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HAVEN FOR HOPE: LESSONS IN ECONOMIC JUSTICE

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Abstract

Economic justice surely requires that all people in a prosperous country have an opportunity to live a full life. A full life is dependent upon earning an adequate income by contributing to society through work. In the 1970s, the World Bank began constructing The Basic Needs Approach to Development. That aims, in part, to assure the poor an opportunity to find a good job. Job opportunity is created by satisfying the needs for basic health care, education and other services that enhance productivity. Empirical research shows that satisfying basic needs is a low-cost way to both raise the incomes of the poor and to increase national production. The homeless form a large pocket of under-development in San Antonio. On any given night, approximately 4,000 people of all types are homeless for a wide range of reasons and with devastating consequences. Haven for Hope offers a uniquely innovative and comprehensive approach to ending that homelessness. The Haven for Hope program is described, and reflections upon it are made in light of The Basic Needs Approach to Development in order to derive lessons for bringing economic justice to the homeless.

Empirical research shows that satisfying basic needs is a low-cost way to both raise the incomes of the poor and to increase national production

*When the world says, "Give up,"
Hope says, "Try one more time."
– Anonymous*

The policy implications of “economic justice” are hotly debated. However, most people would probably agree that justice requires that everyone have an opportunity, if not an equal opportunity, to live a full life. In November, 1996, the U.S. Conference of Catholic Bishops published *A Catholic Framework for Economic Life*. That includes the following criteria for economic justice (USCCB):

- All people have a right to *life* and to secure the *basic necessities* of life (e.g., food, clothing, shelter, education, health care, safe environment, economic security).
- All people have the right to *economic initiative*, to productive work, to just wages and benefits, to decent working conditions as well as to organize and join unions or other associations.

- All people, to the extent they are able, have a corresponding *duty to work*, a responsibility to *provide* the needs of their families, and an obligation to *contribute* to the broader society (emphases added).

At least 25,000 people are homeless during each year in San Antonio, Texas, with dire consequences for their ability to secure the basic necessities of life. On any given night, approximately 4,000 people in the city experience homelessness (Haven for Hope). Homelessness cuts across all segments of the population: families with children, single men, single women, and unaccompanied youth (Mayor's Task Force, pp. 2-3). It cuts across all races. It afflicts all age groups and all levels of education. Homelessness is often a long-term problem: 44% of San Antonio's homeless have been so for more than one year.

There are numerous causes of homelessness. The San Antonio Mayor's Task Force on Hunger and Homelessness found the key reasons to be unemployment, mental illness, substance abuse, domestic violence, poverty, lack of affordable housing, and limited life skills. Other factors are lack of education, learning disabilities, low-wage jobs, limited transportation, poor financial management, and poor job skills (City of San Antonio, Texas, Mayor's Task Force, pp. 2, 24). The National Coalition for the Homeless (NCH) concludes that the immediate cause is poverty, but points to numerous causes of poverty. It names all the origins identified above, but adds others such as foreclosures, lack of affordable health care, welfare reform, decline in the real value of the minimum wage, the decline of unions, and a decline in manufacturing jobs due to globalization (NCH, 2009b).

The consequences of homelessness are as numerous as the types of people and the causes. Homelessness results in many health problems including tuberculosis, skin diseases, nutritional deficiencies, sleep deprivation, lice infestation, chronic problems with eyes, ears and teeth, physical and sexual assault, and HIV/AIDS (UCLA).

Children living in emergency shelters have emotional and developmental difficulties and most are unable to do well in school. Homeless children are in fair or poor health twice as often as other children and have higher rates of asthma, ear infections, stomach problems, and speech problems (NHC, 2009c). Homeless children also experience more mental health problems, such as anxiety, depression, and withdrawal. They are twice as likely to experience hunger, and four times as likely to have delayed development. School-age homeless children face barriers to enrolling and attending school, including transportation problems, residency requirements, inability to obtain previous school records, and lack of clothing and school supplies.

The consequences of homelessness are as numerous as the types of people and the causes.

