

**TO
END
HOMELESSNESS**
AND THE CONDITIONS
THAT CREATE IT

COMMUNITY SOLUTIONS
ANNUAL REPORT
2015

WHAT MAKES
COMMUNITY
SOLUTIONS
DIFFERENT?

**"HOMELESSNESS
IS A MANMADE DISASTER,
AND IT CAN BE SOLVED."**

*COMMUNITY SOLUTIONS WORKS UPSTREAM AND
DOWNSTREAM OF THE PROBLEM BY HELPING
COMMUNITIES END HOMELESSNESS WHERE IT
HAPPENS AND IMPROVE THE CONDITIONS OF
INEQUALITY THAT MAKE IT MORE LIKELY TO HAPPEN
IN THE FUTURE."*

-ROSANNE HAGGERTY, PRESIDENT OF COMMUNITY SOLUTIONS



In 2015, we raised \$9,233,703 from supporters like you.
Here's what we achieved through your investment:



ENDING HOMELESSNESS IN THE U.S.

- +40,000 homeless Americans housed in 75 partner communities, including +20,000 veterans
- +\$150 million estimated taxpayer savings

SEEDING A GLOBAL MOVEMENT

- Campaigns to end homelessness on three continents under our guidance
- Cities around the world coached on **evidence-based strategies to end homelessness**

PILOTING NEW INSIGHTS

- 751 residents connected to jobs through 12-agency partnership in Brownsville, Brooklyn
- New collaborative launched to **stabilize health and reduce hospital costs** for 500 low-income residents of Northeast Hartford
- Partnership with Institute for Healthcare Improvement to **help 20 US communities improve population health**

PHYSICAL TRANSFORMATION IN HARD-HIT COMMUNITIES

- Grand opening of the **Gregory Jackson Center for Brownsville**, a hub for job seekers and neighborhood organizers in Brownsville, Brooklyn
- Construction nearly complete on **124 Capitol Hill apartments for homeless veterans and low-income DC residents**

WHAT IS A **COMPLEX SOCIAL PROBLEM?**

Community Solutions helps communities solve the complex social problems that create and perpetuate homelessness. These problems evolve constantly, but existing responses remain fragmented and unable to adapt. The result is a sizable gap between high social spending and poor outcomes.



MULTIPLE ACTORS

Various institutions own pieces of the problem, but no one is responsible for the whole picture.



LACK OF URGENCY

The problem has persisted for so long that it feels normal. There is little incentive to approach it differently.



NEGATIVE USER EXPERIENCE

People in need have a difficult time navigating available resources. Institutions set up to help often make the problem worse.



CHANGING INFORMATION

The problem has moving parts, and new realities emerge constantly. Static solutions are inadequate.



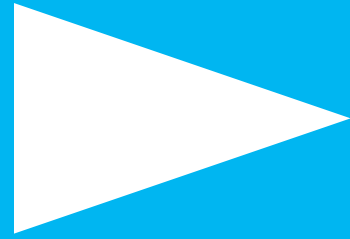
HIGH PUBLIC COSTS

The problem is expensive, and taxpayers bear the high cost of responding to it.



POOR OUTCOMES

Despite heavy taxpayer spending, existing responses do little to solve the problem long-term.



OUR PROBLEM SOLVING PROCESS

Complex social problems don't demand new programs – they require a flexible problem solving process. Our approach brings communities together around real-time data and the often hidden experiences of people in need to tackle the shifting challenges of homelessness and the persistent poverty that drives it.



FOCUS ON THE OUTLIERS

People and neighborhoods most likely to fall through the cracks of existing social welfare programs hold the key to better solutions for everyone.



CONVENE BROAD MULTI-SECTOR PARTNERSHIPS

Pull all actors together around the same problem solving table.



SET MEASURABLE, PUBLIC, TIMEBOUND GOALS

Build a sense of urgency and spur key players to innovate by putting your reputation on the line.



ENGAGE THE USER

Those trapped in poverty, along with frontline health and human services workers, are essential to designing effective solutions.



OPTIMIZE EXISTING RESOURCES

Use real-time, by-name data to inform decisions about spending and strategy.



