
Starting Over

The Case for Support
of Innvision
Santa Clara County's Largest Provider of Services to the Homeless

Starting Over

Polly was an A student in her fourth-grade class. Then she started showing up at school with her hair uncombed and her homework undone. The day she fell asleep at her desk the teacher took her aside. Turns out, Polly was living in the family station wagon with her mother and little brother. That night, instead of sleeping in the car, Polly's family curled up warm and snug in their own room at Innvision's Commercial Street Inn. It was the first night of Polly's new life.

Frank loved to fix things—engines, bikes, toys, you name it. He just couldn't seem to fix his own life. Couldn't hold onto a job or his temper or his liquor or much of anything. On and off the street for years, he was headed nowhere fast until someone pointed him toward Innvision's Montgomery Street Inn. When the man at the desk showed him around, Frank noticed one whole room full of computers. After dinner, a shower, and a meeting with a case manager, Frank lay awake in the bunk room upstairs thinking hard about that computer room. "This place is different," he thought. "Maybe, just maybe, things will work out this time."

Rosa had taken beatings all her life, first from her father, then from Jose. She figured she had it coming, but now her two kids were getting hit too and that's where she drew the line. One afternoon, with Jose asleep on the couch, she quietly packed a bag and hustled the kids out the door. They went first to the park, then to the library, then tried sleeping in church. It was the parish priest who drove them to Innvision's Commercial Street Inn. Rosa didn't much care what happened to her, but she agreed to give it a try, because of the kids.

Bill had always picked up the tab when times were good. Then came the layoffs, the divorce, and that awful day when the sheriff locked him out of the house and took away his car keys. Sullen and sleep-deprived, Bill soon wore out his welcome even with the best of friends. With no place to go and no way to get there except on his ten-speed, Bill pedaled up to Innvision's Montgomery Street Inn, parked his bike, and stepped back into the world of the living.

Sarah knew she was nuts; everybody said so. She wandered the streets shouting at shadows, endlessly counting the stars. Then one night three loud men came at her in an alley with sticks and pipes and hateful words. After three days in the hospital, with a new drug in her system and bandages on her head, Sarah focused hard when she spoke to the social worker. "Okay, I'll do it," she said. "I'll go today," That night Sarah slept soundly, not in an alley but in her own warm bed at Innvision's Julian Street Inn, where her private window looks out at the stars.

Sometimes life throws you curves. Or, sometimes you just get off on the wrong foot. Either way,

the only thing to do is start over from the beginning.

At any given time, 20,000 men, women, and children are homeless in Santa Clara County. Many more are living on the edge. Maybe they made foolish choices. Maybe they hit a streak of bad luck. Or, maybe no one ever taught them, or taught their parents, how to get life right in the first place. At this point, it doesn't matter why or how it happened. What matters is that the rest of us have what it takes to give them a fresh start.

Innvision is Santa Clara County's largest provider of services to the homeless, dedicated to breaking the cycle of poverty and homelessness once and for all. People come to Innvision hungry, cold, tired, dirty, sick, beaten down, sometimes beaten up, sometimes crazy, usually way beyond hope, always afraid. They leave Innvision with new skills, new contacts, new attitudes, a whole new, self-sufficient life.

Innvision got its start in the early 1970s, when church goers in San Jose began noticing with alarm that more and more people were sleeping in downtown doorways. Determined to help, they formed the San Jose Urban Ministry and started handing out blankets, dishing up hot food. As they listened and learned, they came to see that handouts weren't enough. They would have to provide job training, drug and alcohol counseling, child care, and affordable housing. They would have to do more, they *could* do more, and if they did it right, lives would change, permanently, for the better. People wouldn't just have homes, they'd have successful lives.

Such an ambitious goal would depend on government grants, private philanthropy, and a whole lot of elbow grease and moxie by a lot of volunteers and a few caring professionals. But it could happen. The people of this exceptional valley, who had already created technology that had changed the world, could surely change this too. The people of Santa Clara County could create a solution for homelessness.

A Comprehensive Approach. The Urban Ministry evolved into Innvision, a non-sectarian, county-wide non-profit organization with a comprehensive approach carried out at 11 separate sites, including shelters, transitional housing units, and multi-service day centers. Today, the organization has an annual budget approaching \$4 million; 70 dedicated staff members; more than 1,000 volunteers; and an impressive track record. Last year Innvision helped 9,000 men, women, children, and mentally ill adults.

This is not a warm, fuzzy operation. It's a tough, no-nonsense program that begins with emergency shelter, continues with a heavy dose of education and problem solving, moves on to transitional housing, and aims at long-term self-sufficiency. Every resident must stay sober and straight. Everyone must work with a case manager to build, and follow through on, a plan for overcoming barriers and bad habits. Anyone with problems around drugs, alcohol, anger, or abuse will accept help. Anyone who needs help with job skills, resumes, or interviews will accept it. Adults will work. Kids will study. Starting over isn't easy, but the immediate reward is a safe, comfortable home and a renewal of hope. The long-term reward is a better life.

