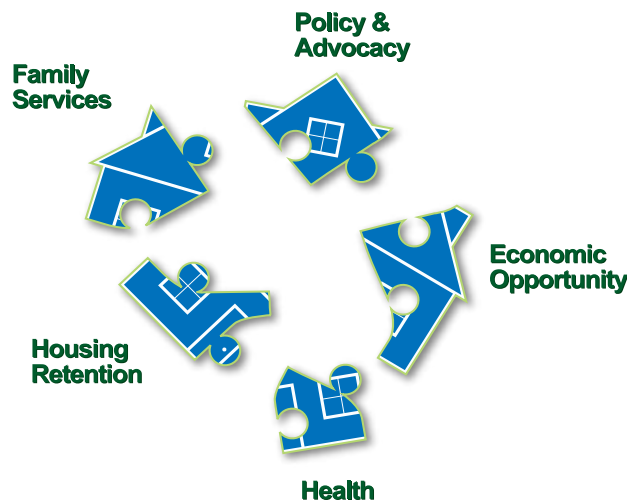
Putting the pieces together to end homelessness means making sure low-income households have the financial resources and services they need to get and remain housed. A key piece of the puzzle, of course, is housing. In 2006 the Bay Area Foundation Advisory Group to End Homelessness

published the guidebook "*Finding the Way Home: A Philanthropic Guide to Housing Solutions.*"

There we stated that without housing no individual or family can become "unhomeless," and we presented successful strategies for investing in housing solutions to end homelessness.

In the Bay Area it is most often the gap between housing costs and incomes that prices

people out of the housing market and leads to homelessness. More affordable housing is one solution to that issue. Increasing the incomes of low-income households is another, especially in a housing market such as ours in which deep, ongoing rental subsidies (often the best solution) are so scarce. Homeless individuals and families tend to have the lowest incomes and some of the greatest barriers to receiving help to increase their incomes.

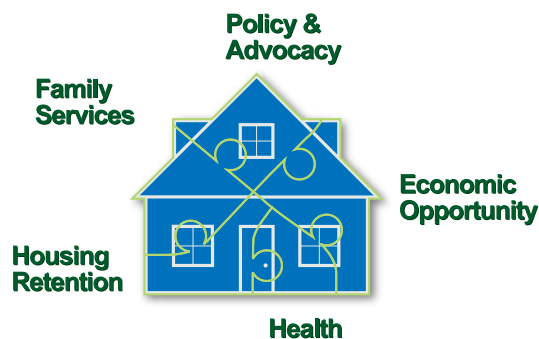


Chronic physical and behavioral health conditions and disabilities are major contributors to homelessness, and can lead both to the loss of housing and sometimes to the inability to retain housing even when it is affordable. More than half of homeless people report some kind of health problem or disability, and are more likely to lack insurance and access to primary and behavioral health care.

Family violence, instability, and dissolution also dramatically increase the chances of homelessness. Youth leaving the foster care system have a greater than 50/50 chance of becoming homeless within one year. Among homeless women, as many as 70% report having experienced domestic violence.

### THE CRITICAL ROLE OF PHILANTHROPY

Foundations are needed to support proven and emerging service models that help end homelessness and the systems changes needed to make the best practices widespread. One of the reasons foundations sometimes cite for not investing more in ending homelessness is their belief that solving the problem of homelessness is a government responsibility. Mainstream public systems, however, until recently have failed to provide adequate services to homeless people, shifting responsibility to a largely separate, and underfunded, homeless system that treats homeless people as a group apart. Yet successful programs have shown that services for low-income people with high barriers can be effective to prevent and end homelessness if they are well structured and resourced. Building strong, culturally competent programs frequently requires philanthropic investment and leadership capable of motivating public systems to integrate their services across sectors more effectively. Our investments in successful program models, interagency partnerships, and policy and advocacy help to reassemble the puzzle and turn the tide needed to finally end homelessness.



### WAYS TO MAKE A DIFFERENCE

Foundations funding programs that assist low-income people and build stronger communities can make a difference in the lives of homeless and formerly homeless people with investments like the ones highlighted in this guidebook.

- Foundations with a focus on **increasing economic opportunity** can support programs that help secure adequate incomes for homeless and formerly homeless people by increasing their access to appropriate levels of benefits and by helping them to acquire job skills and

employment and develop a cushion of assets to safeguard them against future crises.

- Foundations dedicated to **improving individual and community health** can help ameliorate the long-term impacts of homelessness by funding a wide range of health-related services for individuals and families who have experienced homelessness and for those who are most at risk.
- Foundations that focus on **strengthening children, youth, and families** can invest in efforts to curb domestic violence, reduce out-of-home placements for children, and expand quality child care and school-based assistance programs that target homeless families.
- Foundations that provide support for services for low-income and marginalized communities can fund the **housing stabilization and community-based case management** services that help individuals and families obtain and retain housing.
- Foundations that invest in **advocacy and policy change** can include support for local, state, and federal efforts to increase the governmental resources available for preventing and ending homelessness and to encourage public agencies to prioritize preventing and ending homelessness.



## Increasing Incomes, Employment Opportunities, and Assets

In the Bay Area the gap between housing costs and income for low-income households is the greatest single factor contributing to homelessness. Nearly two-thirds of extremely low-income households pay more than half of their income for housing.<sup>2</sup> For some low-income households this gap is bridged through subsidized or affordable housing, but for most it must be made up by spending less on other basic life necessities. Without adequate income, very poor people too often become homeless people. In a high cost region such as the San Francisco Bay Area, a minimum-wage job or a CalWORKs benefit does not provide enough income to allow a homeless person to regain housing and attend to health care, education, and other elements of a stable life.<sup>3</sup>

To help low-income households “climb the economic ladder,” leaders in philanthropy are investing in programs that help people increase income by gaining critical benefits or securing a decent job. As do poor but housed people, homeless individuals often face challenges such as low educational attainment, limited work experience, or histories of incarceration, substance abuse, and mental illness. Beyond this, however, homeless people also may lack concrete tools such as a phone, computer, or home address to facilitate job searching. They often have difficulty providing documents to complete employment and benefits paperwork. Limited literacy skills, lack of transportation and child care, and even lack of proper clothing and dental care can make the process of interviewing for jobs daunting.<sup>4</sup>

*“At REDF we provide financial investments and form alliances with businesses employing people who are homeless or living in long-term poverty. Our partnerships are based on an approach to social problems that combines the best of private, market-based initiative and public spirit. We have seen our investments generate tremendous benefits, with businesses utilizing the vitality and skills of people who had previously faced significant barriers. From experience we believe that with the right opportunity, everyone has the ability to be productive.”*

Families of all backgrounds fall into homelessness through economic crisis, but finding employment and increasing

assets is often harder for people of color and foreign-born households who face additional challenges such as discrimination, lack of documentation, and/or language barriers. In order to succeed at bringing homeless families from mere subsistence to sustaining incomes, programs that focus on job training, income generation, and benefits advocacy need

-Carla Javits, President, REDF

funding to develop comprehensive supports and employer partnerships that address the variety of homeless people and their circumstances.

### WAYS TO MAKE A DIFFERENCE

Investments that promote sustainable income, quality employment, and assets for homeless and at-risk households include:

- support for employment training programs with demonstrated competency in training clients with multiple barriers for employment in high demand sectors;
- support for social enterprises that directly employ and increase the work skills of homeless people;
- funding for legal and support services that help eligible people with disabilities or other barriers to work to gain the income supports that can stabilize them; or
- programs that promote asset building as a means to create a cushion against events that can lead to loss of a home.

## Investment Examples: Opening the Path to Employment

Investments in job training and skills building can create a permanent way out of homelessness. Several programs and their foundation partners have proven that if homeless individuals are provided skills training for career-ladder jobs in growing industries, and are also provided case management and support services, then they can sustain earning a decent wage. Employers, and the economy as a whole, benefit when people are taken off the streets and become motivated, trained participants in the workforce.

