



Homelessness Strategic Plan

Definition: Campion Foundation’s definition of homelessness includes people living on the street, in shelters, and in transitional housing. We do not focus on a particular subpopulation, such as families or youth, but instead include all people who experience homelessness. We are also mindful of those doubled up with family and friends, or otherwise housing insecure. We acknowledge that our housing crisis exists along a continuum, and those on one rung of the “housing ladder” will continue to slip to the next lower rung, until we have enough affordable housing, living-wage jobs, health care at a reasonable cost, and effective safety-net programs.

Primary Causes of Homelessness:

The debate surrounding the causes of homelessness rests on two important sets of drivers, structural drivers, those societal conditions over which an individual has little or no control, and individual vulnerability drivers, which are biographical and may involve some level of individual choice. Whether one believes the causes of homelessness are primarily individual or structural influences the solutions believed to be most effective. The Foundation believes structural conditions are the primary reason homelessness exists, and we tailor our investments based on this belief.

- Structural Causes — societal conditions over which an individual has little or no control
 - *Decline in federal funding for affordable or subsidized housing and supportive services*
 - *Lack of affordable market rate housing*
 - *Reduction in psychiatric hospital beds and insufficient capacity in community-based mental health and addictions treatment systems*
 - *Stagnant wages, limited access to jobs that pay a living wage and dramatic housing price inflation*
 - *Lack of access to health insurance*
- Individual Vulnerability Causes — Biological or social conditions which an individual or family may have minimal ability to influence or control.
 - *Mental illness, substance abuse, healthcare needs*

- *Drop in income, and/or increase in expenses*
- *Divorce or separation, domestic violence*
- *Incarceration, hospitalization, treatment facility stay*
- *Natural disasters – fire, flood, earthquake, etc.*

Goal: End Homelessness in Washington State

Short-Mid Term (1- to 3-year) Goals:

- 1. Educate, organize and mobilize the general public, nonprofit community, and business sector to effectively advocate for increased federal, state and local resources supporting affordable housing and supportive services.**
- 2. Advance adoption of best practices by mainstream systems— health, education, corrections—as well as affordable housing and supportive service organizations**
- 3. Increase philanthropic resources directed to ending homelessness in WA state**

Long-term (3- to 10-year) Goals:

- 1. Sufficient and stable federal and state and local funding for rent subsidies and supportive services, thereby stabilizing housing and ensuring adequate supportive services are available.**
- 2. Sufficient and stable federal and state and local funding/subsidies to create more affordable housing for people making 0-60% of Area Median Income (AMI), with a priority for those making 0-30%AMI .**

This includes

- ✓ Capital funds for site acquisition, construction and rehabilitation of dedicated affordable housing,
 - ✓ Operating subsidies to supplement to rent paid by low income tenants to cover costs to operate and maintain dedicated housing,
 - ✓ Rents subsidies for the same purpose in privately owned housing, and
 - ✓ Supportive services to assist tenants to maintain their housing.
- 3. Incentive and mandatory regulations that significantly increase the private sector’s role in creating affordable housing for households with incomes 30-60%AMI and also 60-120%AMI.**

Affordable Housing Development and Operations specifics

- ✓ Fully fund public housing operations and capital (current estimate is \$30 billion)

- ✓ Capitalize the National Housing Trust Fund at \$15 billion or more
- ✓ Extend the Exchange provision for Low Income Housing Tax Credit investment through 2010 and refine long term program policies to better meet affordable housing public policy goals while strengthening investor motivation.
- ✓ Fund the State Housing Trust Fund at \$250 million or higher per biennium
- ✓ Pass incentive and inclusionary zoning requirements to expand the amount of affordable housing available to low and moderate income households