A Growing Need. For years, Innvision operated out of three small shelters and one day center with limited support programs. But the same people kept showing up at the door, so Innvision expanded its educational services and added transitional housing. The cycle started to break at last.

In the early days, most participants were men. Then more women started arriving, often with young children. Younger and younger the women seemed. The number of applicants overall started to go through the roof. At the same time, government funding started to decline. Today at least 100 families are turned away every month because Innvision simply does not have the room or the money to help them. Participants who go through the program are succeeding, admirably, but the problem of homelessness is growing.

What's Happened? The Santa Clara Valley has long been a desirable, and therefore expensive, place to live, but, in the past decade, rising wages for skilled workers in Silicon Valley's new high-technology industries have driven housing prices way out of sight. The average rent has gone up 23 percent since 1992, while wages overall are up only 14 percent. According to one index, only about 40 percent of Silicon Valley residents can afford a median-priced home today, compared with 60 percent nationally. Even well-paid technology workers are commuting from Modesto and Stockton. For *unskilled* workers with no connections or resources, a commute to the moon would not be far enough to find affordable housing.

Only one percent of local apartments are vacant, in every price range. Studios (if you can find one!) go for \$800 to \$1,200 a month, a one-bedroom unit for an average of \$1,195. With landlords starting to require proof of income three times the monthly rent, a family would need to bring in \$4,500 a month to afford an apartment. According to the United Way, a family of two adults and one pre-school child needs an annual income of \$34,403 to afford the basics in Santa Clara County without public assistance. Nearly a third of local households fall below that mark.

Today, Santa Clara County has more homeless citizens than any other California county outside of Los Angeles, and we are in the middle of the largest increase in homelessness in local history. It's a growing social problem. But the big challenge for our community today is not to find solutions. Innvision already has the systems in place to help people start over and to help the community pursue long-term strategies. Figuring out what to do about homelessness is not the challenge. The real challenge today is funding.

Your help is urgently needed. Contributions to Innvision have always been generous. Our community's response to homelessness would not be nearly as strong as it is today without the support of Innvision's many contributors, and yet as the problem of homelessness has grown, existing revenue has fallen short of the actual need.

Innvision operates in the black. In the year ending June 1998, we covered our \$3.8 million in

annual expenses entirely with governmental and private contributions, service fees, and other income. We kept costs way down by using donated goods and services. We demonstrated the financial strength this community has come to expect from us. And yet, rising costs, skyrocketing needs, and declining governmental support for social services could jeopardize the strong response to homelessness that our community has worked so hard to build.

Although the government currently provides about half of Innvision's annual revenue, there is nothing permanent about this support. As political winds shift, dollars can easily come and go. Federal support for medical research, for example, has declined by more than 75 percent in recent years. Similarly, governmental funds to hospitals have plummeted. The government's support of Innvision could shrink or disappear at any time. In fact, it did decline by nearly \$250,000 from 1997 to 1998; private donors filled the gap with annual support, but the challenge is repeated every year. Staying on top of the shifting federal funding process is a time-consuming, frustrating job that pulls staff away from the real work of helping the homeless. Even if the level of need were not growing, our community would be foolish to *rely* on government support for Innvision.

Government support is not the only potential variable, however. Annual philanthropic support is also uncertain. Today, contributed gifts, goods and services comprise half of Innvision's annual revenue, but as charitable causes move in and out of fashion, gifts can easily rise and fall. AIDS charities, for example, see a drop in gifts whenever the media reports a research breakthrough, even though the needs of AIDS patients are still great. The same could happen to the homeless.

At Innvision we're proud of our diverse funding base and strong community support, but we recognize that a sudden downward swing in governmental support, annual gifts, or the overall economy could threaten our ability to serve. We also recognize that current funding is not sufficient to address the growing need. Unlike universities and medical centers, Innvision cannot realistically ask its clients to pick up the difference. The time has come to make Innvision's current financial strength a long-term, even permanent, reality.

If the key to individual self-sufficiency is Innvision's comprehensive approach, the key to Innvision's own self-sufficiency is philanthropy, especially in the form of a "savings account" or endowment fund. Today, with the need for services growing, Innvision must depend increasingly on the generosity of private contributors who take the long view.

Please give your most careful consideration to the giving opportunities described at the end of this document. By giving generously today, you will help secure the future of programs that hold the promise of an end to homelessness.

By the end of their time with us, homeless men and women have the tools they need to start over. Homeless children have the stability they deserve. Families have their lives back. People like Frank and Rosa and Bill and Sarah and Polly are depending on people like you. Please offer your support to Innvision today.

What's So Special About Innvision?

A focus on self-sufficiency. Long range solutions are what count. Shelters are only the starting point. Innvision exists not to take care of the homeless but to teach them to care for themselves. Your gift to Innvision doesn't just help people for a week or a month. It changes their lives.

A knack for bringing it all together. If you have to travel all around the valley to find what you need, you could spend a hundred years starting over. Innvision's strategy is to bring services to the people who need them. We provide shelter, education, case management, job referrals, and medical care all in one location or we provide transportation to appropriate sites as needed.