### Conquering Homelessness through Employment in Food Service (CHEFS)

**AGENCY:**

Episcopal Community Services

**LOCATION:**

San Francisco

**POPULATION SERVED:**

Homeless individuals and heads of family households

**KEY FUNDERS:**

The Odell Foundation, The Kimball Foundation, The San Francisco Foundation

CHEFS, a program of Episcopal Community Services (ECS), is a 12-month vocational training program that provides classroom instruction and hands-on training in commercial food preparation. In addition to training, the program offers job counseling and placement for homeless adults, and places graduates in jobs at restaurants, hotels, cafes, and congregate meal programs. ECS takes a holistic approach to addressing the multiple causes of homelessness by creating concurrent opportunities for gaining housing and developing essential skills. While enrolled in CHEFS, students are challenged not just by the work in the classroom; they must reach their goals while living in a homeless shelter and planning for permanent housing. To help students achieve their potential under these circumstances, staff offer multiple support services to students and graduates. CHEFS averages 11 graduates per class, with a successful job placement rate of 87%. [www.ecs-sf.org](http://www.ecs-sf.org)



### Property Management Social Enterprise

**AGENCY:**

Community Housing Partnership

**LOCATION:**

San Francisco

**POPULATION SERVED:**

Formerly homeless people

**KEY FUNDER:**

REDF (formerly Roberts Economic Development Fund)

Founded in 1990, the Community Housing Partnership (CHP) has become one of San Francisco's premier developers of supportive housing for homeless people. Over half of CHP's staff of 120 are formerly homeless individuals. REDF, one of CHP's early funders, helped CHP incorporate on-site support services and job training opportunities into its housing model. CHP desk clerk and work crew programs currently train about 75 formerly homeless people every year. Upon completion, those who are hired to work for CHP Enterprises earn more than \$10.00 an hour. Approximately 65% of graduates are placed in employment after training, and this rate is expected to increase. Today, with REDF's funding and business assistance, CHP is launching a new property management social enterprise that will employ more of its tenants and will potentially generate an additional 25 to 30 permanent jobs each year. [www.chp-sf.org](http://www.chp-sf.org)





## Rubicon Social Enterprises and Workforce Services

**AGENCY:**  
Rubicon Programs, Inc.

**LOCATION:**  
Richmond/Berkeley (Contra Costa and Alameda Counties)

**POPULATION SERVED:**  
Homeless individuals and families with disabilities, especially mental illness

**KEY FUNDER:**  
The Dean & Margaret Leshar Foundation

Rubicon is a national model for transforming the lives of people seeking to move from homelessness and poverty to economic self-sufficiency. The agency’s model integrates housing, employment, and counseling services for families in need. Rubicon’s employment services have two primary divisions: Rubicon’s social enterprises – the Rubicon Bakery and Landscape Services – provide job training for participants and also generate needed program revenue; Rubicon’s workforce services assist jobseekers as well as employers in high-growth sectors, such as health care and biotechnology, by providing customized work experience and partnering with local community colleges to provide industry specific vocational skills training. Current employer partners include Safeway, Aerotek, Manor Care, Bayer, Novartis, AT&T, IKEA, UPS, Federal Express, Kaiser Permanente, Bio-Rad Laboratories, and Comcast. Workforce Services also provides transitional work opportunities that are aligned with Rubicon’s business enterprises.

[www.rubiconprograms.org](http://www.rubiconprograms.org)



**Carmelita’s story**  
*In 2000, Carmelita was penniless. Her husband had just left her, and she was living at a homeless shelter. Carmelita heard about Rubicon Programs and was able to get housing, job skills training, and budget advice. She is now a MUNI bus operator and trainer, able to support her young daughter and a son at college.*

## Bayview Hope Truck Driving Academy

**AGENCY:**  
Goodwill Industries of San Francisco, San Mateo and Marin Counties

**LOCATION:**  
San Francisco

**POPULATION SERVED:**  
Low-income job seekers, especially ex-offenders

**KEY FUNDERS:**  
Evelyn and Walter Haas, Jr. Fund, Walter and Elise Haas Fund, The San Francisco Foundation, Wells Fargo, Bank of America, JP Morgan Chase

Goodwill’s Bayview Hope Truck Driving Academy (BHTA) provides solutions to poverty by training participants to obtain their Commercial Driver’s License and find meaningful, living-wage employment. Through partnerships with City College of San Francisco, True Hope Church of God in Christ, the Homeless Employment Training Collaborative, and the San Francisco Training Partnership, the Academy currently trains 80 students per year and has established relationships with employers who hire its graduates. Eighty percent of BHTA graduates earn a Commercial Driver’s License and, of these, 80% secure unsubsidized sustaining jobs within the transportation industry. Out of more than 1,200 participants in Goodwill’s programs last year, 13% identified themselves as homeless, while others live in transitional housing or marginal economic situations. Truck driving academy graduates have excellent potential for career advancement. In addition, truck driving appeals strongly to male ex-offenders, who are less interested in the retail and service positions targeted by many other job-training programs.

[www.sfgoodwill.org](http://www.sfgoodwill.org)

### Daniel’s Story

*Daniel is a recovering alcoholic who entered a transitional housing program to get sober and back on his feet. Someone referred him to the Bayview HOPE Truck Driving Academy. Daniel says, “The training implemented some structure and discipline on my entire outlook on life. I was able to learn the technical and driving skills needed to become a commercial driver.” Now a driver for Goodwill, Daniel has developed a plan to exit from the transitional housing program.*





## Investment Examples: Increasing Access to Critical Benefits

For homeless people who are unable to work, obtaining disability benefits often makes the critical difference between continued homelessness and achieving housing and better health. Because the application processes are lengthy and complex, without assistance homeless people are routinely denied benefits to which they are entitled. Legal aid programs provide attorneys and advocates to assist homeless people and those at high risk of homelessness in applying for benefits and appealing a denial or termination of benefits.

### Bay Area Legal Aid

**LOCATION:**

Offices in seven Bay Area counties

**POPULATION SERVED:**

Low-income households, including those homeless and at-risk of homelessness

**KEY FUNDERS:**

The San Francisco Foundation, The Y & H Soda Foundation, David B. Gold Foundation, Dean & Margaret Leshner Foundation, The California Endowment, Richard and Rhoda Goldman Fund, Five Bridges Foundation, van Löben Sels/Rembe Rock Foundation, Atkinson Foundation, Horace W. Goldsmith Foundation, Marin Community Foundation

Bay Area Legal Aid (BayLegal) is the region’s largest provider of free civil legal services to low-income Bay Area residents. BayLegal provides services in the areas of preventing homelessness and expanding access to affordable housing, ending domestic violence, helping individuals attain economic security and benefits, and securing access to essential health care. BayLegal’s clients are especially vulnerable to homelessness because they cannot afford legal assistance when they need to assert their rights. BayLegal helps ensure that families and individuals get the benefits and services to which they are entitled and that can help them emerge from crisis. BayLegal has assisted more than 4,700 homeless and disabled individuals and families to receive benefits and other critical services, regardless of their location, language, or disability. [www.baylegal.org](http://www.baylegal.org)

### Homeless Action Center

**LOCATION:**

Berkeley/Oakland (Alameda County)

**POPULATION SERVED:**

Homeless people, especially chronically homeless with disabilities

**KEY FUNDER:**

Evelyn and Walter Haas Jr. Fund

Homeless Action Center (HAC) provides legal assistance to people who are currently homeless and has developed expertise working with even the most transient clients with significant barriers. The average income of HAC’s clients when they first begin to work with them is \$100 per month. HAC has found that if their disabled applicants have representation at the initial stages of the disability benefits (SSI) process, two out of three will be approved. Without help, only one in three are approved. At the appeals stage, 95% of cases are approved with HAC’s assistance while without, only 50% are approved. Governmental support covers some of the costs of getting people onto benefits, but a “critical needs” grant from the Evelyn and Walter Haas, Jr. Fund has allowed HAC to respond more quickly to a variety of additional needs that their clients presented while awaiting benefits. [www.homelessactioncenter.org](http://www.homelessactioncenter.org)





## Investment Examples: Impacting the Public Sector

Promoting economic opportunity and self-sufficiency for all low-income households requires ensuring that the public resources designated to assist them, including tax credits and work-related benefits, are maximized. Foundations are key players in collaborative initiatives comprising public and private partners committed to assisting low-income households and to strengthening advocacy to close the Bay Area income gap.

