Toolkit for Advancing Systems Change

Creating more supportive housing opportunities and ending homelessness within our communities requires reform to existing public systems and the creation of new systems better suited to the needs of supportive housing residents and providers. The *Toolkit for Advancing Systems Change* documents approaches to - and successes at - influencing and changing those systems by linking *Toolkit* users to more than 175 discrete informational pieces, tools, sample documents, and relevant websites. These resources include materials developed by CSH, as well as examples drawn from public, private, and non-profit partners across the country. CSH will continue to add new information into this *Toolkit*, documenting additional examples of systems change strategies, efforts, and achievements.

Table of Contents

## I.	Overview of Systems Change

For the purposes of public policy, a system is any arrangement of funding, regulation, and evaluation by which work is done in the public interest, with any combination of government approval, subsidy, oversight, management, or direct labor. Public policy systems typically transform themselves over a period of years, not months. Achieving a real change in a system is different from making the system do something new - a real change is one in which people habitually do the new thing, utilizing resources, authority, technology, and ideas that are routinely associated with the new activity.

Examples and Resources

- Laying a New Foundation: Changing the Systems that Create and Sustain Supportive Housing "Laying a New Foundation" is CSH's most significant publication focused on the process of systems change and a key part of CSH's effort to broadly disseminate lessons learned about promoting policy reforms and developing coordinated systems to support the creation and sustained operation of supportive housing. (2003)

- Taking Health Care Home: Impact of Systems Change Efforts at the Two-Year Mark Describes the systems change strategies of seven Taking Health Care Home sites across the country. The three goals of the THCH initiative are to establish integrated systems that finance and deliver housing and supportive services, increase and better coordinate public and private investment in the creation of supportive housing, and create a pipeline of supportive housing for homeless, disabled people

- Building Blocks of Systems Change Developed for CSH's Supportive Housing Leadership Forum III, this document identifies the six building blocks of systems change, complete with indicators and examples.

- Indicators of a Changed System This document provides an overview of the key indicators of systems change, noting that change can be recognized by changes in power, money, habits, technology or skills, and ideas or values. (2007)

- Supportive Housing as a Lever to Transform Systems Developed for CSH's Supportive Housing Leadership Forum II, this two-page document describes the role supportive housing can play as a lever to transform the systems that have failed some of our nation's most vulnerable people.

- How Public Leaders Change Multiple Systems: Reducing Costs and Improving Outcomes Through Supportive Housing Developed for CSH's first Supportive Housing Leadership Forum, this document offers a practical set of tools that state and local officials can use to leverage change in public policy and programs; also includes three "real world" examples that illustrate how agencies have modified existing systems in order to fund, create, and operate supportive housing – the Connecticut Supportive Housing PILOTS Initiative, Minnesota's Hearth Connection, and San Francisco's Health, Housing, and Integrated Services Network.

- Approaches to Housing and Services for Long-Term Homeless Households Members of the Minnesota Services Funding Committee came to realize that the single greatest barrier to completing its work was the lack of a common language. Members did not have the same understanding of a wide variety of terms used to describe the housing and services that are key to implementing their statewide Plan to End Long-Term Homelessness, nor did they have a common view of the adequacy of various approaches to addressing long-term homelessness. Since the lack of a common language was preventing progress on its charge, the Committee assumed the task of defining terms commonly used in the work of addressing homelessness. This report is the result of their work.

II.   Leadership

The cultivation of highly-placed or influential policy leaders can be crticial to advancing the cause of supportive housing in government, the media, and public opinion.

Examples and Resources

- Champions in Supportive Housing Awards for 2008
  CSH presented the second annual "Champions in Supportive Housing" awards at the Supportive Housing Leadership Forum V in November 2008. These awards recognize the outstanding leadership and efforts of "Heroes" in supportive housing, individuals and organizations committed to preventing and ending homelessness by helping at-risk populations. The 2008 honorees were: Sheila Crowley, President & CEO, National Low Income Housing Coalition – Public Policy Award; Fannie Mae – Partner Award (Accepted by Herbert M. Allison, Jr., President & CEO of Fannie Mae); Theresa Parker, Executive Director, California Housing Finance Agency – Lifetime Achievement Award; and Philip Mangano, Executive Director, United State Interagency Council on Homelessness – Public Service Award.

- Champions in Supportive Housing Awards for 2007
  CSH presented its first ever "Champions in Supportive Housing" awards at the Supportive Housing Leadership Forum IV. These awards recognize the outstanding leadership of individuals and organizations committed to preventing and ending long-term homelessness. Senator Jack Reed, Enterprise Community Partners, and Affordable Housing Finance magazine were honored. (2007)

- California Senate Bill 1738
  Introduced by Senator Steinberg, this bill would require the Department of Health Care Services to seek federal approval to establish the Frequent Users of Health Care Pilot Program. The pilot program would provide supplemental services to Medi-Cal beneficiaries in at least six eligible counties who are frequent users of health care, as defined. (2008)

- California Senate Bill 2 Fact Sheet (California Rural Legal Assistance Foundation Fact Sheet)
  Prepared by the California Rural Legal Assistance Foundation, this fact sheet summarizes Senate Bill 2 which strengthens state law by ensuring that every jurisdiction identifies potential sites where new emergency shelters can be located without discretionary review by the local government.

- Ending Chronic Homelessness in America's Major Cities - The Justice Systems' Duty
  Because few Americans think of homelessness as a justice system problem, there is little public pressure on the justice systems to address homelessness and many courts believe it's not their problem. The Fall 2007 issue of the University of San Francisco Law Review features this article authored by Robert C. Coates, a San Diego Superior Court Judge. (2007)

- Funders Together: Homelessness Ends Here
  Funders Together (formerly the Partnership to End Long-Term Homelessness) was created to galvanize the philanthropic leadership and dollars needed to end long-term homelessness in America. Serving as an open knowledge network for funders, Funders

Together shares strategic thinking, wide-ranging experience, and expertise to prevent and address homelessness.

- Melville Charitable Trust
  The Melville Trust concentrates its efforts on finding and fighting the causes of homelessness. They support service and housing programs in Connecticut that can serve as models throughout the country. The Trust also funds educational, research and advocacy initiatives in Connecticut and on a national level.

- Conrad N. Hilton Foundation
  The Foundation seeks to alleviate the suffering of the world's most disadvantaged. As such, they have identified housing for the mentally ill homeless as a specific program initiative.

- The Frey Foundation of Minnesota
  The mission of the Frey Foundation and its affiliate philanthropies is to be a catalyst in strengthening its community through effective, direct giving which promotes self-sufficiency and stimulates creative change resulting in improved quality of life for all. One of their funding priorities is supportive affordable housing.

- William S. Abell Foundation
  The focus of the foundation is aiding the most needy populations, with a specific interest in permanent supportive housing for chronically homeless individuals in the District of Columbia.

