



Meeting the Moment

CSH STRATEGIC PLAN 2023-2027

www.csh.org



Our Mission

CSH works to advance affordable housing aligned with services as an approach to help people thrive. We do this by advocating for effective policies and funding, equitably investing in communities, and strengthening the supportive housing field.

Our Vision

A just and equitable world in which all people are thriving. People have a safe and affordable home, a community in which they feel belonging, and the services and wealth they need to sustain it.

Our Values

Principled Risk Taking

We take disciplined risks to create bold and lasting change.

Courageous Interdependence

We rely on each other to thrive.

Equity and Racial Justice

We put equity and racial justice at the heart of our work.

Authenticity

We are transparent about who we are, how we act, and what we do.

Joy

We pursue joy to transform community.

Supportive Housing at a Crossroads

Supportive housing began more than 30 years ago as an innovative solution in response to the shocking rise in the number of people living on the streets. And it worked.

A photograph of a woman with short grey hair, smiling and looking towards the camera. She is wearing a bright blue plaid button-down shirt over a white t-shirt. The background is a blurred indoor setting with large windows.

*Pictured: Zondre J., CSH
Speak Up! Advocate, is
thriving in supportive housing.*



*CSH Speak Up! Advocate
Vikki V. is thriving in
supportive housing.*

Thanks to supportive housing, hundreds of thousands of people left homelessness and rebuilt their lives. Research has repeatedly proven that supportive housing works to end homelessness and reduce the unnecessary use of incarceration, hospitals, foster care, and other institutional settings. It is a solution centered on providing people with what they actually want (housing + services), which is also a cost-effective and streamlined approach for systems.

Yet, homelessness and the overutilization of institutional settings is a persistent and visible crisis in communities across the United States. **The shortage of affordable and supportive housing is in crisis proportions.** Rising rents and stagnant wages have led to a growing gap in affordable housing of nearly 7 million units. Centuries of systemic racism and discrimination due to poverty, race, age, gender, LGBTQIA+ identity, and disability means that people with these characteristics are [the most likely to continue to be excluded](#) from housing and services.

While there are strategies to address homelessness and the affordable and supportive housing shortage, funding is nowhere near the scale needed. Rent subsidies can help people afford a home, but only 1 out of 4 eligible families ever receive the assistance. There are services to support people, but they are chronically underfunded, fragmented, and inaccessible.

The supportive housing field has done heroic work to support people in crisis, but increased demand and inconsistent funding cause organizational strain.

There are benefits that provide income support, but they are hard to access and inadequate, rarely allowing people to achieve economic security and independence. Funding for housing construction exists, but developers must combine multiple sources, battle community opposition, and address exclusionary zoning to get anything built.

When CSH was founded over 30 years ago, our intent was to braid disparate funding sources to create the affordable housing with supports being asked for by people and communities. Since then, we have successfully worked with partners to create more than 385,000 supportive housing units.

However, the lack of an aligned system to fund and produce supportive housing nationally has kept supply critically low. Because of this, more than [1 million people who need supportive housing are still](#) living on the streets and in institutions today.

The supportive housing field has done heroic work to support people in crisis, but increased demand and inconsistent funding cause organizational strain. Organizational leadership and staff need more resources to operate effectively and provide the services that supportive housing tenants want and deserve. Shoestring budgets that don't prioritize adequate compensation mean that staff working in supportive housing themselves experience the trauma of economic insecurity. Staff on the front lines working directly with people living in supportive housing often experience the most significant challenges in remaining in these critical positions.





These issues, combined with rising rates of visible homelessness, have led some to jump to the wrong conclusion that supportive housing does not work. The reality is that there is simply not, nor has there even been, enough of it. The progress that CSH and its partners have made is in danger of being eroded by false narratives blaming people for systems' failures. Further, some community leaders and policymakers advocate shifting very limited resources toward costly short-term responses that do not fix homelessness long-term.

We know that it takes vision and work to make the changes needed to continue to make the benefits of supportive housing available to all. CSH is committed to facing these challenges head on while remaining true to our north star of advancing affordable housing aligned with services.