A gift for collaboration. We don't try to do everything ourselves. Instead, we team up with churches, synagogues, corporations, governments, foundations, schools, and other non-profits to leverage our collective resources. Groups once reluctant to work together are now active partners with Innvision. Sometimes our partnerships move mountains, sometimes they touch a single life. When one homeless mother told us she couldn't breast feed her newborn, we found a church to give her two large cans of baby formula. Happy tears flowed from this simple collaboration.

A long track record of success. Innvision is a well-established organization with a 25-year continuous history. We aren't going away. Your contribution is safe with Innvision.

Broad recognition. The City of San Jose and the U.S. Congress have commended Innvision for its many years of service. The City joined Santa Clara County in recognizing our Cecil White Center for its collaborations. Innvision was a finalist for Chevron's community service award. Our Montgomery Street Inn won a national design award. And, our executive director was honored by the *San Jose Mercury News* and the Women's Fund as a Woman of Achievement.

Frugal spending habits. Only 15 percent of Innvision's annual income goes for management and fund-raising. All the rest, close to \$3.2 million a year, goes directly to programs for the homeless. Because of our careful resource allocation, your gift to Innvision goes a long way.

Reliable leadership. Most of our top staff has been on board for a decade, showing a remarkable commitment to a demanding field. The volunteer leadership too is strong, representing every level and walk of life. Highly respected people manage your investment in Innvision.

Dedicated volunteers. On a single day in July, 350 volunteers from 22 companies painted, hammered, and scrubbed at our newest shelter. They were among the more than 1,000 volunteers who step forward every year to help Innvision. Obviously, a lot of people believe in what we do.

Respect for the individual. The homeless are not a statistic. They are real people with very

individual problems. Your gift to Innvision is a gift of compassion.

Who Benefits from Your Gift?

Children. The average homeless person in America is nine years old. More than half of all homeless children have never lived in their own home. Your gift to Innvision helps give these children back their childhood, so they may develop normally toward a healthy, productive, stable adulthood.

Families. This is America's fastest growing homeless group, increasing 25 percent a year. Five out of six homeless families are headed by a woman alone with one or more children. Increasingly, the picture of homelessness is a family portrait.

Women. Partly because of changes in the federal welfare system, many more women have lost their homes, and, today, more than half of all homeless Americans are women. Most of Innvision's female clients are between the ages of 18 and 44, and most of those are under 30.

Men. Forget any romantic notions about hobos riding the rails and preferring a life "on the road." All but about 10 percent of homeless men very much want to start over. Most are in their 20s and 30s. Many are veterans. A growing number are educated, mature men who have lost everything. Because they tend to have higher self-esteem than women and less of a load to carry (i.e., no children, no abusive husband), men tend to start over more easily, and make progress more quickly.

Abused Women and Children. Fully 70 percent of all the women who come to Innvision have been abused. Often, the children have been attacked as well.

The Mentally Ill. When the State of California closed its mental institutions in the late 1970s, men and women unable to cope with life suddenly filled the streets. Innvision offers the only homeless program in Northern California especially for them.

The Working Poor. In the fall of 1998, close to 97 percent of the men living at Innvision's Montgomery Street Inn were employed. Most homeless adults *want* to work. All they lack is the earning power to afford a home. At Innvision, we teach marketable skills that pay well.

Local Employers. Workers' problems might quickly become their employers' problems if it weren't for the network of social services provided by Innvision. Your gift to Innvision helps reduce absenteeism, turnover, and disruptive behavior in the workplace. It is an investment in a strong, stable workforce, our local economy's most important resource.

Skilled, Educated Adults. A growing number of college-educated, long-employed valley residents, mostly middle-aged men, are a paycheck away from homelessness. A sudden layoff, a

series of bad business risks, a messy divorce, a drinking problem, a major illness, and often a combination of these problems, can send them spiraling downward. Your gift will help put successful lives back on track, often in as little as a month.

Lifelong Valley Residents. The myth has it that homeless outsiders have poured into Santa Clara County to take advantage of the easy climate and good social services, but the truth is that the vast majority of local homeless people were born and raised right here in the valley. If you grew up in this community, you probably went to school with the men and women served by Innvision.

Everyone in Santa Clara County. When a community deals effectively with its serious social issues, the crime rate drops, family values prevail, the average educational level goes up, people feel safer, and the overall quality of life improves. A gift to Innvision is a gift to us all.

Compelling Reasons to Support Innvision

1. This is your chance to give something back. If the Santa Clara Valley has been good to you, a gift to Innvision is the ideal way to say thank you. By offering a new start to your most vulnerable neighbors, you demonstrate your commitment and gratitude to the entire community.

2. Your gift puts you in good company. When you make a gift to Innvision, you stand among Silicon Valley's leading corporations, America's most highly respected foundations, and our community's most caring individuals. More than (How many?) donors contributed to Innvision last year alone. Won't you join us?

3. You could have a nationwide impact. Calls come in to Innvision every week from around the country. Homeless advocates, politicians, health professionals, and civic leaders all ask the same question: How do you do it? How do you keep so many shelters running so smoothly? How do you build such strong collaborations? How do you accomplish so much on such a small budget? We're happy to provide the answers. When you support Innvision, you have the potential to help influence how communities nationwide respond to social problems.

