



Washington Response to Katrina Housing Needs

Emergency Vouchers Win In Senate

Emergency housing vouchers for the victims of Hurricane Katrina were approved in the Senate on September 15. By unanimous consent, the Senate adopted an amendment offered by Senator Paul Sarbanes (D-MD) to the Commerce, Justice, Science (CJS) Appropriations bill for FY06 that would provide \$3.5 billion to provide temporary rental assistance to families displaced by Hurricane Katrina families.

The House of Representatives approved its version of the Science, State, Justice, Commerce FY06



appropriations legislation on June 16. Therefore, a conference committee must work out the differences between the two bills.

Senator Sarbanes has urged House leaders to accept the Senate voucher

language, and housing advocates must impress upon House members the need to accept this much-needed funding in the final package.

Affordable Housing Fund (AHF) and Katrina

Representative Michael Oxley (R-OH), Chair of the House Committee on Financial Services, and Representative Richard Baker (R-LA), principle author of H. R. 1461, the Federal Housing Finance Reform Act of 2005,

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McKinney-Vento Reauthorization Bill

Senator Jack Reed (R-RI) is expected to introduce the Community Partnership to End Homelessness Act of 2005, soon after Congress returns from its August recess. The bill will reauthorize, and make significant changes to, the McKinney-Vento Homeless Assistance Programs.

(ICH) and requiring that ICH develop and implement a national strategy to end and prevent homelessness; consolidating many of the grant programs within McKinney-Vento into a single competitive grant program called the Homeless Assistance Program; requiring that 30 percent of funds be used for permanent housing development activities for disabled homeless persons or families with a disabled adult; and allowing for funds

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Some expected proposed changes to the McKinney-Vento Programs are: replacing Continuums of Care with Collaborative Applicants; adding new members to the United States Interagency Council on Homelessness

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Central Illinois IFF Office Opened

IFF staff value personal contact as we believe it helps us better understand your facility needs to structure financing to meet those needs. As part of IFF's commitment to provide personal contact and develop stronger relationships, the IFF has opened a new office in central Illinois. Craig Staley, director of central Illinois lending, is available to meet with and serve nonprofits throughout the region, from Rock Island to Champaign and everywhere in between.

At least one nonprofit in the area is already pleased with IFF's commitment to personal contact in the region. Jack Bishop, executive director of The Phoenix Center in Springfield, was referred to the IFF by a colleague. The Center is purchasing an additional facility to expand services to AIDS/HIV+ clients, and recently received

loan approval. "Having IFF right here in my community was so helpful. As



we had questions and changes on our loan application, Craig was always available to meet with us and provide assistance," said Jack.

In addition to Craig's availability throughout the central region of the state, nonprofits in southern communities also have a dedicated IFF representative to assist with financing needs. Rick Chapman travels throughout southern Illinois to meet with nonprofits and discuss your facility and equipment projects.

If you have facility or equipment financing needs and are located in central Illinois, call Craig Staley today at (309) 495-5923 to discuss your project. IFF's central Illinois office is located at 124 SW Adams Street in Peoria; click here for directions. For organizations in southern Illinois within the 618 area code, contact Rick Chapman at (217) 593-6352. The IFF web site is at www.iff.org ■

New Poverty Numbers

The poverty rate rose from 12.5 percent in 2003 to 12.7 percent in 2004 according to the new U. S. Census Bureau report, Current Population Survey Annual Report on Income, Poverty and Health Insurance in 2004, released on August 30. This means 1.1 million people were added to the 35.9 million people already living in poverty in 2003. It has been the fourth consecutive year with an increase in the poverty rate, a total increase of 5.4 million people between 2000 and 2004. Even though the past year has been referred to as one of economic recovery, there have only been seven years since 1959 in which the number

of people living in poverty exceeds the 2004 number, all during economic recessions. The data also show that while median income remained unchanged between 2003 and 2004, income inequality grew.

The report also highlights that in 2004, 45.8 million people were without health insurance coverage, 800,000 more than in 2003. As a percentage of the population though, the extent of the problem remained unchanged, at 15.7 percent. In 2004 there were 8.3 million children without health insurance, 11.2 percent of that population, both unchanged from 2003.