Housing Stability Specifics

- ✓ Fully fund current Section 8 Vouchers and add at least 200,000 new vouchers per year for 10 years
- ✓ Pass the Section 8 Voucher Reform Act (SEVRA)
- ✓ Fund McKinney-Vento at \$2 billion or more and maintain priority for permanent supportive housing
- ✓ Significantly increase funding for other HUD programs - Community Development Block Grant, HOME, Housing Opportunities for Persons with AIDS, Section 811 and 202 housing, and rural housing programs
- ✓ Fund Transitional Housing Operating and Rent (THOR) at \$10 million or higher
- ✓ Fund Emergency Shelter Assistance at \$10 million or higher (for as long as shelters are needed)
- ✓ Budget priorities and revenue generation sufficient to support the specific investments listed above, as well as broader safety net supports including Temporary Assistance to Needy Families (TANF), Food Stamps, Social Security and Medicaid

4. Best practices adoption by mainstream systems

- ✓ State and local institutions and systems, such as the criminal justice system, state mental health institutions and the foster care system, eliminate the practice of discharging people into homelessness. Accomplished through screening, discharge planning that begins well in advance of release, and housing support.

5. Best practices adoption by and funding for homeless housing and supportive services providers including restructured and coordinated homelessness programs, where prevention, coordinated entry, tailored services, rapid re-housing and links to employment are adopted as standard practice.

- ✓ Fund the Washington Families Fund at \$8 million or higher
- ✓ Fund adequate data systems to improve individual outcomes/and collective impacts of funding
- ✓ Fund Transitional Housing Operating and Rent (THOR) at \$10 million or higher

- ✓ Fund Emergency Shelter Assistance at \$10 million or higher (for as long as shelters are needed)
- ✓ Budget priorities and revenue generation sufficient to support the specific State and federal investments listed above, as well as broader safety net supports including Temporary Assistance to Needy Families (TANF), Food Stamps, Social Security and Medicaid

Strategies:

The philanthropic sector has historically invested primarily in nonprofits that meet the basic needs of homeless people, rather than targeting investments at eliminating structural causes, and has been extremely reluctant to invest in community organizing, policy advocacy and civic engagement. This approach certainly improves the lives of some people, but it does little to end homelessness or eliminate poverty. Philanthropic resources are miniscule in comparison to those of government, and investing in direct services will never come close to fully addressing the multiple needs of poor and disadvantaged populations. Because philanthropic sector dollars are so limited, their best use may well be to leverage the types of larger scale systemic changes that offer the best hope of ending, rather than just managing, homelessness.

Our primary strategy is advocacy, which we believe is not only the highest leveraging activity, but also is the only way to secure the public policies needed to end homelessness. Analysis of the causes of homelessness points to a direct relationship between decreased public funding for affordable housing and services and increased homelessness. Therefore increased federal and state resources supporting affordable housing and supportive services are essential to ending homelessness. The most certain path to increased funding is through successful advocacy – primarily legislative, but potentially also including regulatory changes and legal actions. We support the development of a vibrant statewide advocacy network, with integrated grassroots, media, policy and political components. This network will effectively advance state legislative funding and policy solutions, as well as support similar efforts at the local and national levels.

The existing homeless services network evolved without an overarching vision; hence it is a patchwork response to a systemic problem that is inefficient and too reliant on shelters and transitional housing. New, evidence-based practices have been shown to reduce homelessness by 50% on an annual basis. Improving service delivery systems is important and necessary – both to provide as much relief to suffering people as possible (with limited resources), and to demonstrate to public and private funders that service delivery is as efficient as possible. Champion Foundation also supports implementation of these evidence-based best practices – prevention, coordinated entry, rapid re-housing, tailored services and links to post-secondary education and employment.

While the Foundation supports efficient service delivery, we do not support the creation of a separate “system” which would hold autonomous responsibility for ending homelessness;

rather, we support efforts to move mainstream health, education, child welfare, corrections, foster care and other systems to accept appropriate responsibility and take action to end homelessness. People discharged from prison, leaving foster care and exiting health facilities too often end up homeless. Planning for permanent housing at discharge must be integrated into all of these systems.

As a way to increase resources directed to our primary strategy, Champion Foundation works to engage other philanthropists in funding efforts that address structural causes of homelessness, in particular through advocacy. The Foundation leverages philanthropy's unique power to connect diverse interests across nonprofits, foundations and the business and public sectors through outreach, convening and communication. The Foundation uses our unique niche and resources to lead and influence, leveraging maximum impact.