A Bold CSH Plan of Action

Over the next five years, the CSH 2023-2027 strategic plan will guide our work. We are holding ourselves accountable to being changemakers who unflinchingly name the root causes of the challenges we see, convene people to design creative solutions to address them, and advocate for resources and policies sized to meet the scale of need.



CSH believes that all people should have universal access to affordable and accessible housing, services promoting their health and wellbeing, and economic security. We are designating these as our three core focus areas.

HOUSING



We're deepening our commitment to housing, calling it out as a human right that should be universally available and affordable, in alignment with efforts to increase housing justice. We're pushing for more funding and pursuing innovative strategies to drastically increase affordable and supportive housing supply.

SERVICES



We're sounding the alarm on the woeful underfunding of services that support people in housing. We're advocating for increased service funding and capacity, especially by maximizing the use of sources like Medicaid. We're focused on working across sectors to improve service alignment.

ECONOMIC SECURITY



We're adding economic security as a new area of focus. We will promote the overall financial wellbeing of supportive housing tenants and livable wages for all people working in the field. We will move quickly to shore up this critical front-line workforce by advocating for robust funding, compensation, and support. We will advocate to dismantle the barriers that prevent people from attaining financial security.



Throughout our work, we strive to implement three central drivers—**Focus on Equity, Center People & Communities, and Promote Quality.**



We **Focus on Equity**, identifying disparities based on race and other factors and developing strategies to proactively change the systems that cause them.



We **Center People and Communities** who have experienced the challenges we're trying to solve and the systems we're working to transform.



We **Promote Quality**, so that supportive housing meets the high standards that tenants and communities deserve.



Setting our Course for the Next Five Years

This strategic plan lays out our approach to addressing the challenges the supportive housing field is facing. It highlights the actions we will take to achieve our organizational **vision of building a just and equitable world in which people have a safe and affordable home, a community in which they feel belonging, and the services and wealth they need to sustain it.**

We will strengthen cross-sector partnerships and advocate for new resources. Although the road ahead is challenging, we won't walk it alone. We have always worked across systems because homelessness cannot be ended by the homelessness response system alone. **Building thriving communities requires multi-sector collaboration to design and fund solutions bigger than any single system can achieve.** Increasingly, partners in justice, aging, public health, behavioral health, and children and families recognize the importance of support and housing for the people they serve.



Through these partnerships, we will continue to balance upstream solutions that prevent homelessness with downstream solutions that meet urgent needs. We will build on this momentum by continuing to create influential cross-sector coalitions that identify shared needs and goals, design collaborative solutions and prevention strategies, and advocate for sufficient resources. **Together, we will advocate for \$15 billion in new funding for housing, services, and economic security.**

Join us for this next phase of our journey — We have a place at the table set for you!

We will tell the story of supportive housing's success, clearly communicating how it works to improve people's lives and solve complex problems like homelessness. Sharing success stories, however, is not enough. We know that some supportive housing needs to improve, so we're bolstering our training programs, championing quality, and continuing to foster

research that strengthens the field. In support of this work, **CSH will launch a Center of Excellence to foster national dialogue and streamline critical resources to support the field.**

We will increase housing supply and services funding. We will collaborate with a broad range of partners who share our commitment to building equitable and thriving communities. Working together over the next five years, we will **create or preserve 150,000 units of supportive housing and 450,000 additional units of affordable housing, and drastically increase the availability of services including Medicaid-funded tenancy supports in 35 states.**



At its core, supportive housing ensures all individuals have a home in their community of choice and the services they identify to support them in thriving. **Supportive housing is, fundamentally, affordable housing. Specifically, it is a type of affordable housing designed to meet the needs of people of all identities who have no income, fixed incomes, or low-wage employment and who need supportive services to thrive in their community.** Supportive housing typically is for people who are currently experiencing homelessness or who have had significant experiences of housing instability.

CSH is focused on increasing the supply of affordable and accessible housing, the backbone of supportive housing. We will preserve existing units of housing and continue to explore ways to accelerate development of new units. We will also advocate for more rental subsidies to make housing affordable to those with no or very low incomes. We will ensure that the physical design of units is accessible to people with disabilities or limited mobility.

