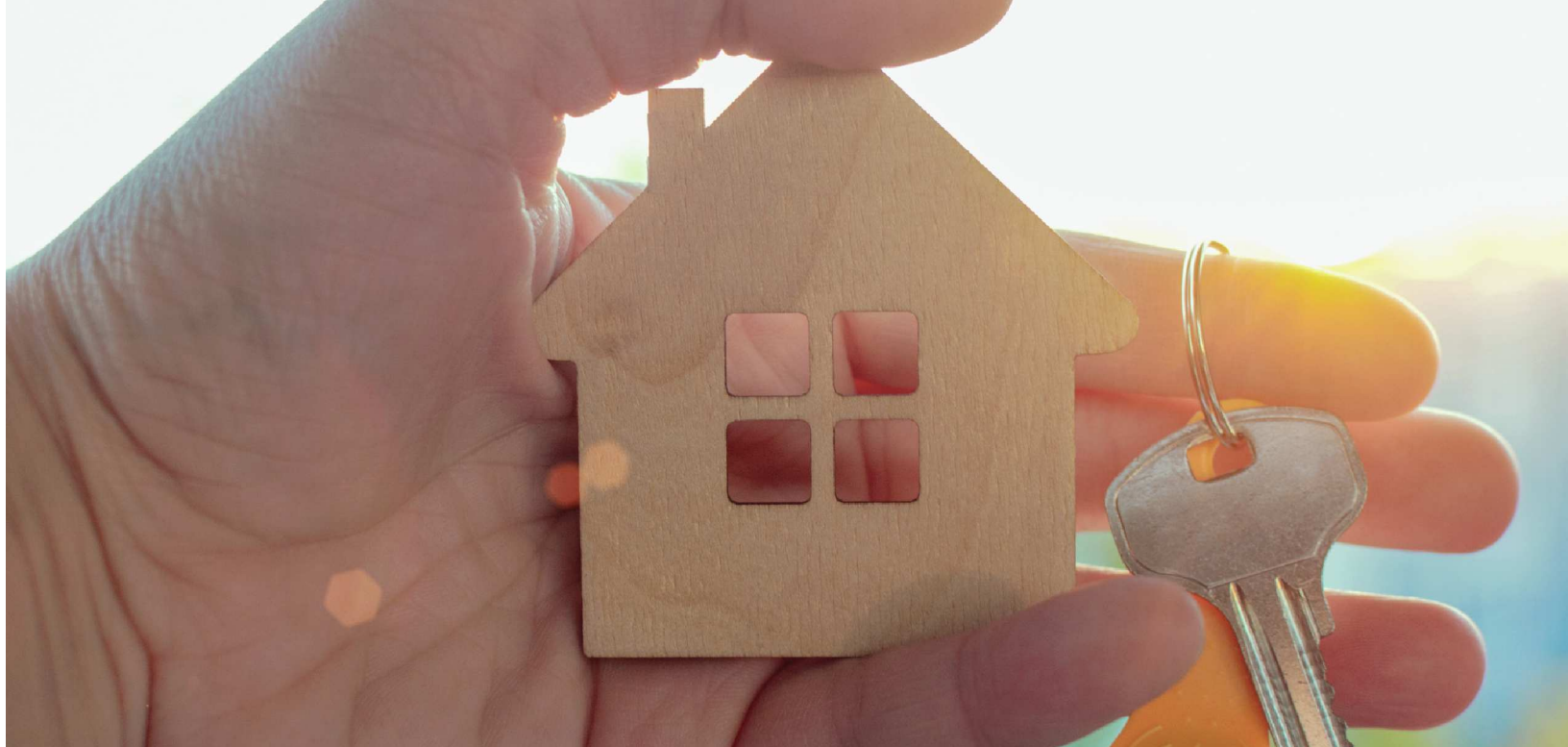


Meeting the Moment

CSH STRATEGIC PLAN
2025-2026

WWW.CSH.ORG



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, investing in communities, and strengthening the supportive housing field.

Vision

A 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.

Values

Principled Risk Taking

We take disciplined risks to create bold and lasting change.

Courageous Interdependence

We rely on each other to thrive.

