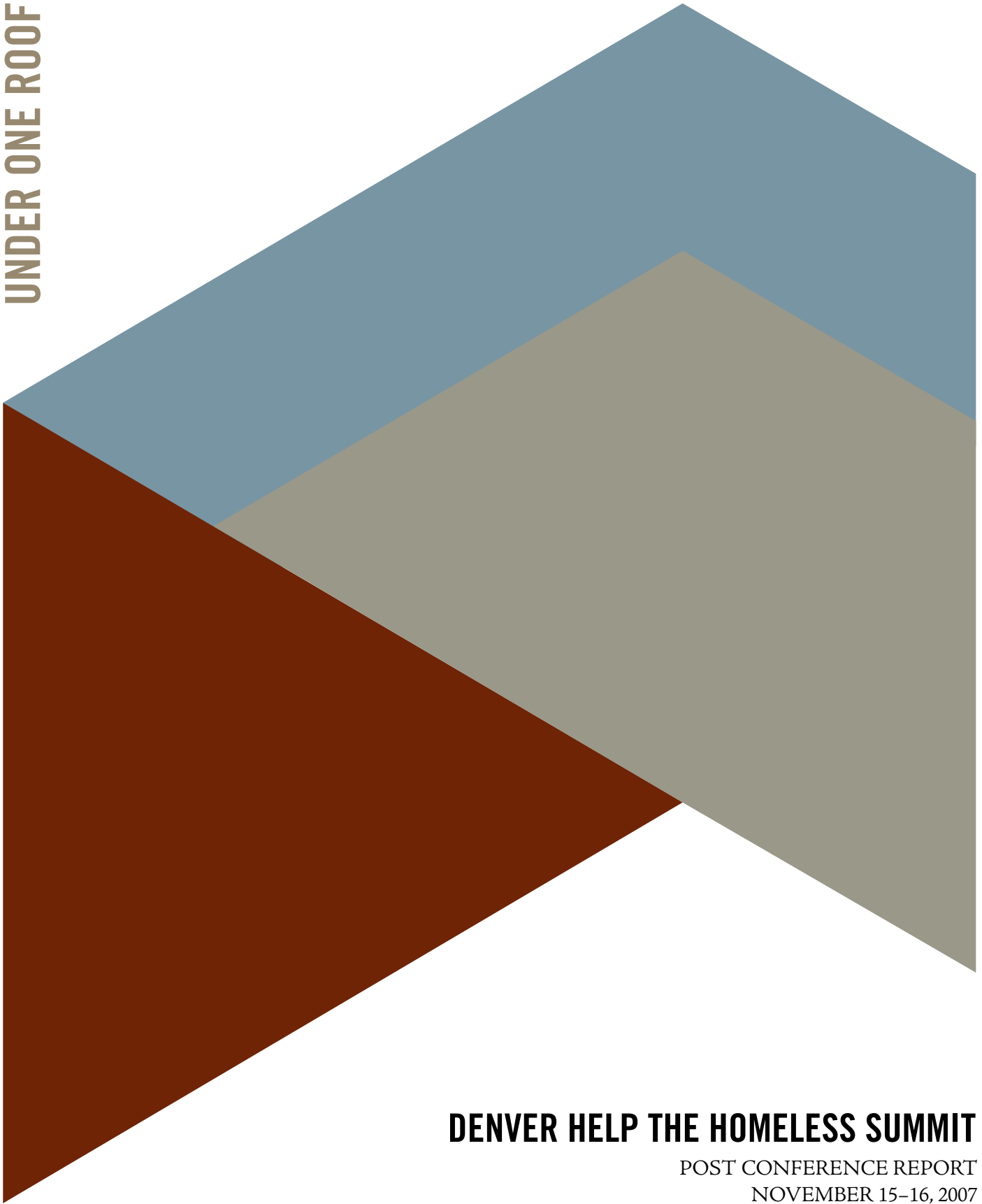


UNDER ONE ROOF



DENVER HELP THE HOMELESS SUMMIT

POST CONFERENCE REPORT

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COLORADO

Post Conference Report

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INTRODUCTION

Over the past decade, a new consensus has emerged around how best to deal with the problem of chronic homelessness. Recognizing that a small percentage of the chronically homeless account for the overwhelming majority of the public costs associated with homelessness, permanent supportive housing has emerged as arguably the best method of dealing with this human tragedy. The idea behind permanent supportive housing is simple: get people who are chronically homeless into apartments and surround them with services—mental health services, medical care, drug and alcohol treatment, education, and job training—so that they can break free from a life spent cycling through emergency shelters, detox centers, emergency rooms, and jails. According to data compiled by the City of Denver, it costs approximately \$15,000 per year to provide a homeless person with supportive housing, whereas it costs \$40,000 in shelter costs, emergency care, detox, and policing to keep that same person on the street. Supportive housing is one of the rare instances where sound policy is both the right thing to do and the smart thing to do.

Under the leadership of Philip Mangano, executive director of the U.S. Interagency Council on Homelessness, over 325 mayors and county executives have undertaken 10-year plans to end chronic homelessness. This growing movement represents an unprecedented investment in both the well-being of the chronically homeless and in the future of American cities. In just a few years, rates of chronic homelessness have fallen along with public expenditures for emergency services. Given the success these mayors have had, it is now possible to talk realistically and concretely about ending long-term homelessness.

On November 15-16, 2007, Denver Mayor John Hickenlooper welcomed 88 participants, including mayors, county executives, funders, and policymakers, to “Under One Roof: Denver Help the Homeless Summit in the Mile High City,” a two-day symposium dedicated to exchanging ideas between funders and mayors who share a commitment to ending long-term homelessness. The goals of the summit were four-fold:

1. To increase awareness among city and county governments and funders about homelessness and how it relates to economic development, health, and education;
2. To build collaborative relationships between both national and local foundations and city and county governments to enhance efforts to end homelessness;
3. To create a national network of funders and city and county governments that can collectively generate the funding sources necessary to end homelessness; and
4. To fashion common principles and an action statement for mayors and county executives.

This report, which mirrors the summit’s agenda, summarizes the main themes that emerged throughout each discussion session. Panel discussions have been synthesized and, in some cases, quotes have been edited for length and clarity.





RESULTS, INNOVATIONS, AND IMPEDIMENTS TO ADDRESSING HOMELESSNESS



While policy experts, political leaders, economists, and social scientists generally agree that permanent supportive housing is the most effective and least expensive option for dealing with the problem of long-term homelessness, cities and counties nevertheless face significant obstacles as they seek to implement ten-year plans to end chronic homelessness. In many regions, supportive housing represents a radical departure from the way cities and counties have historically dealt with the problem of chronic homelessness—namely, through a system of expensive and ineffective emergency shelters and siloed social services. In the opening plenary, Atlanta Mayor Shirley Franklin and Des Moines Mayor Frank Cownie discussed the innovations and challenges they faced in designing and implementing their ten-year plans. The session was moderated by Philip Mangano, executive director of the U.S. Interagency Council on Homelessness. Below is a synthesis of the session's major themes.

