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Corporation for Supportive Housing 2008 – 2012 Strategic Plan

INQUIRIES

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INTRODUCTION

The Corporation for Supportive Housing (CSH) is the leader in the national supportive housing movement. One critical element of CSH's 2008-2012 Strategic Plan is that of maintaining and expanding CSH's leadership role in the supportive housing field over the next five years. To do so, CSH must adapt to the changing state of the supportive housing industry. In particular, CSH must recognize that the supportive housing industry is maturing, and now includes many new and different segments of both the public and private sector that are interested and participating in supportive housing. This growing diversity in the supportive housing industry means that CSH must reach a wider constituency through its work, as well as diversify the products we develop and deploy and the approaches we use to advance our mission.

This Strategic Plan is therefore built upon and informed by two factors: a) the growing acceptance and prevalence of supportive housing across more communities nationally and the entry of many new stakeholders and participants in supportive housing; and b) the persistence of challenges confronting the national movement to end homelessness amidst an increasingly complex political and fiscal environment.

First, supportive housing's place as the nation's primary vehicle for ending long-term homelessness is solidifying, resulting in:

- Widespread recognition of the concept of supportive housing and increasing clarity about what the term means
- A growing understanding of the extent of the need for supportive housing
- Involvement of more organizations, public agencies, representing more sectors in the creation of supportive housing
- Commitments to supportive housing by government and community organizations in numerous state and local 10-year plans, with interest in implementation
- Increased recognition of the importance of preservation, sustainability, and the assurance of quality of supportive housing and
- The entry of more consultants and organizations providing their expertise in more places around supportive housing-related issues.

These factors represent opportunities for CSH to grow and expand its work.

At the same time, changing market dynamics and conditions present new challenges for CSH, including:

- Current funding levels, if not significantly increased, are not expected to be sufficient to meet the need, broadly speaking. We approach this plan with acknowledging that many states are facing fiscal constraints that limit their ability to appropriate new resources and that a major increase in federal investment in the strategic plan period is questionable
- Homelessness may not have a caché with many policymakers just as other advocacy movements are competing for the same scarce dollars
- The multiple public systems that finance and create supportive housing remain fragmented, both presenting numerous challenges but also providing many "windows" for system engagement
- Political opportunities ebb and flow
- The industry as a whole remains lacking in the cultural competency necessary to effectively serve the diversity of persons experiencing homelessness, and

- The need for continual innovation and new technological approaches for providing training, technical assistance, and other capacity building supports and for more effectively reaching the industry.

This Strategic Plan is divided into three sections. The first section, *The State of the Organization*, provides an overview of CSH's mission, constituency, approach, and activities, which have all been updated and revised to reflect CSH's evolution.

The second section, *Our Vision for the Future*, presents CSH's vision for the next five years, and its five strategic priorities for 2008-2012.

The third section, *Extending Our Reach*, discusses new organizational and "technological" improvements that will enable CSH to pursue its strategic priorities and realize its vision. Finally, the Appendices contain notable information referenced or relevant to the Strategic Plan.

PART I: THE STATE OF THE ORGANIZATION

This section provides a description and overview of the Corporation for Supportive Housing (CSH), our mission, notable accomplishments, clientele, and approach. This “state of the organization” reflects CSH in the most current and up-to-date light, taking into account the evolution and growth of the organization and our approach.

Who We Are

CSH is a national organization whose mission is to help communities create permanent housing with services to prevent and end homelessness. Our mission is supported by our core values: integrity, respect, persistence, and making a difference.

CSH has approximately one hundred staff located in 14 offices in eleven states and the Washington, DC region, with headquarters in New York City. (States include California, Connecticut, Illinois, Indiana, Michigan, Minnesota, New Jersey, New York, Ohio, Rhode Island and Texas). It also operates targeted initiatives and consulting services in Kentucky, Maine, Oregon, Pennsylvania and Washington and provides numerous other communities around the country with targeted assistance.

In each of the communities in which we work, CSH serves as both a catalyst, bringing together people, skills and resources, and as a thought leader, designing new programs and policies, creating demonstration models, educating the public, private and nonprofit sector and serving as a leading national advocate for supportive housing. CSH is also a leading national investor in supportive housing. From our inception in 1991 through the beginning of this plan period in 2008, CSH has committed nearly \$128 million in loans and grants and leveraged over a billion dollars to support the creation of more than 33,000 units of supportive housing that are now operational or are currently in the pipeline. In addition, through our federal, state and local policy reform efforts, CSH has helped secure funding to support the creation of 70,000 new supportive housing units.

Who We Serve

CSH works with communities across the country to create supportive housing opportunities. We tailor our approach around the unique and specific challenges and opportunities of each community in which we work. The breadth of our staff expertise, products and services continually evolve to meet the current and future needs of the entire supportive housing industry, which includes: supportive housing developers; operators and service providers; public agencies and government representatives; private and philanthropic funders and partners; property management and asset management organizations; and a variety of other nonprofit, public, and for-profit partners whose combined efforts help prevent and end homelessness.

Within these communities we prioritize, above all, the needs of individuals and families experiencing or at risk of experiencing long-term homelessness and focus our efforts on meeting those needs. We estimate the current national prevalence of this need at 2 million people experiencing homelessness each year, of which an estimated 200,000 people experience long-term homelessness.

Just as our work and organizational structure has evolved over the past 17 years, so has our understanding of the populations that benefit from supportive housing. Our work has consistently focused on helping communities create supportive housing for people experiencing, or at risk of experiencing long-term homelessness. That is to say people who experience long-term homelessness count their time without

safe and stable housing in months and years rather than days and weeks. We realize, however, that there is no single characteristic or pattern of long-term homelessness. Long-term homelessness can manifest itself in obvious ways (e.g. long-term shelter residency) or less apparent ways (e.g. transient but repeated usage of multiple emergency public systems). Moreover, people who experience long-term homelessness include individuals and families from all demographic categories.

Through our early efforts to target new subsets of people who experience long-term homelessness, we found that supportive housing delivers broader results, and benefits sectors beyond the traditional homeless field:

- *Economic Security and Self-Sufficiency*: Increases tenants' earned income and housing stability
- *Homelessness Prevention and Discharge Planning*: Offers an important in-reach and discharge planning opportunity; preventing people leaving institutional settings from becoming homeless
- *Family Preservation and Inter-Generational Stability*: Is a promising way to divert youth aging out of foster care from becoming homeless; it is also a promising service intervention for families at risk of facing foster care out-of-home placements
- *Public Safety*: Can help prevent recidivism to criminal justice involvement
- *Public Health*: Provides a platform for individuals to achieve better health and mental health, and for communities to reduce the spread of HIV/AIDS and other public health crises.