- Ending Bay Area Homelessness: The Philanthropic Role (Bay Area Foundation Advisory Group to End Homelessness, CA, Report)
  A number of foundations concerned about the growing problem of homelessness began a collaboration to increase the role of Bay Area (CA) philanthropy in addressing the crisis. This guide summarizes key recommendations from foundation staff and experts on what philanthropy can do to help end homelessness and provides concrete examples of involvement by foundations.

III. Collaborative Planning

Collaborative planning generally consists of regular meetings of senior or mid-level managers of the key systems that deal with people who have been homeless for long periods – to build relationships among people from those systems, plan projects, get commitments of funding and other support, and develop a working structure that will contribute to growth and improvement in supportive housing. The short term goal is to alter the ideas and values, establish new habits, and eventually change the use of money, power, and skills, of those around the table.

The assembling of a good planning body is a triple balancing act. Organizers have to blend production goals with a system-change agenda; they have to weigh the value of inclusiveness with the need for a workably small, collegial group; and they have to find participants who are neither too high nor too low in the hierarchy, who are equally at home with big visions and fine details.

A. Assembling the Membership

Cultural divides exist between the various sectors that invest in permanent supportive housing as a key intervention for their consumers. Each sector has a different motivation for investing in supportive housing and a different language specific to their industry.

Examples and Resources

- CSH's Supportive Housing Leadership Forum III: Bridging the Divide
  In an effort to help people from different sectors develop stronger relationships by increasing their understanding of the motivation and language of their "partner sectors," CSH arranged a series of breakout sessions at their annual SHLF. These sectors included:
  - Housing Finance Agencies
  - Behavioral Health Departments
  - Public Housing Authorities
  - Mainstream Workforce Investment System
  - Human Services
  - Corrections
- 2009 Local Services Plan Guidelines for Mental Hygiene Services
  Three agencies of the New York Department of Mental Hygiene – the Office of Alcoholism and Substance Abuse Services, the Office of Mental Health, and the Office of Mental Retardation and Developmental Disabilities – collaborated to develop a new planning process that provides for a consistent and efficient documentation format, a logical approach to developing solutions to priority issues in the community, and a timetable that is coordinated between agencies to better align with state government budgeting timelines. (2008)
- Developing a State Interagency Council on Homelessness
  The U.S. Interagency Council on Homelessness published this step-by-step guide for states to use when establishing an interagency council on homelessness. Council functions, activities, membership, characteristics, and benefits are discussed. (2004)

B. Developing Ten Year Plans to End Homelessness

In recent years, the vision of ending homelessness, as opposed to "managing" homelessness, has become the goal in many communities. Hundreds of states, cities, and counties have developed and implemented plans to end homelessness, many of which take the form of Ten Year Plans to End Homelessness.

Examples and Resources
- [Increasing Resources for Supportive Housing Creation Through Ten Year Plans](#)
Developed for the Supportive Housing Leadership Forum III, this overview identifies the basics of a successful ten year plan, what makes a good ten year plan, and provides ideas for implementation.

C. Implementing Ten Year Plans to End Homelessness

Taking a plan from inception through implementation might seem like a daunting task. However, if a community builds in the framework for implementation while designing its plan it will often have the tools necessary for success at its disposal.

Examples and Resources
- [Ten-Year Plans to End Homelessness in Michigan: Summary of Analysis](#)
In 2006, Michigan became the first state in the nation to have every one of its counties covered by a ten-year plan to end homelessness. This report evaluates the collective picture that is painted by those 60 plans. (2007)
- Chicago Alliance to End Homelessness (formerly the Chicago Continuum of Care)
The Chicago Alliance to End Homelessness is the body through which Chicago's Ten Year Plan to End Homelessness, [Getting Housed, Staying Housed](#), is implemented. The plan envisions a homeless system that prevents homelessness whenever possible, and that makes permanent housing the first priority for individuals who become homeless.
- [2007 Recalibration of the Business Plan for Ending Long-Term Homelessness in Minnesota](#)
[Minnesota's Business Plan](#) included two features that set it apart from many other plans to end homelessness. These features are (1) annual goals, and (2) a detailed financing plan. This particular document reports progress on the Plan, recalibrates the Plan based on lessons learned, and highlights issues for further attention.
- [Blueprint to End Homelessness: An Initiative of the Indianapolis Housing Task Force](#)
The [Coalition for Homelessness Intervention and Prevention](#) (CHIP) led a community planning effort that produced a ten-year strategy for how homelessness can be prevented and ended in Indianapolis, Indiana. The plan received broad community support and has been lauded as a model by national experts, especially as it relates to implementation and accountability.

D. Establishing Funder Councils and Managing the Pipeline

A funders' group consists of people senior enough to make commitments and deliver on them. Members collectively allocate and monitor development, operating, and service funds for supportive housing. Through their participation in the larger body, they also work on community planning, guide technical assistance to providers, and help seek out other sources of support as well. With the funders' participation, standards for quality development and operations are often established; they may also take the lead in preserving political and administrative support for supportive housing in government and philanthropy.
Examples and Resources

- Funder Councils
  This brief document, prepared for participants at the Supportive Housing Leadership Forum III, identifies who participates in funder councils and what the elements to success are. It also profiles two councils.
- Collaborative Planning, A Building Block of Systems Change
  Using text from *"Laying a New Foundation: Changing the Systems the Create and Sustain Supportive Housing,"* this document frames the concept of collaborative planning and discusses four examples.

IV.   Financial Leverage

Financial Leveraging includes examples of innovations in financial leveraging - by drawing in money from new places, by encouraging systems to redefine eligibility for their resources, and/or by causing money to be used in new ways, with an eventual goal of securing long-term funding that is neither ad hoc nor special purpose.

D.   Targeting Existing Resources for Greater Effectiveness

The timely infusion of new dollars is an obvious, potent lever of systems change. Great opportunities also exist in the altered use of current sources of money. At their most basic, the main ways to change the use of existing resources are targeting, changing eligibility, ensuring reasonable renewal, and increasing investments. The challenge, in all of these approaches, is not so much securing a budget appropriation, winning a grant, or altering a funding procedure, but proving a case: that today's unmet need could be met – permanently – if today's expenditures in categorical systems were redirected to more effective, wider-reaching, or longer-lasting solutions in supportive housing.

- Leveraging Medicaid: A Guide to Using Medicaid Financing in Supportive Housing:
  Medicaid plays a critical role in financing services and supports for many individuals needing permanent supportive housing. However, because of the complexity of the Medicaid program, supportive housing providers and local and state government agencies are not always able to access these resources systematically. This report was prepared through a collaboration between the Technical Assistance Collaborative and the Corporation for Supportive Housing to facilitate the use of Medicaid to help fund the services in permanent supportive housing. (2008)

- Housing Credit Policies in 2007 That Promote Supportive Housing: A State By State Analysis
  The Supportive Housing Investment Partnership (SHIP), a partnership of CSH and Enterprise, commissioned this analysis. Much like the assessment of 2005 state policies, this document examines the strategies states have adopted to foster and encourage supportive housing development within qualified allocation plans (QAPs) for the Low Income Housing Tax Credit, as well as highlights significant changes made within QAPs over the past two years. CSH convened a Hot Topics in Supportive Housing Audio-Conference regarding this analysis - see a Summary of the Research or listen to the Audio-Conference. In addition, since release of the 2007 report, CSH and Enterprise commissioned a detailed examination of select states' QAPs for 2008, 2008 and 2010, and other state guidelines to identify Housing Credit policies that encourage development of

and service provision in supportive housing, identifying new or substantially revised policies among the states. The Supportive Housing Investment Partnership selected 16 states for this update, which are identified on the first page of the report.