LEARN BY DOING

Test and evaluate new ideas in short cycles to learn what works quickly and build on successful strategies.

ENDING HOMELESSNESS IN THE U.S.

Homelessness is a solvable problem that has lost its sense of urgency. Most communities already have what they need to provide homes and support to their most vulnerable homeless neighbors. The challenge is in organizing those resources effectively and offering assistance in a data-driven way.



Our Zero: 2016 initiative is a national movement of 75 communities working to end chronic and veteran homelessness by December 2016

RESULTS SNAPSHOT: Zero: 2016 Campaign

43,442
TOTAL HOMELESS AMERICANS HOUSED
IN PARTICIPATING COMMUNITIES,
INCLUDING 28,092 VETERANS

4
COMMUNITIES HAVE ENDED
VETERAN HOMELESSNESS
OUTRIGHT

+\$150M
ESTIMATED SAVINGS TO U.S. TAXPAYERS

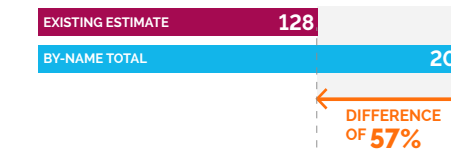


Building a new baseline

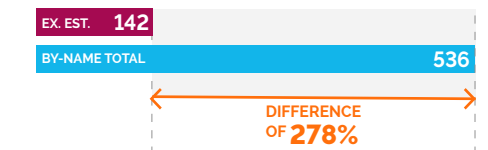
Last January, we used the best publicly available data to help communities determine how many people they needed to house to end homelessness. We now know that data was off by 70 percent on average. In response, we helped communities build continuously updated by-name databases of every person experiencing homelessness on their streets. These databases now form the bedrock of our approach to measurement and planning. One by one, our communities are gaining the unprecedented ability to pull real-time data on the scope and trajectory of homelessness, including the rate at which new people are becoming homeless. The federal government is now working to help communities implement this approach nationally.

EXISTING ESTIMATES VS. BY-NAME TOTALS OF HOMELESSNESS

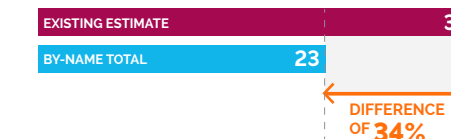
Ann Arbor



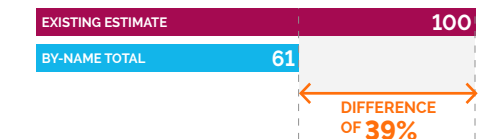
Richmond



Arlington



Montgomery County



PILOTING NEW INSIGHTS: **UNDERSTANDING UNEMPLOYMENT**

Joblessness can destabilize entire communities. As incomes decline, economic activity slows and the most urgent symptoms of poverty – from housing instability to poor public health – gain a dangerous foothold. In 2015, we worked with communities in New York City and State to help residents and local agencies test new solutions to unemployment.