Beyond its direct impact on individuals and public systems, supportive housing also has a ripple effect on the broader communities and the nation as a whole by:

- Adding desperately needed units to the nation's supply of affordable housing
- Preserving existing affordable housing units and other community assets as they are converted to supportive housing
- Contributing to the development and revitalization of communities
- Improving the use of public resources to deliver better outcomes and cost savings by stopping the expensive cycle of costly emergency care in settings such as emergency rooms, jails, prisons, shelters, and foster care
- Fueling systems integration, and policy reform
- Fostering economic development
- Expanding the capacity of the industry to better serve people with the most complex needs who had in the past often been screened out of other systems of care; or who were not effectively served by existing systems of care in the past
- Leveraging philanthropic, private sector and public sector resources
- Restoring the public's faith in government.

How We Work

As CSH enters its eighteenth year of successful operations, CSH can look back on a history of extraordinary accomplishments including:

- The direct financing and creation of tens of thousands of units of supportive housing
- Playing a prominent role in advancing several large-scale, structured public investments in supportive housing at the state level

- Successfully advocating to sustain and grow federal investment in programs that fund permanent supportive housing for homeless people
- Designing and creating new models that adapt supportive housing to new homeless sub-populations
- Developing an increasingly distinct and sophisticated industry of supportive housing providers
- Sponsoring, using, and educating industry leaders about evidence from emerging research to make the case for investments in supportive housing.

The most important of these accomplishments is the elevation of supportive housing's status from its origin as a mere programmatic novelty to the central national vehicle for ending and preventing long-term homelessness in America. Due to these efforts, CSH has become an established leader and recognized national expert in several policy and program areas including supportive housing, homelessness, affordable housing, and mental health services. In addition, CSH is successful as a policy entrepreneur, continually redefining and adapting supportive housing's image and relevance, thereby gaining a prominent foothold in several other domains of public / social policy and practices, including healthcare, criminal justice and child welfare.

CSH continues to be a leader in the field because of our ability to apply our unparalleled breadth and depth of knowledge about supportive housing in a distinctive way that delivers results for people experiencing long-term homelessness, especially those with chronic health conditions and/or who also are frequent users of multiple institutional settings.

Through on-the-ground staff in communities throughout the country, CSH delivers exceptional core services. Traditionally, CSH has described its work and core activities as consisting of three lines of business: project specific assistance, industry building, and public policy reform. A review of CSH's work over the past several years reveals that CSH has diversified the range of strategies and technologies used to achieve our mission and lines of business. Our core products and services are:

- Program and system design
- Program implementation
- Project specific technical assistance
- Financial products, including lending and grant making
- Policy design, reform and systems change
- Research / evaluation design and guidance
- Training and capacity building
- Resource tools

See Appendix B: What We Do – CSH's Products and Services for more details.

PART II: OUR VISION FOR THE FUTURE – REACHING OUR 150,000 UNIT GOAL

This section describes CSH's Vision and Strategic Priorities over the next five years. This Vision and these Strategic Priorities set the goals and overall direction for the organization, will inform our annual action planning, and provide the basis for measuring success and progress.

In 2002, CSH made a bold commitment to its mission by setting a goal of creating 150,000 units of permanent supportive housing during the next decade as a means of ending and preventing homelessness, especially long-term homelessness. When setting this goal, CSH determined we would account for the creation of units in two ways:

- 50,000 units via direct, project-specific assistance (loans, grants, and technical expertise)
- 100,000 units via systems-change efforts (new and/or increased funding that resulted in supportive housing creation)

CSH has made remarkable progress toward this unit goal. At the end of 2007, six years through the ten-year goal period, CSH has achieved 53 percent of this goal, helping create over 79,000 new housing opportunities, including 23,600 via direct assistance and 55,400 via policy activities.

Despite our efforts and those of our partners, there remain today an estimated 2 million people experiencing homelessness each year; of which an estimated 200,000 people experience long-term homelessness. These figures provide a continuous call to action for CSH and its partners.

CSH remains committed to our 150,000 unit goal which supports our vision for a day when homelessness is no longer a routine occurrence and supportive housing is an accepted, understood and easy-to-develop response. Through direct involvement with specific projects, broader funding initiatives, partnerships, and by advancing new models and system reform efforts, **CSH will help create the 71,000 remaining units of supportive housing needed to reach our ten year goal of creating 150,000 units.**

For the period 2008 - 2012 we will work to create:

- 20,000 units via direct, project-specific assistance (loans, grants, and technical expertise)
- 6,000 from state and local-level systems change efforts
- 45,000 units via federal advocacy and systems-change efforts (new and/or increased funding that resulted in supportive housing creation)

In addition to achieving this goal, we also recognize the need to ensure that supportive housing reaches its full potential as a solution to homelessness and the nation's over-reliance on institutions to address social needs, and as a vehicle for strengthening communities. During 2008-2012 we will:

- Broaden our efforts to work with new partners, new sectors, and in new communities
- Balance our work with larger, well-established organizations with efforts to engage and support smaller, community-based organizations
- Explore innovations in supportive services delivery and model development
- Advance public policy and systems reform
- Push the understanding and acceptance of supportive housing beyond the arena of homelessness by further exploring and experimenting with ways that the nexus of affordable housing and integrated, high-quality services can work for additional populations and communities and sectors of government, and how it can become a standard ingredient for building healthy and thriving communities across the country.