KEYS TO SUCCESS

Getting the faith, business, and philanthropic communities on board. Building broad public support for their ten-year plan is arguably the most important first step for most mayors. As Mayor Franklin pointed out, the success of Atlanta's plan hinged on the city's ability to marshal public support and build buy-in among the faith, business, and philanthropic communities. "We started our program with the faith community and then the business community and United Way," she said. Within six months, the city had built a broad base of support for its plan. "We did not make this a City of Atlanta plan, a governmental plan; from day one it was a community plan."

This broad base of support has translated not only into more money—Atlanta has raised over \$40 million in new money, nearly half of which came from the private sector—it has allowed the city to reach across jurisdictions to create a plan for the metropolitan area. Atlanta's plan includes seven counties and the City of Atlanta, a reach that has opened up new opportunities. The City of Atlanta, for instance, underwrote a series of Homeless Opportunity Bonds, which were then used to develop housing throughout the metro region. "In other words," Franklin noted, "these bonds allow us to actually develop housing or to support the development of housing outside of our political jurisdiction." In three years, the regional partners have built or renovated 900 units of supportive housing; another 450 units are underway. This past year, Atlanta and its allies served 12,000 clients.

Building public support with hard data on costs and outcomes. One of the chief attributes of the permanent transitional housing model is that it has the data on its side. As Mangano pointed out, "Chronic homelessness has the data and the cost studies to support intervention. Some of the best research that we have, the best cost studies, and the most innovative ideas are specifically targeted to that population." There may be similar data to support interventions with other populations like homeless families, he continued, but mayors have a proven, cost-effective model, and they should not be bashful about pushing it. "Right now in this country we have the research, we have the data, we have the cost studies, and we have the innovations that are making a difference," he said.

Practically speaking, the savings of this model can create a virtuous circle of increased public support, which then leads to even further savings. Officials in Tacoma, Washington, for instance, persuaded area hospital officials to invest \$80,000 in a sobering center to treat the chronically inebriated, rather than treating them in the emergency room. Once the hospitals saw the savings from the sobering centers, they enthusiastically supported the city's Housing First program. "We were able to show the hospitals that if they each put in about \$100,000 toward our Housing First program, they would see a cost savings of around \$500,000 or more per hospital," said John Briebl, Tacoma's director of human social services.

Educating the public. One of the ironies of the Housing First model is that it often cuts against many citizens'

humanitarian impulses. One study of panhandling in the City and County of Denver found that the homeless solicited an average of \$4 million per year. As a part of the campaign to end homelessness, the city and the Downtown Denver Partnership launched a public education campaign (www.giveabetterway.org) to inform citizens about the consequences of giving to panhandlers. Officials persuaded corporations and individuals to donate money to sponsor 86 unused parking meters, which were then placed along streets where panhandlers congregated. Each meter contained targeted messaging about the pitfalls of giving to panhandlers but also gave well-intentioned citizens an easy, street-level opportunity to help the homeless by putting that spare change into recycled parking meters and using the proceeds to underwrite the city's homeless prevention efforts.

The parking meter has been a ringing success, in both public relations value and as a source of revenue. "We didn't really think it would be really a money generator but it has generated over \$100,000 a year," said Jerene Peterson of Denver's Road Home "We worked really hard with the Downtown Denver Partnership. They were the ones who developed the marketing and media campaign which they put in hotels. It was really nice literature around how to really help homeless people as opposed to how to sustain people on the streets."

Another key element of public education is staying on message. In November 2007, the City of Atlanta opened 35 new public rest room facilities, the culmination of a three-and-a-half-year campaign by the mayor. Yet Mayor Franklin canceled the press conference and ribbon-cutting ceremony because it conflicted with her core message of chronic homelessness. "We're really going after the top continuum of care, chronic homeless, and we don't get off message even when we've got a great story to tell over here," she said. "You've got to put this issue right up there with whatever else is on your plate," she continued. "When someone asks what your top priority is, you say you can't give them one thing. You say, 'I'll give you five items'—and homelessness is on that list. That's the approach you're taking."

Strong mayoral leadership. One of the chief lessons across the board was that mayoral leadership mattered. As David Miller from the Denver Foundation noted, "The number one key to getting the private fundraising started both from businesses and from foundations was the personal involvement of the mayor." Mayor Hickenlooper brought all the area foundations to his office for a meeting. He had numerous one-on-one meetings and telephone calls with business leaders. "Once Mayor Hickenlooper presented the

business plan for ten years and showed the cost effectiveness of it, then the ball started rolling, and it was much easier for others to join in," Miller said. "The Mayor was really the key catalyst to get the private fundraising started."

On the other hand, several participants noted the importance of institutionalizing efforts as jurisdiction-wide campaigns. According to Miller, "One of the reasons why ten-year plans are all jurisdictionally led, is precisely for the reason that was just mentioned. Mayors and county executives have the capacity to bring together resources in the community that have not been part of the historic response to homelessness." Yet, unless the effort is embedded across jurisdictions, campaigns risk being perceived as a pet project, another priority that will go away once the mayor leaves office.

CHALLENGES

Dealing with resistance from service providers. Several participants noted that one of the principal challenges to cities' ten-year campaigns has been the push-back mayors have received from incumbent service providers. In Des Moines, Iowa, Mayor Frank Cownie has faced stiff resistance from the groups that provide services to the city's homeless. With over two dozen different agencies providing homeless services—from emergency shelters, transitional housing, and homeownership programs—there was very little accountability for results, and most providers worked within their contract silo. "I don't want to say that these people are not hard-working, that they are not well-meaning, that they don't provide great services, and they don't have great intentions," Cownie said. "The problem is that their outcome is not what we're looking for. We need to try to find solutions that actually transition these people from being homeless to actually being productive members of society."

Cownie continued, "There is a great amount of fear amongst all those providers that somehow we were going to start taking away their little nest egg, the base funding that they use to leverage to go raise private funds. But what they don't realize what we're really trying to do out there is let's all come together. Let's all get our arms around these problems that are so near and dear to us, and try to provide some supportive services to those who can least provide it for themselves and are least likely to succeed without some real commitment on the part of all of us working together to move them."



Dealing with NIMBYism. Another common refrain among mayors and county administrators was the pervasive sentiment among many communities that feel that providing permanent supportive housing was well and good—so long as it was “Not In My Back Yard.” The mayors outlined several strategies for dealing with NIMBYism. When residents in one downtown Atlanta community resisted the city’s plan to renovate a 70-unit apartment building for transitional housing and supportive services, Mayor Franklin turned to the faith community to provide moral leadership on the issue. “We called our faith partners, the most influential faith leaders who had been our partners from the very beginning and said, ‘This is your job. You’ve got to go in there and be the moral, we’ve got the money. The government has come up with the money through public and private funds. It’s your job to go in there and embarrass these folks into backing off,’” she recalled.