- Interim Plan for Efficient and Effective Use of State Resources in the Financing and Development of Independent Supportive Living Apartments for Persons with Disabilities
  This interim report – jointly prepared by the North Carolina Department of Health & Human Services and the North Carolina Housing Finance Agency – is the first of a two-installment report about the most efficient and effective use of state resources in the financing and development of independent and supportive-living apartments for persons with disabilities. This report summarizes how state-level housing agencies and state human service systems have worked together to address the housing needs of persons with disabilities and how states have addressed disability-specific housing. It also summarizes states' capital and operating funding, and activities to provide access to supports and services.

- Defining and Funding the Support in Permanent Supportive Housing: Recommendations of Health Care Centers Serving Homeless People
  This report is the result of a partnership between the National Health Care for the Homeless Council and the Corporation for Supportive Housing. Among other things, it identifies how Health Care for the Homeless providers and Community Health Centers have linked to supportive housing, as well as policy opportunities and obstacles encountered in financing and delivering health care in supportive housing. (2007)

- Financing Supportive Housing with Tax-Exempt Bonds and 4% Low-Income Housing Tax Credits
  In recent years, a number of states have devised strategies to make it easier for non-profit sponsors of supportive housing to finance their developments with tax-exempt bonds and 4% Low Income Housing Tax Credits. This approach can expand the capital funding sources available for supportive housing, especially in those states and localities lacking dedicated capital programs for supportive housing and where competition for every affordable housing dollar is intense. This report is intended to introduce this technique to local and state officials considering bond financing, presenting several case studies and answering some of the most commonly asked questions.

- CSH Hot Topics in Supportive Housing Audio-Conference Regarding Housing Trust Funds and Supportive Housing
  Using Housing Trust Funds as a strategy for financing supportive housing was the focus of this Audio-Conference. The Housing Trust Fund Progress Report 2007 published by the Center for Community Change was also profiled.

- The Section 8 Project-Based Voucher Program: Creating New Housing Opportunities for People with Disabilities
  Through the U.S. Department of Housing & Urban Development's Housing Choice Voucher Program – commonly referred to as the Section 8 voucher program – public housing agencies (PHAs) provide valuable rental subsidies to very low-income households. This publication discusses how PHAs can "project base" vouchers in an effort to expand housing opportunities. There is also information specific to using the voucher for supportive housing, including tenant selection preferences.

- Request for Proposals from Owners of Multifamily Housing Developments to Operate Project-Based Voucher Units

The San Diego Housing Commission issued this RFP to solicit applications from owners of multifamily rental housing developments interested in receiving Project-Based Vouchers (PBVs). The program was targeted to homeless persons or families that received supportive services in addition to housing.

- Laurel Gardens Apartments: Case Study of a Supportive Housing Project Incorporating Tax-Exempt Bond Financing and Non-Competitive 4% Low Income Housing Tax Credits
  Prepared by the California Housing Partnership, this case study describes one project, the sponsor's background, the use of tax-exempt bond financing combined with 4% tax credits, and some of the more significant challenges.
- Question & Answer: Can Supportive Housing Incorporate Tax-Exempt Bond Financing and Non-Competitive 4% Low-Income Housing Tax Credits?
  The California Housing Partnership responds to some of the more common questions when combining these two funding sources.
- Potential Opportunities for Funding Permanent Supportive Housing: FQHCs, ACT Teams, and Supportive Housing Collaboration
  This paper demonstrates ways in which Federally Qualified Health Centers (FQHCs) and Assertive Community Treatment (ACT) Teams can successfully integrate with supportive housing. (2005)

E. Partnering Resources and Streamlining Access to Funding

Even when supportive housing sponsors gain access to available sources of money for capital, operating costs or rent subsidies, and supportive services to meet tenants' needs, those various sources often aren't designed for the same uses, available on complementary schedules, allocated by similar criteria, or controlled by related (or even cooperative) authorities. The aim is to reduce the number of hurdles that supportive housing providers have to leap in order to be adequately funded, to close the gaps between the time when costs are incurred and the time when they are reimbursed, and to establish supportive housing as a routine product with a set of outcomes to which public funds are efficiently directed.

Examples and Resources

- 2009 Homeless Initiatives Notice of Funding Availability
  The Michigan State Housing Development Authority (MSHDA) allocated $5,000,000 to the Tenant-Based Rental Assistance Program (TBRA) for the chronically homeless, survivors of domestic violence, homeless families, and homeless youth. For these initiatives, MSHDA partnered with the Departments of Human Services and Community Health, and the Corporation for Supportive Housing. The complete set of documents included the NOFA, application, Interagency Service Team, and budget.
- Combined Application for Rental Housing Programs
  The Michigan State Housing Development Authority (MSHDA) issued this combined application for rental housing programs that includes the Low Income Housing Tax Credit program, Special Needs Rental, HOME Team Advantage, and taxable bond lending.
- Next Steps Round III
  The Connecticut Housing Finance Authority and the Departments of Mental Health & Addiction Services, Social Services, Children & Families, and Economic & Community Development and the Office of Policy & Management of the state of Connecticut solicited applications for capital financing, project-based rental assistance, and support service

funding for supportive housing development projects. Note: This funding initiative represents a follow-up to the Supportive Housing PILOTS Initiative described below. Using information about the housing and services experience during the leasing phase(s), this Status Report Summary and Status Report Highlights were published on all three initiatives: the Demonstration Program, the PILOTS Initiative, and the Next Steps Initiative. (2008)

- Minnesota Housing Multifamily Consolidated Request for Proposal Guide
  The Minnesota Housing Multifamily Consolidated Request for Proposals Guide is intended to provide background information the affordable housing resources available for multifamily rental housing development as well as to provide information on the application, selection, and underwriting processes. Minnesota Housing and its funding partners work with a variety of programs to fund selected developments. Additional application information, requirements, guides, and manuals can be found on the Minnesota Housing Website.

- (California) Governor's Homeless Initiative: Development Funding for Supportive Housing for the Chronic Homeless with Severe Mental Illness
  Governor Schwarzenegger announced the Governor's Homeless Initiative (GHI) – an interagency effort to reduce homelessness – and issued a notice of funding availability for funds to assist in the development of permanent supportive housing for chronically homeless persons with severe mental illnesses. The Department of Housing and Community Development's (HCD) Multifamily Housing Program (MHP), the California Housing Finance Agency (CalHFA), and the Department of Mental Health (DMH) provided funds for the GHI.