This spirit of exploration built upon a solid base of experience has led us to commit to the following five strategic priorities:

- 1. Finance and Facilitate the Development of More Housing Units:** Through direct involvement with specific projects, including providing loans, grants, and technical assistance, CSH will help create 20,000 units of supportive housing needed to reach our ten year goal of creating 150,000 units.
- 2. Advance Systems Change:** CSH will continue its efforts to secure public resource investment in supportive housing and change the systems that have a responsibility for or are impacted by: the lives of current or prospective tenants of supportive housing and the systems that are current or potential sources of capital, operating, and services funding for supportive housing. In particular, we will emphasize increasing and diversifying investments in supportive housing service and operating funding. Through systems change efforts, CSH will help ensure the investment of public funding and development of policy and governance mechanisms needed to support 51,000 new units. The 51,000 units, in combination with the 20,000 created through direct assistance are needed to reach our ten year goal of 150,000 units.
- 3. Pioneer Service Innovation and Integration:** The need for CSH to seek new approaches and innovations becomes critical as the supportive housing industry matures, the nature and our understanding of homelessness evolves, and the number of sectors interested in supportive housing increase, all at a rapid pace. CSH will work to replicate effective practices that reach homeless or at-risk frequent users of multiple systems of care and custody, identify and pursue services integration and access to mainstream service funding networks, pilot the adoption of evidence-based and promising service approaches in supportive housing, and explore what's next for supportive housing and the people it seeks to serve.
- 4. Achieve Quality, Sustainability and Integration of Supportive Housing into Healthy Communities:** CSH will establish the standard for quality supportive housing and will emphasize preservation, sustainability and integration of supportive housing into healthy communities. Throughout the supportive housing industry, CSH will encourage providers and government partners to develop systems for ensuring and sustaining the quality of new and existing supportive housing opportunities, on providing strategies to improve access to supportive housing for persons who are long-term homeless and/or frequent consumers of emergency systems of care, and that increase the integration of supportive housing into communities. This emphasis is especially timely as more communities across the country engage in the creation of supportive housing and as the earliest supportive housing projects approach the end of their funding compliance periods.
- 5. Prevent Homelessness:** Creating 150,000 units of supportive housing by 2012 is just one piece to the larger goal of ending homelessness. Efforts to stem the tide of people who enter homelessness are critical to making progress. This includes contributing to the overall lack of affordable housing in the country as well as addressing factors that can lead to future homelessness.

By achieving these strategic priorities over the next five years, CSH will have made significant progress toward ending homelessness and long-term homelessness, as well as securing its place as the national leader in the supportive housing field.

Strategic Priorities for 2008 - 2012

This section discusses the five Strategic Priorities described above in greater detail. Together, these Strategic Priorities serve as the framework for guiding and directing CSH's organizational goals and activities over the next five years, and comprise a single, comprehensive strategy for ending homelessness through affordable housing coupled with services. While organized into five distinct and separate areas, it should be understood that these Priorities are interwoven and complementary. In fact, it is precisely our use and integration of multiple strategies—e.g. demonstration program implementation that informs systems change or policy advocacy that generates funding for unit production—that lies at the CSH's trademark approach.

1. Finance and Facilitate the Development of More Housing Units

Project-specific assistance represents the core of CSH's work and the base from which CSH has built its knowledge and expertise to inform all of our other work. Therefore, over the next five years, CSH will not only continue and sustain our project-specific assistance, but will expand this work further to help create an additional 20,000 units over the next five years through direct investment and technical assistance. This represents 28 percent of the remaining 71,000 units necessary to help us achieve our 10-year 150,000 unit goal. To further help us reach this goal, CSH also recognizes the need to create new development technologies and financing approaches. Consequently, CSH will also work to expand the array of housing types and configurations, identify new resources (capital, land, buildings), foster new partnerships, and encourage the use of cutting-edge financing models and physical design features, such as green design.

Key efforts will include:

- **Lending and Grant Making:** Lending and grant making has been a critical ingredient in CSH's development efforts with our lending efforts more than doubling from 2002 to 2006. Our growth in lending is expected to continue to increase significantly over the next five years. To support this growth and to meet the needs of the maturing supportive housing industry, CSH will implement programmatic and infrastructure improvements to our lending program. These efforts include refining and tailoring our products to meet current demand while investing and improving CSH's internal management and capacity. Key among the internal improvements are building underwriting capacity, portfolio monitoring and raising additional funding for Project Initiation Funds.
- **Expanding Our Efforts with the Affordable Housing Industry:** Although the creation of specialized supportive housing projects are the most direct means of increasing supportive housing units, CSH recognizes that it could leverage additional unit production by tapping the prolific development engine of the mainstream affordable housing development industry. CSH has experience partnering with affordable housing developers in numerous mixed-income and tenancy development. We want to expand and increase these efforts by engaging the affordable housing community at the individual, community and systems level. Individually we want to engage developers to create supportive housing set-asides in their projects; at the community level we want supportive housing to be an important integrated ingredient in revitalizing and supporting strong neighborhoods; and at the systems level we want to engage policy makers to help integrate supportive housing with affordable housing development through tax credit qualified allocation plans and other policy advocacy and systems change efforts. In turn, we will work with affordable housing developers to identify and design ways to finance and integrate supportive services within these mixed tenancy developments, including our policy and systems change efforts.

- **Developing New Financing and Development Models:** While our commitment to permanent affordable housing with integrated services for persons with the greatest barriers to housing stability will not change; our understanding of design and physical configurations must continue to expand to meet the needs of new populations and new communities with whom we work. We have always known and demonstrated that there is no single physical configuration of supportive housing that meets the needs and preferences of all supportive housing tenants. We will continue to develop models that provide a continuum of housing options while serving a variety of homeless and at-risk populations. Similarly, we need to develop new models for financing the creation of new supportive housing by looking more closely at 4% tax credit and bond financing options; creating incentives for affordable housing developers; advocating for Low Income Housing Tax Credit preferences; and setting an expectation that community development efforts can and should include supportive housing options.
 - ***Converting Community and Institutional Assets:*** Recognizing that many communities are built out or the property acquisition costs can be prohibitive we will develop expertise in identifying and converting underused properties such as hospitals, institutions, and board and care facilities.
 - ***Greening of Supportive Housing:*** CSH will look for additional ways to incorporate and support green design in supportive housing. This serves to improve the quality and long-term affordability of supportive housing.
- **Develop Organizational and Developer Infrastructure:**
 - ***Developing the Capacity of Providers:*** Increasing the production of supportive housing entails not only supporting the most prolific developers of supportive housing at present, but also building the organizational infrastructure necessary to sustain development in years to come. CSH will balance our work with larger, well-established organizations with efforts to engage and support smaller, community-based organizations. This work includes continuing and expanding the Supportive Housing Institutes, which serve as a structured means of building provider capacity, along with our efforts to generally increase resources and access to other tools, capacity building grants and other technical assistance.
 - ***Expanding our Technical Assistance and Training to Public Agencies and Funders:*** CSH staff delivers consulting services, technical assistance, training, and financial assistance (grants and loans) in our hub offices and, through a newly created Consulting Services division, in select states and localities without an existing CSH hub or satellite office (see Part III - Extending Our Reach). We want to expand technical assistance and training to public agencies that control financial resources to ensure appropriate underwriting and adequate investments to create, sustain, and preserve quality supportive housing opportunities. We also want to provide technical assistance and training to funders as a means to expand local pipelines of projects: help them create demonstration programs, work with government and partners to secure additional resources for capital, operating and services.

