CREATING RESULTS
EXECUTIVE MESSAGE

Creating results is not easy, but it is what we do. The professionals at CSH deliver supportive housing solutions that build healthier communities, promote the integration of public systems and efficient services delivery, and develop more affordable housing and coordinated care for individuals and families.

CSH has been able to harness unprecedented support and resources from the public, private and philanthropic sectors, moving providers and communities forward. This movement over the past 20+ years has spurred creation of over 200,000 supportive housing units now home to thousands of people who once faced incredible hardships while living on the streets or in unstable housing without effective treatments for medical and mental health needs, substance use, and other life-impeding challenges.

In 2014, we spread our wings to create bigger and better results. By inaugurating the Supportive Housing Training Center, we expanded our capacity and reach to bring supportive housing to scale in more communities by offering an accessible, efficient portal to our expertise and resources.

In this report, you will read about our efforts to strengthen the nexus between housing and healthcare, and how we are helping communities enhance the availability of both; our initiatives with states to ease transitions for those leaving institutions to live with independence and dignity in our communities; the special focus and programs we spearhead on the needs of families experiencing homelessness or unstable housing; the campaign to structure real change in how local public and private service providers approach homelessness and address it; and our innovations to create more financial options through Pay for Success to ensure communities have new tools to fund supportive housing without breaking local budgets.

2014 confirmed again our staff has the experience and passion to ensure the momentum we started to bring supportive housing to more people in more places will continue to grow.
CREATING BETTER HEALTHCARE WITH HOUSING

Access to safe, quality, affordable housing - with the supports necessary to keep vulnerable people housed - constitutes a basic and powerful social determinant of health, the conditions affecting health.

In 2014, CSH validated the connection between supportive housing and health outcomes, and magnified strategies to create solutions to improve the overall health of the most vulnerable people.

Housing is the Best Medicine: Supportive Housing and the Social Determinants of Health, a CSH publication, was released and has become one of our most requested papers. In it, CSH effectively makes the case why supportive housing is critical to our nation’s quest to create a more affordable healthcare system that achieves better results.

CSH also is sharing our expertise on how Medicaid can be leveraged to bolster supportive housing services. CSH concentrated on creating state-specific guides such as - Texas Crosswalk: Improving Medicaid Financing of Supportive Housing Services - detailing opportunities to improve Medicaid reimbursement for services helping vulnerable people and reducing health costs.

Throughout 2014, we took what we knew and applied it to meaningful initiatives highlighting the supportive housing-healthcare intersection. Our Social Innovation Fund (homelessness, housing, health) initiative continues to underscore that point, moving within striking distance of achieving the goal of serving 549 homeless individuals across the country. At the end of the year, over 475 had been housed and achieved a 91 percent retention rate, with 85 percent of participants connected to a primary healthcare provider.

In 2014, CSH celebrated the opening of CAMBA Gardens I, a supportive housing residence located on the campus of Kings County Hospital in Brooklyn, NY that received one of our pre-development loans. In addition, we worked with new partners and other healthcare systems to capitalize on the nexus of housing and healthcare, an effort which came to fruition so strikingly when Florida Hospital announced a $6 million pledge to address homelessness in Central Florida.

“We all have a moral obligation to take a stand to end chronic homelessness.”
Lars Houmann
CEO and President
of Florida Hospital

MEDICAID FOR SUPPORTIVE HOUSING
Throughout 2014, CSH provided direct assistance and advice to state and local leaders exploring supportive housing as a solution for helping people in institutions and hospitals transition into communities.

As states and communities work to meet the U.S. Supreme Court’s Olmstead v. L.C. mandate, supportive housing is creating opportunities for people with disabilities to live in the community of their choosing; providing them with safe, affordable housing; and offering a wide-array of voluntary support services to bolster their self-sufficiency.

Because CSH is firmly committed to the core principles of Olmstead, we concentrate on helping providers comply with the law and U.S. Department of Housing and Urban Development guidelines to increase integrated housing opportunities such as supportive housing.

In Illinois, for example, we have worked closely with the State, communities, advocates and supportive housing providers to formulate a comprehensive plan to meet the needs of thousands of people leaving institutions and hospitals. For four months in 2014, a CSH Supportive Housing Institute in Illinois trained 11 teams from across the state, developing strategies to create integrated supportive housing for adults with intellectual and developmental disabilities/IDD.