- State Rental Assistance Program Request for Proposals
  The New Jersey Department of Community Affairs announced the availability of rental assistance grants for the purpose of creating and/or expanding permanent affordable housing. Eligible project sponsors were invited to submit proposals for the purpose of awarding project-based housing vouchers through an open competitive process. Twenty five percent of the allocation was reserved for projects that serve special needs populations with supportive services. (2007)

- Washington Families Fund
  The Washington Families Fund (WFF) is a public-private partnership that leverages and increases funding for targeted services in response to the significant unmet need for affordable housing and social supports that homeless families are experiencing across the state. The WFF implements a financing model which capitalizes a reserve account that will be drawn down over a period of ten years for the support services linked to housing for homeless families.

- Combined Application for Supportive Housing Capital, Operating, and Services Funding for Homeless Families, Individuals, and Youth
  Six public and private funders in King County, Washington issued this notice of funding availability for initiatives that will place homeless individuals and families into existing or new housing.

- Mental Health Services Act: Housing Program
  The California Department of Mental Health, the California Housing Finance Agency, and the County Medical Health Directors Association announced a new housing program under which up to $75 million in Mental Health Services Act (MHSA) funds will be allocated each

year to finance the capital costs associated with development, acquisition, construction and/or rehabilitation of permanent supportive housing. The program also provides up to $40 million annually in capitalized operating subsidies.

- With the passing of the state budget, the North Carolina General Assembly continued its support for persons with disabilities – the Housing 400 Initiative – by funding the North Carolina Housing Trust Fund for the development of independent and supportive living apartments. The Initiative includes the Supportive Housing Development Program, the Preservation Loan Program, and the Housing Credit Program Targeting Plan. All three were integrated with the Key Program, which manages the operating assistance. (2007)

- Funds for Substance Abuse Treatment Per the Bloodborne Disease Harm Reduction Act
The New Jersey Department of Human Services, Division of Addiction Services issued this request for proposals to create appropriate supportive housing and services for individuals and their families with substance abuse problems who are homeless or at risk of homelessness. Priority is given to intravenous drug users who are participating in a syringe exchange program.

- South King County Housing First Pilot This project was designed to help individuals with long histories of homelessness rebuild their lives. Individuals seeking shelter were rapidly placed into supportive housing with intensive, flexible onsite services. The pilot included new partnerships, new ways of combining resources, embracing evidence-based practices, and a research component.

- NYNY III Supportive Housing (Congregate)
The New York State Office of Mental Health's New York City Field Office announced the availability of funds for the development of service-enriched single room occupancy housing. The housing was intended for chronically homeless single adults with a serious and persistent mental illness; single adults living in New York State-operated psychiatric centers or transitional residences; and/or young adults aged 18-24 with a serious mental illness and being treated in a New York State licensed residential treatment facility or state-operated psychiatric facilities, or have recently left foster care. executed between the State of New York and the City of New York.

F. Creating New or Increasing Existing Funding Streams

New money, even in small amounts, can be an invaluable asset as a spur to system reform. By its timing and application, new money can provoke other actors and systems to rethink old methods and ideas. In many cases, the most important role of a new grant or special purpose appropriation is that it demonstrates a palpable vote of confidence from someone with power, capital, or both.

Examples and Resources

Illinois Department of Human Services Permanent Supportive Housing

> The Illinois Department of Human Services, Division of Mental Health, issued a Permanent Supportive Housing Policy and established a Bridge Subsidy Program. The subsidy program, funded by an assessment on the gross revenue of hospitals, provides temporary rental assistance for eligible populations until such time they can secure permanent assistance through other programs or sources.

- Illinois Rental Housing Support Program
  Administered by the Illinois Housing Development Authority, the Illinois Rental Housing Support (RHS) Program is the nation's largest state rental assistance program. The RHS program provides rent subsidies for nearly 4,000 extremely low income renters. It is funded by a $10 surcharge on real estate document recordings.

- Rhode Island's "Bring Home the Bond" Legislative Campaign
  Rhode Island Housing joined with the state's primary private philanthropies in a first-of-its kind partnership to lead the charge for a $50 million housing bond that jump started the creation of 1,000 affordable homes over four years.

- Homes 4 California
  California voters approved Proposition 1C, providing $1.5 billion for affordable housing financing programs, including $195 million for supportive housing and $50 million for housing for homeless former foster care youth. More information about the administration of these funds is available at the California Department of Housing and Community Development website.

- Seattle Housing Levy
  In 2002, the voters of Seattle (WA) passed a seven-year, $86 million property tax levy to provide housing opportunities for low-income residents. Activities include the Rent Stabilization Program which provides rent subsidies over six to 18 months, combined with case management services, for low-income families, or those transitioning from or are at-risk of homelessness. See also the Current Administrative and Financial Plan.

- Permanent Financing Sources for Supportive Housing – Innovative Strategies for Increasing Revenue for Supportive Housing
  Prepared for participants at the Supportive Housing Leadership Forum III, this brief document identifies some of the more innovative funding sources being utilized for supportive housing.

- Mental Health Services Act (MHSA) Housing Toolkit
  The MHSA provides funding for services and supports that promote recovery and wellness for adults and older adults with severe mental illness and resiliency for children and youth with serious emotional disorders and their family members. This toolkit,

prepared by CSH and funded by the California Department of Mental Health, provides an overview of supportive housing, issues of fair housing and licensing, and options for financing and operating supportive housing. For more information regarding MHSA see: Mental Health Services Act: Housing (California Department of Mental Health Website). The website includes links to the MHSA Housing Program Application, the Universal Application, Universal Application Checklist, Rental Housing Architectural Guidelines, and the Shared Housing Architectural Guidelines.

- Increasing Funding for Supportive Housing and Homeless Initiatives in Washington State
  Through its Taking Health Care Home (THCH) initiative, CSH worked with selected states and localities to demonstrate how they could create supportive housing that ends homelessness for people with chronic illnesses. This document summarizes the Homeless Housing and Assistance Act (HB-2163) which provides an estimated $14 million annually to fund local homeless initiatives. (2005)

- Washington Families Fund
  Administered by Building Changes (formerly AIDS Housing of Washington), the Washington Families Fund (WFF) is a public-private partnership that leverages and increased funding for targeted services in response to the significant unmet need for affordable housing and social supports that homeless families are experiencing across the state. The WFF implements a financing model which capitalizes a reserve account that will be drawn down over a period of ten years for the support services linked to housing for homeless families.

- New Jersey Senate Bill 2354
  Sponsored by Senator Dana L. Redd and introduced in November 2008, SB2354 permitted counties to create county homelessness trust funds. Furthermore, the bill permitted counties to impose a surcharge of $3 on each document recorded with a county for deposit into a county homelessness trust fund. The bill received unanimous support in committee but failed to be heard by the full senate.

- Housing Trust Fund Progress Report 2007 The impact of Housing Trust Funds (HTFs) can be felt in 43 states throughout the country. Nearly 600 HTFs in states, counties, and cities generate more than $1.6 billion a year to support critical housing needs. This report published by the Center for Community Change identifies many of those HTFs, as well as their funding sources and priorities.