In Chattanooga, Tennessee, the city reached out to the arts community to combat NIMBYism. As Mayor Ron Littlefield observed, artists have a reputation as urban pioneers, people willing to move into neighborhoods that are rough around the edges. “Plus, many of them have had more than a casual flirtation with homelessness themselves,” he joked. As in Denver, Chattanooga officials used parking meters in their campaign, hiring local artists to turn them into works of art and charity. Artists, he continued, serve as a bridge between longtime residents of many neighborhoods and newer arrivals—many of whom were given incentives to move into marginal neighborhoods only to turn around and fight to have homeless services taken out of the neighborhood. “We paid people, actually paid them incentives, our local foundations paid them incentives to move into new homes, to renovate homes in the downtown location. As soon as they got there they wanted those people and the stuff to move away. That’s not going to happen. But we think by engaging the arts community, which many of these new urban pioneers embrace, we think maybe we can build a bridge between the old community and the new community.”

Meeting new operational demands. Arguably one of the more surprising facets of the ten-year plans has been the new operational demands that permanent supportive housing places on a city’s infrastructure. Fort Worth Mayor Michael Moncrief noted, for instance, that his city’s plan was stymied by a shortage of qualified mental health professionals. “In Fort Worth, we have ten child psychiatrists—ten—for a population of 700,000. That’s the kind of shortage we’re dealing with.” Facing a similar challenge, Mayor Franklin

has recruited graduate students from area universities to provide counseling for residents of supportive housing. The universities provide fee waivers for students who volunteer at the Gateway Center, a city-sponsored center. Although the program is just four or five months old, Franklin hopes not only to provide effective, efficient services, but to develop the partnership into a draw for graduate students who want to be on the cutting edge of social policy.

Another challenge, noted Mayor Cownie, is aligning the various professional fields and service systems. Psychiatrists, for instance, are loath to work with case managers and social workers. “They say to me, ‘Well, Mr. Mayor, you don’t understand our industry. I observe. I diagnose. I prescribe. I monitor. I don’t mess with any of the other people.’ They don’t counsel. They don’t point him to supportive services. They just say see you next time if your meds get out of balance. Somehow we have to figure out how to bring all those people back into the room.”



FUNDING SOLUTIONS TO HOMELESSNESS



Although permanent supportive housing offers proven savings when one considers the system-wide costs of chronic homelessness, local communities have a limited number of options available to them when it comes to financing permanent housing and services. Some communities have successfully financed permanent housing through special tax levies, housing acquisition funds, and other mechanisms, but significant obstacles remain. David Miller, president of The Denver Foundation, moderated a panel on tax and finance initiatives featuring Deborah DeSantis, CEO of the Corporation for Public Housing; Atlanta Mayor Shirley Franklin; and Paul Weech, vice president for business strategy, Fannie Mae.

Federal funding. When it comes to funding affordable housing, the options are limited. According to Paul Weech, the single largest source of capital for permanent supportive housing is the federal Low Income Housing Tax Credit (LIHTC), which accounts for roughly one-third of the capital invested in supportive housing. Other federal programs—grant programs, Community Development Block Grants, HOME, McKinney, and the Federal Home Loan Bank Affordable Housing Program—account for an additional 16 percent of the financing. “The big take-away here is that the majority of the funds for permanent and supportive housing derive from federal subsidies,” Weech said. “And the second big take away is the staggering diversity of resources that go into the typical permanent and supportive housing projects.”

State and local funding. Despite the federal government’s decades-long retreat from affordable housing, locally derived funds—housing trust funds, tax credits, tax levies—accounted for less than ten percent of the total. Drilling down, Weech noted, several trends emerged:

State set-asides of federal LIHTCs for supportive housing. States manage tax credit allocations through qualified action plans, and many of these Qualified Action Plans (QAPs) channel funds to supportive housing. Thirteen states have set asides specifically for supportive housing, nine others make special needs a housing priority, and six states have a homeless set aside. On the other hand, nearly all the states in their scoring mechanisms give advantage to a supportive housing or homeless project and many have other kinds of flexibility built in to the way they manage the tax credit program to support supportive housing. Said Weech: “Clearly one of the ways we could all increase capital for permanent and supportive

housing is to work with the housing finance agencies (HFAs) to increase the number of set asides, and increase the ways in which the tax credit program is managed to support the kind of housing we want to create.”

State housing tax credits. Mirroring the LIHTC, 16 states have developed tax credit programs to provide incentives for the production of affordable housing. While the amount of money available is neither large nor necessarily dedicated to permanent and supportive housing, it does represent another potential resource.

State and local trust funds. According to data from the Center for Community Change, the number of state and local trust funds—dedicated funding sources that bypass annual budget and appropriation processes—has nearly doubled since 2000. Today, there are over 600 state and local trust funds, which provide \$1.6 billion per year for affordable housing, though not all for supportive housing. Some states have used general obligation bonds and general fund revenues, but most rely on housing-related revenue sources in some way, including real estate transfer taxes, document recording fees, interest on escrows, and HFA revenues. Localities, meanwhile, tend to rely on developer fees, tax increment funds, document recording fees, bond revenues and fees, and general fund revenues. Others, like San Francisco, use fees on hotel and motel rooms.

Private sector financing. According to Weech, the private sector is both the most promising source of capital, and one of the least developed. Commercial banks accounted for just six percent of the total financing for supportive housing. Nevertheless, he continued, “I believe there is an even greater role for the private sector in accelerating the development of permanent and supportive housing.” If private capital can achieve a reasonable risk-adjusted rate of return, it represents



LOCAL INNOVATIONS IN SUPPORTIVE HOUSING FINANCE

Seattle Tax Levy. In October 2005, King County, Washington, passed a tax levy which, over the next six years, went on to generate \$13 million for veterans and the homeless. Backers of the levy had the good sense to brand the levy with an appealing name: The Veterans Tax Levy passed with 65 percent of the vote. Half of the levy is dedicated to improving the lives of veterans and military families, and the other half goes to the general homeless population. “What’s good about the levy is that it also stipulates that, to be eligible for this funding, agencies have to have comprehensive service plans in place so it’s clear how services will be structured and how services will be delivered,” said Deborah DeSantis, CEO of the Corporation for Supportive Housing. “And keep in mind, this levy and this funding is to establish a pool of money that’s used for services.”

Miami Trust Fund. The Miami Dade County Homeless Fund was established in 1993 with proceeds derived from a one-percent food and beverage tax. Its goal: to establish a continuum of care for homeless people. A 27-member board directs activities for the Trust and oversees its annual budget of \$37 million. Of that funding, \$20 million of that comes from the federal funds that the Trust secures as the lead agency, \$11 million comes from the food and beverage tax, and the balance is a blend of state and private-sector investments.

Tax Increment Financing in Portland, Oregon. Oregon uses funds from tax increment financing (TIF), among several other sources of financing, to create permanent housing. Under the program, TIF funds are coupled with project-based Section 8 vouchers, \$1.2 million in operating subsidies from Portland’s general funds, and \$400,000 in other funds. “I think that illustrates the leveraging of different sources,” DeSantis said. “But it also speaks to the efficiency of pooling different funding sources together to streamline the development of supportive and affordable housing.”

a nearly unlimited source of capital. The challenge for housing advocates is to make it as easy as possible for investors to say “yes.” “The private sector investors are looking for a solid plausible business plan. They want to have a high likelihood of success. They would like to minimize cause and look for replicability and scalability. If we’re going to use all this brain power doing it once, then we want to be able to do it again where we can reduce our cost by the learning of the first time.”