Campion Foundation advances these strategies through investments in the four areas described below: Advocacy, Field Building, Systems Change Support, and Capacity Building.

➤ **Advocacy**

Needs Statement:

While public policy shifts gained through advocacy are the highest leveraging activity, few foundations directly support advocacy; and advocacy by homeless and affordable housing service providers is limited. Foundations are hesitant to support advocacy due to a range of reasons, including legal concerns, uncertainty about results, long time frames for success and perceived evaluation challenges. Nevertheless, we believe that the philanthropic sector may be uniquely poised to assume a more significant role in supporting a range of advocacy activities related to ending homelessness.

Direct service providers often narrow their focus to the particular client population and range of services they provide. This leads to a narrow focus on advocacy; people are all too often fighting only for the particular funding needed for their own programs. Another consequence is that system-wide problems are neglected. Income eligibility criteria, for instance, vary widely and all organizations would benefit from standardization; but no single organization sees this as their issue.

Organizations that are focused on homeless and affordable housing advocacy are not currently well integrated in their efforts, even though they are often working toward the same end. Opportunity exists for overall strategy alignment, greater communication and message coordination, and more structured and connected mobilization of activist networks. For both direct service providers and advocacy organizations, lack of resources available to support advocacy efforts has historically been a major barrier to more effective action and results.

Successful legislative, judicial, and administrative advocacy require effective political analysis and policy development, integrated with grassroots, civic leader and media efforts. Successful advocacy efficiently shifts tactics and strategy, as warranted by shifts in external variables, and strategically integrates “outside” and “inside” resources. An “outside” resource consists of a developed grassroots base, informed and mobilized efficiently, coupled with an effective media strategy. “Inside” resources consist of policy and political experts, including Foundation staff, who can strategically respond to opportunities as they arise.

Resources from federal, state and local government will be required to end homelessness; therefore our advocacy will support action at all of these levels. Due to sheer economic clout, the federal government must take the largest role. However, at least initially our advocacy will focus primarily at the state level. We believe a strong state-level movement is the best foundation for successful state and federal advocacy. We will build powerful local-state-federal relationships and continually evaluate our allocation of resources across local, state and federal efforts.

Scope of Foundation Efforts:

- Research –
 - Champion Foundation will support policy or regulatory research to inform advocacy efforts directed to increasing federal and state resources supporting affordable housing and supportive services to end homelessness.
 - The Foundation supports efforts to research and map the political landscape as it relates to homelessness, affordable housing and poverty issues.
- Organizing, Education and Mobilization –
 - Champion Foundation supports grassroots organizing and mobilization efforts, including nonpartisan voter registration and education.
 - The Foundation supports efforts to educate and mobilize civic and business leaders.
 - The Foundation actively works to coordinate nonprofit advocacy through convening, grantmaking and other support.
 - The Foundation, in partnership with the nonprofit community and others, develops curricula that serve to educate nonprofit boards and executive directors about advocacy, including its importance and effectiveness, and their responsibility to advocate in order to fulfill their responsibilities.
- Messaging and Communication –
 - The Foundation supports efforts to develop, test and broadly disseminate effective messages.

Foundation Investment:

Campion Foundation will build a robust and effective statewide network of advocates working together to end homelessness. We will educate, organize and mobilize grassroots, nonprofit and business sectors to effectively advocate at the local, state and federal level.

Investment in this area will be successful when we have a network of advocates that can be mobilized to act effectively on public policy opportunities, resulting in increased federal and state resources supporting affordable housing and supportive services. This requires an educated and energized grassroots group, managed through a technologically sophisticated communication and tracking system that can efficiently issue alerts and track activist responses. It also requires support by motivated nonprofit, civic and business leaders who are able to forcefully articulate and advance our shared legislative agenda. Coordination of nonprofit advocacy organizations ensures the overarching planning, communication and collaboration needed to successfully develop and integrate these efforts.

Specific Objectives:

Coordination of nonprofit advocacy organizations

Coalition and network building will result in role definition, efficient information sharing and coordination of effort. Demonstration of a robust and effective coordinated state-level advocacy network will be replicable in other states, as individuals, nonprofits and philanthropists across the nation increasingly seek to accomplish public policy change.