2. Advance Systems Change

CSH will continue its efforts to secure resources and change the systems that have a responsibility for and are impacted by the lives of people who need or are living in supportive housing. We will also continue our efforts to change the systems that are (or should be) related to the capital, operating, and services funding necessary to create and sustain supportive housing. There will be an emphasis on increasing and diversifying the sources and kinds of public investment in supportive housing service and operating funding.

Our systems change activities will include direct lobbying for legislative authorizing and appropriations; administrative and public agency-led efforts; recruiting and building champions; grassroots and grassroots advocacy; and engaging the media and broader public policy campaigns. Our targets include federal, state and local policy makers and staff, heads of executive branch offices, key program staff and directors of relevant public agencies and programs, and advocacy partners and key philanthropic stakeholders.

Key efforts will include:

- **Exploring New Mechanisms for Funding Supportive Housing Services and Operating Subsidies:** Securing new service funding is absolutely critical to CSH's work going forward and to the success of the supportive housing movement, yet remains the scarcest and most challenging type of public funding to secure. Operating subsidies are a close second. In this plan period CSH must leverage the talent and ingenuity and the political power and influence of our staff, the Board of Directors and of our partners to: develop new and flexible mainstream funding opportunities; demonstrate ways to increase, combine and redirect existing resources; and create new and increased resources for supportive housing.
- **Advancing Comprehensive State and Local Systems Change Agendas:** State and local investment in supportive housing is a lynchpin to CSH's and supportive housing's success. States control the allocation of federal pass through funds but have also been important innovators in the development and dedication of new supportive housing resources. This work will be done through a combination of coaching, program, service and financial modeling, and creating venues for sharing techniques to create change.
- **Advancing a Comprehensive Federal Policy Agenda:** Building on our success and leveraging the support of partners, CSH will advance a federal policy agenda that helps secure the capital, operating and service funding needed to support the creation of new supportive housing units while sustaining the operations of existing projects. Our primary capital and operating focus will include preserving and expanding HUD's McKinney-Vento Homeless Assistance Grants, Section 8 Housing Choice Voucher Program, the creation of a National Affordable Housing Trust Fund; and preserving the Low Income Housing Tax Credit Program, the HOME Program and the Community Development Block Grant. Our identified service focus will include expanded service programs within Health and Human Services, the Veterans Administration, and the Department of Labor.
- **Cultivating Leadership Among Public Leaders from Non-traditional Sectors:** As noted in our Pioneer Service Innovation and Integration strategies, communities are developing a deeper and more sophisticated understanding of the long-term homeless and their barriers to stability. In particular, they are beginning to recognize that in addition to being literally homeless (on the street or in a shelter), individuals and families experiencing long-term homelessness also cycle through multiple systems including hospitals, detox, jails, family courts, child protection services, community clinics, shelters and other public systems or care. With the exception of the specialized homeless sector and (to varying degrees) mental health sector, most public systems have not integrated supportive housing as a core feature of their service or program focus. CSH will continue to engage new and newer sectors with an emphasis on connecting supportive housing to better outcomes for these systems and for these systems to invest in the creation of supportive housing (for example, by connecting the role of housing and services for reducing recidivism to the criminal justice system, or the role of supportive housing in reducing out-of-home foster care placements.) Specifically, CSH strives to engage the following sectors:

- **Health and Behavioral Health:** Implement, improve or refine the integration of supportive housing services as a priority or a category of funding within mainstream health and behavioral health programs. And, in particular we will look to engage alcohol and substance use programs to supportive housing
- **Medicaid:** Increase utilization of Medicaid funding for supportive housing services
- **Homeless Services:** Increase the outreach and placement of long-term shelter stayers and the diversion of resources for permanent housing and service solutions
- **Child Welfare/Foster Care:** Secure investments from foster care systems for supportive housing serving young adults and child welfare-involved families
- **Criminal Justice and Corrections:** Increase the investments by corrections institutions in permanent supportive housing and increase coordination and jail or prison in-reach to those who need permanent supportive housing
- **General Social/Human Services:** Increase investment by human service agencies in PSH serving high-risk or long-term homeless families
- **Veterans:** Increase investment from Veterans' agencies; and ensure that permanent supportive housing is an accepted and valued option, and that community agencies are engaged and involved in the delivery of housing and services
- **Employment:** Increasing access and involvement of workforce systems to serving people who have been homeless and have special needs
- **Pursuing and Advancing Research and Evaluation:** Sound research in order to demonstrate the efficacy of supportive housing and its impact on ending homelessness is an important feature of changing and engaging public systems. CSH will continue to advance, pursue, compile, and disseminate research in our efforts with emphasis placed on demonstrating the efficacy of new housing and services models; service innovations, and results that impact new sectors.

3. Pioneer Service Innovation and Integration

Pioneering innovation has always been at the heart of CSH's position as a leading national organization. Indeed, the integration of affordable housing with supportive services is itself one of the most innovative ideas of recent American social policy. To remain in this position of a leader rather than follower of the supportive housing industry and the movement to end homelessness, CSH needs to continually seek new approaches and innovations within the domain of integrated housing and services. A most deliberate approach to innovation becomes critical as the supportive housing industry matures, the nature and our understanding of homelessness evolves (to take into view those less apparent long-term homeless persons who are users of multiple institutional systems), and the number of sectors interested in supportive housing increases.

CSH will work to replicate and expand effective practices that more intentionally reach frequent users of multiple systems of care who are homeless or at risk of homelessness; identify and pursue integration with existing service delivery mechanisms [e.g. Federally Qualified Health Centers (FQHCs)] and/or access to mainstream service funding streams (i.e. Medicaid); and explore what's next for supportive housing and the people it seeks to serve. This work will be supported and enhanced by a new national Research and Development Team within CSH, whose function will be to help identify, refine, facilitate, and test new innovations (see Part III - Extending Our Reach).