RESULTS SNAPSHOT: Brownsville, Brooklyn

751

PEOPLE SECURED JOBS THROUGH PARTNERS IN OUR 5,000 JOBS CAMPAIGN

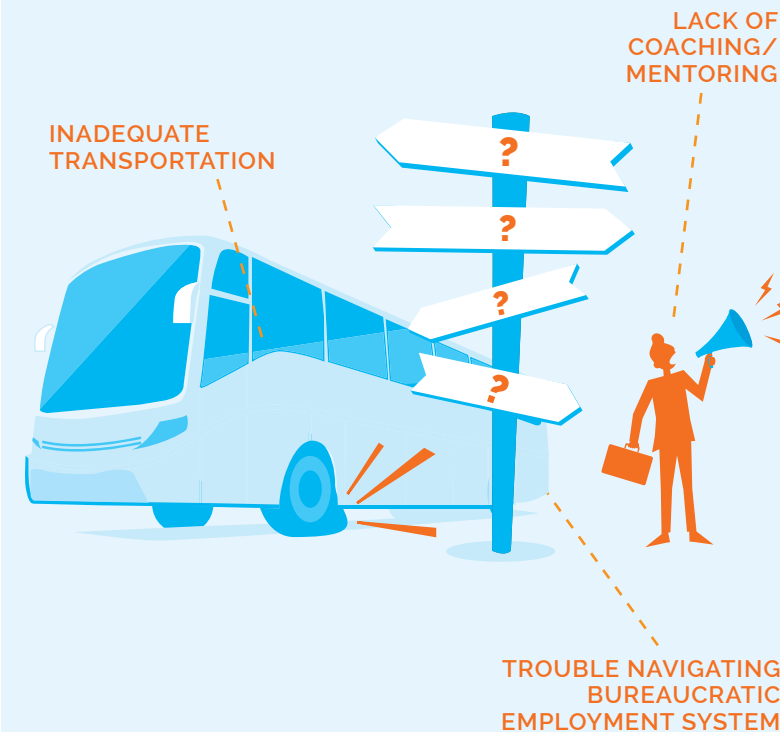
6/26/2015

OPENING OF THE GREGORY JACKSON CENTER FOR BROWNSVILLE, A HUB FOR JOB SEEKERS THAT HAS ALREADY HOSTED MORE THAN 15 TRAINING AND HIRING EVENTS



Resident-reported barriers to employment

In many low-income communities, residents report looking for work at higher than average rates but find and keep jobs less often than those in neighboring areas. Many of the barriers they report are solvable.



Redesigning a broken employment system

Outsiders have long viewed Brownsville, Brooklyn's high unemployment rate as a sign that residents don't want to work. But residents say New York's deeply fragmented workforce development system is impossible to navigate.

This year, we brought residents and employment agency leaders together for a series of system design sessions. We heard from people who couldn't afford childcare and transportation for time-intensive training programs. Others had been turned away by employment centers for poor resumes or improper interview attire, rather than offered coaching to become better prepared. Agencies told us they rarely followed up with unsuccessful job seekers, leaving many to wonder whether the system cared about their struggles.

These are solvable problems, and we've convened a strong group of residents and employment partners to test and evaluate new solutions with a goal of finding jobs for 5,000 Brownsville residents. So far, more than 700 people have found work, and New York City is in the process of locating a new employment center in the heart of the Brownsville/East New York area.



STAFF Q&A

John Thomas

SNAPSHOT

NAME: John Thomas

JOINED COMMUNITY SOLUTIONS: 2013

ROLE: Community Engagement Coordinator, Hartford

KEY PROJECTS: Health and Public Safety Pilot, North Hartford Promise Zone planning

Q: How did you join Community Solutions?

A: I grew up here in the North End. Except for the time I spent in the Marines, I've spent my whole life here. In 2013, I was volunteering for a local civic group and Community Solutions did a presentation there. They were looking to hire community partners, and I pursued the opportunity.

Q: What major projects are you working on right now?

A: We know that public safety is strongly connected to health here. Traffic accidents, gun violence— it's all related not just to whether people end up getting hurt, but also whether they feel safe, which impacts their mental health. Right now I'm working with our consulting team to conduct a series of action labs in the community. We're helping local leaders, like the police department and the Urban League, find ways to work together to achieve measurable improvements in public safety, including reducing incidents of police violence.

I'm also helping to start a network of men in the neighborhood that can serve as role models for youth as they exit the juvenile justice system. We know it's our responsibility to create options for these kids other than reoffending.

Q: You've lived here a long time. What's the biggest change you've helped make here since you joined Community Solutions?

A: This year, we helped the neighborhood win Promise Zone status. It's a federal designation that makes us more competitive for federal grants and programs. It's also unified the different groups in the neighborhood. It used to be very competitive— every organization would fight over the same funding. As a Promise Zone, you have to apply for everything together as a neighborhood, which has made a big difference. A lot of people pitched in, but I truly don't believe the Promise Zone would have happened without Community Solutions at the table.

"PUBLIC SAFETY IS STRONGLY CONNECTED TO HEALTH HERE. TRAFFIC ACCIDENTS, GUN VIOLENCE— IT'S ALL RELATED, NOT JUST TO WHETHER PEOPLE END UP GETTING HURT, BUT ALSO WHETHER THEY FEEL SAFE."