Income, Poverty and Health Insurance Coverage in the United States: 2004 is available at www.census.gov/prod/2005pubs/p60-229.pdf. Data for Illinois and for selected Illinois metropolitan areas may be found at www.heartlandalliance.org/creatingchange/factsheets.html. ■

Homeless Headlines



Chairperson, Dwight Lucas
President & CEO,
Dalitso Sulamoyo
Editor, Allan Timke
atimke@icaanet.org

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For a free subscription, contact:

Illinois Community Action Association
3435 Liberty Drive
Springfield, Illinois 62704
Telephone: (217) 789-0125
Fax: (217) 789-0139
www.icaanet.org

Succession Planning for Nonprofits of All Sizes

by Jan Masaoka & Tim Wolfred

The term “succession planning” brings to mind a large corporation with a long-time CEO first choosing, then grooming, a successor. But this practice is sharply declining even in large corporations and is even less relevant to most community-based organizations. At the same time, more and more nonprofits are realizing that executive director transition is a crucial moment in an organization’s life: a moment of great vulnerability as well as great opportunity for transformative change. Succession should be a topic broached even when no one is anticipating a change in leaders. And of course, illness and other events can lead to sudden and unanticipated departures.

Planning for executive director transition is called succession planning—thinking in advance about how to set the stage for a strong transition. The Board Café’s sponsor—CompassPoint Nonprofit Services—has developed a comprehensive set of

services for nonprofits anticipating or going through such a transition; in fact, CompassPoint’s fastest growing



consulting area is in Executive Transition and succession planning.

Succession should be a topic broached now . . . whether or not you are anticipating a change in executives. Here are some questions and issues to be addressed now, and some that draw attention to longer-term planning. Taking steps now will increase your readiness for this inevitable occurrence and increase the likelihood of a positive transition.

★ If the executive is suddenly unable to serve, is it clear to everyone who will be the Acting Executive until the board can meet and decide? Who will speak to the press? Consider creating an emergency or contingency succession plan just in case. You can see an example of such a plan at www4.compasspoint.org/cpDir/files/documents/docs_research_evals/Emergency_Succession_Plan.pdf

(Note: you will be opening a PDF file at this link - cut and paste the entire link into your browser)

★ Does the Board of Directors have the right mix of members for hiring the new executive? Sometimes a board that is best at supporting a strong executive is different from one that is well equipped to hire a new executive. For example, a board of all corporation vice presidents may raise a lot of money but may not understand the qualities that make for a successful

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Housing Affordability Problems by Occupation

On August 9, the Center for Housing Policy (CHP) at the National Housing Conference released the latest figures for its Paycheck to Paycheck interactive online database. The newly updated database tracks wage information for more than 60 occupations, comparing expected earnings with the costs of owning and renting a home in 183 metropolitan areas. According to the CHP, these findings can be used to assess the position of workers in a local housing market, or gain a comprehensive view of housing affordability for working households employed in specific occupations nationwide. Additionally, information in the database can be used as a guide for analyzing and comparing

affordability in areas not covered by the study.



The CHP reports that service providers, such as teachers, firefighters, and restaurant workers, are increasingly unable to afford housing in the high-priced communities in which they work. Workers in less expensive metropolitan

areas are also struggling to afford housing, spending inordinate proportions of their income on a place to live. For example, nationwide, a firefighter would need to double his or her income to afford a median-priced (\$225,000) home, while a housekeeper’s income would need to quadruple. Researchers are able to search the database by occupation or metropolitan area, allowing for the creation of a personalized analysis.

For Illinois, the database has information for Champaign-Urbana, Chicago, Peoria-Pekin, Rockford, and Springfield. The 2005 Paycheck to Paycheck database is available at: www.nhc.org/chp/p2p. ■



BUSINESS AND PROFESSIONAL PEOPLE FOR THE PUBLIC INTEREST

BPI Releases Affordable Housing Guide

Business and Professional People for the Public Interest (BPI) has announced the publication of *A Community Guide to Creating Affordable Housing*.

An innovative guidebook showing how communities can create affordable homes despite high land costs, *A Community Guide* explores inclusionary housing tools, practical community-based strategies, and creative local funding mechanisms for affordable housing. It offers brick-and-mortar examples of how these methods have been used to create affordable housing in the Chicago region and throughout the country - drawing on the private and non-profit sectors as well as using local, state, and federal resources.

A Community Guide contains 14 case studies of affordable housing developments, demonstrating that:

- ★ Affordable housing can serve a mix of incomes and provide homes for people who live and work in a community,
- ★ Affordable housing can be created in both built-out and rapidly expanding communities,
- ★ Municipalities can stimulate affordable development without spending public dollars, and
- ★ Affordable housing can be successfully built in low-density developments in affluent communities without a decline in real estate values.

