



## 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/](http://www.census.gov/acs/www/). [Source: National Low Income Housing Coalition]

### Inside Headlines

- 2 New Costs Formula for Section 202 and 811
- 2 Homelessness and Substance Abuse
- 3 Accepting Responsibility for the Board
- 3 Making the Connection
- 6 Private Resources
- 7 Grantseeker Training Institute

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](http://www.icaanet.org). To receive both by email, send a blank email to: [headlines-hotline-subscribe@yahoo.com](mailto:headlines-hotline-subscribe@yahoo.com). (Self service only.)



## **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](http://www.huduser.org/publications/hsgfin/costindices.html).

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

## **Homelessness and Substance Abuse**

**T**he 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>. ■

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## **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 responsibility 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

*"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)*

decision makers to do what is needed. **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)

## Homeless Headlines

### 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**  
510 N. 25th St.  
East St. Louis, Illinois 62205  
(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. ■

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### 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](http://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](http://www.boardcafe.org):

- Board Chair: Making Your Mark:  
[www.compasspoint.org/boardcafe/details.php?id=3](http://www.compasspoint.org/boardcafe/details.php?id=3)
- Why Boards Don't Govern Part 1:  
[www.compasspoint.org/boardcafe/details.php?id=18](http://www.compasspoint.org/boardcafe/details.php?id=18)
- Why Boards Don't Govern Part 2:  
[www.compasspoint.org/boardcafe/details.php?id=19](http://www.compasspoint.org/boardcafe/details.php?id=19)
- What is Micromanagement and What Isn't?:  
[www.compasspoint.org/boardcafe/details.php?id=12](http://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](http://www.compasspoint.org/boardcafe/details.php?id=57)

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## 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.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

203 N. Wabash, Suite 410  
Chicago, IL 60601  
Phone: (312) 332-6690  
Fax: (312) 332-7040  
Email: [il@csh.org](mailto:il@csh.org)  
[www.csh.org](http://www.csh.org)

## Food Research and Action Center

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

## Housing Action Illinois

11 E. Adams, Suite 1501  
Chicago, IL 60603  
Telephone: (312) 939-6074  
Fax: (312) 939-6822  
<http://housingactionil.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  
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## Illinois Community Action Association

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Springfield, IL 62704  
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## Illinois Department of Commerce and Economic Opportunity

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

## Illinois Department of Human Services

Homeless Services and Supportive  
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Fax: (217) 524-6029  
<http://www.state.il.us/agency/dhs/>

## Illinois Food Bank Association

P.O. Box 8293  
Springfield, IL 62791  
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E-mail: [cifbank@aol.com](mailto: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  
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Fax: (202) 638-4664  
E-mail: [naeh@naeh.org](mailto:naeh@naeh.org)  
<http://www.endhomelessness.org/>

## National Coalition for Homeless Veterans

333 ½ Pennsylvania Avenue, SE  
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Fax: (202) 546-2063  
E-mail: [nchv@nchv.org](mailto:nchv@nchv.org)  
<http://www.nchv.org/home.html>

## National Coalition for the Homeless

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Washington, DC 20005-3406  
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Fax: (202) 737-6445  
<http://nch.ari.net/>

## National Community Reinvestment Coalition

727 15<sup>th</sup> St., NW, #900  
Washington, D.C. 20005  
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Fax: (202) 628-9800

## National Law Center on Homelessness & Poverty

918 F Street NW #412  
Washington DC 20004  
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## National Low-Income Housing Coalition & National Low Income Housing Information Service

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## Southern Illinois Coalition for the Homeless

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Marion, IL 62959  
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Fax: (618) 993-4013

## Supportive Housing Providers Association

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Chicago, IL 60618  
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Fax: (773) 267-1294  
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## U.S. Department of Housing and Urban Development

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77 W. Jackson 24th Floor  
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