PILOTING NEW INSIGHTS: HEALTH AND THE CHALLENGE OF SCALE

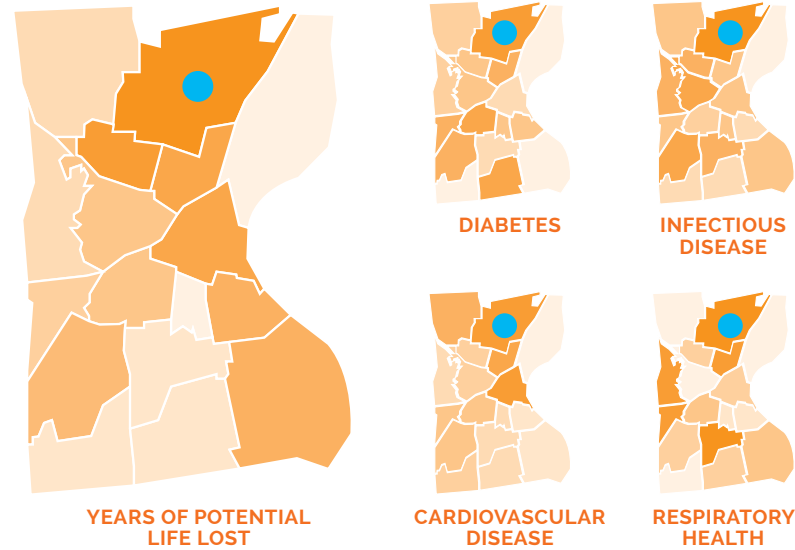
In low-income communities, health is a classically complex problem: care is expensive, patient experiences are negative, and outcomes are notoriously bad. The solution isn't to get more people into the hospital – it's to keep them out of it.



High-poverty neighborhoods often look like Northeast Hartford, which has dramatically worse health outcomes than the rest of Hartford, CT. Poor health in the neighborhood is closely connected to the lack of key social supports, like quality housing and access to transportation, that allow residents of wealthier neighborhoods to manage their health better and at lower cost.



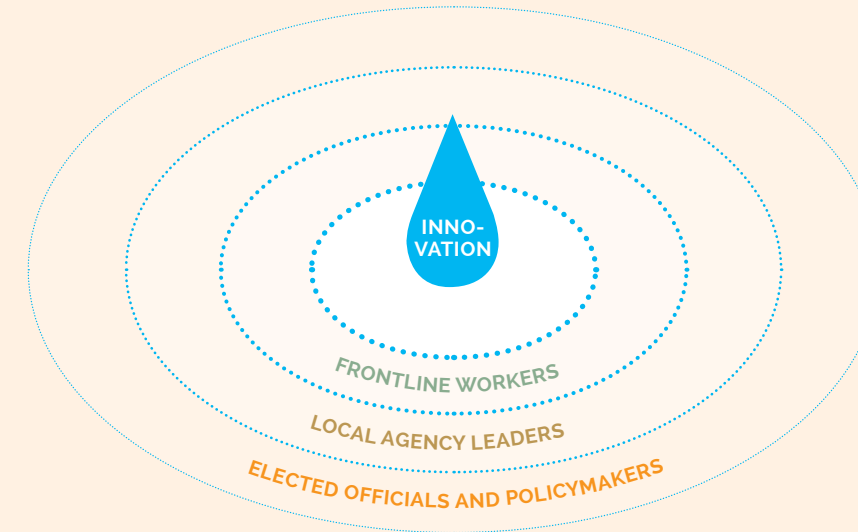
● NORTHEAST HARTFORD



Scaling a Successful Prototype

In a successful prototype, we used social supports, not medical interventions, to help 12 frequent users of the emergency room in Northeast Hartford cut their ER use by almost 60 percent. This year, we began the work of scaling those results across the community.

Most scale efforts begin by trying to influence policymakers, which can make it difficult for frontline workers to refine and take ownership of new practices. Instead, we are helping frontline workers throughout the healthcare system build on our learnings to serve 500 neighborhood patients.