Short-Term (1- to 3-year) Milestones:

- ✓ Core Groups are created in the following activity areas – Federal policy, State policy, Messaging/Communications, Organizing/Mobilization – and substantially advance advocacy agenda setting, coordination and effectiveness.
- ✓ Core Groups extend beyond Campion Foundation grantees by adding at least two organizations each year.
- ✓ Increased communication results in clear demonstrations of increased efficiency due to role definition/allocation of tasks and efficient information sharing.
- ✓ Consensus state and federal legislative priorities are developed by a wide constituency of signers, including Washington Low Income Housing Alliance; United Ways of King and other Counties; Habitat for Humanity chapters in King, Pierce and Snohomish Counties; and all Housing Consortia and Homeless Coalitions across the state.
- ✓ Coordinating grassroots and grasstops advocates provides the means to mobilize in critical/all legislative districts as needed, demonstrated by legislator contact (via email, phone calls or meetings) when requested by the Washington Low Income Housing Alliance or other lead advocacy organizations.

- ✓ Coordinated approaches to the WA Congressional delegation re: homelessness and affordable housing issues, demonstrated by agreement on messaging and priorities, and reporting of meetings and other contact by all core groups
- ✓ Common homeless and affordable housing messaging is adopted by a wide range of organizations, including faith-based groups, housing consortia, WLIHA, WSCH, other homeless advocates, and philanthropy
- ✓ Analyses of governance structures have been completed for key homeless and affordable housing organizations.

Activity Spotlight: An initial convening of our top-level advocacy grantees was held Jan. 23, 2009. Robust dialogue determined areas where value would be added through increased collaboration and communication -- Messaging and Communications, Organizing, Federal policy and State policy. Volunteers agreed to host follow up convenings in each area

Educated and energized grassroots

Through grassroots organizing and mobilization—coordinated across nonprofit, faith-based, and business sectors, and supported by shared communications and technical approaches—individuals will become powerful advocates.

Short Term (1- to 3-year) Milestones:

- ✓ Number of activists increases by 20% annually on Statewide Poverty Action Network, Washington Low Income Housing Alliance and Housing Consortia databases
- ✓ Number and percentage of activists responding to alerts increases by 20%
- ✓ Coordinated messaging approach leads to shared outreach materials
- ✓ Peer-to-peer technical support results in rapid implementation of emerging electronic (Web 2.0) approaches
- ✓ Completed analysis of activist databases (homeless coalitions, Washington Low Income Housing Alliance, housing consortia, Lutheran Public Policy Office, Archdiocesan Housing Authority, others?), assessing potential for coordinated campaign
- ✓ Increase in number and coordination of legislator “home” visits. Baseline data documented in 2010 session, increase of 15% in both 2011 and 2012 sessions

Nonprofit, civic and business leader support

Nonprofit board members, 10 Year Plan to End Homelessness groups and other civic leaders have enormous potential to advance progressive public policy. The affordable housing and services nonprofits in the state, with over 3,000 board members, can be activated in support of ending homelessness. Because of their existing commitments to social justice, these board members provide an ideal opportunity to substantially increase civic leader engagement in advocacy efforts.

Educated and mobilized through our advocacy curricula, these “grasstops” advocates will understand why advocacy is effective, how it can be accomplished legally and through a variety of means, and why it is their responsibility as executive directors, board members and community leaders to become effective advocates.

Short Term (1- to 3-year) Milestones:

- ✓ Compelling nonprofit board member and Executive Director advocacy curricula developed and field tested with three boards, one on the east side and two on the west by January 2010.
- ✓ Training is provided to 30 boards and 30 executive directors of nonprofit affordable housing and service providers by December 2010, and 60 boards/60 EDs by December 2011. Training is provided to every 10 Year Planning Committee by December, 2010. Evaluations document increased understanding of public funding and advocacy, as well as an increase in willingness to advocate.
- ✓ Development of a robust network of community leader activists linked through electronic communications and related technologies, as demonstrated by responses to alerts (Letters to the editor, calls, emails and legislator visits) and on-going decision maker relationship building, across all state legislative districts. Baseline data gathered over 2010, 15% increase in both 2011 and 2012.