4. Your gift stays right here in Santa Clara County. At a time when your mailbox is overflowing with requests for contributions, it's comforting to know that your gift to Innvision will directly benefit your own neighbors and your own community.

5. You will be changing lives. Think of the children. Think of the battered mothers. Think of the families. Think of the difference a fresh start can make—if it is done right. Your gift to Innvision is your chance to help break the cycle of poverty and homelessness once and for all.

Happy Endings

Remember Frank? For him, starting over meant AA meetings, anger management classes, and, yes, computer training. He found them all at Innvision's Cecil White Center, right downstairs from the Montgomery Street Inn. Today Frank has a job fixing hardware, which has allowed him to move into transitional housing. Staying there, he's been able to save enough money for the deposit on his own small apartment. To Frank's delight, it's a real fixer-upper.

Remember Rosa? At the Commercial Street Inn, she met other women who had been beaten like her. Together, they go to meetings, work on their job skills, and plan a future free from abuse. Starting over for Rosa will take some time. Meanwhile, she and her kids have a safe place to stay and the support and guidance of people who know how to make even big changes happen.

Remember Bill? At the Montgomery Street Inn, he found not just a place to park his bike and spend the night but the support and motivation to get his life back on track. Starting over for Bill took just a couple months. Now he's got a new job as a supervisor and has started recruiting other men from Montgomery Street to work with him. Thanks to the money management class he took at Innvision, he's even started saving. Bill is back! And, this time, it's for good.

Remember Sarah? She's never felt safer. Her wounds have healed, her new medicine is working, and she has a full-time job she loves. Thanks to the counseling and job coaching she received from Innvision, Sarah is a model employee. In fact, her remarkable ability to focus is just what high-tech employers are looking for. Suddenly Sarah is in demand.

Remember Polly? She "aced" her last English assignment. Write an essay on your room at home, the teacher had said to the class. Polly thought about the tiny room she shares at the Commercial Street Inn with her mother and brother: Clothes hung up like curtains all around, big and little shoes in a row under the bunk bed. After school she got permission to use one of the computers at the inn. "It may not be a palace," Polly wrote, "but it sure looks like home to me."

For the homeless, happy endings don't just happen. They need a little help—more than a bed, a meal, and a few kind words. It means the kind of comprehensive approach Innvision provides. Santa Clara County is a prosperous, ambitious community. We have the resources, vision, and compassion to accomplish whatever we can dream up. The happiest ending of all would be an end to homelessness in our time. With your help, it is a dream that is well within our reach.

Ways to Give

On the following pages are a wide range of giving opportunities currently available to Innvision donors. We have arranged them in the general order in which they occur on the continuum of services. You may give in one or more of the following categories:

- **Sponsorship Opportunities.** For a period of time determined by the size and nature of your gift, you may have the name of your choice associated with some aspect of Innvision's work. The range of sponsorship opportunities is wide; you may, for example, sponsor a single child or you may sponsor an entire program.
- **Naming Opportunities.** Only a few of Innvision's buildings and rooms have already been named. In recognition of your generous naming gift, Innvision will commission a permanent, personalized wall plaque in your honor. Please note that the cost of naming a space reflects the visibility and desirability of the location, not the actual cost of construction or equipment. Your naming gift will help keep Innvision's valuable facilities open and in full service to the homeless. If current revenue sources remain stable, your gift may also allow us to increase the number of people served.
- **In-Kind Contributions.** You may directly contribute goods and/or services that address Innvision's mission. This is an especially important category of gifts. In the year ending June 1998, donors provided goods and services valued at \$745,000, almost 17 percent of the annual budget! Always welcome are gifts of clothing, food, linens and other housewares, toiletries, toys, books, cleaning supplies, art supplies, and office supplies. Computer hardware and software, office equipment, home and office furniture are also in demand. Currently there is a particular need for furniture and supplies for Innvision's new Villa on 11th Street. The staff maintains a list of current needs for your reference.
- **Endowment Opportunities.** Your gifts for endowment will be added to the contributions of other donors and responsibly invested by Innvision. The interest income will then become available annually to address Innvision's greatest needs at the time. All endowment giving opportunities are calculated at five percent interest. The principal will always remain intact. A solid endowment will guarantee Innvision's *permanent* financial integrity, allowing us to fulfill our mission indefinitely, independent of fluctuations in governmental or annual philanthropic support. Although your contribution for specific purposes is always welcome, a gift for unrestricted endowment is especially appreciated. With your gift to endowment, Innvision will be able to continue its important work as long as we are needed.

Giving Opportunities

All gifts to Innvision are tax deductible to the full extent allowed by law. All gifts are welcome. Please give your most careful consideration to the following giving opportunities:

Emergency Shelters. Although shelter alone is not enough to build self-sufficiency, it is the first big step. A new life begins with a warm bed, a hot meal, a shower, clean clothes, transportation, and, for children, a place to play and study. Your gift to any or all of Innvision's emergency shelters will provide homeless men, women, and children with all the basics, plus something even more important: an affirmation that they matter in the world. You may contribute to the emergency shelter program as a whole or to any of the individual shelters described below.