Access to affordable and supportive housing is deeply inequitable, due to the long-standing history of housing-related discrimination in the United States. CSH will advocate to remove barriers to housing that disparately impact black communities, indigenous communities, and communities of color. We will develop approaches to housing access that counter inequitable policies of the past and present.





Core Housing Goal

Increase the supply of and access to affordable housing aligned with supportive services, especially for those with no income, fixed incomes, or low wage employment.

CSH plans to create or preserve 150,000 supportive housing units and 450,000 additional affordable housing units in the next five years.

How We Will Meet This Goal:

CSH will advocate for significant increases in funding for production of affordable and supportive housing units, expanding our focus on local, state, and national policy and advocacy, including but not limited to the following activities:

- Create or preserve 150,000 supportive housing units and 450,000 additional affordable housing units in the next five years.
- Grow our lending portfolio with \$680 million in lending and new market tax credit investments for supportive housing and related developers, with a focus on lending to BIPOC organizations.
- Provide technical assistance and training, such as Supportive Housing Institutes, when adding new supportive housing units to the pipeline.
- Build and leverage cross-sector partnerships to increase the availability of supportive housing addressing needs across sectors like health, justice, aging, youth and families, and intellectual/developmental disability.
- Successfully advocate for:
 - a. Increases in local, state, and federal resources dedicated to affordable and supportive housing.
 - b. Policies, practices, and funding to increase rental subsidies available to persons with no income, fixed income, or low-wage employment.
 - c. Removal of systemic barriers to housing, such as those related to histories of justice system involvement.
- Test and advocate for policies that simplify supportive housing financing, reduce barriers to development, and promote innovation to speed the creation of low-cost, high-quality, and accessible housing.



As much as supportive housing relies on safe, quality, and affordable housing, tenants must also have access to voluntary, flexible, and responsive support services. **Services aligned with housing can help people move into and sustain a home of their choice.**

Just as people should have a choice about where to live, they should also be able to choose their physical and behavioral health care providers. This includes choosing whether and how to engage in supportive services.

CSH will work with partners to advocate for significant increases in funding for services aligned with housing and for new flexible resources needed to fill gaps and build organizational capacity. CSH will also provide training and technical assistance to support organizations as they adopt person-centered service approaches that are trauma informed and responsive to varying needs of tenants.

Structural racism and discrimination also impact whether and how people receive services. Communities of color and others with marginalized identities often disproportionately lack access to already scarce resources. To address these disparities, CSH will work with partners to identify and promote services approaches that address equity, racism, and bias.



Core Services Goal:

Increase the availability of and access to services that support people in thriving in stable housing.

How We Will Meet This Goal:

- Increase the availability of funding dedicated to services in alignment with affordable housing. As part of this overall growth, we will:
 - Advocate to expand use of Medicaid to fund tenancy support services to 35 states and to ensure these benefits are effectively aligned with affordable housing.
 - Promote increased funding for critical tenancy support services not covered under Medicaid.
 - Advocate for increased Medicaid reimbursement rates for services so that providers can sustainably provide the level and quality of services needed.
 - Help states and providers build their capacity to access funding and deliver Medicaid-funded services in supportive housing.
- Successfully advocate for removing barriers to receiving services such as for those with dual eligibility for Medicaid and Medicare.
- Work with partners to identify opportunities to integrate and align services across sectors, such as health, child welfare, and justice to better support people in thriving in their housing.
- Provide ongoing assistance to the supportive housing field in delivering sustainable, quality services that are person-centered, trauma-informed, and based on anti-racism practices and cultural humility.





Economic security means that people can fully meet current and ongoing financial obligations, feel secure in their financial future, and make choices that allow them to enjoy life. Income acquired through benefits and/or employment can also support people's goals for economic mobility.

Economic security is integrally connected to housing, as housing and income are inextricably linked in our country. Structural racism has led to the systematic denial of generational wealth-building opportunities and economic mobility for BIPOC populations. Because of this prioritizing economic security and wealth building are key strategies to addressing racial equity.