Homelessness disrupts virtually every aspect of family life (NCH, 2009c). Families may be separated as a result of shelter policies which deny access to older boys or fathers. Separations also may be caused by placement of children into foster care when their parents become homeless. Parents may leave their children with relatives and friends in order to save them from the ordeal of homelessness or to permit them to continue attending their regular school. Homeless families experience high rates of depressive disorders. One-third of homeless mothers have made at least one suicide attempt.

There are degrees of homelessness (Mayor's Task Force, p. 24). Some are *episodically homeless*, defined as persons who spend one or more nights in an emergency shelter twice over the course of three years. The *chronically homeless* are persons who have been persistently homeless for more than a year or who have been homeless for four or more episodes in the prior three years. Others are *temporarily displaced or transitional homeless*: They usually maintain residential stability but are temporarily displaced due to a variety of factors such as a catastrophic illness. Finally, there are the *precariously or marginally housed*. These are persons who lack a permanent residence, are living with other family members or friends, and who are subject to having to leave. These also includes those living independently on extremely limited income with a high potential for eviction.

Clearly, homelessness is a complex phenomenon. It is like an onion with many layers of causes and effects (Felios & G. Thomas, personal communications, December 9 and 12, 2011). The sheer complexity of homelessness has made it difficult to find a solution. Fortunately, San Antonio is home to the most innovative and comprehensive attack on homelessness to be found anywhere, called Haven for Hope. The purpose of this paper is to describe its contribution, reflect upon it in light of the Basic Needs Approach to Development, and to draw lessons that others might use in their attempts to address homelessness. The paper proceeds in three steps: (1) the model, The Basic Needs Approach to Development, is summarized; (2) the Haven for Hope program is described; and (3) the theoretical model is used to draw lessons for ending homelessness.

The Basic Needs Approach To Development

The Basic Needs Approach to Development was designed by the World Bank to overcome rampant poverty in developing countries. However, important pockets of poverty—such as homelessness—exist in the United States and other “developed countries.” The purpose of this section is to outline the key elements of a Basic Needs Approach to Development in order for them to be used later to draw lessons from Haven for Hope for eliminating homelessness.

San Antonio is home to the most innovative and comprehensive attack on homelessness to be found anywhere, called Haven for Hope.

Rationale

The World Bank introduced The Basic Needs Approach to Development in the late 1970s (Seminal works include Hicks, Stewart, Streeten, et al.). The objective of the approach is to give all people, within a short period of time, the *opportunity* to live a full life. The means of achieving the objective is to satisfy the basic economic needs of all people quickly. One rationale is that satisfying basic needs renders the least privileged more productive and thus more able to earn the living required to live a full life through contributing to society's production process. What does the World Bank mean by "basic needs"? A standard list includes basic education, health services, nutrition, housing, water and sanitation, but the list must be adjusted according to circumstances (Streeten, et al., 1981, p. vii). A wealth of empirical evidence indicates that The Basic Needs Approach to Development works. Norman Hicks found that developing countries that had an above-average success in satisfying basic needs in 1960 grew 2.5 times faster than the other countries during the following period, 1960-1977 (Hicks, 1979, p. 992). Nobel Prize winner Amartya Sen and his colleague Jean Dréze found that China has grown much faster than India because China did a better job of satisfying basic needs (Dréze & Sen, 1995, p. 74). Likewise, they found that the amazing growth record of the "Four Tigers" (South Korea, Hong Kong, Singapore, and Taiwan) is due in part to their having expanded education. George Psacharopoulos found that the average social rate of return (that accounts for both public and private costs) to primary education in Latin America and the Caribbean was 18 percent (Psacharopoulos, 1994, p. 1325).