- To sponsor all three emergency shelters for one year\$
- To endow the operations of all three shelters\$
- To sponsor one resident's stay for 30 days.....\$

Commercial Street Inn. This 55-bed emergency shelter is the first step in Innvision's continuum of services to women and children. The first 30 days are free, and residents may call the inn home for up to 90 days while they prepare for a more stable life. The doors open at 4:30 in the afternoon for meetings with case managers, computer classes for Mom, after-school tutoring for the kids, then dinner and bed. Families have their own private rooms, with bunk beds for the kids and a place to store clothes and toys. After breakfast every morning, the doors close again while the kids go to school and the women begin to make progress toward a fresh start. Many Commercial Street Inn residents visit Innvision's nearby Georgia Travis Center for counseling, classes, and other services during the day. A gift to the Commercial Street Inn has the potential to help more than 650 women and children a year.

- To name the Commercial Street Inn\$
- To name the Commercial Street Dining Hall\$
- To name the Kitchen.....\$
- To name one Family Bedroom (12 available)\$
- To name all 12 Family Bedrooms.....\$
- To name one Shelter Bed (55 available).....\$
- To name all 55 Shelter Beds\$
- To name the After-School Program.....\$
- To name the Outdoor Playground.....Named! Thank you, Sobrado Family Foundation
- To name the Holiday Present Room (where gifts are stored).....\$
- To sponsor one mother and child for 30 days.....\$
- To sponsor one single woman for 30 days.....\$

To sponsor one child for 30 days.....\$

Montgomery Street Inn. This may very well be the only building in America where homeless men have access to emergency shelter, comprehensive services, and transitional housing all under one roof. Here they find everything they need to get back on their feet. (Women and children also receive services here during the day at the Cecil White Center on the first floor.)

Upstairs are 85 beds for men. The 46-bed “bunkhouse” is free for 30 days to any man who finds a job and takes part in self-help activities. The second 30 days are only \$35 a week. Thereafter, those who find full-time work, stay sober, and continue with the program qualify for a private room for up to nine more months. The \$70 weekly rent covers all services, allowing residents to save money toward a more permanent home Whereas in other cities men line up in the cold for a new bed every night, here at Montgomery Street they have access to their own beds at any time, and the doors never close, so a resident may accept a night job and still get plenty of shut-eye.

Throughout their stay at the inn, the men have easy access downstairs to hot meals, showers and laundry, plus all the services they need to learn a skill, stay sober, find a job, and work on whatever problems brought them to Montgomery Street in the first place. All told, it’s a seamless approach that really works! A gift to the Montgomery Street Inn has the potential to change the lives of 1,100 men in a single year.

- To name the Montgomery Street Inn.....\$
- To name the Dining Hall.....\$
- To name one Shelter Bed for homeless men (46 available)\$
- To name the Bunk Room (all 46 bunks).....\$
- To name one Long-Term Transitional Bed (39 available)\$
- To name all 39 Long-Term Transitional Beds.....\$
- To sponsor one man for 30 days.....\$

Julian Street Inn. This is Northern California’s only homeless shelter especially for the seriously mentally ill. It provides a safe haven from the beatings and robberies that tend to plague these men and women on the streets. At Julian Street, they feel safe, calm, cared for. This is a 24-hour facility providing shelter for up to 90 days. Residents take part in day rehabilitation and counseling in social skills. They have access to housing referrals, bus passes, and their own computer lab. With help, these residents are often able to succeed in the workplace and in society. If someone in your life has suffered from mental illness or if you feel a particular concern for this population, a gift to the Julian Street Inn could have special meaning for you. Your gift has the potential to help more than 1,200 mentally ill men and women a year.

- To name the Julian Street Inn\$
- To name the Julian Street Dining Hall.....\$
- To name the Julian Street Kitchen\$
- To name the Meeting/Living Room.....\$
- To name one emergency bed for the mentally ill homeless (70 available)

- To sponsor the rehabilitation services at Julian Street for one year\$
- To sponsor one Julian Street resident for 90 days\$

Community Inns. Innvision works with the Santa Clara County Council of Churches to house 15 carefully screened men at a time while they work, undergo training, and start a savings account. A dozen churches rotate responsibility monthly for the men’s room and board. In addition, the Community Inns provide an atmosphere conducive to change, plus resources such as case management, bus transportation, voice mail, and job and housing referrals. It takes a lot of coordination to keep the Community Inns running smoothly. You are invited to help. Your gift has the potential to help 80 men a year stay stable long enough to get back on their feet.

- To sponsor the Community Inns for one year\$
- To endow the Community Inns.....\$

Multi-Service Centers. What happens to homeless individuals who don’t even have shelter? How do they get started on a new life? And what good is shelter at night if the homeless then drift through their days without direction? Any homeless person who wants to become self-sufficient may drop in at one of Innvision’s two multi-service centers during the day for a hot meal, shower, laundry, case management, computer training, job search counseling, drug and alcohol counseling, classes in English as a second language, medical care, child care, legal aid, housing referrals, transportation, mail and voice mail services, referrals to other agencies, and self-help workshops. Your gift for these day service centers is a gift to real self-sufficiency.