We quickly honed in on one of the most daunting challenges facing states, communities and providers addressing transitions to independent living - finding the resources necessary to create supportive housing without over-burdening taxpayers. To that end, CSH published in 2014 “Social Impact Investing: A Tool to Finance Community-Based Supportive Housing and Fulfill the Integration Goals of Olmstead.” for decision-makers looking for innovative ways to serve those leaving institutions and hospitals.

In 2014, CSH was the recipient of a $750,000 award from the Corporation for National and Community Service Social Innovation Fund to help states and communities across the nation develop social impact investing, through Pay for Success, to create supportive housing. CSH has earmarked funds from this grant to work with states moving people from institutions and hospitals into supportive housing.
For many families, homelessness is a short, episodic event often addressed with affordable housing options. Others, however, face more serious challenges. There are families experiencing homelessness that require additional, more comprehensive services. In 2014, CSH continued to work with our partners to refine supportive housing models designed for families with the most complex needs.

At the close of 2014, the federal demonstration project based on our Keeping Families Together pilot had successfully housed over 160 families involved with child welfare systems. Five grantees representing nearly 70 public and private partnerships nation-wide are implementing family supportive housing, specifically designed for child welfare-involved families, aimed at reducing unnecessary child placements in foster care triggered by unstable housing or the traumas caused by homelessness.

CSH, which co-manages the Child Welfare and Supportive Housing Resource Center and the federal demonstration, convened peer-to-peer workshops in Chicago and New York City in 2014 to share first-hand knowledge from grantees focused on identifying and serving fragile families in danger of separation.

For families not involved in child welfare systems yet challenged by other obstacles to their growth, success and self-sufficiency, supportive housing can still be the solution to their housing instability.

2014 was an active year in our lending activity to providers creating family supportive housing. We helped projects get off the ground in Brooklyn and the Bronx, NY; San Diego, CA; Lancaster, OH; and Washington, DC.

The need for housing for homeless families in our nation’s capital is well documented. A local provider rehabbing an existing property in Washington targeted for families at risk of homelessness turned to CSH and we approved a $350,000 predevelopment loan to cover professional fees and other costs associated with the development of Delta Commons. In addition to supporting our mission, this financing assistance was our 1,000th loan.

“CSH predevelopment loans and support have been essential to THC becoming a leader in developing supportive housing for families in Washington, DC.”

Polly Donaldson
Former Executive Director of THC (developer Delta Commons, Washington, DC)

Learn about Annemarie Wallace and her family, and how supportive housing changed their lives.
Creating Valuable Resources

Social impact investment or Pay for Success has been gaining recognition and action in more than 20 states and localities because of its ability to meet the “double bottom line” of providing both positive social impact and the potential to generate returns on investment. Even more appealing is its focus on paying for outcomes, not activities. Under this model, impact is measured rigorously and government makes “success payments” based on results; not on promises or business as usual.

CSH believes social impact investment provides a new and innovative way to finance and sustain supportive housing by creating a formal partnership among private and philanthropic investors, governments, housing and service providers, and evaluators.

In effect, the partnership provides the financial resources, technical expertise, and community capacity to deliver the intervention upfront, with government reimbursements coming after proven success. This results in better services and saves taxpayers dollars.

At the end of 2014, CSH was actively engaged in projects or conversations with elected and senior-level officials in 10 jurisdictions pursuing Pay for Success.

During the year, three major announcements regarding Pay for Success were a direct result of CSH interest, involvement and investments.

A $750,000 grant awarded to CSH by the Corporation for National and Community Service Social Innovation Fund in 2014 will help communities structure local Pay for Success partnerships to create supportive housing that addresses pressing needs and reduces costs – for governments, providers and taxpayers.
CREATING REAL CHANGE TO ADDRESS HOMELESSNESS

In 2014, CSH laid out ambitious goals; challenging communities across the country to implement evidence-based models we know prevent and end homelessness, and “doubling down” on our efforts to transform the way housing and services are made available to those unstably housed or homeless. Additional people and families become homeless every day. But, CSH believes we can put processes and systems in place effectively addressing homelessness, ensuring vulnerable people have housing and services when they need them.

CSH uses supportive housing solutions to help build healthy communities and promote the integration of public systems and coordinated care for individuals and families. This holistic approach requires we reach beyond the traditional resources and connect with public agencies and organizations providing funding streams for housing and services. Historically, however, not all of these groups have worked together. Getting them on the same page to coordinate the assessment of people in need and then access to services is sometimes a huge hurdle, but an absolutely necessary one to overcome.