Faith Community support

Educated and mobilized through grantee advocacy efforts, denominationally affiliated organizations and individuals of a wide range of faiths will support our consensus legislative agenda and act both at the congregational and individual levels to advance a homeless and affordable housing agenda. In Washington State, Christian faiths alone include more than 1,000,000 individual church and congregation members, representing a vast, largely untapped activist pool.

Short Term (1- to 3-year) Milestones:

- ✓ Landscape of denominations and ecumenical groups mapped
- ✓ Current ecumenical organizations assessed for potential of supporting keystone organization
- ✓ Current inter-faith congregational outreach, education and mobilization efforts increase 20% per year, measured by congregations, individual activists and such advocacy actions as letters to the editor, emails and legislator visits
- ✓ Inter-faith community coordination of outreach and mobilization efforts, demonstrated by shared work plans, outreach materials and challenges among top activist groups.

Activity Spotlight: Archdiocesan Housing Authority, supported with Foundation funding, launched FAITH (Faithful Action in Transforming Homelessness) in October, 2007. As of January, 2009, 63 faith communities have become involved. Each congregation involved in FAITH has identified at least one representative who has committed to educate members about homelessness and engage elected representatives in efforts to end homelessness. [There are more than 700,000 Catholics in Washington State.]

Federal Homeless and Affordable Housing Advocacy

State-level advocates will be supported specifically to ensure effective collaboration with federal-level advocates. Federal advocacy organizations will be supported in their broad efforts to eliminate homelessness through policy and legislative advocacy.

Short Term (1- to 3-year) Milestones:

- ✓ State level advocates coordinate efforts with national advocates leading to efficient and effective communication with our Congressional delegation
- ✓ Completed analysis of current homeless and affordable housing policy and lobbying efforts at the national level
- ✓ National advocates use increased capacity to advance ending homelessness and affordable housing agendas, demonstrated by increased policy analysis and Congressional communication

➤ **Field Building**

Needs Statement:

Neighborhood Funders Group reports that giving in homelessness has represented only a fraction of total philanthropy—about 1% a year. Also, during the 1990s, more than 80% of homelessness funding went to provide direct, temporary human services. Champion Foundation believes there is a great opportunity to increase the amount of philanthropic funding directed to ending homelessness through advocacy.

Philanthropy is in a unique position to act as a networker, connecting diverse nonprofits, other foundations, and the business and public sectors. Champion Foundation believes successful accomplishments are based on collaboration; building alliances with traditional and non-traditional allies is essential in advancing Foundation goals. The Foundation uses our unique niche and resources to lead and influence, leveraging maximum impact.

Scope of Foundation Efforts:

- Network Building – Champion Foundation convenes and provides follow-up support for emerging networks of organizations and individuals. These networks add value for each of the participants by reducing redundant efforts and increasing communication and collaboration.
- Research and Communications – The Foundation supports research and communication efforts necessary to inform policy, legislative or campaign efforts. We will proactively identify research needs and actively disseminate research results.
- Creating Connections – The Foundation strategically networks within and across nonprofit, foundation and public sectors—connecting people and organizations in new ways, leading to creative change.

Foundation Investment:

Campion Foundation investment and leadership will result in increased philanthropic resources directed to ending homelessness in Washington State and increased investments in public policy advocacy

Specific Objectives:

Increase philanthropic resources directed to homelessness and advocacy

Outreach, education and convening activities will result in an increased awareness of the urgency of homelessness by philanthropy and the need for advocacy and systemic change, resulting in increased investment.

Short Term (1- to 3-year) Milestones:

- ✓ Development of a clear and compelling vision (with sound goals) for philanthropy's role in ending homelessness, to be used as the basis for increasing commitments by philanthropic partners by March 2010
- ✓ Trustees and staff use their relationships and access to champion our common vision with current and potential philanthropic partners
- ✓ Trustees and staff actively advance the ending homelessness agenda through meetings and presentations with non-traditional allies, public agencies and elected officials
- ✓ Membership in Funders Together NW increases by 20% annually
- ✓ Philanthropic investment in eliminating homelessness increases by 25% annually. Baseline established in 2009.