Philanthropic capital. In recent years, foundations have very strategically built mechanisms that use philanthropic and public funding to leverage private capital. In Los Angeles, the Corporation for Supportive Housing and Fannie Mae worked with local foundations to create a \$30 million supportive housing loan fund, with the city kicking in \$5 million for loan-loss reserves. On a larger scale, New York City launched Housing Acquisition Fund in 2005, a \$230 million partnership to provide early stage capital for the acquisition of privately owned land and buildings. Using \$8 million in public money and \$32 million from six foundations, including MacArthur, the fund created a \$40 million loan guarantee pool to underwrite loan purchase commitments from a syndicate of 16 banks, led by JP Morgan Chase.



HOUSING: THE CENTRAL ANTIDOTE TO HOMELESSNESS



While chronic homelessness is arguably the most visible form of homelessness, as well as being proportionally the most expensive, it is merely a part of the housing ecosystem. The number of extremely-low-income renters paying more than 50 percent of their incomes for housing or living in substandard housing has increased by 900,000 households in the last six years. Supportive housing is just part of the solution to the broader problem of homelessness in America—a problem that will require a more robust effort towards the production and preservation of affordable rental housing. Irene Ibarra, president and CEO of the Colorado Trust, moderated a discussion on how the public and private sectors are addressing the housing needs of low-income people. Panelists included John Stewart, chairman of John Stewart & Company, a private development firm in San Francisco; David Wertheimer, senior program officer at the Bill & Melinda Gates Foundation; and Maryann Schretzman, deputy commissioner for policy and planning at the New York City Department of Homeless Services.

NEW YORK CITY: INTERVENING EARLY TO PREVENT HOMELESSNESS

Unlike most cities, residents of New York City have a legal right to shelter. Not surprisingly, the city has the nation's largest shelter system. The Department of Homeless Services deals with roughly 8,000 families with children, over 1,300 families without children, and nearly 7,000 adults. Historically, homeless services were provided in shelters, which meant that people had to "go homeless" if they wanted access to city services. Under the Bloomberg Administration, the city is trying to get homeless-prevention services out into communities, so families can get help before they become homeless. As Maryann Schretzman, deputy commissioner for policy and planning at the New York City Department of Homeless Services, explained, "The whole five-year plan is thinking about how we can build up communities so that when people are in jeopardy of being homeless we can intervene upstream."

The city has placed a major emphasis on rental assistance. The first strategy has been to use Section 8 vouchers as a prevention tool, in many cases wrapping it with other forms of support. "We used to use Section 8 for anyone who came into the shelter system," Schretzman said. "Now we use Section 8 for people who are on the street, and we use Section 8 with wrap-around services with our [outreach] teams. We've also used Section 8 for families in jeopardy of being homeless. These are families that need to have rental assistance to prevent them from coming into a shelter."

The other form of rental assistance ties into the city's longer term efforts to move families toward self sufficiency. Through the Advantage Program, which serves people leaving the shelter system, the city will pay up to 90 percent of the fair market rent, allowing families to pay just \$50 per month. Participants also match 10-20 percent of their total monthly rent. But instead of going to the landlord, the money goes into an investment account, where it is matched by the city. Assistance can be renewed for up to a total of two years, and at the end of the period, participants exit the program with a nest egg. Participants in the Advantage Program must work at least 30 days at 20 hours per week, while participating landlords receive guaranteed rent from the city. "This is a great public/private venture," Schretzman said. "There are tremendous implications for this."

SAN FRANCISCO: LEVERAGING THE PRIVATE SECTOR

When Gavin Newsom was elected mayor of San Francisco in 2003, it was largely due to the success of "Care Not Cash," a program he had developed as a city supervisor to encourage people to move off the streets and into assisted care. Under the previous system, homeless people received \$459 in two cash payments each month, and the city had the nation's highest per capita homeless population—15,000 in a city of 800,000, 3,000 of whom were chronically homeless. Under Care Not Cash, residents received \$59 per month,



plus housing and food. As of 2007, the population of chronically homeless had plummeted to 333. The city hopes it can translate some of this success into other areas of homelessness, namely preventing homelessness by providing housing to people who make less than 30 percent of the area median income.

Unlike previous city administrations, which relied upon the federal government for subsidies, this one has turned to the private sector. John Stewart & Company, a private developer based in San Francisco, is currently developing 8 of the 23 new buildings that the city is bringing online, most of which blend market-rate and supportive housing. The biggest project is on Treasure Island, a man-made island in the middle of San Francisco Bay, where the company is developing 600 units of market-rate housing alongside 250 units for homeless people. “This is really a grand experiment,” said John Stewart, the company’s chairman. “We’ve taken the homeless and interspersed them with market-rate units. Eventually, Stewart noted, the development will have 6,000 units of housing, 30 percent of which will be set aside as affordable, including 410 units for the homeless.

The biggest challenge, Stewart notes, has been financing Treasure Island and other affordable projects. Using market-rate apartments to cross-subsidize lower-income units is one piece of the puzzle, as is public financing. Mayor Newsom allocated the majority of a \$95 million bond issuance to Stewart’s affordable housing projects. Newsom also stepped in to ensure that these projects were able to sidestep the traditional lottery for allocating nine-percent tax credits, allowing the affordable housing projects to receive \$55 million in one bite. “What we want to be is nimble,” Stewart said of the public/private financing partnership. “We want to produce housing not just at 60 percent of the area median income, which is the classic tax credit model, because we believe that is too high. You’ve got to get way down to serve people who would otherwise be on the street.”

SEATTLE: STRENGTHENING FAMILIES THROUGH AFFORDABLE HOUSING

Seven years ago, when the Bill & Melinda Gates Foundation began exploring the best way to strengthen vulnerable families throughout Washington State, it stumbled upon a solution it never expected to find: supportive family housing. Shortly thereafter, the foundation launched Sound Families, an initiative to build 1,500 units of transitional supportive housing for families in King, Pierce, and Snohomish counties.

“Our goal was to triple the number of supportive housing units that were available for families in the Puget Sound region,” recalled David Wertheimer, senior program officer at the Gates Foundation.

Over the next seven years, the foundation distributed \$40 million in 86 separate grant awards to providers of housing or supportive services. Working through the Office of Housing, a Seattle city executive office, it was a steering committee that actually vetted proposals and recommended grants. Each award included \$20,000 that could be put toward capital construction and \$7,500 per unit for supportive services over five years. To the foundation’s surprise, those modest capital grants leveraged \$210 million in funds from HUD, the state housing trust fund, and the King County tax levy.

The Gates Foundation also invested heavily in evaluation. Simply put, it wanted to know if supportive housing worked as a strategy for strengthening vulnerable families. The short answer was “yes.” Two-thirds of the families that graduated from Sound Families went on to permanent housing. Sixty percent of families increased their household income, and the percentage of people employed went up 22 percent. After three years, the percentage of children attending more than two schools in a year was less than 10 percent, and approaching zero. “The key lesson is that housing plus services works for families,” Wertheimer said. On the other hand, he continued, the fact that 75 percent of families succeeded meant that a quarter of them did not. And that is not acceptable.



