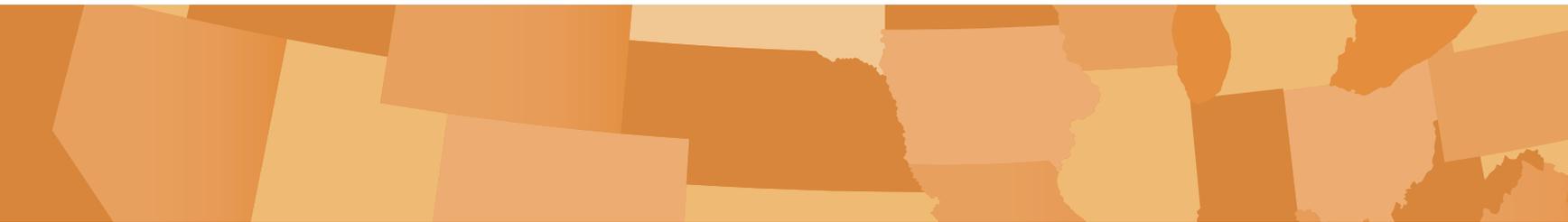


OUR REACH



www.csh.org

Corporation for Supportive Housing Annual Report 2008

EXTENDING OUR REACH

In late 2008 CSH convened a gathering of industry leaders from across the country to discuss the future of supportive housing. Despite the pressures of the economic recession, we issued a call to action to our partners and allies; asking them to re-affirm their commitment to ending long-term homelessness and the seemingly endless cycle through institutions, public spaces, and emergency care that constitutes life for hundreds of thousands of Americans, year after year.

Our call to action was accompanied by CSH's articulated vision to expand our reach and to do more to advance the innovation of supportive housing. Included in this vision is the understanding that supportive housing must be embedded within bigger, more comprehensive efforts to prevent and end homelessness. We plan to sharpen our focus to identify people with multiple and complex problems who are most in need of supportive housing. And, we will increase our engagement and efforts "upstream" with a broader range of systems that are currently responsible for vulnerable people who are caught in costly patterns of sustained crises that include homelessness, repeated contacts with hospitals, jails, and/or foster care, unemployment and poorly managed, disabling or life threatening health conditions.

This expanded vision and broader reach is a daunting and incredibly exciting prospect for CSH. And, in 2008, we began to institute many of the organizational changes needed to ensure that we are a structurally sound and high performing organization which is well positioned to advance our vision while continuing to deliver the high quality results that our partners expect. Highlights of our 2008 accomplishments include:

- Continuing our commitment to creating and sustaining at least 150,000 new supportive housing opportunities for families and individuals. At year-end 2008 CSH had contributed 90,000 units toward this ambitious 10-year goal.
- Securing, with our advocacy partners, an estimated 10,000 rental-assistance vouchers for supportive housing serving veterans through the HUD-VASH program
- Convening with Funders Together national leaders and researchers from the healthcare, corrections, and supportive housing fields to support innovation and new models that improve outcomes for homeless and disabled populations who are frequent users of crisis and institutional settings.

- Receiving the following recognitions for CSH's organizational management:
 - 4-star rating – the highest designation – by Charity Navigator.
 - AAA+3 CARS designation by the Opportunity Finance Network, an organization that rates community development financial institutions.
 - Recognized Best Practice by the White House Office of Community and Faith Based Initiatives.
- Creating a new Research & Innovations Team whose staff will act as CSH's internal "think-tank" by developing strategies for pursuing, implementing, and replicating new concepts, approaches, research, and technologies.
- Offering new consulting services to communities across the country by flexibly deploying CSH's talented staff in demand/response shorter-term engagements.
- Completing research with findings that prove carefully targeted supportive housing programs can significantly curtail the over-use of emergency and hospital services, thereby decreasing costs and improving health outcomes.
- Advancing healthcare reforms and policies that include supportive housing as an innovation that can control escalating health-care costs with supporting reports from California, Illinois, Minnesota, Massachusetts, and Washington state.

The year 2008 changed the paradigm for so many—and challenged our conventional wisdom on economic security. CSH used this time to prepare for what lies ahead. We know supportive housing is the solution for many vulnerable people and can help contain health-care costs. We know it works. We know our country, regardless of our current struggles, has the tools and wherewithal to prevent and end homelessness. **And we know that with innovation and a lot of resolve, CSH will continue to expand our reach and the benefits of supportive housing to more of our neighbors who need our experience and compassion.**

A more complete description of CSH's bolder vision is included in our document "The Future of Supportive Housing" which is available on our website, www.csh.org.

We look forward to your continued support.

