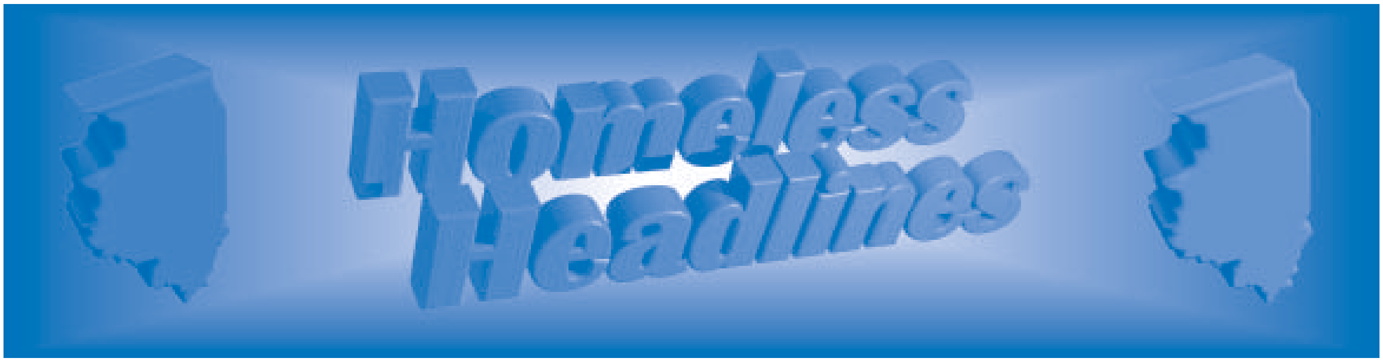


A publication of the Illinois Community Action Association, 3435 Liberty Drive, Springfield, Illinois 62704 - (217) 789-0125

AUGUST 2006 VOLUME 16, ISSUE 8

East St. Louis Transitional Housing for Families:

Homeless Families Go To School

Getting Started

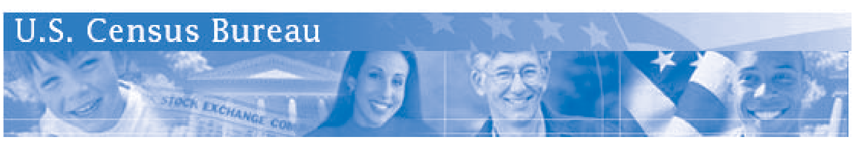
The Family Living Center (FLC), a Transitional Housing facility, was proposed for funding during the 1996 St. Clair County Continuum of Care application process, responding to a gap in homeless services. The project was approved for rehabilitation, and other associated operating and supportive service costs.

The Project involved renovating the old St. Teresa Academy School building, which had been vacant for a number of years. The HUD Supportive Housing Program allowed $400,000 for rehabilitation since the facility is located in a high cost area. The cost to

complete the project was initially projected at $850,000. Once the project started, however, and the architect and project management team looked closer at all the needed work, estimates grew to approximately $1.4 million. There was more work to do!

Although local support through the HOME Program and Tax Increment Financing Program provided matching funds, there was still a delay as other application processes for additional funding drug on. Finding an extra

(Continued on page 4)



2005 American Community Survey Data

On August 15, the U. S. Census Bureau released social and demographic data collected in the 2005 American Community Survey (ACS) and the Puerto Rico Community Survey. Data on subjects such as race and ethnicity, age, education, and household size are now available for all geographic areas with a population of at least 65,000. The release of economic data is scheduled for August 29, and housing data should be available on October 3.

Readers should note that since the data are adjusted to reflect July 1, 2005, population estimates, they do not account for the impact of the 2005 hurricane season.