Accordingly, CSH's efforts around service innovation and integration will focus around four priorities:

1. Extending supportive housing's reach to chronically homeless, high service users, and revolving door clients
2. Testing new service delivery strategies
3. Ensuring the adoption of evidence-based practices (EBPs) into supportive housing service delivery
4. Creating a Research and Development Team at CSH

Key efforts will include:

- **Reaching the Chronically Homeless, High Services Users, and Clients who Revolve through Multiple Systems of Care:** Communities are beginning to focus their efforts on understanding who the chronically homeless are and their barriers to stability. Communities are also pursuing efforts to target the subset of homeless individuals who are the most costly users of public systems and are at risk of chronic homelessness.

Building upon innovative demonstration programs that target the chronically homeless and frequent users of emergency public services (hospitals, emergency rooms, detoxification, jails, child welfare, etc.), CSH will pursue efforts that a) ensure supportive housing more deliberately reaches long-term homeless persons and individuals and families who are users of multiple, expensive emergency public services, and b) could lead to new or redirected/reinvested funds for the creation and operation of supportive housing. CSH will help design, assemble, and develop funding plans or directly assist in financing through philanthropic support. CSH may also directly implement these efforts in a coordination and oversight capacity, (for example, in the form of structured demonstration programs). Among homeless and long-term homeless, target populations for these efforts may include:

- Long-term shelter stayers and street homeless individuals and families
 - High users of emergency health services, especially emergency rooms, inpatient hospitals, and detoxification
 - Frequent users of corrections, courts, and the criminal justice system
 - Families involved with the child welfare system
 - Young adults leaving foster care, the children's mental health system, or the juvenile justice system
 - Medically frail individuals and individuals leaving institutions or long-term care facilities
- **Testing New Service Delivery and Financing Strategies:** Whereas CSH's policy and systems change work seeks to generate increased investment in funding for supportive services, CSH also needs to ensure that these investments are used in the most effective and efficient way possible. New and refined service strategies are needed that maximize the use of service funding (targeted and mainstream), while improving coordination, quality and efficiency of care. CSH will work with the provider community, consumers and the agencies that administer funding for and guide policy around current and future tenants of supportive housing to test new approaches to service delivery. These approaches need to maximize the use of public resources as well as improve the comprehensiveness and coordination of care to assist tenants in reaching their full potential. These service delivery approaches include:
 - Integration with FQHCs, hospitals, and other Medicaid-funded health services providers

- The use of ACT teams and other Medicaid-funded team models (Targeted Case Management) that include health and behavioral health services
- The creation of collaborative, multi-organizational service delivery partnerships, such as those resembling California’s Health, Housing and Integrated Services networks
- Strategies that extend the supportive services funded at individual supportive housing projects to serve neighborhoods and communities as a whole
- Linkages with services and facilities such as YMCAs, multi-service centers, settlement houses, public housing service centers, employment and educational centers and public housing
- Working with public housing authorities and other partners by expanding scattered site housing programs and the use of tenant-based rental assistance linked to supportive services to create additional scattered site supportive housing programs that access existing rental housing in the community
- **Encouraging the Adoption of Evidence-Based Practices and Promising Practices Guided by Emerging Research:** The documentation of best practices in services delivery is the focus of both CSH’s work around collecting and guiding evaluation (via Policy and Research) and the creation and implementation of quality assurance standards (via Resource Center). However, these efforts to evaluate and develop quality standards around services and disseminate evidence of the efficacy of these approaches must be supplemented by efforts to ensure that promising and evidence-based practices (EBPs) are incorporated and adopted into actual supportive housing practice. CSH must work to ensure that the most cutting-edge and tested service strategies are incorporated into supportive housing services to the fullest extent possible.

Through trainings, technical assistance, capacity building, and model development, CSH will work to maximize the use of evidence-based practices and tested service strategies in supportive housing. Promising EBPs and services that may be incorporated include: Wellness Self-Management, Integrated Dual Disorder Treatment, motivational interviewing, “Seeking Safety” and other trauma-informed interventions, Critical Time Intervention, and Supported Employment.

4. Achieve Quality, Sustainability, and Integration into Healthy Communities

CSH has distilled learnings from the supportive housing industry and from supportive housing tenants in order to create a common understanding of what constitutes quality supportive housing. During our last strategic plan period, we established a framework of seven Dimensions for describing quality supportive housing:

- Dimension One:** Administration, Management, and Coordination
- Dimension Two:** Physical Environment
- Dimension Three:** Access to Housing and Services
- Dimension Four:** Tenant Rights, Input, and Leadership
- Dimension Five:** Supportive Services Design and Delivery
- Dimension Six:** Property Management and Asset Management Activities
- Dimension Seven:** Data, Documentation, and Evaluation

During the next strategic plan period we will strive to include a focus on quality, sustainability and integration in all aspects of our work, including our work to develop new supportive housing projects and programs, to support quality practices in projects that are already operational, and to stabilize projects that

are facing operational challenges. We will also seek ways to understand how our work to improve the quality of supportive housing can support efforts to integrate supportive housing into the community. CSH is also concerned with ensuring that *existing* supportive housing projects remain vibrant, valued resources in our communities. This concern requires not only that supportive housing be sustainable, but also the integration of supportive housing units - and tenants – into the fabric of communities.

Key efforts will include:

- **Advancing Quality and Sustainability in New Projects and Programs:** CSH's framework for describing quality supportive housing will inform the planning and design of projects as they are seeking financing. CSH will seek to educate public sector officials regarding the practices – and financial resources – needed to ensure quality in supportive housing – and will seek to secure adequate investments of public funding in order to ensure quality and sustainability can be achieved. CSH will use the framework for describing quality supportive housing to develop and implement an expanded array of trainings and tools that reinforce quality practices, including.
 - Underwriting criteria and evaluation guidelines for public agencies that invest in supportive housing;
 - Program and service designs that are effective, responsive to culturally-specific needs, incorporate the input of tenants;
 - Strategies for effectively linking long-term homeless individuals, families and frequent users of crisis or institutional service systems to supportive housing opportunities.

We will ensure that our resources address issues related to emerging housing models (including mixed-used housing), innovative funding mechanisms, the needs of specific populations (including the long-term homeless, families, youth, ex-offenders, and veterans) and the increased involvement of affordable housing and for-profit developers in the supportive housing industry.