CSH will advance economic security by promoting financial well-being for people living in supportive housing and for those working to offer or provide services in supportive housing. For people living in supportive housing, we will work to create greater access to well-paying career opportunities, evidence-based employment supports, and to increase the benefits they are entitled to receive. For people working in the supportive housing field, CSH will work to ensure local and state governments are funding services at a rate that offers adequate compensation, workplace supports, and job security.





Core Economic Security Goal:

Advance economic security and mobility for people living in supportive housing and the supportive housing workforce.

How We Will Meet This Goal:

- Increase the proportion of supportive housing initiatives that include employment services, income support, and peer employment opportunities.
- Advance policy action and technical assistance to help organizations provide equitable and competitive pay to staff in the supportive housing field.
- Successfully advocate for the expansion of *Moving On* initiatives that promote mobility for people to move on from supportive housing if they choose to do so.
- Work administratively with jurisdictions to remove policy and practice barriers that restrict eligibility for and access to benefits, income and wealth building, and mobility.
- Support policy changes and explore new approaches that address economic insecurity, such as:
 - a. Increases to benefits like Supplemental Security Income.
 - b. Direct cash assistance and guaranteed basic income initiatives that benefit supportive housing tenants.
 - c. Initiatives that prevent homelessness and institutionalization driven by economic hardship for high-risk populations such as seniors impacted by the rising cost of living.

CSH will advance economic security by promoting financial well-being for people living in supportive housing and for those working to offer or provide services in supportive housing.



Drivers

Advancing our Core Work as we
Focus on Equity, Center People &
Communities, and Promote Quality

As CSH works to accomplish our mission, three central drivers—Focus on Equity, Centering People & Communities, and Promoting Quality— will guide our efforts. The drivers are a through line to our work to advance housing, services, and economic security.



Racism is a root cause of homelessness. At CSH, we acknowledge that we work in, operate, and perpetuate oppressive systems that have historically and systematically advantaged white people and disadvantaged BIPOC people. Racist structures baked into these systems continue to exist, resulting in the disproportionate representation of BIPOC in public systems and racially inequitable outcomes. **We also recognize the intersections between historically marginalized and oppressed people due to poverty, race, gender, LGBTQIA+ identity, and disability.**

Focus on Equity Core Goal:

Continually strive to live up to our commitment to becoming an anti-racist organization that promotes housing justice with a focus on those who face systemic barriers due to poverty, race, gender, LGBTQ+ identity, and disability.

The legacy of racism and other forms of discrimination in housing particularly impacts our work. Housing disparities are deeply entrenched, and housing discrimination is a current practice that sits at the heart of our racial divide. CSH has a role and responsibility in dismantling the structures that prevent progress.

CSH is a Community Development Financial Institution (CDFI), a financial program that was created in direct response to redlining, which used the banking system to prevent the integration of housing and systematically exclude BIPOC from home

ownership. The CDFI and nonprofit sectors have historically been led by white people, and CSH is no exception. **While we have made progress, we remain committed to becoming an anti-racist, inclusive organization at all levels, including our leadership and board.**

We will apply the principles that foster equity internally, examining our work and partnerships, bringing marginalized voices and perspectives to the table, and ensuring that BIPOC employees, people who have lived experience of homelessness and other systems, businesses, and communities have a real stake in charting the path forward. As part of this, we are committed to continue developing an internal infrastructure that supports and sustains our anti-racism and anti-oppression practices.



While much of our work to further racial equity happens through our core focus areas, we also have cross-cutting objectives related to our focus on equity. These include:

- Increase the proportion of CSH's lending, grantmaking, contracting, and purchasing with BIPOC-led organizations and developers. Specifically, CSH will ensure at least 50% of our annual loan commitments go to BIPOC-led organizations by 2027.
- Increase the proportion of CSH's advocacy, technical assistance, training, and educational resources toward efforts explicitly promoting racial equity.
- Equip all staff with the relevant skills, tools, and capacity-building opportunities to address racial and other inequities effectively.
- Invest in an internal structure that supports the implementation of our Race Equity Framework and brings the demographics of CSH staff and leadership in line with the racial and ethnic diversity of the population we serve. Specifically, at least 50% of CSH staff, supervisors, senior leadership and board will be BIPOC by 2027.