### Earn It! Keep It! Save It!

#### LEAD PROGRAM / PARTNERS:

United Way of the Bay Area, Internal Revenue Service, local government and community-based providers

#### LOCATION:

Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, and Solano Counties

#### POPULATION SERVED:

Low income households with earned income

#### KEY FUNDERS:

United Way of the Bay Area, multiple foundations, banks

Most homeless and formerly homeless households have few, if any, savings or assets to provide a cushion that can provide for better housing or keep a familial or health crisis from resulting in another bout of homelessness. Earn It! Keep It! Save It! (EKS) works to help low-income families develop assets and save towards personal goals. EKS does this through increasing utilization of tax policies that can benefit low-income people. EKS provides free tax help to those with household income below \$39,000 and assists taxpayers in claiming Earned Income Tax Credits. These can amount to as much as \$4,400 per family. In each of EKS' seven counties, as many as 20 or more partner agencies, including the IRS, local governments, and community-based providers, provide free tax assistance at multiple sites in the community. In some counties, such as San Francisco, participating agencies include those working with homeless families who benefit from beginning to save money toward housing and other costs. In 2007, EKS helped Bay Area families capture more than \$10 million in Earned Income Tax Credits and nearly \$24 million in total refunds. [www.uwba.org/eks](http://www.uwba.org/eks)



### Bay Area Self-Sufficiency Calculator

#### LEAD PROGRAM / PARTNERS:

National Economic Development & Law Center, Californians for Family Economic Self-Sufficiency

#### LOCATION:

Bay Area-wide (expanding across California)

#### POPULATION SERVED:

Low-income families and the agencies serving them

#### KEY FUNDERS:

Walter and Elise Haas Fund, United Way of the Bay Area, The Women's Foundation of California, Evelyn and Walter Haas Jr. Fund, Community Technology Foundation of California, The San Francisco Foundation

The Bay Area Self-Sufficiency Calculator is an interactive tool that public agencies, neighborhood centers, homeless shelters, and others can use with families to assess eligibility for services and calculate the income growth they need in order to sustain their families. Instead of using the federal poverty line, a national measure that is not reflective of local conditions, the Calculator uses a Self-Sufficiency Standard based on cost indicators for every Bay Area county. Combined with job training, education, and family support services, this tool helps families set realistic expectations and access the assistance they need to ultimately exit out of poverty. The Calculator is a project of Californians for Family Economic Self-Sufficiency, a statewide advocacy coalition and resource on welfare reform and self-sufficiency best practices. Given the systemic challenges poor families face in making ends meet in the Bay Area, advocates also use the Calculator to demonstrate to decision makers how people transitioning out of homelessness can fall off a "benefits cliff" by earning too much to qualify for subsidized housing and child care, but not enough to pay the full cost of these basic needs.

[www.makeendsmeet.org](http://www.makeendsmeet.org)



## Improving Individual and Community Health

Foundations that fund in the health arena are increasingly focused on decreasing the incidence of health problems that are more prevalent among low-income people and people of color, and on improving health and wellness through increasing access to care and prevention strategies. These funders also promote neighborhood environments that allow access to recreation and nutritious foods, and foster mental and emotional well-being.

Medical debt or the destructive impact of a chronic mental or physical illness is often the reason an individual or family loses the ability to maintain housing. Conversely, health challenges are often precipitated by homelessness, since wellness is difficult to achieve for individuals and families without a consistent and safe place to eat, bathe, cook, and rest. Focused on survival rather than prevention, homeless families are more likely to get sick and develop chronic conditions. Homeless children, for instance, are even more likely than poor but housed children to suffer from asthma, gastrointestinal ailments, parasites, anxiety, and depression.<sup>5</sup> For individuals of any age, mental and physical health can be challenged by the stressful environment of shelter living. Exposure to the elements and sharing crowded sleeping arrangements can exacerbate illness, and constant moving can make it difficult to stay on medication schedules or keep appointments. Nutrition is also a concern because living on the street, or in shelters and SROs with no kitchen facilities, is not conducive to preparing and storing healthy foods.

These issues play a role in public health as well as personal wellness. Communicable diseases such as tuberculosis and HIV/AIDS are far more prevalent in the homeless population. Racial and ethnic health disparities, such as high rates of diabetes and asthma among African Americans or lower rates of cancer screenings among Latinos and Asians, compound the impact of homelessness. Homeless people often

lack a medical “home,” are vulnerable to attacks and sexual assault on the streets, and have trouble accessing preventative care, and thus are more likely to be frequent users of high-cost emergency room services. Virtually all chronically homeless adults have some sort of mental or physical disability, and studies have shown that these adults may use \$30,000 to \$40,000 a year in services such as hospitals, jails, and substance abuse treatment centers.<sup>6</sup> Education and preventative programs, primary health care, mental health, and substance abuse recovery programs can ameliorate some of the impacts of homelessness, help people to retain housing, and prevent future episodes of homelessness.

*“At Packard, our Local Opportunities Fund supports nonprofit organizations addressing critical unmet needs in our communities. One of our priorities is services for homeless families with children who are among the most vulnerable and in need of our support. We feel our investments in health care and services to homeless people are making a difference, now and for the future.”*

- Chris DeCardy, Vice President,  
The David and Lucille Packard Foundation

### WAYS TO MAKE A DIFFERENCE

Investments that support homeless or formerly homeless people to become healthier and stay healthy include:

- support for community-based health services and wellness programs that reach extremely-low-income communities, serve marginalized communities, and display cultural competence;
- health and behavioral health services, substance abuse programs, and food security and education programs in and near housing sites and accessible to very-low-income populations;
- funding supportive services and case management to stabilize fragile individuals and families living in transitional and supportive housing; or
- support for systems change in the areas of health care, behavioral health services, public health insurance, and public food assistance programs.



## Investment Examples: Access to Health and Behavioral Health Care

Programs that provide health and behavioral health care for homeless individuals and families treat chronic health conditions that often lead to prolonged or repeated episodes of homelessness. Residential treatment, out-patient, and mobile programs are all key to ensure that homeless and formerly homeless people get quality care.

### New Beginnings

**AGENCY:**

Homeless Prenatal Program

**LOCATION:**

San Francisco

**POPULATION SERVED:**

Pregnant women addicted to drugs and their babies

**KEY FUNDERS:**

Mount Zion Health Fund, John Burton Foundation for Children Without Homes, The San Francisco Foundation

A baby born addicted to drugs is usually removed from the mother and placed in foster care. That baby may be moved frequently within the foster care system, a circumstance that is known to increase the likelihood of homelessness in later life. In New Beginnings, San Francisco General Hospital notifies the Homeless Prenatal Program (HPP) when a pregnant patient is suspected of abusing or tests positive for drugs and alcohol. HPP sends a peer mentor to establish a relationship with the woman to encourage her to discontinue using in order



to deliver a healthy baby. HPP's efforts on behalf of pregnant women who have been using substances often enables the mother to keep her baby. With

support, at-risk mothers can become more hopeful, seek treatment, improve nutrition, and make other lasting changes that lead to greater stability. If the mother is homeless, HPP works with other agencies to help mother and child obtain housing.

[www.homelessprenatal.org](http://www.homelessprenatal.org)

### Opportunity Health Center

**AGENCY:**

Opportunity Health Partners

**LOCATION:**

Palo Alto, East Palo Alto, Menlo Park (San Mateo County)

**POPULATION SERVED:**

Opportunity Center residents, unhoused and at-risk patients

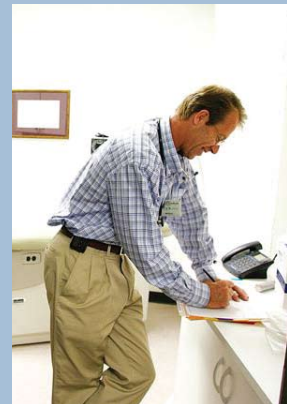
**KEY FUNDERS:**

Palo Alto Medical Foundation, David and Lucille Packard Foundation

The Opportunity Health Center (OHC) is a licensed community clinic providing a comprehensive range of health care services to residents and also to unhoused or

at-risk clients of the Opportunity Center. Opportunity Center is a newly opened 89-unit supportive housing development with on-site services for formerly and currently homeless singles and families with children.