To access the data and learn more about the ACS, see www.census.gov/acs/www/. *[Source: National Low Income Housing Coalition]*

Headlines/Hotline on the Internet *- The* ***Illinois Community Action Association*** *publishes both Homeless Headlines and Homeless Hotline on the Publications page of its web site at www.icaanet.org. To receive both by email, send a blank email to: headlines-hotline-subscribe@yahoogroups.com. (Self service only.)*

Inside Headlines

Illinois Department of Human Services

New Costs Formula: Section 202 and 811

A study released this week conducted by the National Association of Homebuilders (NAHB) proposes a new model for estimating the construction costs of Section 202 and Section 811 supportive housing projects. The report finds that using a different cost indexing approach and incorporating local factors like inflation, codes and regulations, geographic conditions, and accessibility requirements would improve HUD's current methodology. NAHB states that the proposed model would better reflect industry standards and more closely approximate actual construction costs.

NAHB based its analysis and the resulting model on more than 500 supportive housing projects that were completed between 2000 and 2002. By comparing actual costs with multiple cost indices, the report is able to identify the most appropriate cost index for estimating cost limits, as well as other factors that influence total construction costs. Updated annually, development cost limits represent HUD's best estimate of the reasonable cost to build Section 202 and 811 supportive housing in a particular market.

On a case-by-case basis, cost limits that are unreasonably low can delay project completion because builders are forced to seek supplemental grants to make up for the shortfall between the limits and the actual costs. Additionally, cost limits that consistently underestimate the high cost of construction in an area may even contribute to an overall lower level of supportive housing production. A more accurate model would also facilitate the development of Section 202 and 811 units by identifying higher cost projects earlier in the approval process, which could lead to design changes or higher cost exceptions.

The full report is available at www.huduser.org/publications/hsgfin/costindices.html.

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

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Homelessness and Substance Abuse

The federal Substance Abuse and Mental Health Services Administration's (SAMHSA's) Office of Applied Studies (OAS) released a report last week analyzing data from 2004 on the characteristics of people experiencing homelessness who entered the substance abuse treatment system. The report examined over 175,000 people who were homeless at the time of admission into the Treatment Episode Data Set (TEDS). SAMHSA's OAS compared those who were homeless and those who were not homeless on a variety of variables including substance used, racial/ethnic distribution, gender, age, and how the person was referred to treatment. Among the homeless population, alcohol was the primary substance of abuse (52 percent), followed by opiates (21 percent), and cocaine (17 percent). Also, homeless admissions were more likely than substance abuse treatment admissions who were not homeless to refer themselves for treatment (48 percent vs. 33 percent) and were over twice as likely to have had five or more prior admissions to substance abuse treatment (21 percent versus 9 percent).

For the full report, go to: http://oas.samhsa.gov/2k6/homeless/homeless.cfm.

Homeless Headlines

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The **Illinois Community Action Association** has published the monthly *Homeless Headlines* and the *Homeless Hotline* since 1991 under contract with the **Illinois Department of Human Services.**

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Accepting Responsibility For The Board

Who is responsible for the board's doing its job? And a different question: who's responsible for "fixing" a board that's gone wrong?

The natural answer might be: the board is responsible for the board! Or possibly, it's the board officers who are responsible for the board. Or sometimes: it's a shared responsibility of the board and the executive director.

The Board Cafe agrees with Peter Drucker: The responsibility for the board's effective work-both governance and support-is the responsibility of the executive director. In fact, the board should evaluate the executive's performance in part on how effectively the board does its job.

This can sound paradoxical at first, but veteran successful executives know it's true. They consistently acknowledge that they take on their shoulders the responsibility for the board's doing its work-probing ideas and plans, supporting the execution of those

strategies, and evaluating executive performance.

What a paradox: an executive must recruit and support a board that is the opposite of comfortable-a board that will challenge him, evaluate him, and be able to independently assess the organization's performance. If he doesn't-the board will negatively evaluate him for it.

Let's take the situation where there's an engaged board with strong board members working with a strong leader in the executive director/CEO role. In such an instance, the question may not even be asked. Shared responsibly comes naturally.