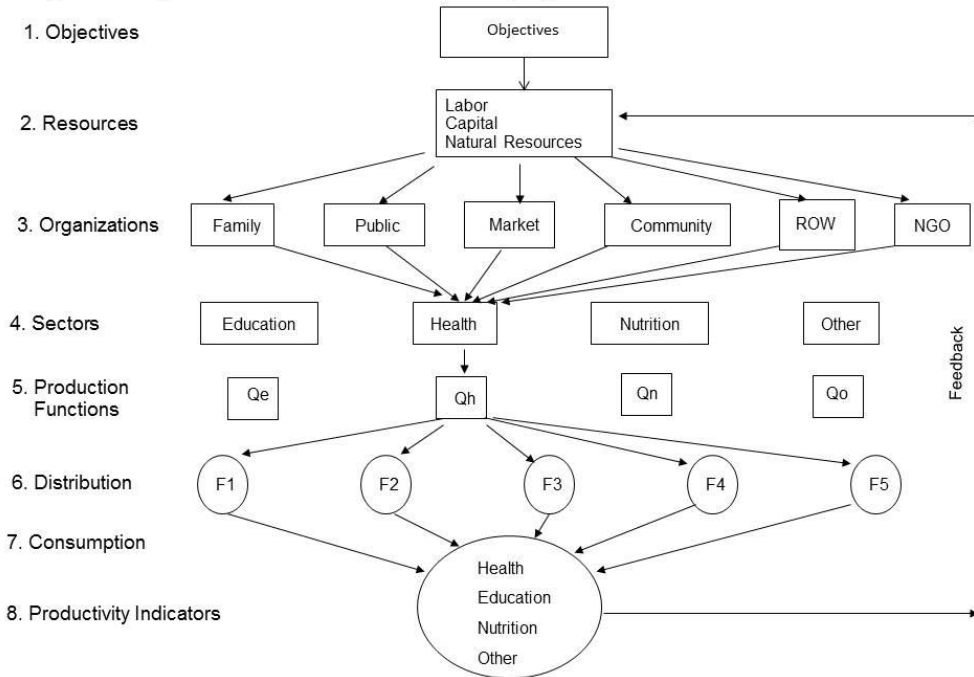
Figure 1 portrays the key points of intervention for implementing a Basic Needs Approach to Development. The diagram shows that successful implementation requires planners to consider: objectives, resources, organizations, sectors, production functions, distribution, consumption, productivity indicators, and feedback.

The first step is to identify the objectives of the Basic Needs program. The general objective is to generate opportunity to live a full life within a short period of time. Specific objectives are identified through careful analysis of the circumstances of the people to be helped. Sectors such as health and education are selected according to their ability to meet the objectives. Here, linkages between sectors and phasing must be considered: some services like water and health should go together; others like education and employment services should follow in order. Resources must be accumulated and then utilized by organizations that are coordinated to produce basic goods and services efficiently.¹

¹ ROW refers to "Rest-of-World" organizations

Next, the basic goods and services are distributed to beneficiaries who are targeted in order to avoid wasting scarce resources. Consumption of the basic goods and services generates the “productivity indicators” such as health, education, etc. Finally, monitoring and evaluation lead to continuous improvements and feedback effects. A virtuous cycle of growth and well-being is generated by enhanced productivity of the persons whose basic needs have been satisfied.

Figure 1: Key Points of Intervention for Satisfying Basic Needs



Source: Derived from Stewart, Chapter 2

Haven For Hope

A Brief History

In December of 2005 business and civic leader Bill Greehey watched a documentary on San Antonio’s homelessness that aired on a local television station (Haven for Hope). Inspired to transform and save the lives of San Antonio’s homeless, Mr. Greehey worked with Mayor Phil Hardberger, former Mayor Ed Garza’s Council to End Homelessness, and other city leaders. After 18 months of research around the U.S., during which more than 200 shelters were visited, Haven for Hope’s vision was born. In 2006, one year after Greehey’s initial inspiration, Haven for Hope was officially established as a 501C private organization. The campus, consisting of 15 buildings located on 37 acres west of downtown San Antonio, was completed in early 2010. During April of 2010, the first members (homeless) moved onto the campus. Approximately 1,400 homeless men, women and children reside on the campus.

Objectives

Like the Basic Needs Approach to Development, the general objective of Haven for Hope is to provide the homeless, within a short period of time, an opportunity for a full life. Its specific objectives arise from the complexity of homelessness. They are summarized in the terms like *Life Skills*, *Core Skills*, and *Job Readiness* (Felios & Thomas). The objective of Life Skills is to enable members to “possess the abilities to interact with others in a socially responsible manner and overcome functional barriers.” The aim of Core Skills is to enable members to “possess the non-technical skills, abilities and traits applicable in the employment environment.” The goal of Job Readiness is to enable members to “possess the skills to compete in the present and future job market.”