CSH believes that people with lived experience of homelessness, supportive housing, and other systems bring deep value and necessary perspectives to our work.

We value authentic relationships over transactional interactions. CSH will develop partnerships that center people and communities, share power, and support collaboration. As we continue to hire people with lived experience as consultants, we will ensure they receive equitable compensation.

Center People & Communities Core Goal:

Incorporate people with lived experience throughout our work and implement an approach to community engagement that centers the expertise of people and communities.

We recognize lived experience as a major strength. In a 2021 survey, 40% of CSH staff identified as having lived experience of homelessness or related systems. Another 20% have had family members or friends that have experienced homelessness. We support staff sharing their expertise that comes from lived experience. At the same time, we deeply respect the privacy of those who choose not to share.

We promote leadership of people with lived experience and expertise throughout our work at CSH and as part of a broader movement. We know that many people with lived experience have an interest in working with and advocating for those still experiencing homelessness. Interests include careers in homeless services, policy advocacy, or other sectors. We are strongly positioned to help the sector expand in this way. When working with external partners, we will encourage others to hire and adequately compensate people with lived experience as leaders so they can build careers as desired.

We value the expertise that communities have and seek to develop meaningful partnerships that honor this. When we collaborate with a community, we know that our role is to learn from and build upon its unique strengths. We strive to bring an attitude of humility to this work, acknowledging that we don't have all the answers. Instead, we are committed to ongoing learning with and from our partners.



By centering people and communities, CSH will uplift the expertise, passion, and strengths of the organizations we partner with across the country. We will work to:

- Increase the proportion of CSH's work that involves persons with lived experience and community input such as surveys, focus groups, or advisory boards.
- Increase the proportion of CSH's lending, grantmaking, contracting, and purchasing with organizations led by those that have shared experiences and identities with those they are serving.
- Promote leadership of people and communities in policy, research, funding decisions, and accountability structures at local, state, and federal levels.
- Adopt best practices in working with people with lived experience internally and promote these practices with partner organizations. This includes practices such as ensuring people with lived experience feel supported and receive adequate compensation.



CSH has developed the **Quality Supportive Housing Standards** to describe the characteristics shown to improve outcomes for people and communities. **Supportive housing is an evidence-based solution, but when it is implemented without sufficient funding or in a way that is inconsistent with studied models, outcomes decline.** Both internally and externally, CSH works to define the impact we hope to achieve, measure results, and communicate that information to the field. Using a continuous improvement approach, CSH incorporates research and input from the field to ensure our partners use relevant, inclusive, and equitable standards in building, running, and providing services in supportive housing.

Promote Quality Core Goal:

Support communities and organizations in strengthening supportive housing to deliver and sustain positive impacts for people.

CSH works to both make current research accessible and to promote additional research that helps us understand how and in what ways supportive housing works best. We know that many communities are overwhelmed by homelessness and under pressure to quickly “deal with” an increasingly visible unsheltered population. We provide ongoing education on the role that supportive housing can play in addressing this immediate crisis. This includes sharing evidence on using supportive housing to develop sustainable solutions with the public, elected officials, and other partners.

In order to promote quality, we will:

- Embed supportive housing quality standards in local, state, and federal housing funding and policies to support sustainable implementation.
- Build the capacity of policymakers, organizations, and community advocates to design, implement, and monitor quality supportive housing through training, technical assistance, research, and tools.
- Advance a supportive housing Center of Excellence that promotes quality, fosters research, shares best practices, and supports a strong, trained workforce and policy partners.



Strengthening CSH for the Road Ahead

CSH can only accomplish the work outlined in our strategic plan with its employees. We strive to be a workplace where people feel a sense of belonging and are supported. We seek to be a financially stable organization that provides competitive benefits and compensation to its staff and promotes a work-life balance.