The executive director may find herself both supporting and leading the board, engaging them in strategic decision-making, while at the same time the board challenges the executive, tests plans with rigorous inquiry, and engages the executive in strategic thinking.

(Continued on page 5)

Making the Connection

Building a Better System - Part II

Contributor: DuPage Federation on Human Services Reform

The authors of this column welcome your comments and questions. See contact information at the end of the article.

In the June issue of *Homeless Headlines*, we began discussing the work necessary to effect system change by moving from case to cause. The prior article discussed the initial five steps of this process:

1. Diagnose the problem.
2. Determine what it would take to fix the problem.
3. Determine who has the ability to implement your proposed solutions.
4. Develop a relationship with the right person or organization.
5. Find out what is needed to get the organization to implement the solution.

Now you are ready for the next step, implementing the solution. After you've figured out what needs to be done, your task is to determine who has the ability to do it, and then to influence that person or organization to do what you want. However, this is not always as simple as it sounds. The steps include:

1. Bring the "right" people together around the mission. Identify and bring together a team of key leaders who are able to make and implement the decisions that are needed. Maybe your team will be actual decision makers, or maybe it will include people who have relationships with the decision makers. The 'right' people are those who have the authority to do what you want done, and those who can influence the decision makers to do what is needed.

> *"Our problems are man-made; therefore they may be solved by man. No problem of human destiny is beyond human beings." John F. Kennedy, 35th president of US (1917 - 1963)*

2. Ensure the desired outcomes are realistic and within the power of the group to accomplish. Decision makers have little patience with 'pie in the sky' demands made by people with no responsibility for solving the problems. They want concrete solutions that can really be implemented. Don't ask people

(Continued on page 5)

East St. Louis

(Continued from page 1)

$600,000 to complete the project had its ups and downs.

After almost three years, the goal was met. The majority of the additional funds came through the Federal Home Loan Bank. Supplemental funds came from the Illinois Department of Commerce and Community Affairs (now the Illinois Department of Commerce and Economic Opportunity) through the Energy Conservation Program. The local Youthbuild Program also assisted in some of the initial tasks, helping to clear the building for rehab.

The grand opening was finally held on April 24, 2000! Later that year the project received a “Best Practice Award” from the U. S. Department of Housing and Urban Development, citing the “innovative approach to securing funding” for the project.

The Program

The Family Living Center has twelve two-bedroom apartments, two three-bedroom apartments, a common room, computer lab, and laundry room. Each apartment’s furnishings include a convertible sofa bed, chair, coffee table, end table, gas range, refrigerator, kitchen table and chairs, plenty of cabinet space, bunk beds, and a dresser.

Homeless families with an adult head of household and dependent children age seventeen or younger are eligible for assistance. Homeless families residing in emergency shelters or similar facilities for a minimum of thirty days must be referred by the social service agency assisting the family in this first step of the continuum of service.

Families must participate in structured programs and services designed to help them achieve self-sufficiency. They must contribute 10 percent of their gross monthly income for rent, and 20 percent of their gross monthly income for savings after the first month of residence. One hundred percent of the savings (minus damages or charges owed) are returned to the family when they move out.

The Family Living Center provides comprehensive case management services for each family. A Family

Development plan is created with input from family members. These plans guide professional staff in their work with each family. Families receive food vouchers when they enter the program.

Residents purchase and prepare their own meals. Transportation and child care subsidies may be provided if family and/or community resources are insufficient to meet these needs.

Families who successfully complete the program can receive resource assistance for six months after leaving the center. The Family Living Center offers on-going training activities that meet the needs of each family member. Other core activities offered through the Center include:

- ☐ Life Skills Training
- ☐ Parenting Education/Vocation Resources
- ☐ Employment Resources
- ☐ Finance and Budgeting Classes
- ☐ Legal Aid Assistance
- ☐ Housing Assistance
- ☐ On-site Youth and Adult Computer Classes

Housing and supportive services are provided for eighteen months and can be extended for up to twenty-four months.