- **Enhancing the Quality of Existing Projects:** Our efforts to enhance the quality of supportive housing will also improve existing projects. Specifically, we will work to:
 - Strengthen the industry's property management and asset management practices, including the coordination with supportive services programming;
 - Assist providers in understanding and implementing significant, proven service models, including voluntary services programs, harm reduction strategies, and Housing First programs.
 - Perform services and operating cost documentation and analysis activities in order to inform funders' underwriting of new projects and the preservation of existing projects.
- **Stabilizing and Preserving Existing Projects:** CSH will work to preserve, stabilize, and support the effective use of existing projects to allow further targeting of vacancies to people who have experienced long-term homelessness. This work will include:
 - In anticipation of expiring tax credits, we will proactively engage tax credit investors and other partners regarding how to refinance or otherwise preserve the units as supportive housing.
 - CSH will advance techniques for improved outreach, engagement and training and provide support for providers in targeting and making greater linkages to post supportive housing options. Not all tenants will choose to stay in supportive housing over the long term. These efforts will ensure that tenants seeking alternative housing arrangements are able to move-on. In-turn making the unit available for another individual or family.

- CSH will balance our portfolio to include the preservation of existing single-site and scattered-site supportive housing. This work will include targeted assistance to experienced providers on serving changing target populations, and how to redirect, prioritize and coordinate existing resources for supportive housing. CSH will also utilize a portion of our loan and grant resources for preservation.
- **Integrating Supportive Housing into Communities:** CSH supports the full integration of supportive housing and the people it serves into communities, including the incorporation of supportive housing initiatives into comprehensive community revitalization strategies. To advance these efforts, CSH will develop new materials and provide assistance regarding not only the inclusion of supportive housing in Ten Year Plans to End homelessness, and within other local or regional plans addressing housing, service delivery, and community resources, but also regarding the strategies and resources needed to achieve communities' supportive housing goals.
- **Integrating Tenants into the Communities Where They Live:** Tenants of Supportive Housing should benefit from, contribute to, and participate in the community in which they live. We will work to provide tools and advice on how to integrate supportive housing into communities so that tenants connect to affordable housing and mainstream service delivery networks for employment, benefits, education, and other networks. This will include providing training and resources for supportive housing providers regarding community involvement and strategies to ensure that tenants are integrated into the communities where they live.

5. Prevent Homelessness

Creating 150,000 units of supportive housing is just one piece to the larger goal of ending homelessness. Additional efforts that stem the entry of people into homelessness are critical to making progress. This includes countering the overall lack of affordable housing in the country as well as addressing factors that can lead to future homelessness.

Recent research has shown that a strong commonality among people experiencing long-term homelessness (as single adults or as families) is a lack of family support dating from childhood. This lack of support is generally a result of a constellation of challenging issues that caused a family to disintegrate, such as serious abuse or trauma, parental disability, residential instability or homelessness, or placement in foster care. Research has shown that while many homeless families have challenges that include family violence, mental health and substance use problems, and unemployment, these problems are not more prevalent among homeless families than among other families living in poverty.

The strategies CSH and our partners have developed to integrate affordable housing and flexible services for people with complex problems, and support their recovery, may be transferable, albeit in a different configuration, to a larger population of vulnerable families living in affordable housing. As we learn more about the risk factors that lead to long-term homelessness, we may be able to prevent future generations of homelessness by applying effective supportive housing practices to improving outcomes for vulnerable families.

Key efforts will include:

- **Diverting Individuals and Families from Homelessness:** We will work with youth and troubled families and the systems in which they interact to explore the promise of supportive housing as an intervention to divert people from the well-worn pathway to homelessness and the crushing path of long-term homelessness.

- **Affecting Discharge Planning and Institutional In-Reach:** CSH will work to identify opportunities for prevention and reallocation or redirection of resources as well as promote effective strategies for targeting and in-reach to those with high risk of entering homelessness.
- **Examining multi-generational** patterns and effects apparent in families with histories of homelessness, incarceration, mental illness, and foster care placement, and work to address the underlying factors that can lead to homelessness.
- **Increasing Affordable Housing:** CSH will continue to support the creation and preservation of affordable housing in an effort to alleviate the housing crisis in the country and support broad efforts to add more housing resources at the local and federal level.

PART III: EXTENDING OUR REACH

This section describes the infrastructural and technological changes and developments necessary to achieve our Vision and Priorities over the next five years. The pursuit and achievement of the Vision and Strategic Priorities described above entail changes and expansion to CSH's organizational infrastructure. In some instances, this involves simply expanding and growing current technologies to further reach the communities we seek to reach and serve. In other instances, CSH needs to create brand new organizational features and functions.

We recognize that the greatest challenge to recognizing our goal of 150,000 units is both the scale and scope of this endeavor. In order to achieve our goal, CSH must extend its reach beyond its existing geographical footprint and create an infrastructure that allows it to engage communities beyond our hub offices. At the same time, CSH also seeks to go deeper in the communities where we currently work and broadening the sectors that are engaged in funding, creating, and operating supportive housing.

This will include:

1. Creating two new units: Consulting Services and Innovation
2. Boosting our online and web-based capacity for sharing knowledge and resources
3. Offering opportunities for training, convening, and peer exchange around the country
4. Expanding partnerships to reach new sectors and new communities
5. Extending our organizational infrastructure to conduct lending and grant making

Consulting Services

CSH's current business model of working with communities by creating a permanent hub office is challenging to sustain and replicate in all of the communities that need supportive housing. To date, CSH has, in a limited way, been able to reach beyond our ten hubs through consulting, trainings, and providing resources and forums to regional and national audiences. However, this has been accomplished by deploying staff who are already managing full portfolios in their own units. For CSH to bring value to more communities and meet the needs of communities in a more immediate, meaningful and cost-effective way means working differently. CSH will need to develop a new organizational unit that is intentionally more flexible; one that is not constrained by having to work only in its footprint and one that will leverage the assets that exist in some of its more mature sites.

CSH will create a formal consultant team, with dedicated staff whose primary focus is to respond to communities outside our existing footprint through short term engagement (3-24 months) with a clearly defined scope of work designed and tailored to meet the needs of the individual community. This structure offers the flexibility to tailor our level of involvement, products and services, and overall approach to meet the individual needs of each community or partner with whom we work. This structure also allows us to utilize some of our existing tools, such as the Supportive Housing Institute and Financial Modeling, in new markets as begin to diversify the organization's revenue model.