The clinic offers primary care, mental health care, case management, and supportive health services to both adults and children. The center provides wellness, diagnostic, and maintenance care as well as specialty clinics such as flu shots, vision evaluations, and other immunizations. OHC provides these services regardless of insurance status. OHC is a cooperative venture of the Community Working Group, InnVision, Stanford University School of Medicine, the Palo Alto Medical Foundation, and the Palo Alto Veterans Affairs Medical Center. Working with its partner organizations, OHP hopes to expand the availability of health care services to the homeless population of northern Santa Clara County and southern San Mateo County. [www.opportunityhealthcenter.org](http://www.opportunityhealthcenter.org)



## Healing Center

**AGENCY:**

Friendship House

**LOCATION:**

San Francisco

**POPULATION SERVED:**

Native Americans struggling with addiction

**KEY FUNDERS:**

The California Endowment, The San Francisco Foundation, Richard and Rhoda Goldman Fund, Walter and Elise Haas Fund, Wells Fargo Foundation

Friendship House is the only residential provider in California that delivers culturally tailored substance abuse treatment and other health and supportive services for American Indian and Alaska Native men and women. More than 40% of Native clients who receive services from Friendship House have been homeless at some point in their lives, and many are homeless at the time of admission. In 2005 Friendship House opened the Healing Center, a new four-story, 80 bed residential treatment center. In addition to upper floor residences, Friendship House Healing Center features a treatment center on the first floor, comfortable counseling rooms, and space for recreation. Friendship House takes a holistic view of health that includes a treatment component with substance abuse, mental health counseling, and medical referrals; a rehabilitation component including job training, housing referrals, and aftercare; and a prevention component including wellness education, parenting skills, and traditional American Indian spiritual and cultural values. Its culturally rooted approach is based on the premise that treatment for addiction requires healing of the body, mind, heart, and spirit, and that the whole person must be in balance before she/he can effectively sustain healthy behaviors.

[www.friendshiphousesf.org](http://www.friendshiphousesf.org)



## Project Pride

**AGENCY:**

East Bay Community Recovery Project

**LOCATION:**

Oakland (Alameda County)

**POPULATION SERVED:**

Pregnant and parenting women

**KEY FUNDERS:**

The San Francisco Foundation, Corporation for Supportive Housing

Located in a neighborhood hit hard by poverty and homelessness, Project Pride is a service-enriched transitional housing program for pregnant and parenting women who suffer from and have a history with substance abuse, mental health diagnoses, criminal justice involvement, trauma, homelessness, and/or chronic medical conditions such as HIV/AIDS and Hepatitis C. While at Project Pride, women and children receive wrap-around services that include trauma-informed counseling, re-entry skills, assistance with securing permanent housing, as well as targeted health and mental health services, and substance abuse treatment. Today EBCRP is partner-

ing with nonprofit developer Affordable Housing Associates to add 42 units of supportive housing for women and children at Project Pride. Construction is scheduled to begin in 2008. Funds from The San Francisco Foundation and the Corporation for Supportive Housing are developing EBCRP's capacity

to own and operate the housing and are assisting with the planning for the supportive services, including health and behavioral health care, that will be available on and off-site when the program opens. [www.ebcrcp.org](http://www.ebcrcp.org)





## Investment Examples: Food Security and Healthier Living

Access to healthy, affordable foods is severely limited for low-income communities. For homeless people such access is nearly non-existent, especially since programs for alleviating hunger do not always prioritize good nutrition. Foundations and homeless services agencies are partnering to change the situation, combining increasing food access with education about nutrition, prevention, and exercise.

### Healthy Living on a Budget

**AGENCY:**

Tri-City Homeless Coalition

**LOCATION:**

Fremont, Union City, and Newark Area (Alameda County)

**POPULATION SERVED:**

Formerly homeless families and individuals

**KEY FUNDERS:**

Kaiser Permanente, The California Endowment

Recognizing the connection between people's health and their ability to sustain their housing, Tri-City Homeless Coalition (TCHC) has recently adopted improving health as a framework for all of its housing services. The agency's case managers have received training about health-related issues. They conduct health assessments at intake and use these to develop Family Service Plans. Their Integrated Service Team, funded by The California Endowment, allows the agency to share health resources across many programs in order to improve the quality of life of its residents. With a grant from Kaiser Permanente, TCHC recently launched the Healthy Living on a Budget program. Residents in their permanent supportive housing communities participate in on-site exercise, nutritional counseling, healthy cooking classes, and meal planning, and have access to diagnostic testing and nursing care. They also take leadership roles in implementing the program. One resident leads weekly walking groups while another, trained



as a medical assistant, monitors participants' blood pressure. A third is coordinating with the Irvington Farmers' Market to

pick up excess fruits and vegetables and ensure they are equitably distributed among residents. A major goal of the Healthy Living on a Budget program is to build community around healthy living so that residents have the peer support they need to make changes that will have lasting benefit to themselves and their families. [www.tricityhomeless.org](http://www.tricityhomeless.org)

### Growing Youth

**AGENCY:**

Alameda Point Collaborative

**LOCATION:**

City of Alameda (Alameda County)

**POPULATION SERVED:**

Formerly homeless youth and their families

**KEY FUNDERS:**

The California Endowment, United Way of the Bay Area, The San Francisco Foundation

Alameda Point Collaborative (APC) provides 500 formerly homeless residents, including 280 children and youth, with the stability of a place to live combined with opportunities to



obtain life skills and job skills training, support services advocacy, and emotional support. Based on anecdotal evidence that access to afford-

able, healthy, and culturally appropriate food was an issue in the community, APC launched Growing Youth, a comprehensive community food assessment funded by The California Endowment. Ten APC youth were trained to carry out the assessment. Findings from the assessment pointed to high levels of food insecurity (particularly in households with children) and diet-related health diseases such as diabetes and hypertension. The assessment confirmed that the agency offers a range of on-site services, but is located in a "food desert" – the largely African American and Native American populations of APC are geographically isolated from fresh food and full-service grocery stores. Using these findings, the youth have developed strategies such as growing more food on site, implementing a shuttle service to take residents to healthy food locations, and conducting cooking and nutrition classes. APC youth are making connections with their broader community by selling garden produce grown on site at the Alameda farmers' market and collaborating with volunteers from the local high school and beyond.

[www.apcollaborative.org](http://www.apcollaborative.org)

## Investment Examples: Impacting the Public Sector

Systems change strategies in the delivery of health care can reduce public expenditures and improve outcomes for clients/patients who are homeless or are at high risk of homelessness. Investments in systems change seek to promote new models of treatment that can be incorporated into the way mainstream service providers, such as the hospital or judicial systems, treat people with complex health and behavioral health barriers.

### New Directions

**FOUNDATION INITIATIVE:**

Frequent Users of Health Care Services Initiative

**LEAD AGENCY:**

Hospital Council of Northern & Central California

**LOCATION:**

Santa Clara County

**POPULATION SERVED :**

Frequent users of emergency health services

**KEY FUNDERS:**

The Health Trust of San Jose, The California Endowment, the California HealthCare Foundation

Hospital emergency departments have increasingly become a primary source of health care for uninsured people. A small number of patients, many of whom are also homeless, visit emergency rooms frequently, utilizing a disproportionate amount of care while continuing to suffer from the chronic conditions that afflict them. The California HealthCare Foundation and The California Endowment teamed up to provide multi-year grants to six communities throughout the State to develop strategies to decrease emergency use among the highest utilizers. These grants have supported direct services such as case management and have helped counties restructure the way they provide service to high users. New Directions



was initially funded by The Health Trust of San Jose to pilot the model in one hospital. The Initiative allowed the pilot program to expand into three additional Santa Clara County

hospitals. Case management provided by New Directions assists frequent users to access primary and specialty medical care, mental health and substance abuse services, and entitlement benefits. It also links clients to a variety of community-based services, including transportation and housing assistance. The program has reduced the inappropriate emergency department use of its participants by 83% and the inpatient and emergency care costs by 76%. [www.csh.org/fuhsi](http://www.csh.org/fuhsi)

### Behavioral Health Court

**AGENCY:**

San Francisco Superior Court

**LOCATION:**

San Francisco

**POPULATION SERVED:**

People with mental illness charged with criminal activity

**KEY FUNDERS:**

Margoes Foundation, The San Francisco Foundation

The Behavioral Health Court (BHC) was instituted to address the inadequacy of the traditional criminal court system in responding appropriately to the needs of defendants with mental illnesses. BHC

is a voluntary program that diverts criminal defendants from the jail and into treatment in the community. Nearly 100% of BHC clients were homeless or marginally housed prior to entering the program. Upon acceptance, an individualized treatment plan is developed including medication management, psychiatric rehabilitation, supportive living arrangements, substance abuse treatment, and intensive case management. Initially participants appear in court on a weekly basis for judicial monitoring and then less frequently over time depending on their treatment progress. A study conducted by University of California, San Francisco shows that by 18 months after graduation from the Court, the estimated risk of being charged with any new offense was about 39% lower for graduates than for similar detainees who did not participate. The risk of BHC graduates being charged with a new violent crime was about 54% lower.