A Community Guide builds on two additional reports recently released by BPI. The first, *Creating Balanced Communities: Lessons in Affordability from Five Affluent Boston Suburbs*, describes how several extremely affluent

Boston suburbs have created moderately priced housing despite high land costs, rising home prices, and little developable land. *Success in Affordable Housing: The Metro Denver Experience* recounts how four Denver communities have created an impressive number of affordable homes, in many cases without public subsidy, by employing inclusionary housing, affordable housing trust funds, and a community land trust.

Visit the BPI website at www.bpichicago.org, where you will be able to download all three BPI affordable housing reports. If you would like additional information; please contact Adam Gross at (312) 641-5570. ■

Taking Health Care Home

In 2003 the Robert Wood Johnson Foundation awarded CSH \$6 million over two years for a Taking Health Care Home Initiative (THCH). CSH is working with states and localities through THCH to demonstrate how they can create supportive housing that ends homelessness for people with chronic health conditions including mental illness, alcohol and chemical dependency, and HIV/AIDS, and how that experience can be replicated on a national scale. This report analyzes survey data from 63 agencies and 149 projects involved in developing and operating permanent supportive housing (PSH) in each of the THCH sites.

The survey collected information on the number of PSH units in each site, tenant characteristics, financing strategies, and program policies. The projects reported a total of over 12,000 PSH units in the THCH sites combined

- from less than 200 in Spokane to over 4000 in Los Angeles. Close to 90 percent of the units are occupied by tenants who are formerly homeless, and around one-third of the units are occupied by those who have experienced chronic homelessness. The THCH sites use a wide variety of funding sources to develop and operate PSH, and the estimated per-unit revenues are \$92,200 for capital, \$7,700 for operating expenses, and \$6,000 for services. These findings provide a foundation by which to estimate the impact of the THCH initiative on increasing the number of PSH units in operation, the number of people who are chronically homeless being served through PSH, and the funding being used to support these efforts.

Download a copy of the full report at documents.csh.org/documents/pubs/thchfinal0705.pdf ■

McKinney-Vento

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in addition to the 30 percent to be used for permanent housing for homeless people without disabilities.

Other changes could include: allowing communities to use up to 5 percent of their grant funding for homelessness prevention programs; allowing HUD to renew permanent housing projects through a noncompetitive process; requiring community planning boards to review relevant public policies and practices that may result in "imminent, repeated, or prolonged homelessness," such as discharge planning policies; eliminating the 30 percent cap on the amount of ESG that can be used for services; and requiring a cash match of 25 percent for all activities except for renewals of permanent housing operating costs.

For further information, contact the National Low Income Housing Coalition at the address in *Headlines Directory*. ■



CRN Affordable Housing Fact Book Update

This Fact Book Update shows the change in Median Home Prices for Chicago Community Areas between 2000 and 2003, together with the change in Median Incomes for the same period.

Some of the results will not surprise you. The Update Data Table shows that home prices rose faster than incomes citywide, and in all but five of Chicago's seventy-seven community areas.

Update Maps show that the home prices were highest in a cluster spreading out from the north lake front, and are higher on the north side in general. Prices are lower on the south side, even in south side communities with high median incomes. However, prices grew fastest in those communities where incomes were lowest.

Update Profiles put the numbers in context. CRN's 2003 Affordable Housing Fact Book found different housing markets present different challenges and opportunities for affordable housing. These profiles bear that out. They feature:

- ★ Lake View - a booming community where high home prices are outpaced by a climbing median income, suggesting growing income segregation
- ★ Brighton Park - a bursting community, where rising home prices may contribute to factors that threaten to destabilize the community, including rising overcrowding and, paradoxically, rising rental vacancy rates
- ★ Grand Boulevard - a thinning community where rising home prices are part of a larger pattern of land speculation. Vacant land that might represent opportunity for affordable or mixed income redevelopment in fact goes straight to high prices.

For free *basic* access to the factbook, visit www.chicagorehab.org/crn/factbook.

Questions or comments? Please contact:

Chicago Rehab Network
53 W. Jackson Blvd, Suite 739
Chicago, IL 60604
Telephone: (312) 663-3936
factbook@chicagorehab.org ■

HOPWA: Second Round

On March 21, 2005 (70 FR 13575), HUD published its FY2005 SuperNOFA. The Housing Opportunities for Persons with AIDS (HOPWA) Program, which was included in the SuperNOFA, made approximately \$37 million available in HUD assistance. The application submission date for the HOPWA Program NOFA was June 9, 2005. HUD received 26 HOPWA applications in response to the FY2005 SuperNOFA. Of these applications, HUD received 25 through Grants.gov and one paper application under a waiver of the electronic filing requirement.