Innovation

While CSH has been successful in achieving adaptation and pursuing innovation around new models and approaches, we have largely pursued this function idiosyncratically, often by responding to reacting to local trends or industry demands, and doing so at the hub level often in isolation from other hubs or units. The new environment demands that CSH find a means of more formally pursuing and institutionalizing its role in

pursuing and advancing programmatic and policy innovations. While all such innovations must ultimately materialize “on-the-ground” and at the local level, CSH needs a mechanism of ensuring that emerging innovations are identified, fostered, and supported, as well as to encourage, whenever feasible, the replication in multiple settings and geographic contexts.

In short, CSH needs to develop an “Innovation” unit or team, situated at the national level, similar to those found in other technology-focused organizations in the private sector, whose sole function is to systematically and routinely: 1) explore and incubate new supportive housing innovations, approaches, and technologies; 2) conceptualize, explicate, and test these innovations; and 3) develop approaches for scaled replication. By creating this new unit, CSH will help to ensure that the most cutting-edge and tested innovations are shared across the country and incorporated into supportive housing services to the fullest extent possible.

The Innovation team would not implement these innovations directly, but would develop strategies for pursuing and implementing these concepts and models through and working with CSH’s existing organizational units. The team would work in close coordination and communication with all of CSH’s units to ensure that new innovations are relevant to local trends and conditions, and that the organization has the capacity to oversee and service their implementation.

Online Resource Tools

CSH has long recognized our ability to assist communities “indirectly” through our online resource tools. Our website provides the industry with easy, one-stop access to customized tools and resources regarding all aspects of developing and operating supportive housing, and is aimed at various levels of experience and expertise. Our current resources include: toolkits, training curriculum, publications, how-to guides, case studies, project profiles, advocacy materials, and findings from evaluation and research activities.

During this plan period CSH will enhance our support to the industry through significant upgrades to our website. In addition to the continued addition of new content and materials, this upgrade will enable us to provide communities across the country with greater exposure to the depth and breadth of our information and expertise, and provide a more interactive platform for their use. Our site improvements will help users from less experienced settings better access “Supportive Housing 101” tools that help define the supportive housing model and explain the development process and CSH’s services. We will add more sophisticated materials, best practices, innovations, financing sources, funding available and “Supportive Housing 201 and 301” materials targeted at meeting the needs of users from more sophisticated settings. Our upgrade will continue to provide important resources to our public sector partners as we document and describe innovative public sector funding approaches and policies – including samples of documents, RFPs, regulations, etc., for adaptation and replication. Additionally, we expect to improve information for media, funders, elected officials, advocates and other partners in and across the supportive housing field.

Expanding and Strengthening the Industry

Through trainings, convenings and peer exchanges, CSH can have a broad and lasting impact to new communities across the country.

- **The CSH Supportive Housing Institute:** CSH’s Supportive Housing Institute was introduced in 2003 as a comprehensive, highly interactive project development initiative that delivers targeted technical assistance and training to teams of current and potential supportive housing developers, service providers, and operators. The Institute includes a series of stand-alone in-depth modules focusing on providing an understanding of the basics of supportive housing to development

CSH has continued to refine and explore the application of the Institute to include new audiences, communities and working with new at-risk of homeless populations. This exploration will continue during the plan period taking into account the need to revise and develop new modules that reflect the maturation of the supportive housing industry, our increased understanding of service financing and delivery, and as new innovations and approaches as they become known.

- **Convenings and Peer-to-Peer Exchanges:** Be it at the national, regional, state or local level, one of CSH's trademark approaches is convening influential leaders to help advance the policy and programmatic reforms needed to help create supportive housing. Our convenings, including our signature national event the Supportive Housing Leadership Forum, provide participants with information about new methods and techniques; access to best practices and new approaches; foster connections across disciplines and are a catalyst for leverage financial and programmatic resources across sectors.

Beyond the convenings, CSH has fostered Peer-to-Peer Exchanges that enable providers and government representatives to travel and learn from each other around critical issues like how to create funders' councils or how to best serve a reentry population. Looking forward, both convenings and peer-to-peer exchanges will continue to provide an important opportunity for CSH to extend and advance supportive housing. In continuing this work, we will make an increased effort to broaden participants at our events to include representatives from new sectors and new communities across the country.

Partnerships

Strategic partnerships have been a hallmark of CSH's success and will become an even more critical component in driving our vision for the future. These partnerships provide CSH with a base of political support for our systems change efforts, a source of new ideas on financing models and service strategies, a platform for testing the viability of new innovations, and access to the key systems and leaders that we seek to engage in all of our work. Through these new linkages we can better achieve the work at hand, both ending long-term homelessness and addressing the challenge of preventing people from slipping onto the path of homelessness.

CSH will effectively engage new sectors and systems by reaching beyond obvious allies in the homeless, affordable housing and social service fields, and stretching to form new bonds with public, private, faith-based and for profit partners from sectors outside these fields.

Lending and Grant Making

Lending and grant making has been a critical ingredient in CSH's development efforts, with our lending efforts more than doubling from 2002 to 2006. To further bolster this "bread and butter" area of activity, we will explore opportunities to offer this service to more communities and partners throughout the nation, and develop new approaches to extend our lending capacity. These new approaches may include: lending collaboratively (e.g. through participation lending) with partners that have considerable experience or knowledge of a project sponsor or new community; lending to a familiar sponsor from a CSH service hub that is reaching into new areas outside of our footprint; and include lending as a part of the consulting and expansion services we offer to new communities.

Organizational Implications of this Strategic Plan:

- **Strengthening CSH:** CSH is a leader in the field of supportive housing. To remain a leader in a growing and increasingly competitive field, an organization needs to periodically assess what it is doing right and what it needs to do better. In light of CSH's recent growth and to align our strategies with the new strategic plan, CSH will:
 - Invest in the equipment, technology, information, and support needed for all staff to stay connected and to do their job to the best of their abilities
 - Ensure that the organizational culture reflects and respects all the cultures that it represents, both internally and externally and also ensuring that policies and practices are consistent with CSH's stated values of respect, integrity, persistence and making a difference
 - Promote a diverse workforce that keeps the needs of supportive housing tenants at the forefront

These efforts will allow CSH to maintain our position in the supportive housing industry. Additionally, CSH will maintain the infrastructure to support these products and services through robust marketing and communications; information technology; financial management, human resources and revenue generation. CSH is governed by an Operations Team and the Board of Directors.