Intake Center

A homeless person’s experience at Haven for Hope begins in the Intake Center with an assessment of the person’s self-sufficiency, self-motivation and substance abuse. After the assessment, the person is directed to one of six pathways: (1) Prospects Courtyard which consists mainly of shelter, food, and a few basic necessities for the chronically homeless; (2) the Life Skills track for the homeless who lack basic life skills; (3) the Educational/Vocational track for those who already have life skills and are ready to begin job training; (4) the Fast Track for the “economically homeless” who are homeless solely for economic reasons such as unemployment; (5) the Disability/Seniors track for disabled and elderly persons who already have life skills; (6) the In-House Recovery Program (IHRP) for those suffering from alcohol or drug addiction.

Prospects Court Yard

The Intake Center directs the chronically homeless to Prospects Courtyard (PCY) (S. Salazar, personal communication, December 14, 2011). For example, James suffers schizophrenia and has been homeless for 30 years. He spent a long time in a mental institution before it was closed by the State. He received shock therapy. He lacks the cognitive ability to take his medicine. He is afraid. He is one of the estimated 70% of PCY’s residents who have been homeless “for a long time.”

The first and main goal of PCY is to offer the chronically homeless a safe, dry and warm place to stay. Persons who are not ready to commit to transformation may come and stay there. Providing shelter begins with a high level of security. Members enter through a guard station. They must show their Haven for Hope identification badges. Any bags they may be carrying are searched. Their breaths are checked for alcohol. They must walk through a screening device like

... the general objective of Haven for Hope is to provide the homeless, within a short period of time, an opportunity for a full life.

those found at the airport. Security guards are present everywhere. Members must use their badges to enter rooms through locked doors. PCY has experienced few, and only minor, security problems.

Members may sleep outside in the sheltered courtyard or inside on the floor of a large room where spaces slightly larger than the size of a bed are marked off. Clean mattresses, sheets and blankets are provided. Members may shower and wash their clothes. Clean, used clothing may be obtained in a thrift store. Medicines are provided. Members, except for medical cases and the elderly, must provide four hours of service such as wiping tables in order to move inside. Unlike “the other side” of Haven for Hope, the Transformational Center, PCY offers no classes, and Members may stay as long as they want.

The St. Vincent de Paul Society of the Catholic Archdiocese of San Antonio operates a dining room, called St. Vinny’s Bistro. The Bistro serves three meals a day, 365 days a year, to the approximately 300 Members of PCY. The motto of the dining room is “Zeal with Flavor.” The “zeal” is reflected in treating the Members with “sincere respect, love and compassion.” The “flavor” appears in the quality of meals served. The director of St. Vinny’s Bistro aims to serve meals “that I myself would eat and that I would feed to my family” (S. Salazar, personal communication, December 14, 2011).

Life Skills Track

The Life Skills track is designed to serve the homeless who have shown a commitment to self-sufficiency but lack basic skills for interacting with others. Table 1 lists a series of short courses, the names of which indicate the topics addressed. The course on Parenting Skills is required for all families; the children of 95% of the families who live in Haven for Hope are in the care of Child Protective Services. Approximately 125 homeless persons participate in the Life Skills Track.

Men, women and families are sheltered in separate dormitories. Family dormitories are divided into pods that give housing similar to a college dormitory. Families have access to a common kitchen. The San Antonio Food Bank operates a cafeteria that serves three hot meals a day to Members.

Self-Care & Self-Awareness	Cultural Diversity
Time Management	Parenting*
Problem Solving / Critical Thinking	Living Together
Anger Management	HIV / AIDs-Awareness
Coping with Change	Self-Worth
Mission / Vision / Plan	Stress Management
Communication Active Listening Body Language Positive Language	Internal Conflict Setting Priorities “What to Do First”
Healthy Relationships Family Friends	
Basic Money Management	*Required for families

Each member is assigned a case manager who works with the person one-on-one. The two often meet daily, and they always meet at least once a week. Depending upon the member’s potential, completing these courses may or may not lead to joining the Educational/Vocational track. The Life Skills training can last from four to 24 months.

Members are expected to actively participate in the classes. The author’s observation of the class, “Mission/Vision/Plan,” indicated that they generally do so willingly (Felios & G. Thomas, personal communications, December 9 and 12, 2011). One reason is that they realize that Haven for Hope gives them a once-in-a-lifetime chance to improve their lives. One member commented: “This is the end of the road for me. I make it here or else.”