This fall, we will break ground on a renovation of the historic Swift gold leafing factory in Northeast Hartford, converting the former industrial jobs anchor into a community health and food center.



ENDING HOMELESSNESS: THE POWER OF GOOD DESIGN



Rising in the rapidly developing NOMA neighborhood, the John and Jill Ker Conway Residence will be the first mixed-income supportive housing development in Washington, DC. The building has been



specially designed to meet the needs of formerly homeless veterans and will contribute to DC's goal of ending veteran homelessness this year.

SNAPSHOT

PROJECT NAME: The John and Jill Ker Conway Residence

UNITS: 60 for formerly homeless veterans, 64 for low-income DC residents

EXPECTED OPENING: Spring 2016

CO-DEVELOPERS: Community Solutions and McCormack, Baron Salazar

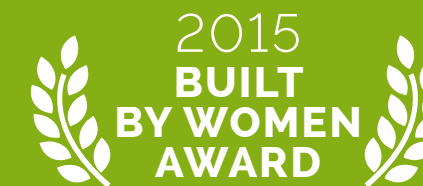
ARCHITECTS: Sorg Architects

DESIGN FEATURES:

- Light metallic paneling for complementary contrast with surrounding buildings
- Distinctive "stacked blocks" shape maximizes views of U.S. Capitol
- Sustainable building materials and extensive glazing system to efficiently enliven apartment interiors
- Computer lab, exercise room and onsite supportive services

"A STRIKING STACK OF WHITE, METAL-PANELED BLOCKS, STAGGERED WITH VIEWS FACING THE CAPITOL AND THE MALL. WHAT MAKES THE BUILDING TRULY DISTINCTIVE, THOUGH, IS THAT THE SPACE ENABLES CASE MANAGERS AND SOCIAL WORKERS TO WORK ONSITE WITH VETERANS."

-THE ATLANTIC



Beverly Willis
Architecture Foundation

"YOU'VE GOT TO THINK ABOUT URBAN PROBLEMS IN A LONG-TERM, INTEGRATED WAY. I REALLY LEARNED THAT KIND OF THINKING AT COMMUNITY SOLUTIONS."

ALUMNI Q&A

Corinne LeTourneau

SNAPSHOT

NAME: Corinne LeTourneau

YEARS ON STAFF: 2008-2014

ROLES: Director of Policy and Planning,
Director of Special Projects

CURRENT POSITION: Associate Director,
City Relations, 100 Resilient Cities initiative
(pioneered by the Rockefeller Foundation)

Q: What is resilience?

A: Change is the new normal, and resilience is about how well a city is prepared to deal with change. We say cities are resilient when they can survive, adapt and grow, regardless of the chronic stresses or future shocks they may experience. That includes broad-based catastrophes like climate change, but it also includes social stressors like racism and poverty that can undermine a city's ability to thrive over time.

Q: What is your role at 100 Resilient Cities?

A: I manage a portfolio of six cities on the East and West Coasts. A lot of my job is about relationships, which is important to us because we really want to partner with our cities to help them innovate and build resilience. It's a really cool role because it's not like traditional grant making. I do weekly advisory calls with my cities to see where they are, what they need, and how I can push them further in the work they are doing to build resilience. We are very much at the table with them.

Our theory about cities is that they tend to be highly siloed ecosystems. As a result, they aren't organized to leverage or adapt to change in a coordinated way. Cities also have not historically been good at sharing ideas well with one another intentionally. To address those issues, we've built an international network that now consists of 67 cities working toward greater resilience together.