LEVERAGING IMPACT: WORKING AT THE INTERSECTIONS OF HEALTH, HOUSING, AND HOMELESSNESS

Much of the financial cost of chronic homelessness is borne by the health care system—and indirectly by the public. The City and County of Denver found, for instance, that it cost an average of \$40,000 per year to keep someone homeless and on the street, yet \$29,000 of that cost was borne by Denver hospitals. The principal strength of the supportive housing model is that it looks systematically at the problem of long-term homelessness, and creates programs and cost models that break through traditional silos. Health, homelessness, housing policy—all of these are interrelated. Smart policy choices can drastically reduce the human, health, and financial costs. But what are the next frontiers for policymakers, practitioners, and funders working at the nexus of health, housing, and homelessness? How can cost savings on the health care side of the public ledger support housing and services? And what do practitioners need to deliver effectively on a model that has shown so much promise? These are the questions explored in a panel moderated by Anne Warhover, president and CEO of The Colorado Health Foundation. The panelists were Nancy Barrand, special advisor for program development, Robert Wood Johnson Foundation; Sister Lillian Murphy, CEO, Mercy Housing; and Jamie Van Leeuwen, project manager, Denver's Road Home.

Leveraging cost savings. In February 2006, the *New Yorker* published Malcolm Gladwell's article "Million-Dollar Murray," which has become a touchstone for advocates of supportive housing. The star of Gladwell's piece was Murray Barr, who, in the course of his ten years on the streets, had cost the city of Reno, Nevada over \$1 million in medical fees alone—emergency room visits, detox treatments, doctors' bills, etc. By contrast, Gladwell noted, it cost the City and County of Denver about \$15,000 per year to house and treat a homeless client. Not only is investing in supportive housing the right thing to do—it is the smart thing to do.

Nearly two years later the City and County of Denver is now in a position to leverage those cost savings to provide even more supportive housing. As Jamie Van Leeuwen, project manager for Denver's Road Home, noted, Denver has achieved such cost reductions across the service continuum that the city is now trying to float a cost-savings financial package that would use reductions in cost savings to underwrite housing. "What we're saying right now is that when we look at our emergency services over the last two years, there is an actual measurable cost savings," Van Leeuwen said. "Those cost savings are so real in our detox facility, that we're saying that these, coupled with our federal and state incentive grants through our Department of Human Services, can finance \$20 million dollars—200 new units—worth of affordable housing for the chronically homeless without increasing our draw on the general fund or increasing any sort of tax base."

Funding continuum care. Mercy Housing is one of the nation's largest providers of supportive housing. As part of Mercy Housing's \$1.7 billion portfolio, the organization operates 2,500 units of permanent supportive housing, primarily in San Francisco and Chicago, with just over 1,000 more slated to come online. Despite her organization's success, Murphy is quick to note that supportive housing is neither cheap nor easy—just cheaper and easier than the alternatives. "It really takes three sources of funding to do this and do it well," she noted. First, she continued, providers need the development capital necessary to build properties. Next, providers need operating support because tenants are almost universally unable to cover their housing costs. Finally, providers need a subsidy to cover services. "We really need to have predictable, continuous sources of long-term funding for both the real estate side and the services side if we are to come up with any permanent solution."

Applying the lessons of supportive housing to other systems. Where else might the systemic savings and health outcomes associated with supportive housing be found? As a health funder, this is a question Nancy Barrand, special advisor for program development at the Robert Wood Johnson Foundation is thinking about a lot these days. The foundation entered the field of homeless services in the 1980s, when it launched its Healthcare for Homeless Families Initiative, which sought to provide healthcare to families in the shelter



system. In the 1990s, the foundation teamed up with the Ford Foundation and Pew Charitable Trusts to create the Corporation for Supportive Housing, which led to the Partnership to End Long-Term Homelessness.

Taken together, Barrand said, these initiatives reflect an evolution in the foundation's thinking that now seeks to frame strategies for improving health and healthcare in the context of social factors. "In other words, we have to look at, pay attention to, and understand where and how people live if we truly want to improve their health and healthcare." And given this context, Barrand urged conference participants to think more systematically about their work. "I think we need to start now pressing much harder for solutions. Some of those solutions are out there, and they are concrete enough that we can hold them up and say 'let's start investing in these solutions and get away from the project-by-project approach we've been taking.'"



DECREASING HOMELESSNESS AND INCREASING ECONOMIC COMPETITIVENESS



Homelessness and joblessness are intricately related to one another, yet employment and workforce development systems are rarely aligned with systems that serve the chronically homeless. How can these systems be better aligned, so that people living in supportive housing have access to job training and support? What kind of on-the-job support do people struggling with mental health challenges and chemical dependency require? And how can the public, private, and nonprofit sectors partner to create vibrant local economies that provide opportunities for everyone? Cec Ortiz, deputy director, City and County of Denver Office of Economic Development, moderated a discussion addressing these issues, which included Steve Berg, vice president for programs and policy, National Alliance to End Homelessness; Bob Giloth, director of the Family Economic Success Program at the Annie E. Casey Foundation; and Mike Rawlings, Dallas homeless czar.

The homeless can—and do—work. Employment for the homeless is a critical—and achievable—long-term goal. But it requires a sound strategy and savvy execution. The question is not whether homeless people are able to work, noted Steve Berg, vice president for programs and policy, National Alliance to End Homelessness, because many can and do work. “Many homeless people are working people,” he said. “That’s their background. They may not be working right now for various reasons, but the idea that employment and homelessness are complementary categories is one that people should take very seriously.” The challenge, he continued, is to provide good jobs that will allow them to afford housing and, wherever possible, move toward self-sufficiency. “The first big point is that this is a doable undertaking because it’s been done over and over again around the country,” Berg said.

Employers must drive the employment process. The best employment programs see themselves as suppliers for local employers. They supply qualified, eager employees who can do the jobs that employers have available. The challenge for workforce development partners in the public and nonprofit sectors, Berg said, is to find which employers have suitable jobs and then to “ruthlessly recruit” them. It’s up to partners, not companies, to figure out what employers need, what they are looking for in an employee, and to work with them to design training and job-readiness programs that can channel people into those jobs. “This is a key point. If you are providing homeless services and job training, you have to have representatives of private business on your boards, people know who’s hiring and who’s been hiring. This is probably the

most important thing.”

At a basic level, service providers should develop relationships with the local Workforce Investment Board (WIB), a federally supported committee of private business that seeks to develop job training programs. “A lot of times these workforce boards don’t know how to work with homeless people,” Berg said. “In other places they do.” Regardless, WIBs are a resource that exists in every community, and it’s good for homeless organizations to reach out to them.

Nonprofits must run the programs. Employers do not run programs—they run businesses. They need people who are ready to work. And if people are not ready to work, then it is up to the employment partners to get them ready to work. In most cases, Berg notes, partners do a number of things. First, they need strong intake and assessment. “Immediate employment is not for everybody, clearly,” Berg said. “There are people who are homeless who have severe uncontrolled mental illness coexistent with an uncontrolled addiction. Well, that person is not every employer’s dream of the ideal employee today.” Next, they need homes. “Housing, the whole Housing First idea is definitely the case. A number of research studies have shown that trying to get jobs for people who are living on the street is very, very, very difficult.” Finally, they need the soft skills needed to be workplace ready—knowledge of workplace culture, how to show up on time, how to manage conflict, when it’s appropriate to call in sick.