Deborah De Santis, *President and CEO*

Denise O'Leary, *Chair of the Board*

ABOUT CSH



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. In 2008, our progress toward this goal included:

- Closing 84 loans totaling over \$40 million.
- Adding over 5,100 units of supportive housing to our development pipeline.
- Adding over 15,000 units of supportive housing through our federal policy efforts.
- Leveraging \$.8 billion to support the creation of supportive housing through our state and local public policy efforts.
- Participating in 406 industry building activities, including training over 17,000 individuals.
- Releasing two new toolkits, nine new publications, and 17 new resources for the supportive housing industry.

CSH recognizes that the supportive housing industry is maturing and at the same time now includes many new and different segments of both the public and private sector. The growing diversity in the industry means that CSH must reach a wider constituency through our work, as well as diversify the products we develop and the approaches we use to advance our mission. Just as our work and organizational structure has evolved over the past 18 years, so has our understanding of the populations that benefit from supportive housing.

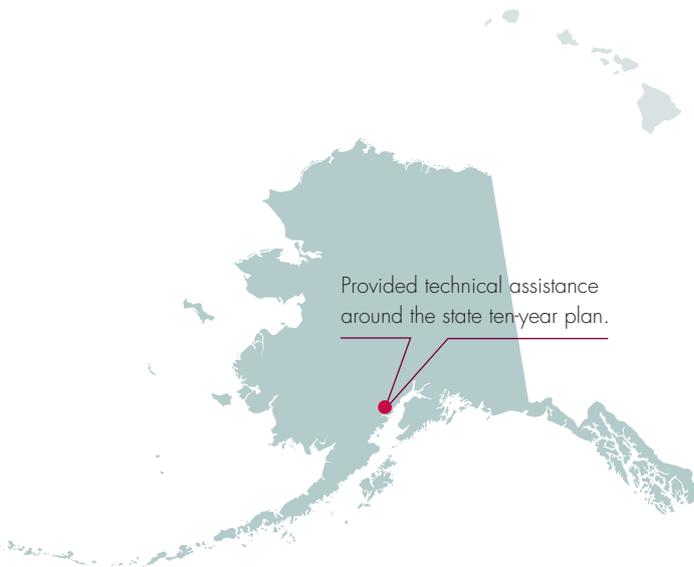
This increased focus requires that we sustain and strengthen current leadership and commitments to invest in supportive housing and plans to end long-term homelessness. We continue to systematically and comprehensively engage new partners from other systems, while working together to identify vulnerable people who are at the greatest risk of homelessness, prolonged crises, and high costs for ineffective public investments. Through our early efforts to target people who experience long-term homelessness, we have found that supportive housing delivers broader results and benefits sectors beyond the traditional homeless systems.

CSH continues to be an innovator 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. We have made great strides and established a solid track record to build upon. With the energy and strength of our existing partnerships and an eye toward creating new ones, CSH looks forward to meeting the challenges and capitalizing on the opportunities that lie ahead. Together, we will ensure that everyone who needs it has access to supportive housing.

EXTENDING OUR REACH

Selected highlights and accomplishments from 2008.

From our inception in 1991 as a New York City-based program, the Corporation for Supportive Housing has grown to become the largest supportive housing intermediary in the nation. We have nearly 100 dedicated professionals in 11 states and the District of Columbia working to create and sustain at least 150,000 supportive housing units by 2011. Although our hub staff tends to focus their efforts locally, the demand for CSH products and services stretches from coast to coast—and, at times, even internationally.



Provided technical assistance around the state ten-year plan.

Delivered first Northern California Supportive Housing Institute.

Expanded partnership with LA County Sheriff to provide housing to individuals leaving jail. First loan made through \$25M Los Angeles Supportive Housing Loan Fund.

Convened a peer-to-peer exchange which spurred six integrated supportive housing developments.