- To sponsor both Multi-Service Centers for one year.....\$
- To endow the two Multi-Service Centers\$
- To sponsor one average homeless person’s day services for 90 days\$

Cecil White Center. Everyone knew Cecil White. He lived on the county courthouse steps for four years. He also died there. Now Innvision has paid tribute to Mr. White by naming a large and inviting multi-service day center in his honor. Located on the first floor of the Montgomery Street Inn, the Cecil White Center provides homeless men, women, families and teenagers with a place to go during the day for a hot meal, a shower, clothing and respite from the streets. Here at the center they will meet with a case manager, get a referral to an emergency shelter or other social service agencies, take a class, or attend a self-help meeting. There is a medical exam room where physicians from Kaiser Permanente provide free primary care and specialty referrals once a week. There is also a computer lab and classroom. For visitors not residing at one of Innvision’s shelters, there are individual lockers to store belongings. Your gift to the Cecil White Center has the potential to change the lives of more than 2,000 homeless adults and teens a year.

- To name the Living/Dining Room.....\$
- To name the Kitchen.....\$
- To name the Classroom\$
- To name the Library.....\$
- To name the Medical Examination Room Named! Thank you, Valley Foundation!

- To name a private counseling room.....\$
- To sponsor one adult's education at Cecil White for one year.....\$

Georgia Travis Center. This center is a safe haven during the day for homeless women and young children. All the services available at the Cecil White Center are also available here, plus the educational and support services of Innvision's Family Place (described below). Your gift to the Georgia Travis Center has the potential to change the lives of close to 2,000 women and children a year.

- To name the Living Room.....\$
- To name the Outdoor Playground.....Named! Thank you, Cisco Systems!
- To name the Locker Area.....\$
- To name the Computer Room.....\$

The Family Place. In strong, successful families, people are always learning, always growing. They avoid child abuse and domestic violence by engaging in healthy, productive activities, by identifying and solving their problems early on, and by seeking help when they need it. Helping homeless families succeed is what Innvision's Family Place is all about. This program exists to help homeless and low-income mothers and their children (up to age five) develop socially, emotionally, and physically.

Located at the Georgia Travis Center, the Family Place offers education and counseling to the mothers while their children are enrolled in the educational activities and guided play offered by the on-site Child Development Center. To qualify, the mother must have a job and a place to live. Most families stay involved for 9-12 months.

The mothers gain added strength from one another. The children learn new skills *and* have a good time. Throughout, the emphasis is on early intervention for those most at risk of abuse and violence. Your gift for the Family Place will support educational and support programs for women and children. dramatically increasing the probability that they make a successful, permanent transition to self-sufficiency. Your gift has the potential to change the lives of more than 300 mothers and their children every year.

- To name the Family Place.....\$
- To sponsor the Family Place for one year.....\$

Child Development Center. Operating within the Georgia Travis Center as part of the Family Place are Innvision's own state accredited pre-school teachers and credentialed child development supervisor. They have the skill and resources to help the children of homeless families continue their normal development while their mothers are on site attending classes. Your gift for the Child Development Center will help at-risk children develop self-esteem, build their physical and social skills, learn personal responsibility, and establish safe, health habits for a safe, healthy adulthood.

To name the Child Development Center	\$
To name the Nursery.....	\$
To name the Activity Room.....	\$
To name the School Room.....	\$
To sponsor the Child Development Services for one year	\$
To endow the Child Development Services	\$
To sponsor the Children’s Pre-School Program for one year	\$
To endow the Children’s Pre-School Program	\$
To sponsor the Children’s Music Awareness Program for one year	\$
To endow the Children’s Music Awareness Program	\$
To sponsor the Children’s Arts and Crafts Program for one year	\$
To endow the Children’s Arts and Crafts Program	\$
To sponsor the Children’s Pre-Science Program for one year.....	\$
To endow the Children’s Pre-Science Program.....	\$
To sponsor the Children’s Pre-Math Program for one year.....	\$
To endow the Children’s Pre-Math Program.....	\$
To sponsor the Children’s Exercise Program for one year.....	\$
To endow the Children’s Exercise Program.....	\$

Women’s Education for Self-Sufficiency. While the kids go to school, so does Mom. Innvision’s goal is to help homeless women overcome the long-term problems that have kept them from holding a job and raising a healthy, successful family. Two accredited adult education instructors are on site at the Georgia Travis Center every week day teaching classes for women in parenting, health and nutrition, money management, computers, general “life skills,” and, for those who need it, English as a second language. The women attend one of two groups, two days a week, from 9 to 3, and often stay late for extra computer practice. The program gives them both structure and flexibility, so they can build their skills and still have enough time for part-time work or job interviews. Thanks to these classes, 90 percent of the graduates are hired by local businesses. Welfare reform assumes that any woman who receives government aid will become self-sufficient within two years. Your gift for Innvision’s education program will help make it possible.