The instructor of the observed class began by using a presentation to raise challenging and thought-provoking questions for discussion:

- Why did I choose to come to Haven for Hope?
- What do I want to do with my life?
- Have I used my years wisely?
- Why do I need a life map?
- What are my plan and my time reference?

The instructor both challenged and encouraged the members:

You are the manager of your life. Identify the things that are not working. Reinvent yourself to create movement. You

have to want it, believe it. Do a lot of positive self-talk. Embrace what you can work with. Embrace your fears. Haven for Hope provides the services you need to succeed, but we also have expectations—you must meet us halfway. What are you going to do to integrate with the community?

Most of the members discussed their situations willingly. Later in the class, they were provided materials to make a poster using words and/or pictures to envision and plan their future. They were told to think hard, and they were given two hours to do so. “Don’t draw three pictures and stop.” Later, each person’s case manager would go over the plan with the member.

The author saw hope awakening in members who seemed to be discouraged. One had committed a felony, was on dialysis and had not been able to find a job anywhere. The teacher shared her own experience with depression: “Four years ago, I was in a hole so deep that I thought that I would never get out of it. Today, I have a job that I love. Change is possible, but you have to keep striving.”

“Change is possible, but you have to keep striving.”

- Haven for Hope instructor

Educational/Vocational Track

Members who successfully complete the Life Skills Track and show potential for employment move forward to the Educational/Vocational Track. Others who enter Haven for Hope with Life Skills already mastered are placed immediately onto the Educational/Vocational Track. Approximately 365 homeless persons are members of the Educational/Vocational Track. Shelter and food is similar to that provided to the members of the Life Skills Track.

core skills. The Educational/Vocational Track begins with short courses in “Core Skills,” the goal of which is to enable members to gain non-technical skills applicable in the employment environment. Core Skills differ from Life Skills in that Core Skills emphasize the employment environment. The courses are listed in Table 2, and, once again, the names indicate the topics covered.

Table 2 Core Skills Courses	
Self Esteem	Social Conflict
Personal & Social Responsibility	Relationships / Friends
Mission / Vision / Plan	Managing Change
Communication Public Speaking Active Listening Body Language	Harassment Awareness
Problem Solving / Critical Thinking Skills	Parenting Skills*
Anger Management	
Goal Setting	
Money Matters	
Basic Computer Literacy	*Required for families

job readiness. After completing the Core Skills classes, members enter into “Job Readiness” training which consists of classes on technical skills that enable members to compete in the job market. A team of Haven for Hope specialists assesses the mental and physical capacity of members for work. Assessment leads to vocational training, and this may be combined with higher education in the form of high school equivalency (GED) or college degrees. “Today, a high school diploma is required for almost any job, yet only 45% of members have a high school diploma” (S. Ackerson, personal communication, December 14, 2011). Alternatives for vocational training are summarized in Table 3. Table 4 lists options for higher education.

Table 3
Vocational Pathways

Pathway	Instructor	Number of Slots Available
Medical / Dental		
Certified Nurse	Alamo Colleges	10
Assistant	Alamo Colleges	10
Dental Assistant	Alamo Colleges	10
Medical Assistant	Alamo Colleges	10
Veterinarian	SER (Service Employment	10
Technician	Redevelopment)	10
Medical Technician	SER	
Medical Records	SER	10
Representative	SER	10
Registration		
Specialist		
Central Supply		
Technician		
Construction	Haven for Hope	15
Retail Sales	Goodwill Industries	1
Painting	Haven for Hope	5
Culinary Arts	Haven for Hope / San	12
Food Service	Antonio Food Bank	
Technician	SER Jobs for Progress	10
Receptionist / Clerical	Haven for Hope	16
Administration	SAMM (San Antonio Metropolitan Ministries)	3
Custodian	Haven for Hope	30
	SAMM (San Antonio Metropolitan Ministries)	10
Warehouse	Haven for Hope	5
Management	SAMM	20
Warehouse	Haven for Hope	5
Forklift (under development)		
Event Planning	Haven for Hope	5
Customer Service	Haven for Hope	
Customer Service		5
Customer Support		5
Groundskeeper	Haven for Hope	10
Maintenance	Haven for Hope	5