## Strengthening Children, Youth, and Families

The dissolution of familial relationships or strains on family members, such as the primary wage earner or a vulnerable youth, are major contributors to homelessness. Domestic violence is often a direct cause of homelessness, especially for women who lose their housing and financial support

*“Our foundation is committed to helping working poor families become healthier, stronger, and more economically secure. We have had excellent outcomes from investing in quality programs that holistically address the multiple challenges faced by homeless families. Homeless families are not different from the other economically disadvantaged working poor families we have made our priority; rather they are among those who are most in need of assistance and who most greatly benefit from comprehensive support.”*

-Bob Uyeki, Senior Program Officer,  
Y&H Soda Foundation

Research has shown that a lack of care from a parent during childhood sharply increases children’s likelihood of experiencing homelessness as adults, as does physical abuse. Both factors together even more dramatically increase the risk of later homelessness.<sup>7</sup> For children and youth, homelessness increases the risk of health problems, behavior problems, and poor school performance.

when they leave an abuser. Family dissolution may also result from homelessness. Stresses on the homeless family may increase violence, or the service system may separate families since many shelters do not accommodate teenage males or intact families.

Although intended to protect children, time spent in the foster care system increases the likelihood of future homelessness. Youth who age out of care without a job or family support to help them cope with independent living are very likely to end up on the streets.

Programs that support education for homeless youth, protect women and children from violence, or offer infant and child care for homeless and formerly homeless families can help end the cycle of poverty and ensure that families remain intact and able to draw on their communities for support.

Homeless families that remain together need support to balance the need to increase income with the challenges of child-rearing. Low-income working parents often have difficulty paying for both child care and housing. For all these reasons, funders focusing on families, children, and youth will see ending homelessness as a critical investment area.

### WAYS TO MAKE A DIFFERENCE

Investments that build better futures for children and youth and help repair and strengthen families include:

- support for programs that specialize in treating family crisis, such as domestic violence prevention and safe houses for abused women with children;
- youth-focused programs that use case management and counseling to reunite families or ensure that transitioning youth find stable housing;
- programs that provide support to low-income families, through low-cost child care, counseling, and case management, or help with educational/vocational training or clothing needs; or
- system-change initiatives to improve aid and services to homeless children and youth in public schools and promote better outcomes for youth exiting foster care.

## Investment Examples: Addressing and Preventing Domestic Violence

Domestic violence is a leading cause of homelessness for women and a primary reason why children are removed from their family homes. Programs that work to intervene with families before housing is lost or children are removed by Child Protective Services protect families from both the trauma of violence and homelessness.

### Community Oriented Prevention Services (COPS)

**AGENCY:**

Safe Alternatives from Violent Environments

**LOCATION:**

South and mid Alameda County

**POPULATION SERVED:**

Victims of domestic violence at risk of homelessness

**KEY FUNDERS:**

Y&H Soda Foundation, Palo Alto Medical Foundation

SAVE's Community Oriented Prevention Services (COPS) is an advocacy program that works to change the way law enforcement processes domestic violence cases. The COPS strategy is to ensure an integrated and compassionate response to victims of violent crime through training law enforcement personnel and providing one-on-one advocacy. The goal is to help women and their children to move safely into violence-free lives and avoid homelessness. COPS



provides advocacy at a very important moment: when the victim is faced with the monumental task of leaving an abusive relationship. Victims are offered crisis counseling and empowering solutions to overcome domestic violence. COPS is just one example of SAVE's many programs that

address domestic violence through prevention and crisis services: the Teen Dating Violence Program educates students from sixth grade to college to prevent the cycle of violence before it starts; financial literacy training helps women regain economic self-sufficiency; and transitional housing provides a safe space to rebuild towards independent living.

[www.save-dv.org](http://www.save-dv.org)

### Healthy Homes

**AGENCY:**

Youth and Family Enrichment Services

**LOCATION:**

San Mateo County

**POPULATION SERVED:**

Families with children age five and under

**KEY FUNDERS:**

Lucile Packard Foundation for Children's Health, Blue Shield Foundation, Bella Vista Foundation

Youth and Family Enrichment Services (YFES) provides a wide array of services to help children, teens, and adults who are dealing with substance abuse, domestic violence, mental health, relationship and communication issues. Its Healthy Homes program provides counseling and support for families with children under five years old who have witnessed family violence. YFES has found that when one family member is the victim and another is the perpetrator of the violence, children often have no one to turn to for protection and reassurance. These children face multiple disruptions when the abused parent leaves home and seeks shelter. The Healthy Homes program addresses both the emotional and the material impacts of family violence. Clinicians work with the family members to heal the trauma, help parent-child bonding, and increase parenting skills. Case managers connect families to community resources such as food, housing, clothes, medical care, daycare, and vocational training. By working with the whole family to address multiple issues, Healthy Homes prevents children who are at risk of removal from being taken from their homes and custodial parents from losing their housing as a result of domestic violence.



[www.yfes.org](http://www.yfes.org)



## Investment Examples: Programs for Homeless and High-risk Youth

Youth-targeted programs can help young people to reunite with family and address issues that led to their departure. Young people who cannot reunite with their families benefit from services to develop the supports and skills they need to avoid long-term homelessness.

### Nine Grove Lane

**AGENCY:**

Huckleberry Youth Programs

**LOCATION:**

San Francisco and Marin County

**POPULATION SERVED:**

Homeless and runaway youth

**KEY FUNDERS:**

Richard and Rhoda Goldman Fund, Walter and Elise Haas Fund, Morris Stulsaf Foundation, Marin Community Foundation, The California Endowment, Gordon and Betty Moore Foundation, The San Francisco Foundation



Huckleberry Youth Programs has a 40-year history of connecting homeless, disengaged, and runaway youth to support systems and healthy pathways of development. Last year, Huckleberry's Nine Grove Lane house in Marin County provided temporary housing for 79 homeless, runaway, at-risk, or abused youth. Housing services, individual therapy, family reunification therapy, and case management are free and offered to all youth ages

12 to 17 who stay there. Teens are often housed for one to seven days before returning home or to an alternative safe environment. A primary focus of Huckleberry Youth Programs is to reunify as many youth with their families as possible, while stabilizing the family as well. Therapists rule out abuse or other factors that deem reunification as inappropriate. Then they work with all members of the family and offer specific tools and skills that help take the steps to bring families back together. Eighty-five percent of youth sheltered are reunified with their families. [www.huckleberryyouth.org](http://www.huckleberryyouth.org)

### HIRE UP

**AGENCY:**

Larkin Street Youth Services

**LOCATION:**

San Francisco

**POPULATION SERVED:**

Homeless youth

**KEY FUNDERS:**

The California Endowment, Walter S. Johnson Foundation, Richard and Rhoda Goldman Fund, the California Wellness Foundation, the Hearst Foundation, The San Francisco Foundation

Larkin Street Youth Services provides a wide range of programs aimed at helping homeless youth get off the street for good. In addition to meeting immediate needs for food, safety, and shelter, Larkin Street offers essential services such as HIRE UP, a multi-disciplinary employment and education initiative. HIRE UP offers customized employment and education services that allow youth to complete their high school education, enroll in post-secondary education, access the latest technology, and obtain career track employment. Youth in Larkin Street's emergency, transitional, or supportive housing programs can also avail themselves of case management, free care in the drop-in medical clinic, substance abuse and mental health services, and HIV specialty services. This continuum of care means that 75% of youth who complete Larkin Street's comprehensive programs find a permanent path off the streets. Seventy percent of Larkin Street's job training graduates obtain living wage employment, and last year, 86 youth were able to enroll in post-secondary education programs. [www.larkinstreetyouth.org](http://www.larkinstreetyouth.org)





## Investment Examples: Child Care and School Support

Programs that provide child care, educational support, and afterschool care for homeless children and youth positively impact both the affected children and their families. Children and youth gain support and stability to improve their learning and school performance, and their chances of a brighter future. While their children are in school or care, parents can work, seek housing, and focus on building their skills and earned income.