Based on the number received and a review of these applications, HUD expects that a balance of grant funding will remain available after the selection of eligible awards from the list of applications received under the FY2005 SuperNOFA. Specifically, HUD anticipates that approximately \$18 million in FY2005 funds will be available for additional awards.

Therefore, HUD is announcing a second competition for HOPWA funds through the notice published in the August 22, 2005 Federal Register. In order to give HOPWA applicants sufficient time to submit completed applications, this notice published in today's Federal Register announces that the application submission date for the HOPWA Program NOFA competition is October 6, 2005. ■

Succession

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nonprofit executive, or how to look for and screen candidates. One criterion for board recruitment should be: "Will this person be a good addition to a hiring process?" Executive directors should ask themselves: "Do I want this person on the board that hires my replacement?"

★ Is the executive director's job doable—that is, could the job be done by a regular human being? Too often a successful executive director has, over time, taken on so many responsibilities that it would be nearly impossible to find another such superhero. In a similar light: "Is the management team able to do its job completely?" Sometimes a broadly skilled executive will "carry" one or more management team members who can't handle their responsibilities on their own. A succession plan will identify the critical functions of the executive job, designate an emergency back-up for each function, and prepare the organization for both planned and unplanned executive transitions or vacancies.

★ Is the salary of the current executive director much lower than what you should pay a new executive? Sometimes a successful, long-time executive is being paid much too little—which ends up pushing other salaries down and makes it unlikely that qualified candidates would accept such a salary. On the other hand, sometimes an executive is making much more than is appropriate. Succession planning should include a longer-term effort to bring all staff salaries—including the executive's—into line with the market.

★ Can you cover a fundraising dip? The chief money raiser in most nonprofits is the executive director. It will take time for his or her successor to develop the relationships with donors that are essential to the incumbent's fundraising success. Succession

planning should include raising funds for the transition: one 25-year executive we know is in the midst of a "legacy campaign" to give donors a chance to honor his community achievements with gifts to an agency endowment fund. Fundraising and business relationships can also be institutionalized by bringing board members and other staff into relationships now held only by the ED.

★ Are there any obvious candidates for the job? In some cases an executive director may have been grooming someone internally for the job. In other cases it may be assumed that the Associate Director or Program Director wants and will get the job. There may be a board member who feels that he or she would be the best choice. The decision to hire is the board's and any such unspoken assumptions should be brought to the board. If, for example, it does seem appropriate to groom a particular individual, the board should be part of that process. At the same time, it would also be a shame if a valued staff or board member were to depart on the mistaken assumption that the job has been promised to someone else.

★ When was the last time that succession was on the board meeting agenda?

Related Articles

The following related articles from the Board Café are archived at www.boardcafe.org (click on Read Past Issues)

- ★ When the Executive Director Leaves: The Job of the Transition Committee www.boardcafe.org/bc998.html
- ★ Job Description for an Executive Director, www.boardcafe.org/bc2000_09.html
- ★ Firing the Executive Director, www4.compasspoint.org/cpDir/files/documents/board_cafe/bc_2003_12.pdf
- ★ Support Your Executive Director,

www4.compasspoint.org/cpDir/files/documents/board_cafe/bc_2002_06.pdf
★ How Much to Pay the Executive Director? www4.compasspoint.org/cpDir/files/documents/board_cafe/bc_2005_06.pdf

Other resources may be found at www.compasspoint.org/et and at www.transitionguides.com.

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announced at a press conference on September 14 that they had reached accord on proposed changes to the AHF component of H. R. 1461, The key change would be create a priority for affordable housing projects both in the disaster areas declared after Hurricane Katrina and in areas where evacuees have moved for the first two years of operation.

In announcing the changes, Chair Oxley said, "Affordable housing has always been a major problem in this country. It is important that the housing be made available to those who need it most, the victims of this disaster."