In many areas, homeless-service providers often end up being the best providers of workforce services. For example, when the Annie E. Casey Foundation wanted to find out



which agencies offered the best employment services, it turned to Johns Hopkins University, Baltimore's biggest employer. "We went to them and asked, 'Who is the best supplier of entry level work? We want to figure out who is the group that really delivers what you want so we can try to replicate,'" recalled Bob Giloth, Director of Family Economic Success, Annie E. Casey Foundation. Interestingly enough, he continued, none of their best suppliers had "workforce development" or "employment and training" in their name. "The groups they identified were a variety of shelters, missions, and holistic service groups that wrapped a set of services around people and stuck with them. It wasn't an episodic transaction. It was actually a real connection to somebody. And that was illuminating."



STRENGTHENING PUBLIC/PRIVATE PARTNERSHIPS



In the closing plenary session, mayors and funders gathered for a candid conversation about the promises and pitfalls of building public/private partnerships to sustain a national and local commitment to addressing homelessness. The panel, structured as a question-and-answer session and moderated by Denver Mayor John Hickenlooper, featured the following respondents:

Nancy Barrand, *Special Advisor for Program Development, Robert Wood Johnson Foundation*

Baltimore Mayor Sheila Dixon

Knoxville Mayor Bill Haslam

Robert Hohler, *Executive Director, Melville Charitable Trust*

St. Louis Mayor Francis Slay

Scott Spencer, *Manager of Baltimore Relations, Annie Casey Foundation*

Joseph Weisbord, *Director of Homelessness Initiatives for Fannie Mae*

Q: WHAT MAKES SUCCESSFUL PARTNERSHIPS WORK?

Scot Spencer: *Understanding the different competencies private funders and public sector parties bring to the table, and respecting the strengths and limitations of each. “Long-term relationships are the key to this, and within the context of those relationships, each party has to understand our different roles and different ways we examine issues. Foundations by and large look at long-term system-reform efforts. We want to take time to think of things. And in certain cases, cities have to respond to what’s on page one. So there’s this balance that we have to be able to work with each other in trying to manage what is an immediate need with what we also see as systemic fixes and long-term solutions.”*

Mayor Bill Haslam: *Using foundations to reinforce policy goals that often outlast a single administration. “When you’re talking about putting together a ten-year plan, or anything that’s changing the status quo, there are going to be people who are going to be incredibly threatened by that. And when you can have the government and the foundation or the funders on a solid consistent message, it makes all the difference in the world. Because there are a lot of people who are going to be threatened when the world gets changed, whether it be their dollars or their community support or anything else. Whether we like to admit it or not those of us on [the government] side of the table are temporary. Those on that*

side tend to have a longer shelf life. It’s easy for folks to say, ‘That’s Haslam’s idea.’ Pretty soon he’ll be gone and we’ll have somebody better to deal with. I can outlast him.’ But if they hear the consistent message from the foundations, then it works better.”

Mayor Francis Slay: *The other key is strong leadership and dedicated follow through. “I think a key to a strong public-private partnership is strong leadership from the public sector. You need to have the leadership of the mayor’s office, a good team in place, credibility with a nonprofit, and then you have to bring stakeholders and potential funders and others to the table. You have to lay out the need, the issues, the funding gaps, and then you have to set forth the vision that the funders can see as a doable vision.”*

Q: WHAT ARE THE OBSTACLES TO PARTNERSHIP?

Mayor Bill Haslam: *The ambiguity of strong political leadership. “One of the things I think is tricky is you need the mayor or whoever the leader is to step up and take leadership, use the political will that people have talked about. On the other hand it can’t be just that mayor’s plan. In other words, if Denver’s Road Home was just Mayor Hickenlooper’s plan, then eventually, he’s a very popular mayor, but there will be some people who would say, ‘Well, I don’t know if I want to*

sign on to his plan because I want it to be bigger than that.’ So one challenge is to see that these plans are more than just a political notch for any single leader; that there really is a long-term plan—while also still recognizing enough personal identification to lead.”

Mayor Sheila Dixon: *The difficulty of creating systemic change.* “The only thing I would add from a city’s perspective is that when we plan and we go to our funders, we have to be real clear in what the agenda is because sometimes the mayor or the city council or county executive does it for the short-term, just to get elected. So you have to ask yourself, ‘Are you in this for the real long-term mission, and can this initiative sustain itself beyond your position?’ That’s the approach I’m trying to take—teaching my agencies, the bureaucrats, to rethink things so that no matter who’s there, if it works then it’s going to be successful.”

Philip Mangano: *Foundations and city governments have different appetites for risk.* “One of the things that separates one funder from another is the appetite for failure, the appetite for risk. And very often a foundation has a high willingness to try and fail, because by failing you learn and if you truly learn you can create something much better than was before. That approach very often runs up against the short-term political goals that you’ll find operating in city hall. I see a willingness on the part of many mayors we work with to understand that there is a real difference in these two communities, and those who are trying and failing are to be really cherished if they learn from their failures.”

Q: WHAT DO MAYORS NEED FROM FUNDERS?

Mayor Bill Haslam: *Provide air cover and leadership in marshaling public support.* “On the local level you need people to help you, when the battles shift from just funding to NIMBY issues or all the other political issues that you have to work out. You need folks behind you, even on something like getting agencies to change what they do. You really need that kind of unified stand with us when the bullets start flying in local political issues.”

Mayor Francis G. Slay: *Support for planning.* “Funders have a major role, an important role, in the planning process. They become very important in getting their input around what they are looking for. What are they trying to get out of it?”

What types of outcomes and measurements? What kind of accountability? Funders have a lot of experience and resources outside of just writing a check to help with those things. I found that in our case, in St. Louis, the funders have been very helpful in the planning process.”

Mayor Sheila Dixon: *Identifying best practices.* “I would just add the same, that the funders have had a great role in helping us plan out and find the solutions. In many cases, funders work with cities across the country, and they were great in identifying those best practices. We really rely heavily on the talent of our funders to be a part of our task forces and boards that we create moving forward.”

Q: WHAT DO FOUNDATIONS NEED FROM MAYORS?

Joe Weisbord: *Leadership.* “I think it gets all summed up in terms of leadership, which is what mayors do best. If we look at any project and ask which ones were successful and which ones were not, implementation trumps strategy, and leadership trumps everything else. It’s whether or not there’s a vision and somebody there to keep that vision alive and keep everybody moving. So as a national funder, when we come into a city or any locale, in the end, it’s really knowing who’s there, who’s on the ground, who’s going to take whatever this effort is, forward.”

Q: HOW CAN WE WORK TOGETHER TO ENSURE THAT HOMELESSNESS IS A PRIORITY AT THE LOCAL, STATE, AND NATIONAL LEVELS?