Our drivers—centering people and communities, focusing on equity, and promoting quality—also apply to our organization internally. We cannot successfully implement these in our external work without understanding what it means to implement them within our organization.

We strive to be a workplace where people feel a sense of belonging and are supported.

CSH has established a set of organizational values that guide our work. The [Race Equity Framework](#) we published in 2021 also supports all employees and the organization as a whole in implementing our commitment to anti-racist practices.

Core Goal to Strengthen CSH:

Be a learning organization that focuses on the overall soundness of our culture, staff, systems, and infrastructure as the key to our success.

Needs Raised in this Plan:

- Continue to advance and strengthen equitable hiring practices, professional development, and promotional pathways at CSH.
- Implement a staffing and leadership structure that supports embedding our drivers throughout our core work. As part of this, build internal capacity to incorporate people with lived experience and to engage in policy and advocacy activities called out in this plan.
- Center inclusivity, create belonging, and foster trust and transparency in all we do, particularly for staff who identify as BIPOC, staff with lived experience, and staff who identify as LGBTQIA+.
- Develop and manage a transparent, agency-wide learning agenda that addresses strategic priorities and outlines professional development opportunities and resources.
- Prioritize clear, simple, and accessible communication both internally and externally.
- Build CSH's financial strength as a CDFI and nonprofit to meet our mission.
- Invest in the soundness of our systems, policies, and practices to ensure that CSH supports staff in their work.



Pictured: Anthony H., a CSH Speak Up! Advocate, is thriving in supportive housing.

Conclusion

CSH is inspired by working toward the universal availability of housing, services, and economic security. As part of this, we are committed to closing the gap for the 1 million people urgently in need of supportive housing. A shift of this magnitude requires all of us working together across sectors to reimagine the systems that we need to create the change we want to see.

We hope to join you as a partner in meeting the urgent needs that people have today while preventing even more people from experiencing homelessness and housing crisis tomorrow.

Together we can create and preserve 600,000 units of affordable and supportive housing over the next 5 years as we build toward equitable and thriving communities with housing + services at the center.

Acknowledgments and the Strategic Planning Process

This plan exists due to the significant contributions from CSH staff, supportive housing tenants, and external partners. The process of creating this plan began more than a year ago with a robust internal conversation about our organizational values to which all staff contributed.

We conducted an internal scan that included all CSH staff and heard from 26 external partners that represent different geographies, organizations, and experiences. We developed a Theory of Change to help us understand how our actions contribute to our vision for the next five years.

We convened eight working groups on potential strategic plan topics. We held a series of five focus groups with people with lived experience of homelessness and supportive housing who provided invaluable consultation and assistance.

We are also indebted to the members of the CSH Strategy Group, Strategic Plan Workgroup participants, Strategic Plan Writer's Group, and the CSH Board of Directors for their important contributions to this process.

We would like to extend special thanks to the following individuals for their critical support of this process: Celina Alvarez, Rosanna S. Boyce, Heather Bradley-Geary, Crissy Carganelli, Allison B. Clark, Ryan Deibert, Tiffany Duvernay-Smith, Eric Ellerbie, David Esposito, Dora Leong Gallo, Olga Golik, Jan Griffin, Sofie Fashana, Desireé Flores, Jennifer Ho, Christine James-Brown, Amy Klein, Ben Laudermilch, Ray Lay, Anne Mavity, Kimberly Mercer-Schleider, Ann Marie Oliva, Matt Rayburn, Cynthia Stuart, Cheri Todoroff, Michelle Volpe, Jajuana Walker, and Michael Wong.

The development of this plan has truly been a collaborative process, and we will carry that approach forward into its implementation.

Who We Are

Since 1991, CSH has been the only national nonprofit intermediary focused on increasing the availability of supportive housing. As of 2022, we have approximately 170 staff in 28 locations across the United States and its Territories. We advance affordable and accessible housing aligned with services by advocating for effective policies and funding, equitably investing in communities, and strengthening the supportive housing field. Since we do not directly develop or operate housing, we center our approach on true collaboration with a wide range of people, partners, and sectors.