### First Step and Haven House Child Development Centers

- AGENCY:**  
Shelter Network
- LOCATION:**  
San Mateo County
- POPULATION SERVED:**  
Homeless children
- KEY FUNDER:**  
Morris Stulsaft Foundation

The Child Development Centers at two of Shelter Network’s sites help children in shelters and transitional housing overcome the crisis of homelessness, better prepare themselves for success in life, and free up time for homeless parents to work, train, search for jobs or housing, and save money,



furthering their families’ self-sufficiency and stability. Quality child care is critical for children often deeply harmed by the stress and disruption of an episode of homelessness. Poor nutrition, insufficient health care, low-quality child care arrangements, and other dangerous living conditions put them at high risk of health problems and developmental delays. Child development professionals

provide the attention, age-appropriate guided education, and emotional support critical to children overcoming these obstacles so that they can achieve long-term success. The two centers offer free year-round licensed child care designed to meet the special needs of toddlers and pre-school children and their families. [www.shelternetwork.org](http://www.shelternetwork.org)

### School Bound

- AGENCY:**  
Homeward Bound
- LOCATION:**  
San Rafael (Marin County)
- POPULATION SERVED:**  
School age homeless children and their families
- KEY FUNDER:**  
Marin Community Foundation

Homeward Bound is a major provider of shelter and support services for single individuals and families in Marin County. Some years ago the agency began to see the children of families they had previously sheltered coming through the shelter door. At this “tipping point,” Homeward Bound decided to refocus their family services on the needs of the children. They partnered with Marin Community Foundation, Marin School Linked Services, and the San Rafael School District to establish a classroom at their emergency center. The goal was to get the kids enrolled in school as quickly as possible. In the first year all of the children were enrolled but none of them advanced to the next



grade. By working closely with the schools and the families, during the past three years all of the children served have advanced to the next grade. Homeward Bound has also added a trauma component to the emergency center where a specialist works with children and families who are particularly traumatized by homelessness. The goal is to help parents understand the origin of the behaviors exhibited by their children and to develop the empathy and coping strategies so that the healing process can begin. Original funding for the trauma component came from First 5; however, it has been a challenge to continue the services. [www.hbofm.org](http://www.hbofm.org)



## Investment Examples: Impacting the Public Sector

Public systems that serve children, including the foster care system and the school system, are required to provide support services to the children in their care. But often these systems are poorly equipped to meet the needs of homeless and high-risk children and youth. Initiatives that create partnerships and advocate for children and youth in public systems are key to ensuring that homeless children get the services to which they are entitled and that young people in foster care are not discharged into homelessness.

### Educational Advocacy Program

**PARTNERS:**

Home Away from Homelessness, San Francisco Unified School District

**LOCATION:**

San Francisco

**POPULATION SERVED:**

Homeless youth

**KEY FUNDER:**

Charles and Helen Schwab Foundation

Home Away from Homelessness' Educational Advocacy Program seeks to reduce the barriers to educational progress and social integration for homeless children. In 2004, with funding from the Charles and Helen Schwab Foundation, Home Away initiated and coordinated a community process that led to the development of San Francisco's Homeless Education Plan. The Plan's goals include identifying homeless children and youth in San Francisco and ensuring that they are enrolled in school and receiving the services to which they are entitled. As a result of this effort, SFUSD went from identifying only 200 homeless children to over 1,300 homeless children enrolled in its schools. The District now trains school staff on the rights and educational needs of homeless students and has dramatically improved direct services to students. Home Away continues to supervise a Parent School Community Advisor, funded by the city's Department of Children, Youth, and Their Families. The advisor trains homeless and formerly homeless parents, school personnel, and staff of community agencies serving homeless families about the educational rights of homeless children and how to best support their educational needs during their housing instability. Since 2004, the advisor has trained more than 500 homeless parents to support positive educational outcomes for their children. [www.homeaway.org](http://www.homeaway.org)



### Fostering the Future

**PARTNERS:**

Center for Venture Philanthropy, San Mateo County, Edgewood Center, Law Foundation of Silicon Valley, Youth and Family Enrichment Services

**LOCATION:**

San Mateo County

**POPULATION SERVED:**

Youth and families involved in the Foster Care System

**KEY FUNDER:**

Center for Venture Philanthropy – Silicon Valley Community Foundation

Fostering the Future is a new six-year social venture fund launched by the Center for Venture Philanthropy to catalyze systemic change and transform the lives of San Mateo's foster children. This initiative applies a joint investment strategy. Utilizing the talents, experiences, and passion of three "asset coaches" and a housing advocate, the Center for Venture Philanthropy and its community and governmental partners seek to achieve the following outcomes: significant gains in youth academic performance through better access to services and an enhanced support network; independent living skills linked to job training and practical financial education; self-advocacy so youth and caregivers learn how to speak on their own behalf; increased housing security and stability for youth who might otherwise become homeless; and permanent supportive relationships between youth and adults.

[www.siliconvalleycf.org/initiatives\\_cfvf\\_fosteringFuture.html](http://www.siliconvalleycf.org/initiatives_cfvf_fosteringFuture.html)



## Retaining Housing through Case Management and Stabilizing Services

Ending homelessness for good requires that homeless households secure and retain housing. For persons at risk of losing their housing, this may mean a small cash investment to pay back rent or a deposit on a more affordable home with some short-term case management or referrals to services. For those who have entered the emergency shelter system, short-term subsidies of a few months' duration along with more intensive case management can provide the critical bridge to help families obtain housing and make the community connections they need to succeed. Transitional housing programs provide supportive services within a housing setting for as long as 24 months for individuals and families who need a period of intensive services before moving to more independent housing in the community.

Persons with significant barriers to remaining housed, such as chronic mental health disabilities, may need ongoing services at or linked to their housing to ensure their stability. Supportive housing combines affordable housing with case management and other ongoing services to ensure that residents get the help they need to be good tenants, weather crises, and work toward achieving personal goals in a supportive environment that greatly reduces their risk of becoming homeless again.

*“Over and over our grantees tell us that it is the funding for core services like case management that is hardest to come by. Homeless people and those on the verge of homelessness may have to work within multiple systems and address significant barriers to regain housing. The person who can walk them through it all – help them fill out housing applications, gain access to services, connect to schools in their community, and learn to budget – is a life line. We fund case management because it is essential to help the families and individuals bring the puzzle pieces together.”*

-Carol Lamont, Program Officer,  
The San Francisco Foundation

*“Safe, stable housing is a basic human right. With it, a person has the foundation for a better life, and anything is possible. Without it, nothing is possible. We can't move onto the next issue until we provide people something as basic and essential as this.”*

-John Burton,  
Retired California State Senator and  
Founder of the John Burton Foundation for Children Without Homes

Whether provided for a short period of time or on an ongoing basis, case management and housing retention services can be essential for preventing or ending homelessness. Yet, the funds for financial assistance and case management services are among the most difficult to secure. This is despite the fact that investing in homelessness prevention or housing support and stabilizing services is far less costly than the cost of prolonged homelessness to a wide array of public services, including stays in the over-stretched shelter system.

### WAYS TO MAKE A DIFFERENCE

Investments that provide the social and financial supports that prevent people from entering homelessness or that gain people entrance to affordable housing include:

- homelessness prevention support including funds for cash assistance, case management, and eviction prevention legal services;
- rapid re-housing subsidies and transitional case management support to get families out of shelters as quickly as possible and support them to live in the community; or
- services grants to supportive housing providers with ongoing stabilizing services for people with histories of homelessness and chronic disabilities.



## Investment Examples: Transitional and Community-based Case Management

Many homeless households can benefit from case management services to stabilize and regain housing more quickly. These services may be connected to a transitional housing program, or may be based in the community. Their focus is to help homeless households find and secure housing, address the issues that led to homelessness, and make long-term connections to stabilizing services in the community.