Mayor John Hickenlooper: *Communicate successes.* “Communicating successes and anecdotes of the progress we’ve made—those efforts of increasing awareness really create a sustained effort. We all know by this point most of the major arguments against efforts to end homelessness. People say you’re going to create a big bureaucracy. I think we’ve demonstrated we can use our service providers and find fair objective ways of awarding grants and measuring outcomes so we don’t create a big bureaucracy, but we haven’t really communicated that very successfully.”

Mayor Francis Slay: *Focus regionally.* “If we are going to effectively address the homeless issue and a lot of other social



issues that impact cities, it's going to take a regional approach. We were successful, at least at the onset, with getting the county to join with us in the ten-year plan. It's much more difficult from the county's standpoint because this is something they really didn't do before. I think it would be good for all of us to think about what—whether in terms of partnerships, nonprofit and profit—we should be looking at. How we can take regional approaches to these issues so that we can tap regional resources and address the problem in a more effective way.”

Mayor John Hickenlooper: *Focus on the numbers.* “Every time I've gone into a board room of a business or a large foundation, you actually lay out the numbers on what we are actually spending to perpetuate lives of misery, the answer's obvious. But let's not forget the other 90 percent of homeless who aren't part of these disproportionate cost centers. I'm convinced that cost-effective solutions exist there, too. We just haven't found them yet. A year from now or two years from now as we continue to collect data, we'll have a much richer discussion around that.”



CONCLUSIONS

At the conference's concluding session, participating mayors and county executives signed an historic statement of principles and action, which committed them to sustain and enhance their collective effort to abolish homelessness in America. The statement, known as "America's Road Home," was hailed as a major advancement in the nationwide effort to end homelessness. (See Appendix A for full text.)

"Today's historic agreement partnering mayors, county officials, foundations, and the Federal Interagency Council on Homelessness brings us another step closer to realizing the vision of a home for every American," said United States Interagency Council on Homelessness executive director and summit co-convenor Philip Mangano. "The momentum continues to build to end the homelessness of the most vulnerable and disabled citizens of our country."

"These action principles will allow all of us to move forward and build on the success we've had in our own cities and counties, as well as work with others throughout the country to end homelessness in every city and state," said summit cohost and Denver Mayor John Hickenlooper.

"It was just a few short years ago that the prevailing public sentiment was that homelessness was an intractable problem, something that couldn't be solved," Mayor Hickenlooper said. "Today we're seeing in Denver and communities across the country that we can help people live lives off the streets. Denver is proud to have hosted a summit that will have such long-lasting positive impact on the lives of our most vulnerable citizens."

"We know what works," said Bob Hohler, executive director of the Melville Charitable Trust. "We need to build a network of cities and funders that share these effective, proven approaches and help communities across America to adopt them."

Post-conference momentum is already building. This coming year, for instance, Vulcan Productions, the feature film and documentary production company created by investor and philanthropist Paul G. Allen, will launch a national advocacy and awareness campaign to coincide with the

release of Vulcan's forthcoming motion picture *Where God Left His Shoes*. Starring John Leguizamo and written and directed by Salvatore Stabile, the film tells the story of a homeless family in New York City during the holidays.

Following the scheduled release in November 2008, mayors, community organizations, and social service providers will use the film to put a face on the issue of family homelessness and to build support nationwide for advocacy and fundraising programs. Producers and advocates hope the film's broad appeal will help create lasting and measurable results in the fight to end homelessness.

By the time of this report's publication, over 200 mayors and county executives have signed onto the America's Road Home principles. The Schaden Family Foundation has launched a national organization called America's Road Home to raise money and community awareness across the country to support efforts to end homelessness. Meanwhile, The Partnership to End Long Term Homelessness is working with funders to draft a complementary set of principles.

Over a year of planning and coordination with mayors, county executives, funders, and community leaders went into the Under One Roof conference. Participants were eager to engage in an active conversation about what it would take to advance across the country the myriad efforts to end homelessness. The conference dialogue has precipitated a new working relationship between foundations and local government, created a national initiative to generate private-sector resources for the homeless, and strengthened a collective commitment to keep this important issue on the radar screen until every man, woman, and child has a place to call home.

APPENDIX A:

AMERICA'S ROAD HOME STATEMENT OF PRINCIPLES AND ACTIONS

STATEMENT OF PRINCIPLES AND ACTION

Whereas: More than two million Americans across our country each year experience homelessness in our local communities, compromising the quality of life of the person, and the community; and

Whereas: As elected mayors and county officials, we are on the frontlines of homelessness and accountable to our communities for the well-being of all citizens; and

Whereas: We recognize that no one level of government can remedy homelessness alone; and

Whereas: We affirm that we will work together with our partners in state and federal government, as well as in the foundation community and private sector, to maintain and enhance the sustainable investment of resources needed to respond; and

Whereas: We have taken action to create jurisdictionally-led, community-based 10-Year Plans to end chronic homelessness in our communities in partnership with the United States Interagency Council on Homelessness (USICH), the U.S. Conference of Mayors (USCM), and the National Association of Counties (NACo) to end the disgrace;

Now, therefore, we resolve to work together in a national partnership of every level of government and the private sector, with our fellow cities and counties and the United States Interagency Council on Homelessness to identify, adopt, and create innovative initiatives to advance the following principles and actions:

1. End the homelessness of our most vulnerable and disabled citizens who reside on our streets and in our shelters, those experiencing chronic homelessness, especially including homeless veterans.

2. With the support of our partners work to shorten the time any person is homeless.

3. Accept jurisdictional responsibility for accountability and results in the broader partnership that includes other levels of government and the private sector for an issue that is visible, expensive, and unacceptable in our communities.

4. Affirm our jurisdictionally-led, community-based 10-Year Plans as the community's primary planning strategy to effect accountability and results in ending and preventing homelessness.

5. Develop these plans to ensure that the measurable outcomes are sustainable and render lasting solutions to homelessness.

6. Endorse housing solutions as our primary investment to end homelessness, recognizing that shelter and punitive responses are often expensive and ineffective in reducing numbers and restoring lives; and affirm that permanent supportive housing and rapid rehousing models offer our most disabled citizens the housing and services they need in a cost-effective response.

7. Affirm the work of faith- and community- based agencies for the work they have done on the frontlines for decades and partner with them to fashion innovative responses that are results-oriented.



8. Invite the business and philanthropic communities to be a partner in our efforts, especially local business associations, foundations, business improvement districts, the United Way, and Chambers of Commerce.

9. Work with the United States Interagency Council on Homelessness, the United States Conference of Mayors Task Force on Hunger and Homelessness, the National Association of Counties (NACo), and the Partnership to End Long Term Homelessness to assure rapid dissemination of innovations that ensures that every community will have equal access to the best ideas that create results in ending homelessness.

10. Create Project Homeless Connect events, the one-day, one-stop, targeted to homeless people in offering an array of housing, employment, and treatment services along with quality of life resources, as a component of our 10-Year Plan response.

11. Support all local, state, and federal legislation and resources that will offer new capabilities for investment in results.

12. Invite other communities to join us in this national effort.

We, the undersigned Mayors and county officials, do hereby commit to this Statement of Principles and Actions, embrace its goals, and announce our intention to work in partnership in bringing the homelessness of our most vulnerable and disabled neighbors to an end in the United States.