Representative Baker did not include an AHF in his original bill, and voted to strike AHF from the manager's amendment when the committee marked up the bill. The bill passed out of committee, with the AHF intact, with a vote of 65-5. Mr. Baker also originated the request that the Congressional Budget Office (CBO) review H. R. 1461 to determine if the AHF has implications for the federal budget. In response to Mr. Baker's and members of the conservative Republican Study

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Committee's (RSC) concerns about the AHF, Chair Oxley circulated a number of proposals in July, including sunsetting the funds after five years, reducing the amount of after-tax profits going to the AHF to 3.5% for the first two years and requiring that 25% of the fund go to the Department of the Treasury to help pay off bonds issued in the late 1980s to bail out the savings and loan industry.

According to Mr. Oxley, these proposed changes, along with the new priority for disaster-relief housing, will be included in the manager's amendment when the bill comes to the House floor.

Another change Mr. Baker alluded to at the press conference is a 10% set-aside for small business redevelopment in the affected Gulf region.

Chairman Oxley and Mr. Baker indicated they have been in talks with House leadership, and expect the bill to come to the floor of the House for a vote the week of September 19. "I have a high degree of confidence that this will make it through the house floor in an expeditious manner," said Mr. Baker. Mr. Oxley said he believes that changes made to the AHF have assuaged the concerns of the RSC.

However, reports from a meeting on September 15 between Chairman Oxley and some of the opponents to the Affordable Housing Fund, including Majority Tom DeLay (R-TX), indicate that these changes may not have brought opponents on board.

On September 16, the House Judiciary Committee waived its opportunity to consider H. R. 1461, leaving no procedural issues in the bill's path to the House floor.

Louisiana Delegation Relief and Recovery Bill

On September 14, Senators Mary Landrieu (D-LA) and David Vitter (R-LA), and Representatives Richard Baker (R-LA), Jim McCrery (R-LA), William Jefferson (D-LA), Rodney Alexander (R-LA), Bobby Jindal (R-LA), Charlie Melancon (D-LA), and Charles Boustany (R-LA), announced their intention to file, during the week of September 18, the Hurricane Katrina

solutions to the existing housing crisis in Louisiana." The proposed Emergency Voucher program would waive certain existing Section 8 program regulations including income requirements, tenant rental contribution, one-year lease requirements and pre-occupancy inspection requirements. The bill would also increase HOME funds for "construction, rehabilitation of damaged homes, rental assistance and homeownership costs."

Other housing recommendation expected to be in the delegation bill are six months of mortgage relief for homeowners whose homes were damaged or destroyed by the hurricane

and the authorization of a Southeast Louisiana HOPE VI initiative.

For further information, contact the National Low Income Housing coalition at the address in Headlines Directory ■

Online Access to Katrina Housing Policy Documents

The National Low Income Housing Coalition has created a web page with links to documents related to the federal housing policy response to Hurricane Katrina, including legislation and statements of guidance issued by federal agencies. New documents will be posted as soon as they become available. Documents developed to help interpret federal actions will also be posted as they become available. Please see www.nlihc.org/news/091305katrina.html for more information. Other housing and homeless organizations are encouraged to create links on your websites to this page. ■

Disaster Relief and Economic Recovery Act of 2005. The bill will contain proposed solutions to the devastation caused by the hurricane in the areas of agriculture, coastal restoration, flood control, education, environment, economic redevelopment, federal disaster assistance programs, financial institutions, health care, housing, labor, military, trade and commerce, transportation, and veterans' care.

In the area of housing, the delegation's bill is expected to recommend a \$50 billion increase to the Community Development Block Grant (CDBG) program and to "ensure that the money is used for what the state and local authorities need most - roads, schools and housing." The bill would also create an emergency Section 8 voucher program to "provide long-term



Headlines Directory

Center for Community Change

1536 U Street NW
Washington, DC 20009
Telephone: (202) 339-9300
<http://www.communitychange.org>

Center on Budget and Policy Priorities

820 First Street, NE, Suite 510
Washington, DC 20002
Ph: (202) 408-1080
Fax: (202) 408-1056
<http://www.cbpp.org>

Chicago Coalition for the Homeless

1325 S. Wabash, Suite 205
Chicago, IL 60605
Telephone: (312) 435-4548
Fax: (312) 435-0198
<http://www.enteract.com/~cch/index.htm>

Coalition of Citizens With Disabilities in Illinois

300 E. Monroe, Suite 100
Springfield, IL 62701
Telephone: (217) 522 7016
Fax: (217) 522-7024
TDD: (217) 522-7016
<http://www.inwv.net/~ccdi/>