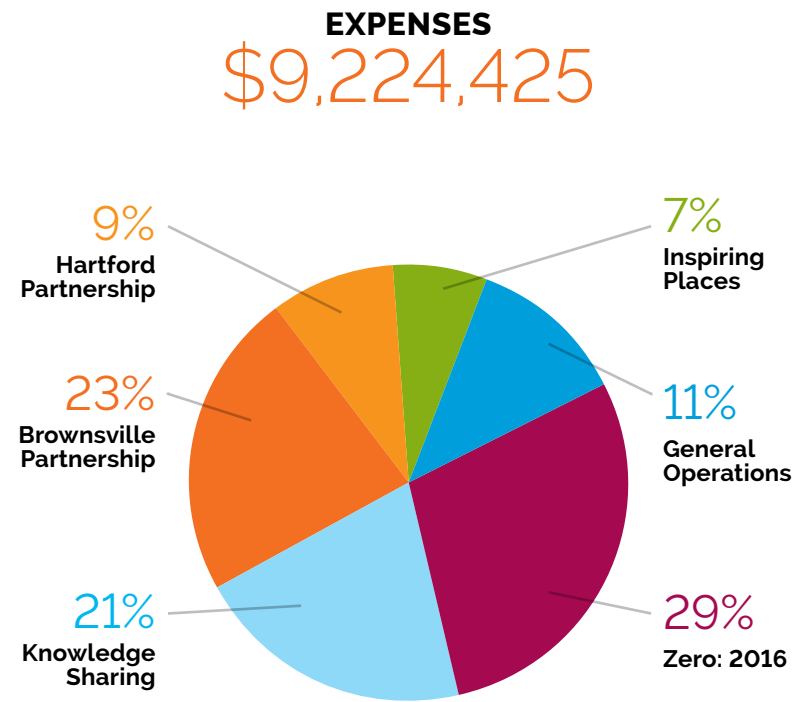
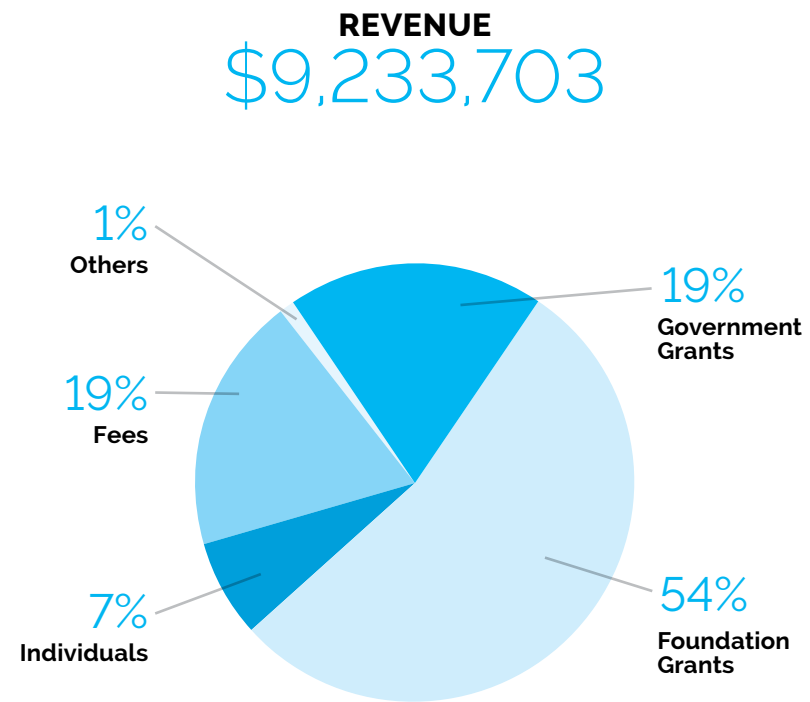
Q: How has your work at 100 Resilient Cities been influenced by the work you did at Community Solutions?

You know, integrated thinking is the key. So many of the challenges we were working on in Brownsville when I was at Community Solutions were about looking at the neighborhood holistically and understanding how all the different elements were actually working together as a system. We were often pushing on city government to look at solutions in an integrated way, because that's how people experiences problems like poverty and housing instability. We knew we could get better results if social services, infrastructure and everything else was developed together. I say that to every city I work with now almost every day.

I also push cities to make sure they aren't overlooking smaller neighborhood ecosystems. Neighborhoods are great places to pilot ideas you'd ultimately like to spread citywide, because you have all the same pieces, but they're operating on a smaller scale.

Resilience is about helping cities prepare for phenomena they may not be able to anticipate yet. If you want to do that successfully, you've got to think about urban problems in a long-term, integrated way. I really learned that kind of thinking at Community Solutions.

2015 FINANCIALS*



*PRE-AUDITED



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