CSH STRATEGIC PLAN | Summary of Core Goals

The CSH 2023-2027 Strategic Plan lays out our organizational priorities for the next five years. Each of our three focus areas has a core goal that summarizes what we are working to accomplish. Our drivers and overall organizational structure support us in achieving these goals. Please visit www.csh.org/strategicplan to learn more.



HOUSING

Increase the supply of and access to affordable housing aligned with supportive services, especially for those with no income, fixed income, or low wage employment.



SERVICES

Increase the availability of and access to services that support people in thriving and stable housing.



ECONOMIC SECURITY

Advance economic security and mobility for people living in supportive housing and the supportive housing workforce.



FOCUS ON EQUITY

Continually strive to live up to our commitment to being an anti-racist organization that promotes housing justice with a focus on those who face systemic barriers due to poverty, race, gender, LGBTQIA+ identity, and disability



CENTER PEOPLE AND COMMUNITIES

Incorporate people with lived experiences throughout our work and implement an approach to community engagement that centers the expertise of people and communities



PROMOTE QUALITY

Support communities and organizations in strengthening supportive housing to deliver and sustain positive impacts for people.



STRENGTHEN CSH

Be a learning organization that focuses on the overall soundness of our culture, staff, systems, and infrastructure as the key to our success.



CSH Values

CSH's values are the rich soil from which all our efforts grow. We apply our values to our work internally so that we can strengthen our efforts with people and communities. The journey to live out our values is constant and ongoing. We celebrate our successes and learn from our failures, always working toward a more just future.

Principled Risk Taking

We take disciplined risks to create bold and lasting change.

CSH is committed to taking risks that lead to meaningful change. We seek bold and lasting solutions that are person-centered and grounded in community. We focus on the progress that can be made when we shed fear and embrace discomfort. We know that risk-taking comes at a higher cost for some people and communities, so we take care to ensure our risk taking does not come at the expense of others.

Courageous Interdependence

We rely on each other to thrive.

CSH strives to expand the table of community and partnership. We join and help set tables in collaboration with, and follow the lead of, those closest to housing instability. We bravely lean into the discomfort of needing each other because we accomplish little alone. We look at people and communities holistically and work toward systems that do the same.

Equity and Racial Justice

We put equity and racial justice at the heart of our work.

CSH values constant progress toward racial equity. CSH works in systems that are rooted in historic oppression and continue to perpetuate inequity even as they work to address it. CSH as an organization shares this experience, as part of a Community Development Financial Institution field created as a response to Redlining and racial economic injustice. As such, we are called to empower those that have been discriminated against, work to understand intersectionality, and address all forms of discrimination. We strive to reduce harm and change systems to advance racial justice and equity, both at CSH and in solidarity with community. This is our now and forever work.

Authenticity

We are transparent about who we are, how we act, and what we do.

CSH values authenticity and the purposefulness that goes into being honest and open. Telling the truth can be transformational. Our commitment to transparency should apply to our internal work and our work with community partners. We must stretch ourselves to be a space of active listening and meaningful reflection. We bravely embrace our mistakes, share them humbly as examples, and use them as opportunities for growth. When we are authentic, we can more genuinely walk alongside communities.

Joy

We pursue joy to transform community.

CSH believes that joy is a birthright and a responsibility. We practice joy by creating spaces where we can be ourselves, celebrate, and connect. We strive to balance our passion for work with our personal lives. We value the ability to reflect, learn, and clarify, and to see those we work with grow. This is a difficult, constant, and vital choice to make as we engage with a present reality that weighs heavily, often without reasons to celebrate. We cultivate joy to recover from trauma and build thriving communities.



Introduction to the Theory of Change

An organizational vision describes the world that we want to create. Sometimes we think about it as the destination we're striving to reach. For CSH, we're moving toward **A just and equitable world in which all people are thriving. In this world, people have a safe and affordable home a community in which they feel belonging, and the services and wealth they need to sustain it.**

While we are inspired by and committed to this vision, we also know that we can't achieve it on our own. It will take the work of CSH and a lot of other organizations working together in order to make real progress. We use our Theory of Change to help us capture what actions CSH specifically is going to take toward achieving of our vision. In other words, the Theory of Change describes how we see the world and the actions we as CSH are best positioned to take to have the greatest impact.