- Chicago Low Income Housing Trust Fund
  The Chicago (IL) Low Income Housing Trust Fund is dedicated to providing financial assistance to meet the housing needs of Chicago's poorest residents. Also see the Rental Subsidy Program Application and Guidelines.

- Miami-Dade County Homeless Trust
  The Miami-Dade County (FL) Homeless Trust was created in 1993 by the Board of County Commissioners with several primary functions including the administration of the one-percent food and beverage tax. The Trust is also responsible for the implementation of policy initiatives developed by the Trust Board, and the monitoring of compliance by agencies contracted with the county for the provision of housing and services for homeless persons.

- Polk County Housing Trust Fund
  The Polk County (IA) Housing Trust Fund is a non-profit organization that funds the development and support of affordable housing by leveraging public and private sources.

The Fund also provides operating and housing assistance support to non-profit agencies that provide services designed to stabilize low-income families in their communities – one of the few that funds supportive services.

- Marion County Housing Trust Fund
  The Marion County (IN) Housing Trust Fund was established in 2000 by the Indiana General Assembly to make housing affordable to low and moderate income families and individuals. Its activities include the Rent Assistance Program which provides subsidies to low-income renters for up to three years. Revenues associated with the electronic filing of property sales disclosure forms are allocated to the Trust.

- Special Needs Housing Trust Fund (New Jersey)
  Administered by the New Jersey Housing and Mortgage Finance Agency the Special Needs Housing Trust Fund provides capital financing to create permanent supportive housing and community residences for individuals with special needs, with priority given to individuals with mental illness. Also see the Act Authorizing the Fund.

- Washington State Operating and Maintenance Fund
  The Operating and Maintenance Fund is part of Washington State's Housing Trust Fund (HTF) and is used to support projects that have received capital dollars from the HTF. Investments include a "rent buy-down" for targeted units and one-time funding for deposit into a project's operating or replacement reserve account.

  D. Investing Resources into Pilot Initiatives

The search for resources often begins with some unique combination of public and private funds for small, time-limited demonstrations. Often, the demonstration provides only one or two of the sources of money needed to produce effective projects; however, those may be precisely the pieces that are missing – the essential ingredients that let project sponsors assemble the complex funding package needed to create and sustain supportive housing.

Examples and Resources

- Project 50: Skid Row Chronic Homeless Single Adults Street to Home Demonstration Project
  The county and city of Los Angeles invested $5.6 million in a three-year pilot program called "Project 50;" it's designed to provide immediate housing and services for the 50 most vulnerable adults living on Skid Row.

- Returning Home - Ohio
  The Ohio Department of Rehabilitation and Correction (ODRC) and the Corporation for Supportive Housing (CSH) announced an initiative in which both agencies will work with select nonprofit organizations to demonstrate how supportive housing can reduce an offender's return to the criminal justice system and prevent homelessness. The Request for Proposals was accompanied by these Guidelines for Monitoring. (2007)

- Illinois Demonstration Program for Frequent Users of Jail, Shelter, and Mental Health Services
  Through this initiative, CSH aimed to incentivize Department of Mental Health agencies to serve the difficult frequent user population by covering a gap in service funding upon release, including the necessary burst of initial support services. This service enhancement was complemented by – and integrated with – other efforts including targeted discharge planning, engagement inside the jails and shelters, and rental subsidies.

- Presumptive Eligibility Pilot Program
  The Mental Health Association of Rhode Island prepared this funding proposal to Butler Hospital to partially fund a Pilot Presumptive Eligibility Program. It was suggested the hospital's investment would result in a much larger benefit to the hospital in that services provided to individuals eligible for Social Security income (SSI) could then be reimbursed.
- South King County Housing First Pilot
  This project was designed to help individuals with long histories of homelessness rebuild their lives. Individuals seeking shelter were rapidly placed into supportive housing with intensive, flexible onsite services. The pilot included new partnerships, new ways of combining resources, embracing evidence-based practices, and a research component.
- New York City Frequent Users of Jail and Shelter Initiative
  This structured demonstration initiative placed individuals into permanent housing in an attempt to break their institutional circuit between jail, shelter, emergency health, and other public systems. It also included jail and shelter "in-reach," as well as intensive engagement and stabilization services following placement into housing.
- Rhode Island Permanent Supportive Housing Pilot Program – Phase I
  This memorandum of understanding outlines the agreement between the Rhode Island Housing Resources Commission, the United Way of Rhode Island, Rhode Island Housing and Mortgage Finance Corporation, and CSH. The goal of the program was to create at least 50 units of permanent supportive housing.
- Long Term Support Program: Supportive Housing Demonstration
  CSH, in partnership with the New Jersey Department of Human Services/Division of Family Development, Department of Community Affairs, and the New Jersey Housing and Mortgage Finance Agency issued a request for proposals from non-profits and their partners for the provision and operation of permanent affordable housing with related residential support services.
- Long-Term Shelter Stayer Reinvestment in New York City
  Funded by the Conrad N. Hilton Foundation, CSH provided grants to eight organizations in New York City to provide intensive engagement and permanent housing place services to homeless persons with long histories. Additional resources include a Brief Profile and an Executive Summary prepared for the Hilton Foundation.

V.   Provider Infrastructure

A supportive housing *system* can be said to exist when it operates at a scale at least reasonably proportional to the need. Creating a system demands many changes – in funding, policy, regulation, public attitudes, and so on – but none of that is even remotely likely without a visible capacity to produce and manage supportive housing units, and advocate for those who need them. Examples of strengthening provider infrastructure in this section include:

A.   Building Capacity

Capacity-building agendas are unique to each community, and must address a variety of challenges, including a change in habits, technology, and values in order to develop a basic aptitude for producing and operating supportive housing.

Examples and Resources

- Housing California Annual Conference
  Housing California's annual conference is one of the most comprehensive forums on affordable housing in America. Each spring, more than 1,500 consumers, developers, business leaders, advocates, government officials, and service providers converge on Sacramento for cutting-edge training, engaging and enlightening speakers, and networking.
- Florida Joint Statewide Conference
  The Florida Supportive Housing Coalition and the Florida Coalition for the Homeless are both dedicated to addressing the housing and service needs of populations with low incomes and/or special needs. Due to their common objectives, they felt to be in the best interest of their clientele and membership to hold a joint conference. Their goal is to bring together people who serve similar populations and share information and resources that would benefit all.

B. Assuring Quality

Demonstration of the quality of supportive housing project - and the outcomes being achieved - are crucial for attracting attention and support for creating more supportive housing. As such, quality is a system goal, not just a project goal.