Corporation for Supportive Housing

1 N. LaSalle, 12th Floor
Chicago, IL 60602
Phone: 312 6976125
Fax: 3123467280
Email: il@csh.org
www.csh.org

Food Research and Action Center

1875 Connecticut Avenue, NW, # 540
Washington, D.C. 20009
Telephone: (202) 986-2200
Fax: (202)986-2525
foodresearch@frac.org

Housing Assistance Council

1025 Vermont Ave. NW, Suite 606
Washington, D.C. 20005
Telephone: (202) 842-8600
Fax: (202) 347-3441
<http://www.ruralhome.org>

Illinois Coalition Against Domestic Violence

801 S. 11th
Springfield, IL 62703
Telephone: (217) 789-2830
Fax: (217) 789-1939
<http://www.ilcadv.org>

Illinois Coalition to End Homelessness

Matthew Hanafee, Executive Director
P.O. Box 3956
Oak Park, IL 60303-3956
Telephone: (708) 263-3590
Email: ILHomeless@aol.com

Illinois Community Action Association

3435 Liberty Drive
Springfield, IL 62704
Telephone: (217) 789-0125
Fax: (217) 789-0139
<http://www.icaanet.org>

Illinois Department of Commerce and Economic Opportunity

620 E. Adams, CIPS-3
Springfield, IL 62701
Telephone (217) 785-6142
Fax: (217-782-1206
<http://www.commerce.state.il.us/>

Illinois Department of Human Services

Homeless Services and Supportive
Housing
400 W. Lawrence, 2C
Springfield, IL 62762
Telephone: (217) 782-1317
Fax: (217) 524-6029
<http://www.state.il.us/agency/dhs/>

Illinois Food Bank Association

P.O. Box 8293
Springfield, IL 62791
(217)522-4022
E-mail: cifbank@aol.com

Illinois Housing Development Authority

401 N. Michigan Ave., Suite 900
Chicago, IL 60611
Telephone: (312) 836-5200
Fax: (312) 836-5286
TDD: (312) 836-5222
<http://www.ihda.org/>

National Alliance to End Homelessness

1518 K Street, NW, Suite 206
Washington, D.C. 20009
Telephone: (202) 638-1526
Fax: (202) 638-4664
E-mail: naeh@naeh.org
<http://www.endhomelessness.org/>

National Coalition for Homeless Veterans

333 1/2 Pennsylvania Avenue, SE
Washington, D.C. 20003-1148
Telephone: (202) 546-1969
Fax: (202) 546-2063
E-mail: nchv@nchv.org
<http://www.nchv.org/home.html>

National Coalition for the Homeless

1012 14th Street NW, Suite 600
Washington, DC 20005-3406
Telephone: (202) 737-6444
Fax: (202) 737-6445
<http://nch.ari.net/>

National Community Reinvestment Coalition

727 15th St., NW, #900
Washington, D.C. 20005
Telephone: (202) 628-8866
Fax: (202) 628-9800

National Law Center on Homelessness & Poverty

918 F Street NW #412
Washington DC 20004
Telephone: (202) 638-2535
Fax (202) 628-2737

National Low-Income Housing Coalition

& National Low Income Housing
Information Service
727 15th St NW, 6th Floor
Washington, D.C. 20005
Telephone: (202) 662-1530
Fax: (202) 393-1973
E-mail: info@nlhcc.org
<http://www.nlhcc.org>

National Rural Housing Coalition

601 Pennsylvania Avenue, NW
Suite 850
Washington, D.C. 20004
Telephone: (202) 393-5229
Fax: (202) 393-3034
<http://www.nrhccweb.org>

Rural Development

2118 W. Park Ct, Suite A
Champaign IL 61821
Telephone: (217)403-6222
Fax: (217)403-6231

Southern Illinois Coalition for the Homeless

P.O. Box 955
704 W. Boynton
Marion, IL 62959
Telephone (618) 993-0094
Fax: (618) 993-4013

Statewide Housing Action Coalition

11 E. Adams, Suite 1501
Chicago, IL 60603
Telephone: (312) 939-6074
Fax: (312) 939-6822

Supportive Housing Providers Association

3417 North Monticello
Chicago, IL 60618
Telephone: (773) 588-0827
Fax: (773) 267-1294
supportivehsg@aol.com

U.S. Department of Housing and Urban Development

Office of Community Planning and
Development
77 W. Jackson 24th Floor
Chicago, Illinois 60604-3507
Telephone: (312) 353-1696
Fax: (312) 353-5417
<http://www.hud.gov/local/chi/chihome.html>