### Family Case Management

**AGENCY:**  
SHELTER, Inc.

**LOCATION:**  
Contra Costa County

**POPULATION SERVED:**  
Homeless and at risk households

**KEY FUNDERS:**  
Charles and Helen Schwab Foundation, The San Francisco Foundation

SHELTER, Inc. provides a full array of services to homeless and low-income people in Contra Costa County. In 2004, the Charles and Helen Schwab Foundation awarded SHELTER, Inc. \$150,000 as part of its “Shifting Gears” initiative, charging



the agency to fashion a service delivery model to get homeless families off the streets quickly and permanently. SHELTER, Inc. began moving homeless families as rapidly as possible into permanent housing, utilizing community-based case management and Schwab funds to offer shallow, short-term rent subsidies until families stabilized and were able to pay their full rent. Case managers will typically meet with families weekly, helping them

to develop and maintain a budget and encouraging them to initiate a savings plan. With intimate knowledge of the community and its resources, the case manager will help link a family with services such as childcare, school, employment, counseling, and transportation. Three years after making the change to community-based case management, SHELTER, Inc. has found that an average of 85% of families have made a successful transition to independent housing. One mother who benefited from case management and links to employment has recently realized her dream and made her first mortgage payment on a home for herself and her two sons.

[www.shelterincofccc.org](http://www.shelterincofccc.org)

### Women Can

**AGENCY:**  
Building Futures with Women and Children

**LOCATION:**  
San Leandro (Alameda County)

**POPULATION SERVED:**  
Women homeless due to domestic violence and their children

**KEY FUNDERS:**  
Y&H Soda Foundation, RGK Foundation, van Loben Sels/ Rembe Rock Foundation, Crescent Porter Hale Foundation

Building Futures’ *Women Can* self-sufficiency program provides comprehensive services linked to transitional housing. The cornerstone of Women Can is case management. The self sufficiency of each resident is assessed in six key areas at intake and again when she exits: housing, employment/ income, domestic violence, substance abuse, mental health, and physical health. Every case plan includes strategies for securing housing and employment or stable income. Support groups help residents to recognize and resolve potentially unhealthy relationships. Residents are assisted to build positive communication skills and assertiveness, access community support resources, develop positive parenting skills, and improve their ability to obtain and retain employment. In 2006, this case management approach assisted 85% of the women who stayed 30 or more days at Building Futures’ shelters to increase their level of self sufficiency according to the program’s Self-Sufficiency Scale.

[www.bfvc.org](http://www.bfvc.org)





## Investment Examples: Services in Supportive Housing

For people with longer-term barriers to retaining housing, supportive housing provides services linked to the housing that can address disabilities such as mental illness and chronic substance abuse; physical barriers and chronic illnesses such as HIV/AIDS; and life barriers such as low educational achievement and lack of work experience. The services in supportive housing can be varied and include health care, employment, substance abuse treatment, and others, but the key ingredients are case management and services designed to help tenants retain their housing.

### Unity Place I and II

**AGENCY:**

Unity Care Group Inc.

**LOCATION:**

San Jose (Santa Clara County)

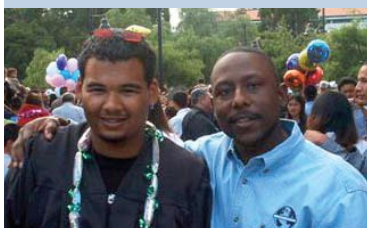
**POPULATION SERVED:**

Former foster youth who have been homeless

**KEY FUNDERS:**

Valley Foundation, Sobrato Foundation, Silicon Valley Community Foundation

Unity Care provides educational and social programs designed to enrich the lives of disadvantaged youth, especially those from low-income communities of color. Many of Unity Care's programs target youth in foster care, in the juvenile justice system, or living in high crime neighborhoods. These young people are also often homeless or at extremely high risk of homelessness. Recognizing the growing needs of youth who age out of the foster care system with nowhere to go, in 2005 Unity Care bought and rehabilitated Unity Place I, two six-plexes that now offer housing and supportive services for former foster youth. In 2007 Unity Care added Unity Place II, targeting young single moms and single dads. Unity Care



provides case management services, job coaching, and other life skills support for the 22 young residents. To support the services, Unity Care received a challenge grant from the Valley Foundation, which it has now met with matching funds from several other foundations. The supportive services help young people develop the skills and experience to pay rent, maintain a budget, secure a job, and manage their friendships without disturbing neighbors. Youth can stay as long as they want to, with services becoming less intensive over time. More than 75% of youth living at Unity Place are able to maintain their apartments and increase their incomes within 18 months.

www.unitycare.com

### Hope House

**AGENCY:**

United Council of Human Services

**LOCATION:**

San Francisco

**POPULATION SERVED:**

Chronically homeless individuals with disabilities

**FUNDERS:**

The San Francisco Foundation, Levi Strauss Foundation

The United Council of Human Services (UCHS) has been providing a broad range of services to chronically homeless individuals in the Bayview Hunters Point district of San Francisco since 1983. UCHS, a faith-based organization, is the primary provider of homeless services in a community that is plagued by crime and violence. For many years UCHS has operated a Multi-Service Drop-In Center providing two hot meals, clean clothing, laundry facilities, shower and toilet facilities, hygiene products, referral services for housing, and emergency health and dental care. It also provides shelter services for up to 60 individuals per night. Hope House, one of UCHS' newest and largest programs, provides safe and supportive shared housing at scattered sites for 70 chronically homeless individuals with permanent disabilities. Emphasizing substance abuse recovery, Hope House has helped many residents end their chemical dependency by moving them from a life on the streets into an environment that fosters rehabilitation. Hope House also provides case management and employment services, ensuring that residents have health services, a job, and financial training while they are housed.





## Ending Homelessness through Policy and Advocacy

As demonstrated throughout this guidebook, Bay Area community agencies and their foundation partners are making enormous strides with effective programs that provide permanent solutions to homelessness, one household at a time. Ultimately, ending homelessness for good in the United States will take a level of public investment and commitment that has heretofore been lacking. Ever since the massive federal disinvestment in affordable housing in the 1980s, funding to ensure that very low-income households obtain and retain housing has fallen woefully short of the need. At the same time, a separate and underfunded system to “manage” homelessness was developed, all but absolving mainstream systems in health and human services from addressing the causes and consequences of homelessness. Many of these mainstream systems targeting low-income households are also seriously underresourced, leaving homeless people and those at high risk of homelessness with few of the basic services that are essential to ameliorating their difficult circumstances.

Today, there is recognition that solving homelessness will require an increased investment in affordable housing and supportive services, and a greater level of commitment at all levels of government to developing and supporting practical and meaningful solutions. At the community level, Bay Area counties have adopted plans to end homelessness in their jurisdictions and are working hard to make these plans reality, despite limited resources. At the state level, the successful passage of California’s Proposition 63, the Mental Health Services Act, with its emphasis on curtailing homelessness for people with mental illness is one example of the concrete impact of years of consistent advocacy on this issue. Governor Schwarzenegger recently released a draft Ten Year Chronic Homelessness Action Plan and is expected to issue a plan addressing family homelessness as well. The development of these plans at the state level is encouraging, but implementing these plans will require significant advocacy work to ensure that the resources and commitment to back up the plans are forthcoming.

*“At the Silicon Valley Leadership Group we understand that there’s simply no excuse for people living on our streets, for children living in defunct cars or homeless shelters. We have led local campaigns to build more affordable housing and have made great strides but we can’t do it alone. Now it is time for other players to step forward, particularly the federal government. Our broad coalition of business, faith, community, and labor is calling on Congress to pass a Housing Trust Fund to ensure everyone has a decent, safe place to live. Forty years ago, Dr. Martin Luther King, Jr. stated that this country has the technology and the resources to end poverty, and the only real question is whether we have the will.”*

- Carl Guardino, CEO  
Silicon Valley Leadership Group

*“We at United Way know from experience that the only effective way to address our community’s most challenging issues, including homelessness, is through active collaboration among businesses, government, and nonprofits.”*

- Anne Wilson, CEO, United Way of the Bay Area

Perhaps most importantly, federal action to increase the resources Washington provides to states and communities to provide housing and services and to end homelessness is critical. By investing in policy and advocacy work at the local, state, and federal levels, foundations can help ensure that the growing interest in homelessness translates into the necessary increases in governmental funding to support the services and housing needed to end homelessness.