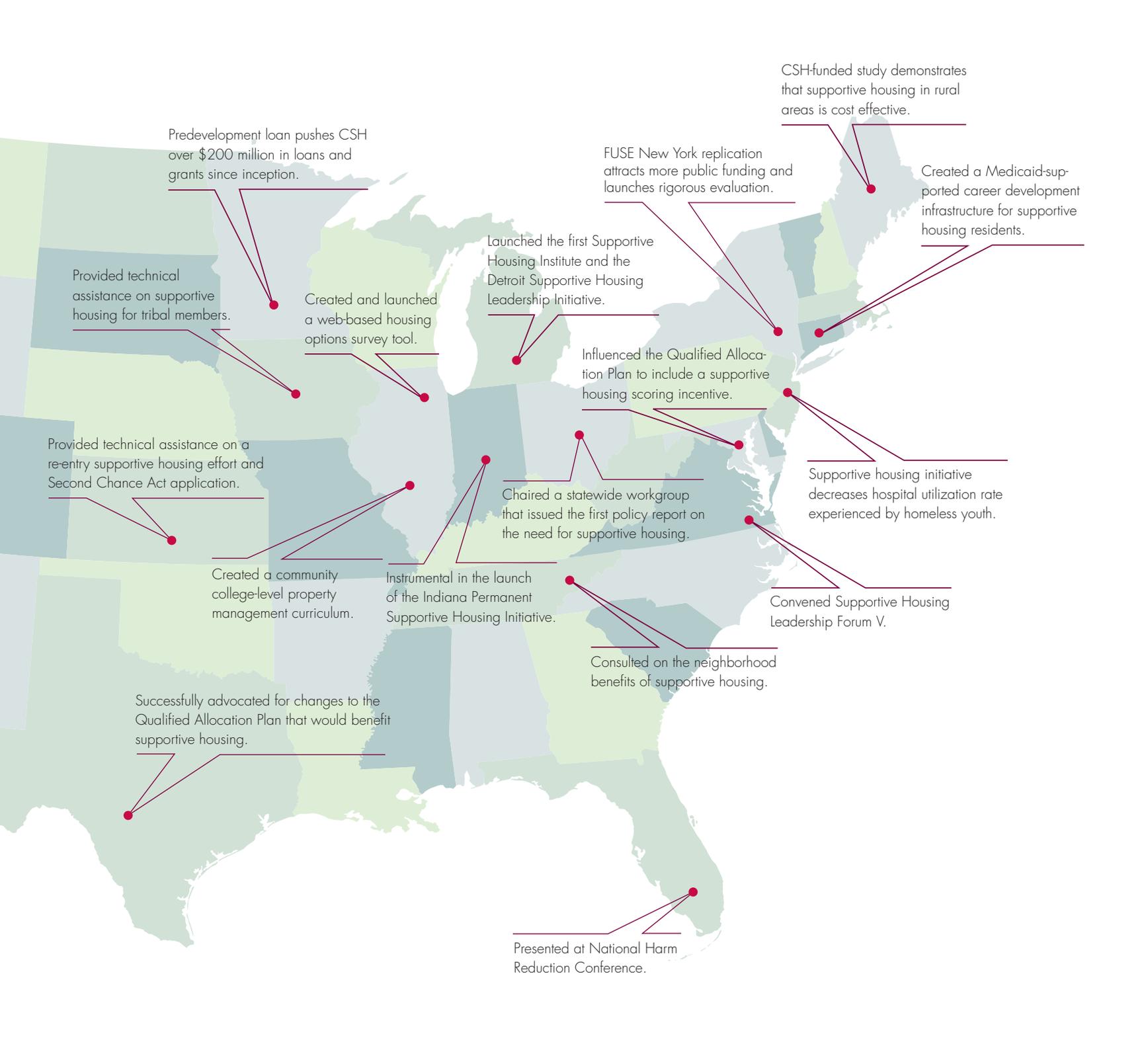
Successfully advocated for inclusion of \$10 million in state budget for wrap-around services for mentally-ill parolees.

Presented at Native American Indian Housing Council Legal Symposium.

Presented at Housing Homeless Veterans Conference.

Partnered to deliver the first Washington State Supportive Housing Institute.

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 health services.



Predevelopment loan pushes CSH over \$200 million in loans and grants since inception.

Provided technical assistance on supportive housing for tribal members.

Created and launched a web-based housing options survey tool.

Launched the first Supportive Housing Institute and the Detroit Supportive Housing Leadership Initiative.

FUSE New York replication attracts more public funding and launches rigorous evaluation.

CSH-funded study demonstrates that supportive housing in rural areas is cost effective.

Created a Medicaid-supported career development infrastructure for supportive housing residents.

Influenced the Qualified Allocation Plan to include a supportive housing scoring incentive.

Provided technical assistance on a re-entry supportive housing effort and Second Chance Act application.

Supportive housing initiative decreases hospital utilization rate experienced by homeless youth.

Chaired a statewide workgroup that issued the first policy report on the need for supportive housing.

Created a community college-level property management curriculum.

Instrumental in the launch of the Indiana Permanent Supportive Housing Initiative.

Convened Supportive Housing Leadership Forum V.

Consulted on the neighborhood benefits of supportive housing.

Successfully advocated for changes to the Qualified Allocation Plan that would benefit supportive housing.

Presented at National Harm Reduction Conference.