Examples and Resources

- Demonstrating the Quality and Impact of Supportive Housing: Key Project-Level Outcome Measures
  This brief document identifies key outcomes that all supportive housing providers should be measuring when determining whether or projects and initiatives are achieving their intended goals.
- Request for Qualifications: Quality Assurance Monitoring and Review Process for Services in Supportive Housing
  CSH issued this RFQ from organizations with demonstrated capacity and experience to conduct monitoring site visits as part of an annual Quality Assurance Monitoring and Review Process for the Connecticut Supportive Housing programs.
- Center for Psychiatric Rehabilitation Newsletter
  The Center for Psychiatric Rehabilitation at Boston University published this newsletter which focuses on measuring mental health outcomes for quality and accountability.
- Standards for Services Programs in Supportive Housing
  This CSH document suggests standards for service programs in areas such as program design and delivery, provider/tenant relations, community linkages, and crisis prevention.

VI.   Credible Data

Data can set the agenda and the boundaries of debate - and the more verifiable and undisputed the numbers are, the greater their potential effect on all sides of an issue.

Examples and Resources

- Pushing the Envelope: Broadening and Deepening Involvement in Taking Health Care Home Communities at Project End
The Taking Health Care Home (THCH) Initiative has been a major part of CSH's national effort to prevent and end long-term homelessness for people with chronic health conditions. This report is the fourth to be published as part of the ongoing evaluation of THCH and documents activities in the six grantee communities after four years of project funding. (2008)
- Summary Report of Evaluation Findings: A Dollars and Sense Strategy to Reducing Frequent Use of Hospital Services
The Frequent Users of Health Services Initiative was a six-year, $10 million joint project of The California Endowment and the California HealthCare Foundation. The Initiative was designed to promote the development of innovative, integrated approaches to address the comprehensive health and social service needs of frequent users of emergency departments and decrease avoidable emergency department visits and hospital stays.
- The Impact of Supportive Housing on Surrounding Neighborhoods: Evidence from New York City
New York University's Furman Center for Real Estate & Urban Policy conducted a rigorous, large-scale examination of the impacts of approximately 7,500 units of supportive housing created in New York City over the past twenty years had on surrounding property values. (2008)
- Examining the Evidence: The Impact of Housing on HIV Prevention and Care
Released by The National AIDS Housing Coalition (NAHC), this policy paper from the Housing & HIV/AIDS Research Summit III directs attention to the role of housing – or lack of housing – for the continuing HIV epidemic and associated health disparities. It also includes findings from two large-scale intervention studies – the Chicago Housing for Health Partnership and a HUD/CDC Housing and Health study. (2008)
- Housing is HIV Prevention and Health Care
This PowerPoint presents research findings, presented at the March 2008 Housing and HIV/AIDS Research Summit, in a user-friendly format for public use in educating the community about the powerful role research plays in documenting the importance of housing in HIV/AIDS prevention and in positive individual and community health outcomes. (2008)
- Home & Health for Good: A Statewide Pilot Housing First Program
As a result of mounting evidence from around the country that Housing First strategies result in tremendous cost savings to cities and states and a decrease in the incidence of chronic homelessness, the Massachusetts Legislature passed line item 4406-3010 in the FY07 state budget to fund a pilot Housing First program for 130 chronically homeless individuals. A July 2008 Progress Report is available.

- **We Are Neighbours: The Impact of Supportive Housing on Community, Social, Economic, and Attitude Changes**
Funded by the Wellesley Institute, the Dream Team Research Group set out to test the value of supportive housing through a community-based research process that brought together supportive housing residents, housing providers, and their neighbors. They found that supportive housing does not have a negative impact on property values or increase crime rates. Furthermore, supportive housing residents contribute to local businesses, add to the vibrancy of the neighborhood, and participate in the friendliness amongst neighbors. (2008)

- **Major Recommendations: Summary Report of the Urban Institute's Assessment of the District of Columbia's Public Homeless Assistance System**
This report prepared by the Urban Institute assesses the District of Columbia's homeless assistance system, summarizes findings, and presents major recommendations including moving chronically homeless people from shelters and streets into permanent supportive housing and making the homeless management information system work as a tool to measure systems progress. (2008)

- **New Jersey Point-in-Time Count of the Homeless**
On January 29, 2008, twenty Continuum of Care jurisdictions in New Jersey – representing twenty counties and hundreds of volunteers – conducted the 2008 Point in Time Count (PITC) of the homeless across the state. The goal of the PITC was to identify the number of homeless people at a given point in time and to collect demographic and other information about those who are homeless to be used to develop effective plans to address and end homelessness.

- **Hilton Foundation Project to End Homelessness for People with Mental Illness in Los Angeles: Changes in Homelessness, Supportive Housing, and Tenant Characteristics Since 2005**
This report highlights the systems change efforts of the Hilton Foundation Project to End Homelessness for People with Mental Illness in Los Angeles. It describes and analyzes data from surveys of supportive housing projects and the agencies that have developed, operated, and provided services for these projects. The surveys collected information on the number of supportive housing units available in Los Angeles; the characteristics of the tenants; the number and size of capital, operating, and services funding sources; agency collaboration; and tenant policies. The report also highlights findings from evaluations of two new projects providing supportive housing for chronically homeless individuals – LA's HOPE and the Skid Row Collaborative.

- **Project H.O.M.E.'s Economic and Fiscal Impact on Philadelphia Neighborhoods**
Project H.O.M.E. released a report which illustrates a link between neighborhoods in which they have housing and property price appreciation in excess of the city's historical average. In an effort to ensure that the research was done with the utmost integrity, Project H.O.M.E. enlisted Econsult Corporation to perform this analysis. A press release was also issued to announce the findings in the report.

- **Homeless Study Looks at 'Housing First:' Shifting Policies to Get Chronically Ill in Homes May Save Lives, Money** A new rigorous, four-year study in Chicago concludes that moving homeless individuals with chronic health conditions quickly into permanent supportive housing can improve housing stability and health outcomes and save taxpayer dollars. Early findings from the evaluation of the Chicago Housing for Health Partnership (CHHP)

found that clients stayed in housing longer, used fewer nursing home days, and were significantly less likely to be hospitalized or use an emergency room as compared to study participants in usual care. Preliminary estimates have found that medical expenses for housed clients were at least $900,000 less than their usual care counterparts, after accounting for the cost of supportive housing.

- Request for Qualifications for the Multi-Year Evaluation of Permanent Supportive Housing Financed by the State of Connecticut
  The Corporation for Supportive Housing issued this RFQ for consulting services to develop and implement multi-year evaluation activities examining program cost-effectiveness, tenant outcomes, and selected neighborhood impacts for supportive housing programs administered through contracts with the State of Connecticut.

- Taking Health Care Home: Evolution of Permanent Supportive Housing in the Taking Health Care Home Communities 2004-2007: Tenants, Programs, Policies, and Funding at Project End
  This report is the third in a series of evaluation reports highlighting the systems change efforts of the Taking Health Care Home (THCH) initiative. It describes and analyzes data from a second wave of PSH project and agency surveys. The surveys collected information on the number of PSH units available in the THCH sites; the characteristics of the tenants; the number and size of capital, operating, and funding sources; agency collaboration; and tenant policies.