To sponsor the education of one group (2 available) of women for one year	\$
To sponsor one woman’s education for self-sufficiency	\$

Transitional Housing. This exciting program makes all the difference for the many

women and men who have found work but cannot afford to move directly from a shelter into their own homes. Transitional housing allows them to save some dollars and get their bearings while they learn the necessary skills for independent living. Innvision already operates transitional housing in five separate facilities, including the three inns, with more on the way as funds allow. Residents may stay for up to one year, paying reduced rent and continuing to meet with Innvision's case managers and job trainers. In 1999, with the addition of Innvision's new Villa on 11th Street, your gift for transitional housing has the potential to help more than 150 men, women, and families. As they make progress, most residents start to long for the additional privacy of their own place. Your gift will help prepare them for that time. We also invite you to help expand this revolutionary program to serve the growing need.

- To name the Transitional Housing Program (5 sites)\$
- To name one transitional room\$
- To name one transitional apartment.....\$
- To name the Transitional Housing Program at Commercial Street Inn\$
- To name the Transitional Housing Program at Montgomery Street Inn\$

Innvision Villa. Newly opening in February 1999, this three-story building on 11th Street is Innvision's latest response to the shortage of long-term affordable housing for women and children. Originally a fraternity house, the Villa has been renovated to provide 26 private bedrooms with shared facilities for bathing, dining, work, and play. All residents must have jobs. Children will have their own supervised play and structured tutorials on site. For other support services, residents will go to the Georgia Travis Center. Your gift for the Villa will help double Innvision's capacity to provide transitional housing to women and children who are ready to leave the shelter.

- To name the Innvision Villa on 11th Street\$
- To name the Villa Dining Room.....\$
- To name the Villa Kitchen.....\$
- To name the Homework Center.....\$
- To name one bedroom (26).....\$
- To name one bed (55).....\$
- To sponsor one mother and child at the Villa for one year.....\$

Other Giving Opportunities. Starting over takes a whole lot more than a roof over your head. Below are a number of special giving opportunities that you can support to help the homeless move closer to a stable, self-sufficient life.

Meals for the Homeless. Innvision serves close to 300,000 meals a year on a budget of \$30,000. So much of the food is donated, and so much of the work is done by volunteers, that the cost of feeding so many people is just 10 cents a meal. Even so, there are costs involved, and governmental cutbacks are already taking food off the table. In 1998, for example, a reduction in federal funding eliminated breakfast at the Georgia Travis Center; Sacred Heart Community

Services bridged the gap by donating daily bag lunches, but mothers and children are still going without hot food as they start their day, and no meal is entirely assured. We invite you to help pay to coordinate the meal programs, continuously upgrade Innvision’s overworked kitchen facilities, and generally ensure that everyone gets fed, no matter what happens in Washington or Sacramento.

To provide 300,000 meals in a single year	\$30,000
To endow Innvision’s meal program	\$600,000
To sponsor dinner for a year for the 55 residents of the Commercial Street Inn.....	\$2,000
To sponsor dinner for a year for the 69 residents of the Julian Street Inn.....	\$2,500
To sponsor dinner for a year for the 85 residents of the Montgomery Street Inn	\$3,000

Computer Training. In Santa Clara County, all but the most menial jobs require computer literacy. That’s why Innvision is so committed to training homeless men and women in the most widely used software programs. We have four computer labs, with a total of 24 machines. We sponsor at least eight six- week modules of computer training a year, primarily in Microsoft Word and Excel, plus individual training in other programs upon request. Thanks to our large corps of high-tech volunteers, we are able to keep costs to a bare minimum. Your gift has the potential to provide computer training to at least 200 individuals a year. For many, this will be their first marketable skill. Just about everyone who completes the training will find a job.

To name the Computer Lab at:	
Georgia Travis Center.....	\$
Commercial Street Inn	\$
Cecil White Center.....	Named! Thank you, NEC Computers!
Julian Street Inn	\$
To sponsor all eight six-week computer classes in a year	\$
To sponsor one six-week computer class in Microsoft Word	\$
To sponsor one six-week computer class in Excel	\$
To train one person in Microsoft Word	\$
To train one person in Excel	\$

Child Care. For women with children, this is often the real key to self-sufficiency. It frees them up to attend classes, go on interviews, and ultimately hold down a job. But the cost can discourage even the most diligent woman if she has no skills, because a mother who works 40 hours a week for minimum wage will take home just enough to cover the cost of child care for two children while she works. That leaves nothing for rent, food, utilities or other essentials!

Early in 1998, the State of California started replacing continuous welfare payments with a two-year limit of monthly cash awards, plus access to free day care for women with pre-school children. But the money for child care doesn’t kick in for at least a month after the mother is accepted. In line with our commitment to self-sufficiency, Innvision covers the cost of day care

for our residents who are working. We do not provide day care directly, however, (except for special Innvision events) and there is no reimbursement from the State for placing these children with other providers. We invite you to help.