For further information, contact:

Diane Bonner
The Family Living Center
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(618) 274-7832
DBonner@cdbgops.org

Better System

(Continued from page 3)

to do things they can't do - because they won't be able to do them. For example, asking a local IDHS office administrator to hire more staff or to invest funding in key community resources is not realistic, since the local administrators do not have the authority to make this commitment. The administrator may, however, be able to reallocate how staff are assigned to work activities at the office.

3. Identify your resources, gaps and needs. This is essential since often many resources already exist within the community. There is no need to reinvent what already exists. In completing this process, it is also critical to identify potential solutions that can be implemented quickly, and at minimal cost. This will give everyone the needed boost to keep going.

4. Identify each participant's roles. Everyone needs to be engaged in implementing the solution. If one person has a tendency to take over the project, it becomes "their" project and a true collaboration has not been built.

5. Evaluate the plan. Evaluation is critical to ensure adjustments are made, as often everything you thought you knew and had to do, changes as the plan develops. Be open to new discoveries and be ready to adapt your plan. Even if you fail at the first attempt, you may learn something that will help you succeed the next time.

In closing, consider President John F. Kennedy's words: "There are risks and costs to a program of action. But they are far less than the long-range risks and costs of comfortable inaction."

Next month, Part III: Fully Implementing The Plan, And Knowing When To End The Collaboration.

The DuPage Federation on Human Services Reform, a non-profit 501(c)(3) organization focused on advocacy and planning in DuPage County, Illinois and designer and trainer of Making the Connection: A Guide to Accessing Public Benefits. The DuPage Federation is affiliated with Northern Illinois University, Regional Development Institute. Questions can be directed to knelson@niu.edu or cking@niu.edu.

Responsibility

(Continued from page 3)

Next let's consider the organization with a strong board and a weak executive. Board members may begin with guidance and constructive feedback; provide an executive or fundraising coach, or even trying to compensate for the executive's weaknesses themselves. Over time, they will remove the weak executive. In fact, Daring to Lead 2006, a new national study of nonprofit executives, found that one-third are either fired or forced out of their jobs- evidence that boards take action when they see problems (the study can be downloaded at www.compasspoint.org/content/index.php?pid=19).

But what if there's a strong executive director, and a board of directors that adds up to less than the sum of its parts?

In this situation, board members may feel that "things are going fine and there really isn't that much we have to do." The executive is likely to feel unsatisfied with the board and wish they were "engaged" or raising money, but after all, they aren't getting in the way. These are the executives who find themselves muttering, "How can they tell me how to do my job, when they can't even take responsibility for getting a quorum." Or even, "I just don't see the point of the board if they're not going to raise money."

These are the cases-remarkably common-where the question arises: just who IS responsible for the board anyway? The successful executive director holds himself or herself accountable for the success or failure of the organization-and that means being accountable for the board as well. And there are three ways that CEOs can change boards: by changing who is on the board, by changing the way the board works, and by changing how she as the CEO works with the board. None can be neglected!

Related articles from the Board Cafe, archived at www.boardcafe.org:

- ☐ Board Chair: Making Your Mark: www.compasspoint.org/boardcafe/details.php?id=3
- ☐ Why Boards Don't Govern Part 1: www.compasspoint.org/boardcafe/details.php?id=18
- ☐ Why Boards Don't Govern Part 2 : www.compasspoint.org/boardcafe/details.php?id=19
- ☐ What is Micromanagement and What Isn't?: www.compasspoint.org/boardcafe/details.php?id=12
- ☐ Should the CEO Have a Vote on the Board?: www.compasspoint.org/boardcafe/details.php?id=57

Private Resources

by **Pamela M. Salela,** Coordinator, Central Illinois Nonprofit Resource Center
telephone: 217-206-6633 - **email:** psale2@uis.edu - **url:** library.uis.edu/findinfo/grants/index.html