### WAYS TO MAKE A DIFFERENCE

Investments that can contribute to structural change to prevent and end homelessness include:

- support local efforts to implement plans to end homelessness that bring together key players in the community;
- build the capacity of advocacy organizations to make ending, rather than managing, homelessness the priority, and to secure seats at policy and decision-making tables for homeless people and those who represent them; or
- resource advocacy campaigns for programs and initiatives that fund vital services for people who are homeless or at risk of homelessness.

## Investment Examples: Supporting Local Change Efforts

Throughout the Bay Area, localities have developed plans and are undertaking new efforts to end homelessness. Organizations and collaboratives that bring together community leaders, providers, advocates, and homeless people committed to raising the profile of this issue are critical players in the push for fully implementing these plans.

### EveryOne Home

**PARTNERS:**

County and City agencies, community stakeholders

**LOCATION:**

Alameda County

**POPULATION SERVED:**

Homeless and at-risk households in Alameda County

**KEY FUNDERS:**

United Way of the Bay Area, The San Francisco Foundation

EveryOne Home is a collaborative effort to prevent and end the cycle of homelessness for individuals and families. EveryOne Home's centerpiece is a comprehensive countywide plan that takes the groundbreaking approach of coordinating three service systems — housing, mental health, and HIV/AIDS.

The plan calls for the creation of 15,000 new units of supportive housing across the county including new and renovated housing, as well as rental assistance. The combination of affordable housing and coordinated services will allow homeless and

at-risk residents to achieve housing. Philanthropic funding for EveryOne Home supported pieces of the plan development and has allowed the County to employ a dedicated director who will engage all sectors of the community, including business leaders, elected officials, and civic organizations to implement the plan and promote solutions to homelessness. [www.everyonehome.org](http://www.everyonehome.org)



community, including business leaders, elected officials, and civic organizations to implement the plan and promote solutions to homelessness. [www.everyonehome.org](http://www.everyonehome.org)

### Coalition on Homelessness

**LOCATION:**

San Francisco

**POPULATION SERVED:**

Homeless and at-risk households in San Francisco

**KEY FUNDER:**

McKay Foundation

The San Francisco Coalition on Homelessness (COH) works to support homeless and low-income people defending their rights and their persons, while advocating for permanent solutions to homelessness that take into account not only poverty's devastating effects, but also its root causes. COH publishes the *Street Sheet*, a monthly newspaper covering issues of homelessness and poverty that is sold by homeless and formerly homeless people. COH also has several workgroups that foster collaboration among homeless people, concerned community members, and providers of social, healthcare, housing, employment, and legal services to address the needs identified in the Coalition's outreach. The Coalition's advocacy was instrumental in encouraging San Francisco Mayor Gavin Newsom to focus more on the needs of homeless families. The Human Services Agency subsequently formed the Homeless Family Shelter Redesign Task Force to develop strategies that are now being used to guide the City's investments in preventing and ending family homelessness. [www.cohsf.org](http://www.cohsf.org)





## Investment Examples: State Level Policy and Advocacy

The State of California has a critical role to play in creating more affordable housing for homeless people and in funding supportive services and implementing prevention policies such as discharge planning for those in state care. Organizations and initiatives need support to carry out advocacy at the state level to secure the state's commitment to ending homelessness.

### Homes to End Homelessness

**AGENCY:**

Housing California

**POPULATION SERVED:**

Homeless and low-income households with housing needs

**KEY FUNDER:**

The San Francisco Foundation

Housing California (HCA) is a statewide nonprofit advocating for a safe and decent place to live for every Californian. HCA's three top priorities are leading the campaign for funding for a statewide Housing Trust Fund, advancing homelessness policy solutions, and coordinating land use reform efforts to increase the supply of affordable homes in communities throughout California. HCA recently hired a homeless policy advocate who advocates for policy reform to prevent and end homelessness and coordinates the efforts of Homes to End Homelessness, a coalition of homeless advocacy partners throughout the state. The coalition's efforts include developing policy positions and advocating for state leadership on initiatives to end homelessness, and building support among homeless advocates for legislative and funding priorities. HCA is a leading advocate for PROMISE (Program for Returning Offenders with Mental Illness Safely and Effectively), seeking appropriations from the California Department of Corrections and Rehabilitation budget to provide supportive homes for up to 100 mentally ill ex-offenders. The San Francisco Foundation is partnering with HCA to promote a statewide Housing Trust Fund and ensure that it serves homeless families, and to advocate for state investment in a new Housing Scholarship Program. The scholarship program will provide entry into affordable housing to homeless families with a parent in job training.

[www.housingca.org](http://www.housingca.org)



### Transitional Housing Placement Plus Statewide Implementation Project

**KEY PARTNERS:**

Counties and community-based youth services and housing providers

**POPULATION SERVED:**

Youth exiting the foster care system

**FUNDER:**

The John Burton Foundation for Children Without Homes

Each year in California, more than 4,000 young people exit the foster care system when they turn 18 and their eligibility ends. These emancipated foster youth commonly leave without a place to live, a job, a high school diploma, or the consistent support of a caring adult. Without assistance during this difficult transition, former foster youth do not fare well and experience rates of homelessness, unemployment, and incarceration far above their non-fostered peers. In June 2006, the John Burton Foundation launched the Transitional Housing Placement Plus (THP-Plus) Statewide Implementation Project to help foster youth make safe, successful transitions. The Project seeks to reduce homelessness among former foster youth by expanding access to THP-Plus. THP-Plus is administered by the California Department of Social Services and has been found to help foster youth achieve stable housing, living wage employment, and higher education. By October 2008, the Project will increase statewide capacity to house youth through THP-Plus from its current level of 135 youth to 1,200 youth. This is roughly a 700% increase in capacity. At this service level, approximately 1 in 4 youth in need will be able to access the program. [www.thpplus.org](http://www.thpplus.org)

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**RESOURCES**

For more information on the strategies, foundations, and nonprofit organizations presented in the case studies in this guidebook, please contact:

Bay Area Foundation Advisory Group to End Homelessness  
 c/o Carol Lamont, Program Officer  
 The San Francisco Foundation  
 415-733-8500 cjl@sff.org www.sff.org

The following organizations can provide information and research, updates on current public policy issues, contacts for local organizations, and technical or financial assistance in addressing homelessness and supportive services issues:

**Center for Community Change**  
 (202) 408-1080  
 www.cbpp.org

**Center on Budget and Policy Priorities**  
 (202) 339-9300  
 www.communitychange.org

**Corporation for Supportive Housing**  
 (510) 251-1910  
 www.csh.org

**HomeBase**  
 (415) 788-7961  
 www.homebaseccc.org

**Housing California**  
 (916) 447-0503  
 www.housingca.org

**National Alliance to End Homelessness**  
 (202) 638-1526  
 www.endhomelessness.org

**National Center on Family Homelessness**  
 (800) 952-7812  
 www.familyhomelessness.org

**Partnership to End Long Term Homelessness**  
 (617) 338-2590  
 www.endlongtermhomelessness.org

**ENDNOTES**

1. "What Will It Take to End Homelessness", Martha R. Burt, Urban Institute, September 2001.
2. Calculated from data available at socds.huduser.org/chas/CHAS\_java.odb Extremely-low income refers to households with income at or below 30% of area median. Based on HUD's special tabulation of 2000 U.S. Census.
3. The 2007/08 maximum CalWORKs grant of \$723 a month for a family of three in high cost areas is just \$29 higher than the amount the federal government and State of California provided families on welfare to live on in 1989, according to Western Center on Law and Poverty.
4. Some information drawn from "Helping Our Most Vulnerable Families Overcome Barriers to Work and Achieve Financial Success." Kids Count Essay, Annie E. Casey Foundation, 2005.
5. "Community-Wide Strategies for Preventing Homelessness: Recent Evidence," Martha R. Burt, Carol Pearson, and Ann Elizabeth Montgomery, The Journal of Primary Prevention. 9 June 2007. www.springerlink.com/content/ct570u80631g2144/fulltext.html
6. "Chronic Homelessness – March 2007" National Alliance to End Homelessness.
7. "Adverse childhood experience: Are they risk factors for adult homelessness?" Daniel B. Herman; Ezra S. Susser; Elmer L. Stuenkel; Bruce L. Link, American Journal of Public Health; Feb 1997; 87, 2; ABI/INFORM Global pg. 249.

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