The following conference participants are among the mayors and county elected leaders who signed the statement:

Mayor Bill Baarsma, Tacoma, WA
Mayor Terry Bellamy, Asheville, NC
Mayor Richard Bloom, Santa Monica, CA
Mayor Marty Blum, Santa Barbara, CA
Commissioner Lindy Brown, Wake County, NC
Commissioner Joe Bryan, Wake County, NC
Mayor Frank Cownie, Des Moines, IA
Mayor Sheila Dixon, Baltimore, MD
Mayor Paul Fraim, Norfolk, VA
Mayor Shirley Franklin, Atlanta, GA
Mayor Oscar Goodman, Las Vegas, NV
Mayor Bill Haslam, Knoxville, TN
Mayor Ron Littlefield, Chattanooga, TN
Mayor Mike Moncrief, Ft. Worth, TX
Commissioner Steve O'Neil, St. Louis County, MN
Mayor William Phelan, Quincy, MA
Mayor Francis Slay, St. Louis, MO

APPENDIX B:

CONFERENCE PARTICIPANTS

Speakers are in bold and italics.

Deputy Mayor Anthony Adams City of Detroit - Mayor's Office CAYMC Detroit, MI	Mayor Richard Bloom City of Santa Monica Santa Monica, CA	Linda Childears Daniels Fund Denver, CO
Rich Audsley Mile High United Way Denver, CO	Mayor Marty Blum City of Santa Barbara Santa Barbara, CA	Tom Clancey-Burns Community Services Consortium Corvallis, OR
Mayor Bill Baarsma City of Tacoma Tacoma, WA	Jason Born Melville Charitable Trust Boston, MA	Shannon Cofield United Way of Central Iowa Des Moines, IA
Richard Banks Mercy Housing Denver, CO	John Briehl City of Tacoma Tacoma, WA	Erik Cole Nashville Metro Council Nashville, TN
<i>Nancy Barrant</i> Robert Wood Johnson Foundation Princeton, NJ	Lindy Brown Wake County Board of Commissioners Raleigh, NC	<i>Mayor T.M. Franklin Cownie</i> City of Des Moines Des Moines, IA
Richard Beeland City of Chattanooga Chattanooga, TN	Robert Brownell Polk County Board of Supervisors Des Moines, IA	Joyce Crum San Francisco Human Services Agency San Francisco, CA
Mayor Terry Bellamy Mayor of Asheville Asheville, NC	Joe Bryan Wake County Board of Commissioners Raleigh, NC	Deborah DeSantis Corporation for Supportive Housing New York, NY
<i>Steve Berg</i> National Alliance to End Homelessness Washington, DC	Jerome Buckley, MD The Colorado Trust Denver, CO	<i>Mayor Sheila Dixon</i> Baltimore City Baltimore, MD
Protip Biswas Regional Commission on Homelessness Atlanta, GA	Neil Carlson Conference Rapporteur Brooklyn, NY	Jennifer Erixon Mercy Housing Colorado Denver, CO

Kay Ferguson
Wake County Board of Commissioners
Raleigh, NC

Cynthia Finch
Knox County Government
Knoxville, TN

Charlene Flaherty
Corporation for Supportive Housing
Scottsdale, AZ

Mayor Shirley Franklin
City of Atlanta
Atlanta, GA

Vivian Frelix-Hart
City of San Jose, Housing
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Howard Gentry
Metropolitan Nashville Homelessness
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United States Interagency Council on
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Robert Giloth
Annie E. Casey Foundation
Baltimore, MD

Diane Glauber
Baltimore Homeless Services
Baltimore, MD

Mayor Oscar Goodman
City of Las Vegas
Las Vegas, NV

Geoff Green
Fund for Santa Barbara
Santa Barbara, CA

Jim Greene
Boston Emergency Shelter Commission
Boston, MA

Barbara Grogan
Denver's Road Home
Denver, CO

Bill Hall
Lincoln County Oregon
Newport, OR

Joseph Hamilton, Jr.
Metro Louisville, Department of
Housing and Family Services
Louisville, KY

Pamela Hamlin
Hutton Foundation
Santa Barbara, CA

Donna Harvey
City of Tulsa
Tulsa, OK

Mayor Bill Haslam
City of Knoxville
Knoxville, TN

Robert Hess
NYC Dept. of Homeless Services
New York, NY

Mayor John Hickenlooper
City and County of Denver
Denver, CO

Helmi Hisserich
Deputy Mayor of Housing & Economic
Development Policy
Los Angeles, CA

Robert Hobler
Melville Charitable Trust
Boston, MA

Irene Ibarra
The Colorado Trust
Denver, CO

Becky Kanis
Common Ground
New York, NY

Catherine Kitchin
City of Norfolk
Norfolk, VA

Kristi Knous
Greater Des Moines Community
Foundation
Des Moines, IA

Joy Knox
Denver Office of Strategic Partnerships
Denver, CO

Leslye Krutko
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San Jose, CA

Liz Kuoppala
City of Eveleth
Eveleth, MN

Judith Kurland
Boston Emergency Shelter Commission
Boston, MA

Karen Lado
Enterprise Community Partners
Denver, CO

Jon Lawler
City of Knoxville
Knoxville, TN

Mayor Ron Littlefield
City of Chattanooga
Chattanooga, TN

Ken Maness
City of Raleigh
Raleigh, NC

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David Miller
Denver Foundation
Denver, CO

Mayor Mike Moncrief
City of Fort Worth
Fort Worth, TX

Lillian Murphy, Sr.
Mercy Housing Inc.
Denver, CO

Andrew Oliver
Asylum Mission
Marblehead, MA

Steve O'Neil
St. Louis County Commissioner
Duluth, MN

Cec Ortiz
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Chicago, IL

Noelia Sanchez
Baltimore City
Baltimore, MD

Orlando Sanchez
City of Las Vegas
Las Vegas, NV

Mayor Amy Sawyer
Asheville
Asheville, NC

Cindy Schulz
Cyndney and Tom Marsico Family
Foundation
Greenwood, Village, CO



Mayor Francis Slay
City of St. Louis
St. Louis, MO

Linda Smith
ERSI
Aurora, CO

Scot Spencer
The Annie E. Casey Foundation
Baltimore, MD

John Stewart
The John Stewart Company
San Francisco, CA

Mark Thornton
City of Fort Worth
Fort Worth, TX

Antoinette Triplett
City of St. Louis
St. Louis, MO

Dana Turner
City of Columbia
Columbia, SC

Jamie Van Leeuwen
Denver's Road Home
Denver, CO

Anne Warhover
The Colorado Health Foundation
Denver, CO

Paul Weech
Fannie Mae
Washington, DC

Joseph Weisbord
Fannie Mae
New York, NY

David Wertheimer
Bill & Melinda Gates Foundation
Seattle, WA

Shannon West
Southern Nevada Regional Planning
Coalition
Las Vegas, NV

Roxane White
Denver Human Services
Denver, CO

Phylene Wiggins
Santa Barbara Foundation
Santa Barbara, CA



**Fannie Mae
Foundation**



**MELVILLE
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