Grand Victoria Foundation

230 W. Monroe St., Ste. 2530
Chicago, IL 60606
Telephone: (312) 609-0200.
FAX: (847) 289-8576
E-mail: info@grandvictoriafdn.org
URL: www.grandvictoriafdn.org

Contact: Nancy Fishman, Exec. Dir

Type of Grantmaker: Corporate foundation of the Grand Victoria Casino and Elgin Riverboat Resort **Purpose and activities:** The foundation's mission is to assist communities in their efforts to pursue systemic solutions to problems in specific areas of education, economic development, and the environment. Economic Development: The foundation supports programs designed to link workforce development to jobs, job creation, transportation, and/or **housing**; provide greater access to capital and other resources; improve housing options and **home ownership** opportunities; and implement regional growth management and land use strategies that promote economic vitality and environmental health. **Fields of interest:** Community development; Economic development; Education; Employment; Environment; Housing/shelter. **Geographic focus:** Illinois *only*. **Types of support:** Capital campaigns; Consulting services; Land acquisition; Matching/ challenge support; Program development; Program evaluation; Technical assistance. **Application Information:** For complete information regarding eligibility for applying to the Grand Victoria Foundation for grants and their application process, consult their web site at: www.grandvictoriafdn.org/ and click on the grantmaking menu.

The Chicago Community Trust

111 E. Wacker Dr., Ste. 1400
Chicago, IL 60601
Telephone: (312) 616-8000
FAX: (312) 616-7955
E-mail: info@cct.org
TDD: (312) 856-1703
Grant inquiries E-mail: grants@cct.org
URL: www.cct.org

Contact: Ms. Sandy Phelps, Grants Mgr.

Type of Grantmaker: Community Foundation focusing primarily on Cook County & the adjacent five counties of northeastern, IL. **Purpose and activities:** Established for such charitable purposes as will best make for the mental, moral, intellectual and physical improvement, assistance and relief of the inhabitants of the County of Cook, State of Illinois. Grants for both general operating support and specific programs and projects in the areas of health, basic human needs, education, arts and humanities, and community development; awards fellowships to individuals in leadership positions in local community service organizations. **Specific Programs of Relevance:** 1) Basic Human Needs: This program supports projects that prevent and reduce **hunger and homelessness**, advocacy work that protects and promotes the government safety net in addition to strengthening social service agencies and improving immigrant integration. 2) Community Development: This program includes support of economic development, community revitalization, public systems improvement and planning, strengthening of the not-for-profit sector, and civic engagement. 3) Management and Organizational Development: This program is a means for nonprofit charitable organizations with limited operating funds to secure expert assistance in addressing management and other operational problems. The organizations and agencies applying must identify the specific management needs; i.e., board development, program development, strategic planning, management improvements, financial systems, training in proposal development, and fundraising. The program is used to pay for the appropriate consulting services. **Fields of Interest:** Aging; Aging, centers/services; AIDS; Arts; Child development, education; Child development, services; Children/youth, services; Community development; Disabilities, people with; Economic development; Education; Employment, training; Health care; Higher education; **Homeless; Homeless, human services; Housing/shelter, development;** Human services; Public policy, research; Women; Women, centers/services; Youth development, services. **Geographic Focus:** Cook County and the adjacent five counties of northeastern, Illinois. **Types of support:** Building/renovation; Capital campaigns; Consulting services; Continuing support; Curriculum development; Emergency funds; Employee matching gifts; Equipment; Fellowships; General/operating support; Income development; Land acquisition; Management development/capacity building; Matching/challenge support; Program development; Program evaluation; Program-related investments/loans; Research; Seed money; Technical assistance. **Application Information:** Visit foundation Web site at www.cct.org/ grantsseekers/faq/index.html for Letter of Inquiry forms and application guidelines.

Citation Source: *Foundation Center. (2006) Foundation Directory Online Professional. See: http://fdncenter.org for further information.*

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http://www.cbpp.org

Chicago Coalition for the Homeless
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http://www.ihda.org/

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http://www.endhomelessness.org/

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