- **Measuring our Success 2008 - 2012:** Since 1991, CSH has collected some variation of metrics to measure our success against our stated business plan goals. We will continue to measure our success over the next five years against the strategic priorities in the 2008 – 2012 strategic plan, as well as our ability to strengthen CSH internally. We will also seek to refine both the metrics we use and streamline the process for collecting information on these metrics. A summary of our audience, users and metrics is provided below.
- **Audience:** There are three primary audiences/users of CSH metrics: the CSH Board; CSH Managers and staff; and CSH funders. The overall content for each audience is similar – monitoring CSH's performance in financing and developing more housing units, advancing systems change, pioneering service innovation and integration, achieving quality, promoting sustainability and integration into healthy communities, preventing homelessness and strengthening CSH. Variations occur around the reporting cycles and desired level of detail for each audience. The 2008 Metrics/Measuring Success Program will focus on meeting the monitoring needs of these three primary audiences and will help CSH set performance parameters/benchmarks for future performance and inclusion in the Measuring Success Program.
- **Content:** The specific content in the 2008-2012 Metrics/Measuring Success Reports reflects the evolution of our metrics during our last business plan period, including our progress in better defining performance metrics in the areas of systems change, quality and strengthening CSH. Specifically, our new metrics provide us a better understanding of not only how many units of supportive housing we help create, but also who permanent supportive housing is effective for, what new approaches to supportive housing have been developed, and how supportive housing can be a useful model to help prevent homelessness. As such, in 2008 we will measure our impact against the five strategic priorities in order to reach our 150,000 unit goal. Some examples of what we anticipate measuring include:
 - Progress against 5-year 71,000 unit goal:
 - 20,000 through direct CSH assistance

- 6,000 through state level systems change
- 45,000 through policy, systems change & training (including MV and other federal work)
- Value and number of units leveraged through systems change activities and other indicators like new programs, interagency agreements, legislative efforts, that demonstrate progress
- Value of new service funding secured for supportive housing at the state and local level
- Number of units targeted to different populations

APPENDIX A: DEVELOPING A STRONG INDUSTRY

We advance our mission by providing high-quality supportive housing products and services to partners across the country. We bring together people, skills and resources. We are a national organization that delivers our core services through geographic hubs; national program teams, programmatic and geographically targeted initiatives and consulting services. Our current geographic hubs locations are: California, Connecticut, District of Columbia region, Illinois, Indiana, Michigan, Minnesota, New Jersey, New York, Ohio, Rhode Island and Texas.

CSH tailors our services to meet the specific needs of the communities where we work. We are able to support our more advanced partners while also meeting the needs of novice or intermediate groups in communities where CSH and supportive housing have a shorter history. Our partners include:

- Developers, including non-profit, public, and for-profit organizations; those that focus solely on supportive housing development and developers who include supportive housing units within a more diversified housing portfolio
- Organizations that operate scattered-site, leased-based supportive housing programs, and the Property Owners that offer access to units and properties for supportive housing
- Organizations that link persons to supportive housing programs, deliver services within supportive housing settings and/or to tenants of supportive housing within community-based settings
- Organizations that provide property management services within supportive housing settings
- Consultants, technical assistance providers, other intermediaries, and financial institutions that can support and/or enhance the capacity of supportive housing developers, operators, service providers, and property managers
- Public agencies that control financial resources and otherwise impact development, operations, or services activities that: a) are targeted for supportive housing; b) are frequently used for supportive housing; and/or c) can potentially be used for supportive housing
- Federal, state and local policy makers and staff, heads of executive branch offices, public agencies, and other actors within public systems that influence and shape the responses to homelessness within communities and the integration of supportive housing into efforts to end homelessness
- Advocacy partners and key philanthropic stakeholders

APPENDIX B: WHAT WE DO - CSH'S PRODUCTS AND SERVICES

Program and System Design

CSH helps communities develop programmatic and policy programs to help create and sustain supportive housing. This work includes structuring development programs, service interventions and programs, financing programs and redesigning existing programs to achieve better outcomes for people experiencing long term homelessness. A notable product we offer related to this work is our financial and programmatic modeling.

Program Implementation

Communities across the country are making commitments to end long-term homelessness through supportive housing. CSH offers strategies and advice to help communities turn their commitments into action.

Project Specific Technical Assistance

A long-standing and high-value service, CSH provides on-the ground technical assistance to supportive housing project sponsors. Our one-on-one technical assistance has recently been expanded to provide government and funding partners with our expertise related to broader production as well as service and system change initiatives. Additionally, we have expanded the tools we use and our approach to delivering technical assistance to include more web-based toolkits, structured training Institutes in various communities, and peer-to-peer support.

Financial Products

CSH's financial products are crafted to meet the needs of project developers at each step of the development process.

- **Loan Products:** We offer lending products, some of which include grants, and project initiation, predevelopment and acquisition loans to expedite supportive housing development projects so they can compete for additional funding.
- **Tax Credit Investment:** Through the Supportive Housing Investment Partnership (SHIP), CSH partners with Enterprise, including Enterprise Community Partners and Enterprise Community Investment, to leverage the individual and complementary expertise of each organization provide project sponsors with a unified resource for grants, low-interest loans, technical expertise, low-income housing tax credit (LIHTC) investments, and advocacy (www.shippartners.org/).
- **Grants:** Grants are made to local advocacy partners so they can provide seed money for local development of campaign materials as well as mobilization. Other types of grants are offered to fund short-term interventions such as government staff positions and interventions to fuel interagency planning and coordination and travel scholarships.

Policy Design, Reform, and Systems Change

CSH helps lead and engage partners in system change and advocacy efforts to target and increase federal, state and local funds for supportive housing, and expand incentives and opportunities for investments by government, philanthropy and the private sector. Our efforts are multi-dimensional and include advocacy at the grassroots and grasstops where we advance legislative and administrative efforts, emphasize communications and media outreach, mobilize national pressure, convene public forums, and advance our research to support and augment our systems change initiatives.

Research / Evaluation Design and Guidance

Over the past several years, we have increased our focus on research and evaluation, and we will continue to provide the most recent and relevant research to the industry to demonstrate the efficacy of supportive housing and its impact on ending homelessness and reducing costs.

Trainings and Capacity Building

CSH has tremendous depth and breadth in the training services we provide. In any given year more than 12,000 individuals participate in and attend CSH training events. Our services include training design, curriculum development, training delivery, knowledge exchange opportunities, and creative peer-to-peer learning innovations.

Resource Tools

CSH will continue to develop and provide facilitated access to a variety of on-line and hard-copy resources to enhance the skills, ability and efficiency of the supportive housing industry.