Activity Spotlight: The inaugural Funders Together NW meeting, organized by leadership from the Campion and Gates foundations, convened on, September 30, 2008. National experts Bob Hohler (Executive Director, Melville Charitable Trust), Nan Roman (President, National Alliance to End Homelessness), Joe Weisborg (Director, Homelessness Initiatives at Fannie Mae), and Deb DeSantis (President and CEO, Corporation for Supportive Housing) joined local experts in discussions ranging from the history and causes of homelessness to current trends in messaging, best-practices, and the movement to end—rather than manage—homelessness.

➤ Systems Change Support

Needs Statement:

Homeless Service Delivery System

The current homeless service system was developed without the benefit of overarching legislation, or a particular unifying theory or vision. Essentially, service providers have been reactive—meeting the needs of homeless people to the best of their abilities within a fragmented policy, funding and regulatory framework.

In this context, and supported with too-little-too-late federal funding, providers developed shelters as a primary emergency solution. Over time, this approach resulted in a very developed shelter network, coupled with a perspective that homeless people needed a certain amount of time to become “re-housed”. This time, typically up to two years, involves an initial stay in a shelter, movement to “transitional housing” after 1-3 months, and a move to permanent housing after approximately two years. Recent demonstration projects have shown that “rapid re-housing” is often a far more effective and efficient solution; many homeless people do not

need extensive interventions or, with appropriate support, they are ready for permanent housing within a month or two. Rapid re-housing, along with other evidence-based best practices, has the potential to reduce homelessness by up to 50%, as measured by the number of people seeking assistance over a one-year period. Campion Foundation supports rapid, wide-spread adoption of these well proven approaches.

The existing homeless service system must evolve to a system in which homelessness is effectively addressed through evidence-based best practices, often referred to as the “Five Pillars”, which:

- Provide a coordinated entry process with the capacity to assess and identify each person or family’s specific needs at a given point in time
- Prevent homelessness when possible, maintaining people in their existing housing whenever possible
- Provide tailored services—each person and family is individually assessed, and services are provided based on their unique needs and in an integrated fashion, rather than forcing them to negotiate multiple systems and providers on their own
- Rapidly re-house people rather than placing them in shelters and transitional housing for extended periods
- Provide links to living wage jobs through functional links to education, training and employment opportunities

Mainstream Institutions

Public systems or institutions, such as jails and prisons, hospitals, the child welfare system and mental health facilities, too often “graduate” people directly into homelessness. For example, 60% of foster children “aging out” of the foster care system become homeless. We must stop these discharges into homelessness. These systems can prevent homelessness by paying attention to the housing stability of the people they assist, particularly those who are at greatest risk of homelessness due to prior homeless episodes, lack of family supports, extremely low incomes, pregnancy at a young age, mental illness or other personal challenges. For example, those being discharged from psychiatric hospitals and prisons, or leaving foster care, should have access to housing guaranteed as a component of their discharge plans.

Mainstream health, education, child welfare, corrections, foster care and other system providers must understand, take responsibility for, and act to end homelessness, through discharge planning, coordination with service providers, and support of policy and legislative solutions.

Scope of Foundation Efforts:

To support these needed systems changes the Foundation will invest in:

- Issue research – Champion Foundation supports direct service providers, not only to support meeting basic needs, but also to maintain an awareness of the true needs of homeless people and the barriers faced by service providers.
- Policy and program research – The Foundation will support leaders in the field to research, convene, discuss and articulate new approaches and solutions
- Advancing evidence-based practices – The Foundation supports the implementation of best practices through planning and implementation grants

Foundation Investment:

Campion Foundation will advance adoption of best practices by affordable housing and mainstream supportive service organizations. The homeless and affordable housing service provider network will follow best practices: coordinated entry, prevention, rapid re-housing, tailored services, and links to post-secondary education, training & employment.