- Justice Policy Brief: Housing and Public Safety
  The Justice Policy Institute released this policy brief which suggests that increased availability of quality, affordable and/or supportive housing is associated with public safety benefits. For populations who are the most at-risk for criminal justice system involvement, supportive or affordable housing has been shown to be a cost-effective public investment by lowering corrections and jail expenditures, thus freeing up funds for other public safety investments. Additionally, providing supportive or affordable housing to people leaving correctional facilities is an effective means of reducing the chance of future incarceration.

- Ten-Year Plans to End Homelessness in Michigan: Summary of Analysis
  In 2006, Michigan became the first state in the nation to have every one of its counties covered by a ten-year plan to end homelessness. This report evaluates the collective picture that is painted by those 60 plans.

- Housing First Approach to Homelessness Brings Hope to Hard Lives
  Seattle Mayor Greg Nickels released studies showing that their "Housing First" program is helping people whose lives have been shattered by homelessness, mental illness, and addiction stay housing while saving an estimated $3.2 million in emergency social and health services.

- Cost of Homelessness: Cost Analysis of Permanent Supportive Housing in the State of Maine
  Studies around the country have found that permanent supportive housing (PSH) is effective at helping people with disabilities remain stably housed once they move out of shelters. These studies have taken place in urban centers around the country; Maine's study is the first to be completed in a rural state using actual dollars spent on services.

- Homelessness in America: Americans' Perceptions, Attitudes, and Knowledge
  Fannie Mae and Gallup, Inc. published this report that provides findings from a national opinion poll conducted by Gallup on the issue of homelessness in the U.S. and in eight

cities: Atlanta, Boston, Charlotte, Dallas, Denver, Los Angeles, Seattle, and Washington, D.C. The survey asked about perceptions of the causes of homelessness, whether the problem has increased over the past decade, personal experience with homelessness, and what should be done to address it.

- Systems Change Efforts and Their Results: Los Angeles 2005-2006
  The Hilton Foundation funded a five-year grant to promote changes in city, county, and state systems that would reduce homelessness in Los Angeles County (CA), especially among people with serious mental illness. Produced through a partnership between the Corporation for Supportive Housing and the Urban Institute, this report covers developments in the grant's first two years.

- Taking Health Care Home: Impact of Systems Change Efforts at the Two-Year Mark
  CSH published this report which describes the systems change strategies of seven sites involved in the Taking Health Care Home Initiative.

- Denver Housing First Collaborative: Cost Benefit Analysis and Program Outcomes Report
  The Denver Housing First Collaborative (DHFC) published this cost benefit analysis which focused on examining the actual health and emergency service records of a sample of participants of the (DHFC) for the 24 month period prior to entering the program and the 24 month period after entering.

- Taking Health Care Home: Baseline Report on PSH Tenants, Programs, Policies, and Funding
  Analysis of survey data collected from 63 agencies and 149 projects involved in developing and operating permanent supportive housing funded through the Taking Health Care Home Initiative. (2005)

- Costs of Serving Homeless Individuals in Nine Cities
  This chart prepared by the Lewin Group compares the daily cost of supportive housing with selected other settings in San Francisco, Los Angeles, Atlanta, New York City, Columbus (OH), Chicago, Boston, Seattle and Phoenix. The results show that a day in supportive housing costs significantly less than a day in a shelter, jail, or psychiatric hospital. Definitions, methodology, and sources also included. (2004)

VII.   Network of Allies

Forging an effective, well-coordinated coalition – a network of allies - with strong commitment to the cause, power, vision, and familiarity with the issue is critically important for ensuring the success of the systems change being pursued. Examples of establishing networks of allies in this section include:

A.   Broader Public Policy Campaigns

Formal public-relations campaigns are usually time-limited, yet the challenge of system reform typically lasts for many years. So beyond the initial, concerted effort to disseminate a piece of information and stimulate discussion around it, system reformers also need to rely on the longer-lasting, less formal use of advocacy as a way of making their message "stick."
Examples and Resources

- Why Supporting Advocacy Makes Sense for Foundations
  This report explores the experiences of a growing number of funders around the world who are committed to supporting advocacy as a strategy to advance social change. It describes various forms of advocacy that a foundation can support including commissioning

research, policy development, community organizing, coalition work, legislative lobbying, litigation, mass campaigns, and more. (2008)

- Unexpected Faces, Unexpected Places
The Homeless Coalition of Hillsborough County (FL) – which serves the greater Tampa area – launched a comprehensive, multi-media campaign to raise awareness of homelessness in their community. It seeks to "put a face" on the over 9,500 homeless individuals in Hillsborough County; stories on the website include those of an honors student and athlete, an Army veteran, a construction worker, and a minister who fled a domestic violence situation. The campaign includes print advertisements, outdoor panels/billboards, and public service announcements that can be downloaded for local use.

- Partnership for Strong Communities
The Partnership for Strong Communities is dedicated to raising public awareness and advancing solutions to end chronic homelessness, create affordable housing, and build healthy and economically vital communities.

- HousingWorks RI
HousingWorks RI is a coalition that taps the talents, experience, information, influence, networks, and energies of more than 100 member organizations, institute, corporations, agencies, and advocates to end one crisis: the severe shortage of quality, affordable housing.

- Michigan's Campaign to End Homelessness
The Campaign to End Homelessness is a joint project of the State of Michigan and the Michigan Coalition Against Homelessness. Their website tracks the progress of the Campaign, as well as links to local ten-year plans, events, and a "media room."

- Minnesota Housing Partnership
Through its Advocacy and Public Education program, the Minnesota Housing Partnership collaborates with housing advocates, civic organizations, and financial institutions. Minnesota Housing Partnership uses research, media outreach, and political advocacy to raise public awareness and encourage civic and political participation to promote and achieve affordable housing for low income individuals and families.

- Housing Illinois
Housing Illinois is a coalition of housing advocates, civic organizations, and financial institutions using research, advertising, media outreach, and organizing to raise public awareness and encourage civic and political leadership on behalf of affordable housing in communities throughout the Chicago metropolitan region and the state of Illinois.

- East Bay Housing Organizations
East Bay Housing Organizations is a 23-year-old membership non-profit organization dedicated to working with communities in Alameda and Contra Costa (CA) counties to preserve, protect and expand affordable housing opportunities through education, advocacy, and coalition building.

B. Advocacy Groups and Trade Associations

Just behind the formal mechanisms of system reform — the planning bodies, hybrid funding streams, ombudspeople, partnership agreements, research and advocacy programs, skills-training and capacity-building — remains the challenge of personal networking. The participants in the

reforming system need ways to get to know one another that are in some way satisfying to them, personally or professionally or both. The following organizations, among many others, play important roles in advocacy, sharing information and ideas, and fostering relationships among stakeholders.