- To provide one child with day care for two months\$800
- To provide 25 children with day care for two months.....\$20,000

Transportation. It’s pretty hard to achieve self-sufficiency if you can’t get there from here. A homeless person frequently spends 30 or more hours a week just trying to move around from one appointment to another in our car-oriented valley. That’s like driving in circles! As the county’s largest provider of transportation assistance, Innvision offers discounted bus passes (\$5 instead of \$35) to our many clients who have no other ride. We invite you to help provide these bus passes. You may also help pay for insurance, fuel, maintenance and drivers for our own 12-passenger van. With your help, homeless men and women will be able to reach the job interviews, medical appointments, schools, and work sites that can turn their lives around. Homeless children will be able to go on group picnics and field trips that add a sense of normalcy to their lives. Homeless families will be able to reach the restaurants where donated holiday meals lift their spirits. Thanks to you, the trip from homelessness to self-sufficiency will get a whole lot shorter.

- To provide bus passes for (how many?) clients for a year\$
- To endow the bus pass program.....\$
- To sponsor the Innvision van for one year\$
- To endow the van’s annual expenses (Your name on the van door!).....\$

Free Voice Mail Service. Imagine trying to find a job with only a pay phone as your office. Think of the impression you would make on an employer who could only reach you through the front desk of a homeless shelter. Job hunters today *need* their own voice mail, and Innvision makes it available to every adult who enters the program. This was one of the first homeless programs to offer free voice mail, and we see it as a vital stepping stone.

At Montgomery Street Inn, the phone system is all set up to accommodate voice mail at an annual cost of about \$3,000. At all the other Innvision sites, we purchase voice mail boxes from the non-profit Community Technology Alliance for about \$600 per month. Your gift will help provide 1,100 homeless men and women with access to their own private voice mail for an annual cost of only \$9.00 per person. You will be eliminating a major barrier to employment and providing a major boost to self-esteem (Imagine the sense of personal power that comes with recording your own personal greeting for the first time!). Help level the playing field with your gift for voice mail.

- To provide 1,000 people with free access to voice mail for one year\$10,000
- To endow the free voice mail service\$200,000

Internal Computer Network. It makes sense that the leading homeless agency in the heart of Silicon Valley should become the model for the use of computers in simplifying and enhancing homeless services. Thanks to the hard work of dedicated staff and volunteers, along with generous discounts from the technology industry, in a single year Innvision has evolved from a largely manual operation using just three computers to a world leader in the tracking of case management outcomes. We now have close to 50 computers and a full-time MIS professional. Now your help is needed to cover the cost of providing technical support, maintenance, and periodic upgrades on the software and hardware at all 11 Innvision sites.

With your help, Innvision will be able to use its expanded computer system to centralize all our data collection. This will mean:

- **better outcome reports and more time for clients.** Innvision’s staff used to spend hour after hour collecting and organizing data from all our sites and preparing reports for our funders, including some 30 separate government agencies. This was time away from direct client services. With your support, staff will be able to generate reports far more quickly and thoroughly. Thanks to you, funders will receive more accurate, complete information to show them our progress. Internally, we will be far better able to monitor and judge the success of our various efforts. Most important of all, staff will spend less time doing paperwork and more time helping people change their lives.

- **less duplication of paperwork, better tracking, and an easier time overall.** Homeless people have no filing cabinet or briefcase to store important papers. Nor do they tend to receive all their services from a single agency. Your gift for the computer system will allow us to maintain complete client records and transfer them easily to other agencies upon request. Clients will no longer have to repeat their entire history every time they seek new services. And, critical information will always be at hand. How soon will child care costs be reimbursed? Does the client want relatives notified in case of death? Is she taking a medication that might conflict with some new prescription? Once the history is entered into the computer once, it will always be there, providing continuity in our services and far less frustration and repetition for the client.

To sponsor the operations of the computer system for a year\$
 To endow the operations of the computer system\$

Future Projects. All of the giving opportunities described above are for existing facilities and programs. As we identify additional ways to help the homeless, and as the need grows and evolves, additional giving opportunities will unfold. Please let us know which of the following emerging needs particularly interest you:

Expanded Case Management. For many Innvision clients, self-sufficiency is only possible if a trained case manager is always on hand to help them make plans, locate resources, and follow through. This is labor-intensive work, to say the least. Plans call for a continuous expansion of the case management service as funding becomes available.

Followup Tracking. What happens to people after they leave Innvision? Where are they now? How are they doing? Did Innvision really make a difference? The best way to ensure that we spend every dollar wisely is to conduct ongoing follow-up research. Unfortunately, people who live at the margins of society rarely stay in one place long enough even to *receive* a follow-up questionnaire, let alone fill it out and send it back. No wonder long-term outcome data is so hard to come by. As funds become available, we hope to begin exploring new methods of data collection. If you have a special interest in outcomes and research, this could be an interesting project for you.

Affordable Housing. In the coming years, Innvision hopes to play a key role in advocating and planning for new low-income housing in the valley. Public policy activities require a great deal of time and skill, but they hold the promise of long-range solutions to the housing shortage. Philanthropic support for Innvision will help keep the conversation moving forward and ensure that everyone in our community has a voice in the process.

Child Care Facility. No other single project has as much potential to help homeless mothers hold a job and still take good care of young children. Although no specific plans are in the works, sufficient funding would almost certainly move the development of a day care center closer to the top of Innvision's list of priorities.