Specific Objectives:

Support local planning and implementation efforts to move systems to evidence-based best practices

Using planning processes to establish key partner collaboration and a viable work plan, communities will move forward, implementing coordinated entry, prevention strategies, rapid re-housing, tailored services, and links to post-secondary education, training and employment

Short Term (1- to 3-year) Milestones:

- ✓ Completed plan to implement best practices in a community outside of King, Pierce and Snohomish Counties (which are all involved in planning efforts for homeless families funded by the Gates Foundation) by December 2010.
- ✓ Foundation participation in supporting implementation efforts, including direct funding and fundraising

Provide limited support to nonprofits that provide direct service to homeless people

Through direct service provision, providers learn of emerging challenges and successful new approaches to ending homelessness. Grants made only to those organizations that demonstrate systems change or evidence-based practices, or advocating for public policy change.

Short Term (1- to 3-year) Milestones:

- ✓ At least three grantees receiving Foundation funding for direct services report to the Foundation on emerging trends in homeless causes and solutions each year, beginning in 2009.

Activity Spotlight: The Spokane Low Income Housing Consortium, a current grantee, hired a planning consultant to facilitate the development of a coordinated entry and services plan for Spokane. Surveying agencies, meeting with board members, and other tasks are underway.

➤ Capacity Building

Needs Statement:

The nonprofit sector has been historically under-funded, resulting in high burn-out and turnover, a perpetual struggle to keep the most basic infrastructure functioning, and slow organizational growth and maturation. Additionally, many who work in the nonprofit sector are highly mission driven and often give inadequate attention to organizational health. The combination of scant resources and an undervaluing of organizational health often seriously weaken accomplishments and growth. These challenges are especially true for human service organizations. Historically, philanthropy has been hesitant to provide capacity-building funds, or give general operating grants, based on a desire to see direct results from funding.

Based on our strong belief in the power of a highly functional nonprofit sector, Champion Foundation prioritizes capacity-building investments. Work to end homelessness will only be successful if nonprofit advocacy and service-delivery organizations are creative, highly effective, resilient and stable. The Foundation believes nonprofit organizations must have strategic executive leadership, boards that understand and accept fiscal and governance responsibility, staff that are trained and supported in providing evidence-based practices, smooth operations and financial health. The Foundation is particularly committed to building board and staff leadership and effective fundraising skills. Champion Foundation will work with our nonprofit partners to ensure that they work strategically, from a solid fiscal and operations base. The Foundation will support key organizations with substantial multi-year organizational development investments, supporting a wide range of activities such as strategic planning, board and leadership training, staff training and support, fund development planning and fundraising and advocacy training for staff and boards.

Scope of Foundation Efforts:

- Strategic Planning – Champion Foundation supports planning efforts for organizations undergoing significant change and/or growth
- Governance – The Foundation supports analyses and appropriate re-configuration of nonprofit governance structures

- Fundraising – The Foundation supports fund development planning, as well as fundraising training for staff and boards
- Professional development grants – These one-time grants are awarded to staff and board for particular, one-time conferences, trainings, seminars, etc.

Foundation Investment:

Campion Foundation will build the capacity of nonprofit homeless and affordable housing service providers and advocates. Nonprofit partner organizations will build strategic executive leadership, strong boards, efficient operations and financial stability.

Specific Objectives:

Organizational development, strategic planning and professional development support
 Nonprofit partners are supported through capacity assessments and tailored investments, based on organizational strengths and weaknesses, developmental stage and mission. Key partners will be supported through substantial multi-year investments in comprehensive organizational development, including strategic and fund development planning, board training, and fundraising and advocacy training for staff and boards.

Short Term (1- to 3-year) Milestones:

- ✓ At least one key partner completes an organizational development planning process, including fund development by December 2009
- ✓ All grantees are assessed for capacity-building needs by December 2010 (*subject to check with Melanie Matthews!*)

Activity Spotlight: The Washington Low Income Housing Alliance (WLIHA), supported with a substantial multi-year award from the Bill & Melinda Gates and Campion Foundations, hired an organizational development consultant last fall that has completed a membership survey and key community expert interviews. The results of this research will be used as the Alliance assesses its governance structure and other organizational issues later this year. The goal is to consider and adopt new structures including by-laws, membership goals, and a revised dues structure by December, 2009, creating the right structure for sustainability and long-term effectiveness.