Table 4
Academic Development / Higher Education
General Education Development (GED)
Adult Tutoring
Adult Literacy
English as a Second Language (ESL)
College Preparation

GED classes are taught by San Antonio Independent School District (SAISD) teachers (Felios & G. Thomas, personal communications, December 9 and 12, 2011). Currently, 59 members are enrolled in GED classes; 15 members have earned their GED diploma this year. Ten members have received academic scholarship and are currently enrolled in local colleges. Job coaches walk members onto the campus, help them enroll, and help them find their classes.

The final preparation for finding a job is systematized. Workforce Readiness Courses, are listed in Table 5.

Some members have never had a resume before.

Table 5	
Workforce Readiness Courses	
Ethics in the Workplace	Conflict Resolution
Leadership / Team Building	Relationships in the Workplace
Dress for Success	Self Confidence
Effective Communication in the Workplace	Financial Planning University (optional)
Resume Writing	Office Politics / Gossiping in the Workplace
Harassment Awareness	Top 10 Values that Employers are Seeking
Interviewing Skills Basic Behavioral	Job Search Etiquette
Financial Literacy	Attitude = Altitude

An impressive array of computers is available for resume writing, job searching and other purposes. Some members have never had a resume before. The Financial Planning University class helps members prepare to finance college.

job placement. After completing preparations for employment, the next step in Haven for Hope’s program is job placement. A job coach is assigned to each member. Together, the member and the job coach conduct an intensive job search for two weeks; afterwards, if necessary, they meet at least weekly.

Haven for Hope workforce specialists and a business relation manager have developed job-opportunities with more than 100 partner companies including H.E.B. and Walmart, Partners often provide additional job training. In pure dollars-and-cents terms, it is advantageous for partners to employ Haven for Hope graduates because of the training they have received. Haven for Hope's "Seal of Approval" gives them confidence in the persons they hire. A list of job (and service) partners is available on the Haven for Hope website (Haven for Hope).

fast track. The "Fast Track" is for economically homeless. Economically homeless people already possess life skills and core skills, and so they are placed immediately into Workforce Readiness classes (Table 5) and Job Placement.

follow-up. Change is normally not a linear process; usually, there are setbacks and starting over (S. Ackerson, personal communication, December 14, 2011). For this reason, the job coach works with the member for one year after finding employment. If a problem arises such as failing to show up for work, the partner calls Haven for Hope, not the employee. The job coach, in turn, contacts the employee in order to help resolve any difficulty that may have arisen.

Other services include help finding an apartment, paying utilities, and getting identification documents. One month of bus tickets is provided so that the member can get to work. The coach works with Compass Bank to help members establish a bank account and a plan to save money. Haven for Hope includes a spiritual program that is centered in the Chapel of Hope, located in the center of the campus. A schedule of services posted in the Transformational Center lobby announced services offered by Catholics, Buddhists, Muslims, Presbyterians, Assembly of God, Victory Chapel and others. Every member is linked to a faith community before leaving Haven for Hope (S. Ackerson, personal communication, December 14, 2011).

Other Pathways

Pathways discussed so far are Prospects Courtyard, Life Skills Track, and the Educational/Vocational Track. Two other pathways are the Disability/Seniors Pathway and the In-house Recovery Program (IHRP) for drug addicts and alcoholics. Approximately 50 homeless persons are members of the Disability/Seniors Track, and 75 persons participate in the IHRP.

Persons with disabilities and seniors over 65 years of age who already possess life skills are referred to the Texas Department of Assistive and Rehabilitative Services (DARS) and/or to the American Association of Retired People (AARP). The goal of DARS is to "enable people with disabilities and families with children who have developmental delays enjoy the same opportunities as other Texans to

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pursue independent and productive lives” (DARS). AARP provides part time employment to the elderly at a minimum wage (C. Vallecillos, personal communication, December 13, 2011).