This type of seismic change is an evolving, iterative process, but CSH is working with communities across the country to affect a high degree of integration among service providers, property owners and managers, and the array of agencies funding affordable and supportive housing projects.

In 2014, we witnessed great successes in Houston, Texas as we worked with community leaders – including the Coalition for the Homeless of Houston/Harris County, The Way Home Campaign - to implement coordinated access there. The results have been impressive; just ask the hundreds of formerly homeless veterans.
CSH is particularly proud of the unveiling of the Supportive Housing Training Center in 2014.

As supportive housing has grown to be recognized as an effective intervention for vulnerable populations, so has the need for knowledge dissemination of the expertise related to it. For several years, CSH surveyed supportive housing partners, providers, advocates and others about the challenges and opportunities facing supportive housing. What we heard time and time again was the overwhelming need for more far-reaching trainings to help stakeholders stay current on best practices and be made aware of trends. It is with this in mind that CSH created the Supportive Housing Training Center.

The Training Center serves as a platform to provide trainings hosted by CSH, supplying others with important information, expert advice and the tools necessary to create effective housing solutions. Stakeholders access a robust offering of site-based strategies as well as remote and on-line training capabilities.

CSH realizes we cannot have a physical presence in every community all of the time and so the Training Center delivers our expertise as effectively as if we were meeting face-to-face, and that means more supportive housing for the people who need it.

Some of the feedback from the Supportive Housing Training Center e-classes and webcasts so far:

"I liked the small number of attendees and being able to hear how other communities are approaching data matching. I also appreciated the presenter's expertise and ability to cite specific examples of how the concepts are being implemented in other communities."

"I liked the ability to dialogue and ask questions. The presenter was knowledgeable and also accessible and clear."

"It is an efficient way to use resources: time and money. It is a green solution as there is no travel time involved."
## FINANCIALS 2014
Corporation for Supportive Housing and its Subsidiaries
Consolidated Statements of Activities Year Ended December 31, 2014

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<tr>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
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<tr>
<td><strong>PUBLIC SUPPORT &amp; REVENUE</strong></td>
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<td>Grants &amp; Contributions</td>
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<td>Contract Services</td>
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<td><strong>TOTAL PUBLIC SUPPORT &amp; REVENUE</strong></td>
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<td>Management &amp; General</td>
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<table>
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<th>2013</th>
<th>% Increase</th>
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<td>25,084,609</td>
<td>25,084,609</td>
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| Changes in net assets before net realized and unrealized losses on investments | 904,228 | 8,786,570 | 9,690,798 |
| Net realized and unrealized losses on investments | (111,145) | (111,145) | |
| Change in Net Assets | 793,083 | 8,786,570 | 9,579,653 |
| Net Assets Beginning of the Year | 15,052,571 | 11,598,713 | 26,651,284 |
| **NET ASSETS END OF THE YEAR** | $15,845,654 | $20,385,283 | $36,230,937 |
BOARD 2014

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Chief Operating Officer
Great Lakes Capital Fund

Stephen Norman – Vice Chair
Executive Director
King County Housing Authority

Rachel Diller - Secretary
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Partner
Railfield Partners

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Related Management Co.

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CSH

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Author/Journalist

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Advocate
LA Supportive Housing Advocate Program

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Cravath, Swaine & Moore LLP

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TNDC

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President
Indianapolis Downtown, Inc.

Douglas M. Weill
Managing Partner
Hodes Weill & Associates
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Major Funding Partners
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Connecticut Department of Mental Health & Addiction Services
Conrad N. Hilton Foundation
Corporation for National and Community Service
Edna McConnell Clark Foundation
Hartford Foundation for Public Giving
Houston Endowment, Inc.
Illinois Housing Development Authority
Indiana Housing and Community Development Authority
Kresge Foundation
McGregor Fund
Melville Charitable Trust
Michigan State Housing Development Authority
Oak Foundation
Ohio Department of Rehabilitation and Correction
Polk Bros. Foundation
Robert Wood Johnson Foundation
San Francisco Mayor’s Office of Housing
State of Illinois Department of Human Services
The Jacob and Valeria Langeloth Foundation
The McKnight Foundation
U.S. Department of Housing and Urban Development
U.S. Department of Treasury
Weingart Foundation
Wells Fargo Foundation
Comerica Bank Charitable Foundation
Community Foundation for Greater New Haven
Community Health Improvement Partners
Deutsche Bank
Fairfield County Community Foundation
Fannie Mae
Funders Together to End Homelessness San Diego
Greater Minnesota Housing Fund
Harris Family Foundation
Hearst Foundation, Inc.
Henry E. Niles Foundation
JP Morgan Chase Bank
L.A. Care Health Plan
Mizuho USA Foundation, Inc.
New York Community Trust
New York State Health Foundation
Nina Mason Pulliam Charitable Trust
Ohio Capital Corporation for Housing
Open Society Foundations
Opportunity Finance Network
Orange County Community Services
Otto Bremer Foundation
PNC Foundation
Prince Charitable Trusts
San Diego County Behavioral Health Services Administration
Target Foundation
The Chicago Community Trust
The Chicago Housing Authority
The Fan Fox and Leslie R. Samuels Foundation
The Meadows Foundation
United Way of Greater Los Angeles
United Way of San Diego
UnitedHealth Group
Valley of the Sun United Way
van Ameringen Foundation, Inc.
VNA Foundation