FINANCIALS

Public Support & Revenue

Grants & Contributions	\$5,734,414
In-Kind Contributions	\$2,152,010
Contract Services	\$7,746,989
Interest & Dividend Income	\$1,296,108
Fees & Other Income	\$3,106,979
Total	\$20,036,500

Expenses

Program Services	\$24,259,178
Management & General	\$3,058,637
Fundraising	\$1,171,985
Total	\$28,489,800

Change in Net Assets

Before Net Realized & Unrealized Losses on Investments	(\$8,453,300)
Net Realized & Unrealized Losses on Investments	(\$692,892)
Total	(\$9,146,192)
Net Assets Beginning of Year	\$38,831,509
End of Year	\$29,685,317

BOARD MEMBERS

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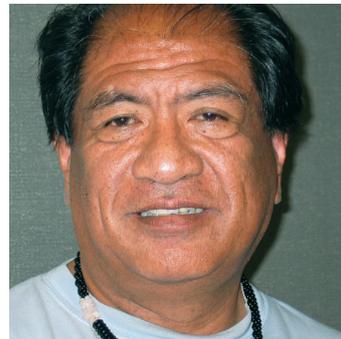
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Lakes Capital Fund

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Partner, Ravitch Rice & Co.

Estelle B. Richman
Secretary, Pennsylvania
Department of Public Welfare

The Honorable Justice
Evelyn Stratton
The Supreme Court of Ohio

Douglas M. Weill
Managing Partner,
Hodes Weill & Associates



FUNDERS

Support from our partners is critical in assisting our efforts to create supportive housing and end homelessness. Thanks to the following organizations and individuals who made contributions to CSH this year:

William S. Abell Foundation
Judith Albert
Anonymous
Sanya Applegate
Angelo Ariondo
AtlantiCare Behavioral Health Services
Beatrice Fox Auerbach Foundation Fund at the Hartford Foundation for Public Giving
Bank of America Foundation
Bank of Tokyo—Mitsubishi UFJ Foundation
Bigelow Foundation
Mary Owen Borden Foundation
Stephen Brown
The Butler Family Fund
Catholic Charities of St. Paul & Minneapolis
Cermak Rhoades Architects
City of Chicago
Chicago Tribune Charities—Holiday, a fund of the McCormick Tribune Foundation
Connecticut Department of Mental Health & Addiction Services
Connecticut Housing Finance Authority
Heather Craig
CSH Board of Directors
Brian Daley
DC Department of Mental Health
Deutsche Bank Americas Foundation

Enterprise Community Partners
Federal Home Loan Bank System
Field Foundation of Illinois
Flannery Construction
Apryl Franklyn
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Angela L. Giordan
Mark Gold
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Grand Victoria Foundation
Greater Minnesota Housing Fund
Harris Family Foundation
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Emma B. Howe Memorial Foundation
HSBC Bank USA
Indiana Housing and Community Development Authority
Ari Jaffe
JEHT Foundation
Kresge Foundation
M&T Bank Charitable Trust
Cynthia Maciel
Mardag Foundation
MDB Communication, Inc.
Melville Charitable Trust
Mental Health Resources, Inc.
Merancas Foundation, Inc.
Minnesota Housing
Minnesota Housing Partnership
Montgomery County Office of Family and Children First

Karen Monzo
Harry C. Moores Foundation
George Nasr
Khalil Nate
National Alliance on Mental Illness of Ohio
National Center on Addiction and Substance Abuse at Columbia
National City Bank
National Equity Fund
The Nationwide Foundation
New Jersey Department of Community Affairs
New Jersey Housing Mortgage and Finance Agency
New York Community Trust
Nicholson Foundation
Ohio Capital Corporation for Housing
Brian Olson
Optum Health
Parker Foundation
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People Incorporated
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Piper Jaffray
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Polk Bros Foundation
Prince Charitable Trusts
Project for Pride in Living
Resource Spectrum Community Mental Health
Rhode Island Foundation

The Rokit Fund
Ross Family Charitable Trust
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San Gabriel Valley Council of Government
St. Paul Planning & Economic Development
St. Stephen's Human Services
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Stark Community Foundation
Michael Sullivan
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TisBest Philanthropy
The Turner Foundation
U.S. Department of Housing and Urban Development
U.S. Department of Treasury
United Way of Rhode Island
University of Illinois at Chicago
Urban Institute
Robert Van Lone
Wachovia Bank
Washington Mutual Foundation
Harry and Jeanette Weinberg Foundation
Albert Youssef



Corporation for Supportive Housing

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New York, NY 10004

CSH'S PRODUCTS & SERVICES

- 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

*Products & services now available to
even more communities through the
launch of the CSH Consulting Group!*



CHARITY NAVIGATOR
Four Star Charity