- Bazelon Center for Mental Health Law
  For over three decades, the Judge David L. Bazelon Center for Mental Health Law has been the nation's leading legal advocate for people with mental disabilities. Their efforts are primarily focused on advancing community membership, promoting self-determination, ending the punishment of people with mental illness for the system's failures, and preserving rights.
- Center for Urban Community Services
  CUCS is the nation's largest provider of social services in supportive housing as well as a comprehensive human services agency that implements new practices, actively shares our knowledge and assists in shaping local, state and national strategies so that persons who are homeless, low-income, living with mental illness or have other special needs can live successfully in the community.
- Council of State Government
  The Council of State Governments is the premier multibranch organization forecasting policy trends for the community of states, commonwealths, and territories on a national and regional basis. CSG alerts state elected and appointed officials to emerging social, economic, and political trends; offers innovative state policy responses to rapidly changing conditions; and advocates multistate problem-solving to maximize resources and competitiveness.
- Florida Supportive Housing Coalition
  The Florida Supportive Housing Coalition is a statewide organization dedicated to fostering the development of housing for various special needs populations, including: the elderly, certain veterans returning from service abroad, young people aging out of the foster care system, persons with a disability, those at risk or suffering from homelessness, ex-offenders, and others.
- National Alliance to End Homelessness
  The National Alliance to End Homelessness is a leading voice on the issue of homelessness. The Alliance analyzes policy and develops pragmatic, cost-effective policy solutions. They work collaboratively with the public, private, and nonprofit sectors to build state and local capacity, leading to stronger programs and policies that help homeless individuals and families make positive changes in their lives. NAEH provides data and research to policymakers and elected officials in order to inform policy debates and educate the public and opinion leaders nationwide.
- National Alliance on Mental Illness
  The National Alliance on Mental Illness is the nation's largest grassroots mental health organization dedicated to improving the lives of persons living with serious mental illness and their families.
- National Association of State Mental Health Program Directors
  Founded in 1959, the National Association of State Mental Health Program Directors (NASMHPD) represents the $26 billion public mental health service delivery system serving 6.1 million people annually in all 50 states, 4 territories, and the District of Columbia. NASMHPD (pronounced "NASH-bid") operates under a cooperative agreement

with the National Governors Association and is the only national association to represent state mental health commissioners/directors and their agencies.

- The National Center on Family Homelessness
  The National Center on Family Homelessness is the only national organization devoted solely to helping homeless families. They bring new hope and opportunities to homeless adults and children through effective, cost-efficient practices and services. Trainings and technical assistance help shelters and providers address the day-to-day realities of the tragedy of homelessness.

- National Council of State Housing Agencies
  The nation's state Housing Finance Agencies (HFAs) created the National Council of State Housing Agencies (NCSHA) as a nonprofit organization more than 30 years ago to coordinate and leverage their federal advocacy efforts for affordable housing.

- National Health Care for the Homeless Council
  The National Health Care for the Homeless Council is a home for those who work to improve the health of homeless people who seek housing, healthcare, and adequate incomes for everyone. In the Council, agencies and individuals, clinicians and advocates, homeless people and housed people come together for mutual support and learning opportunities, and to advance the cause of human rights.

- Policy Research Associates
  Policy Research Associates, Inc. is widely known for providing technical assistance and developing and disseminating information on best practices to address the housing and service needs of people who are homeless, particularly those who have serious mental illnesses and co-occurring substance use disorders. Indeed, PRA has been a key player in the provision of technical assistance by the Federal government in nearly every major initiative related to homelessness since 1987.

- Supportive Housing Association of New Jersey
  The Supportive Housing Association of New Jersey (SHA) is a statewide, nonprofit organization whose mission is to promote and maintain a strong supportive housing industry in New Jersey serving persons with special needs.

- Supportive Housing Investment Partnership
  The Supportive Housing Investment Partnership (SHIP) is the nation's largest, most ambitious partnership focused on leveraging private capital investments to significantly increase the production of supportive housing and contribute to ending long-term homelessness across America. SHIP is a partnership of Enterprise and the Corporation for Supportive Housing (CSH). SHIP leverages the individual and complementary expertise of CSH and Enterprise, each of which has a longstanding and significant track record in supportive housing.

- Supportive Housing Network of New York
  The Supportive Housing Network of New York represents over 150 nonprofit organizations that develop and operate supportive housing across the state. With offices in New York City and Albany, the Network is the only supportive housing membership organization in New York State. It is the voice of the provider community that has created by far the largest, best-managed and most innovative supportive housing stock in the nation.

- Technical Assistance Collaborative
  TAC is a non-profit organization that works to achieve positive outcomes on the behalf of people with disabilities and other special needs, with an emphasis on human services,

housing, and homelessness.

C. Media and Public Relations

An effective media and public relations strategy is essential if system reformers are to reap the full benefit of the data and research they are compiling. Moreover, many tenants are eager to tell their stories of success to the world. It can be tremendously empowering for tenants to be given training and opportunities to tell their personal stories, as part of a strategy to educate the public and policymakers and to impact policies that will create supportive housing opportunities for other people.

Examples and Resources

- Focusing the Media on Ending Homelessness: A How-To Guide for Aspiring Communications Pros, Concerned Advocates, and Anyone with a Story to Tell
  Engaging the media is an invaluable tool when advocating for change. That's why the National Alliance to End Homelessness has provided recommendations to nonprofits and advocacy groups on specific steps they can take to increase coverage of homelessness and poverty issues.
- Homelessness in America: Media Handbook
  This guide, published by the National Alliance to End Homelessness, aims to provide context and reliable sources for reporters to access quickly. The goal of the guide is to stimulate thoughtful and insightful reporting on a population that is often poorly understood.
- The Toni Times
  Councilmember Toni Atkins (San Diego Councilmember Toni Atkins' Newsletter) publishes a monthly newsletter. In this particular issue, she discusses how supportive housing is a strategy to end homelessness in her district. (2007)
- Making a Name for Yourself: Branding for Non-Profits
  Fenton Communications defines branding and explains how to instill trust in your organization's service or cause. This results in greater credibility, influence, and fundraising power.
- The Ohio Housing Finance Agency: Permanent Supportive Housing Newsletter
  The Ohio HFA published a "special edition" of their seasonal newsletter focused solely on supportive housing. It reiterates their belief supportive housing is a key strategy to ending homelessness and includes successes at the local level and an update on their Interagency Council on Homelessness and Housing.
- Communications as a Strategic Tool for Affordable Housing Campaigns
  A public affairs consultant prepared this piece for the NeighborWorks (NW) Symposium on Multifamily Excellence in which the importance of integrating strategic communications into a housing campaign.
- A Media Training Guide for Affordable Housing Advocates
  The Campaign for Affordable Housing published this guide to help housing organizations better influence the media and public opinion to achieve their goals.
- Toolkit: How to PR
  This website provides links to resources on how to generate publicity, launch a multicultural public relations campaign, and the value of free publicity.
- Common Sense Media Relations 101
  Gallen Neilly & Associates offer tips on working with the media, giving a good interview, and how to handle bad news.

- [Proving Your Worth](#)
  This guide for public interest communicators describes ten ways to measure the impact of your communications.
- [This Just In!](#)
  Fenton Communications shares ten lessons they've learned from providing two decades of public interest communications services.
- [Now Hear This!](#)
  This publication discusses establishing clear communication goals, measurable progress, audience identification and segmentation, concise messaging, matching strategies and tactics to target audiences, and budgeting for success.