Key Philanthropic Partners
Bank of America Charitable Foundation
Blue Cross Blue Shield of Michigan
California Community Foundation
California Wellness Foundation
Capital One
Supporters
Advocates for Human Potential, Inc.
Aetna Foundation
Alameda County Social Services
Alexandria Department of Health and Community Services
Atlas Research
Atlanta, City of, Georgia
Austin Travis County Integral Care
Bill & Melinda Gates Foundation
Butler Woodcrafters
California Hospital Medical Center
California Mental Health Services Authority
Casey Family Programs
Central Florida Regional Commission on Homelessness
CITI
Citizens Bank of Connecticut
City of Chicago, Department of Family and Support Services
Madison, City of, Wisconsin
Clark County Department of Department of Family Services
Collaborative Solutions
Community Housing Network
Community Redevelopment Agency of the City of Los Angeles
Connecticut Housing Finance Authority
Detroit Wayne County Community Mental Health Agency
Ending Community Homelessness Coalition
EveryOne Home
F. R. Bigelow Foundation
Family Housing Fund
Federal Home Loan Bank System
Florida Housing Finance Corporation
Frees Foundation
Gardiner Howland Shaw Foundation
George Hills Company, Inc
Glendale Memorial Hospital & Health Center
Grand Rapids Area Coalition to End Homelessness
Greater Seacoast Coalition on Homelessness
Healthcare Foundation of New Jersey
Homeward
Homeward 2020
Houston Downtown Management District
HSBC Bank USA
Illinois Attorney General
Illinois Council on Developmental Disabilities
Iowa Finance Authority
Jane R Bilger Community Strategies
King County Housing Authority
Liberty Bank Foundation
LINC Housing Corporation
Los Angeles County Second District Supervisor
Mahoning County
Mardag Foundation
Mecklenburg County Community Support Services Department
Missouri Foundation for Health
Multnomah County
Nationwide Foundation
NeighborWorks America
New Jersey Department of Children and Families
New York City Health and Hospitals Corporation
Ohio Department of Mental Health and Addiction Services
Ohio Housing Finance Agency
Omega, City of, Florida
Out Wayne County Homeless Services Coalition
People’s United Community Foundation
Pierce County
Pierce Family Charitable Foundation
Pomona Valley Medical Center
Rockefeller Foundation
Saint Francis House of Boston
San Antonio Housing Authority
SUPPORTERS 2014

Supporters
San Diego Gas & Electric Company
San Diego Workforce Partnership
Southern Nevada Regional Planning Coalition
Stark County Regional Planning Council
State of Minnesota Department of Human Services
Supportive Housing Providers Association (SHPA)
Tampa Hillsborough Initiative
Texas Homeless Network
The BTMU Foundation
The Butler Family Fund
The California Endowment
The Coalition for Homelessness Intervention and Prevention
The Denver Foundation
The M&T Bank Charitable Foundation
The National Alliance on Mental Illness (NAMI)
The Nonprofit Coordinating Committee of New York, Inc.
The Saint Paul Foundation Inc.
Tides Foundation
U.S. Department of Health and Human Services
U.S. Department of Veterans Affairs
United Way of Greater Atlanta
Vera Institute
Virginia Coalition to End Homelessness
Vladimir and Araxia Buckhantz Foundation
Washington Low Income Housing Alliance
Washington State Coalition Against Domestic Violence
Washington State Department of Social and Health Services
White Memorial Medical Center
Workforce Development Council Snohomish County
YMCA of Regina

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