Persons addicted to drugs or alcohol are referred to The Center for Health Care Services, which includes a detoxification center and a program in which specialists guide members through the process of adopting a new life style. Here they work with the STAR (State of Texas Access Reform) Medicaid program for medicine and counseling by professional psychiatrists. The services offered by Haven for Hope to addicts have greatly reduced jail congestion and expense (Felios & G. Thomas, personal communications, December 9 and 12, 2011; S. Ackerson, personal communication, December 14, 2011).

Lessons for Economic Justice

Lessons for economic justice can be drawn by reflecting upon the Haven for Hope program in light of The Basic Needs Approach to Development. What does Haven for Hope teach us about creating an opportunity for the homeless—and for the poor in general—to live a full life?

Objectives

As in The Basic Needs Approach to Development, the general objective of Haven for Hope is to provide an *opportunity* to live a full life within a short period of time. The specific objective is to provide that opportunity to the homeless to reintegrate into society, to be productive citizens, to contribute, and to find a full life in doing so.

Providing opportunity is, as the U.S. Catholic Bishops point out, an important part of economic justice, and so Haven for Hope is a moral work of mercy. Furthermore, the Basic Needs Approach to Development teaches us that it is much more than a compassionate work of mercy; it is also a development policy that benefits the economy. The homeless person is fulfilled through work, production increases, and welfare payments (and the taxes required to make them) decrease.

Resources

Financing Haven for Hope is a topic for future exploration, but it is certainly true that a large portion of the costs of establishing and operating Haven for Hope were paid out of private-sector donations. This is an important, perhaps crucial, way to avoid political obstacles to founding other transformational centers for the homeless. Haven for Hope teaches that wealthy individuals can stimulate public sector action in this area.

Providing opportunity is, as the U.S. Catholic Bishops point out, an important part of economic justice, and so Haven for Hope is a moral work of mercy.

Organizations

Haven for Hope is structured like a university. It has a campus of 15 buildings on 37 acres. There are entrance requirements—the homeless who enter the Transformation Center’s program must be ready and committed to change. Remedial “courses” are offered in Prospects Courtyard. In the Transformational Center, there are lower division courses (Life Skills and Core Skills tracks) and upper division courses (Higher Education and Vocational Training). There are course evaluations. Multiple services are offered on campus to help student-members succeed; these include security, housing, nutrition, medical and spiritual. A “diploma” is given to those who successfully complete the program. There is a job placement office. For the homeless, at first the complexity of homelessness seems like a daunting, even insurmountable, challenge. However, Haven for Hope teaches that organizing services like a college makes it possible to overcome homelessness. Should not the education function of government be expand to include colleges for the poor and homeless like Haven for Hope?

Haven for Hope centralizes in one location virtually all services required for the homeless to succeed. This is immensely beneficial to the homeless. Centralization makes it possible to provide adequate service to the poor efficiently.

Sectors

Certainly, an important key to the success of Haven for Hope is the wide range of “sectors” (services) that it offers to the homeless. The array of sectors is based on a profound analysis of homelessness. Furthermore, the sectors in the Transformational Center are “linked” (packaged) and phased. The Life Skills package is followed by the Core Skills package, and the Core Skills package is followed by the Educational and Vocational Skills package. Finally, Educational and Vocational Skills are followed by Workforce Readiness, Job Placement, and Follow-up.

This range of sectors teaches a potential inadequacy of the traditional Basic Needs Approach to Development. The traditional six sectors (health, education, housing, nutrition, sanitation and water) ignore or under-emphasize not only services like transportation, but also a whole range of social, psychological and spiritual issues which are addressed at Haven for Hope.

Production Functions

The centralized organization of Haven for Hope maximizes efficiency not only of receiving but also of producing services to overcome homelessness. Staff experts, for example, can and do consult with one another and thus provide more effective service. This

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appears, among other places, in team evaluations of members and team development of strategies to optimize service.

Another advantage of centralization is that it provides a place where volunteers can go to contribute in an effective and efficient manner. Haven for Hope teaches that there are many people of good will who would like to help but do not know of an opportunity to do so. Centralized services give these people a place to go and contribute gifts that they wish to share. Centralization also provides a place where partner agencies can go to participate; and coordinates to contributions of the agencies.