CSH was founded to change systems to improve people's lives. We work to increase the availability of housing aligned with services to address systemic challenges such as homelessness and institutionalization. Our Theory of Change is the infographic that follows.

CSH Theory of Change

CSH is a national nonprofit focused on increasing the availability of supportive housing. Our theory of change describes how we apply our values and take action to achieve our vision.

CURRENT CONDITIONS: We believe that housing is a critical necessity and one of the most powerful predictors of health, education, economic and other key outcomes in the United States. Yet affordable housing, and the services many need to sustain it, remains out of reach for far too many people. This is due not only to misaligned and insufficient funding but also to centuries of systemic racism and discrimination. Housing should be a human right, but it is disproportionately people facing barriers due to poverty, race, gender, LGBTQIA+ identity, and disability, who are denied that right. Without transformative change to our communities and systems to address this growing crisis, people will continue to be denied the housing and services they need to thrive.

THEREFORE, OUR VISION IS: A just and equitable world in which all people are thriving. People have a safe and affordable home, a community in which they feel belonging, and the services and wealth they need to sustain it.

We Believe That To Achieve This Vision:



HOUSING should be **UNIVERSAL**, giving people the opportunity to live in safe, quality, accessible and affordable housing of choice.



SERVICES should be **UNIVERSAL**, ensuring that people have the flexible and responsive services they choose to support them in thriving in their housing.



ECONOMIC SECURITY should be **UNIVERSAL**, ensuring that people have income that supports mobility, wealthbuilding and the ability to make meaningful choices.

And Throughout Our Work, WE MUST:



FOCUS on EQUITY

We advance a vision of equity and housing justice with emphasis on those who face barriers due to poverty, race, gender, LGBTQIA+ identity, and disability.



CENTER PEOPLE AND COMMUNITIES

People and communities are experts and decision makers. Power resides with the people and organizations with direct experience of the challenges being addressed.



PROMOTE QUALITY

Housing aligned with services should be designed, implemented and sustained with the highest level of quality.

CSH Theory of Change

CSH takes action through our lines of business to achieve our vision. Our mission describes how we do this with a focus on our unique capacities and strengths as an organization.

OUR MISSION

To advance affordable housing aligned with services as an approach to help people thrive. We do this by advocating for effective policies and funding, equitably investing in communities, and strengthening the supportive housing field.

CSH LINES OF BUSINESS:

POLICY & ADVOCACY

Act as a change agent to advance concrete policies and strategies to promote thriving communities with housing and services at the center.



- ✓ Partner with persons with lived experience to develop policy recommendations and influence policy and implementation.
- ✓ Engage and influence decision makers to increase and align funding for and remove barriers to housing and services.
- ✓ Advance anti-racist policies and practices as a way of dismantling the impact of historical and structural racism.
- ✓ Use data ethically and responsibly to guide work internally and externally, measure results, and reduce inequity.

INVESTMENT

Use funding to increase the availability and sustainability of quality housing aligned with services and accelerate systems transformation.



- ✓ Invest in housing development while building community and BIPOC developer capacity.
- ✓ Connect funding to outcomes to increase the impact of community initiatives focused on supportive housing.
- ✓ Use lending and grant making as a catalyst and lever to influence projects, change systems, and increase the availability of quality supportive housing.

STRENGTHEN THE FIELD

Provide training, technical assistance and thought leadership to stakeholders across systems with a shared interest in strengthening the supportive housing ecosystem.



- ✓ Innovate & elevate new models and solutions for supportive housing.
- ✓ Provide training, guidance and technical assistance to a range of partners including: funders, housing developers and operators, service providers, nonprofit organizations, and government.
- ✓ Work internally and externally to strengthen and support the workforce that is part of the supportive housing field. This includes advocacy for sufficient wages, professional growth and inclusion.
- ✓ Convene sectors such as homelessness, housing, justice, child welfare, health, youth & families, aging, and developmental disabilities together to address shared goals.



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