Delivery

The spirit that drives the Haven for Hope staff and that imparts hope to the homeless is difficult to measure, but is no less the real for that. Staff members cite their mantra – the 3 Cs: Communicate, Collaborate, Commit. Their goal is to serve with understanding, compassion, respect, love, and hope. Bill Greehey, principal founder from the private sector, is often quoted: “If just one person is saved, it is all worth it.”

Productivity Indicators

Haven for Hope accepted its first members in 2010, and so, as far as the author knows, a quantitative analysis of the results of the program is not available. However, there are many qualitative indications that Haven for Hope is producing impressive results. First, some Christians believe in a “preferential option for the poor” and that “a fundamental measure of any economy is how the poor and vulnerable are faring” (USCCB). Whether dollar costs happen to be larger than dollar benefits is secondary. One sees hope awakened in despairing members. What is the dollar value of that--of a life saved? Haven for Hope addresses many things that contribute more to a full life than dollars: a sound mind, the ability to cope with stress, and self-confidence. Walking through the campus, one senses a spirit of dignity and hope. All of this is difficult to measure, but its value is priceless.

The author interviewed Haven for Hope staff about the results of the program. Two staff members who had previously worked in a private, for-profit firm to help the jobless agreed that Haven for Hope is more highly motivated and member-centered, resulting in maximum effect for a limited amount of dollars (G. Felios & G. Thomas, personal communications, December 9 and 12, 2011). The success rate is high and turn-around is quick. Putting all the services in one place (as opposed to having the homeless run all over town for services) is efficient and effective. Collaboration between staff and volunteers and Partners strengthens all. Furthermore, they said that one can see the changes that take place in Members by comparing their

The spirit that drives the Haven for Hope staff and that imparts hope to the homeless is difficult to measure, but is no less the real for that.

pictures taken when they enter to those taken when they leave (C. Vallecillos, personal communication, December 13, 2011).

As indicated earlier, about 500 Members are enrolled in the transformational program. It is expected that 75% of these will find jobs soon (G. Felios, personal communications, December 9, 2011). The goal for 2011 was to place 400 members in jobs. As of December 9, 2011, 525 Members had been placed in jobs with benefits. During the month of November, 2011, 48 Members had found homes, 44 had found jobs, 2 Members successfully passed their GED (high school equivalency) exams, and there were 13,500 days of sobriety. Representatives from 143 countries have toured Haven for Hope to learn from the program. Former Mayor Phil Hardberger said:

As a city, we should all be proud of this grand achievement. Not only will Haven for Hope have the most innovative facilities and programming, they will treat our community's most vulnerable population with the dignity and respect they need and deserve, and help put them on a path to a better life. Haven for Hope will be a place for second chances and for redemption, and who among us isn't in need of some level of redemption?

Wide community involvement in the endeavor is another aspect of the Haven for Hope program that has immense ramifications but is difficult to measure. If a student from the University of the Incarnate Word serves breakfast to a homeless person with a smile and with respect, and so brings a smile to the face of the person being served, great and immeasurable value has been created both for the student and for the person served.

Feedback

Another indication of success is the structure of the program. As indicated above, the Haven for Hope program addresses all key points of intervention of the Basic Needs Approach to Development. World Bank studies indicate that this is effective in dollar terms.

Haven for Hope staff members are in a process of constant self-improvement. On a daily basis, they ask themselves "How could we do better?" (G. Felios & G. Thomas, personal communications, December 9 and 12, 2011).

An interview with the Vice President of Transformational Services found him exploring a relapse-change model, an argument that people change in stages, not linearly; and the Transtheoretical Model of Change which points to trauma-informed practice (S. Ackerson, personal communication, December 14, 2011).

... the Haven for Hope program addresses all key points of intervention of the Basic Needs Approach to Development.

Conclusion

Homelessness is an economic injustice in our midst because it robs people of an opportunity to live a full life. The Basic Needs Approach to Development offers a reliable outline of how to do justice by bestowing that opportunity upon the homeless. Haven for Hope is an outstanding example of implementing The Basic Needs Approach to Development. It enables the homeless to acquire life skills, core skills, workforce readiness skills, higher education, vocational skills, and finally a job. Haven for Hope should be the start of a new nation-wide movement to combat homelessness. Citizens hungry for economic justice could begin by requiring their governments to expand their educational mission to include institutions like Haven for Hope.

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