Opportunity for All

We put equality, fairness, and kindness 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

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 compassionate solution centered on providing people with what they actually want and need (housing + services), which is also a cost-effective and streamlined approach for systems.

Yet, homelessness and the overutilization of institutional settings are 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.

CSH has successfully worked with partners to create more than 435,000 supportive housing units. **However, the lack of an aligned system to fund and produce supportive housing nationally has kept the supply critically low.** Because of this, more than 1 million people who need supportive housing are still living on the streets and in institutions.

Supportive housing is an evidence-based intervention and the most effective proven strategy to end homelessness. Yet the organizations that provide it are reaching a breaking point. Years of inadequate investment have taken a toll: buildings go unrepaired, finances are strained, staff burn out, and residents don't get the support they need.

We must act now to preserve supportive housing and strengthen it for the future. CSH is building toward a kinder and better world in which everyone has the housing, services, and economic security they need to thrive. We believe that no one is disposable, that we are all connected, and that together **we can build communities that provide opportunity for all.**

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.



Our Core Focus Areas



HOUSING

CSH works to increase the supply of affordable and accessible housing, the backbone of supportive housing. **We will preserve existing units of housing** and advocate for more rental subsidies to make housing affordable. We will 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 the only national nonprofit organization dedicated to increasing supportive housing, **CSH lends directly to supportive housing projects, advocates for increased funding, and provides help to communities working to create more supportive housing.**

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



SERVICES

Services begin when someone is in the process of entering housing and then wrap around them to promote stability and thriving. **Services are vital for quality supportive housing.**

When funding for services is too low, staff are overextended, and tenant well-being and overall safety decline. Over time, this discourages developers, property managers, and service providers from investing in new supportive housing. **Improving the overall availability and quality of services will help create new and preserve existing supportive housing.**

CSH works with states to use Medicaid to fund services that support people in their homes. We work across sectors to make it easier for people to get services in the community. We look for ways to make it simpler for people to get services.

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

Our Core Focus Areas



ECONOMIC SECURITY

Economic security means that someone can pay for things they need now, feel confident about their financial future, and pursue life goals. This could include reentering the workforce, starting a business, or buying a home.

This is also true for the supportive housing workforce. **There cannot be quality supportive housing without a strong front-line workforce.** Our efforts to keep supportive housing strong will fail if the supportive housing workforce is not well-paid and supported.

For people living in supportive housing, CSH will work to reduce barriers that limit income growth, increase access to employment support, and create pathways to better jobs and career opportunities. For people working in the supportive housing field, CSH will work to ensure local and state governments fund services at a rate that provides adequate compensation, workplace support, and job security.

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



2025-2026 Priorities



We are in a time of unprecedented change for the nonprofit sector as a whole and for the supportive housing field. Meeting this moment requires CSH to be bold and innovative—viewing old problems with new eyes, expanding our network of partners, and responding empathetically to the urgent needs that people and communities face. **We are mobilizing our organization to act with urgency and focus, while continuing to pivot and embrace new approaches to adapt in uncertain times.**

Addressing Unsheltered Homelessness

People living on the streets is an ongoing and visible problem in communities across the United States. And this problem is getting worse. From 2023–2024, homelessness increased by 18%. More than one-third of those experiencing homelessness are unsheltered. Communities are struggling to manage encampments and unsheltered homelessness.

We're acting quickly to house people now and expand supportive housing for the long term by:

- Partnering with communities to directly house people living in encampments and other unsheltered locations.
- Creating pathways for unsheltered households to access permanent housing.
- Understanding current and future funding needs through data and the perspectives of people with lived experience.

2025-2026 Priorities

Sustaining and Scaling Services in Supportive Housing

Nationally, there are roughly 1.1 million households in need of supportive housing. A **lack of funding for supportive services slows the creation of new supportive housing and weakens the quality of existing services.** While the need for services is not new, it has grown significantly in recent years, driven in part by the increased use of substances like fentanyl and methamphetamine. Even the most experienced service providers are struggling to keep up as they are stretched thin by chronic underfunding and staffing shortages.

As we work to strengthen and scale supportive services, CSH is focused on:

- Launching a Center for Health and Housing Innovation that will advance better policy, practical innovation, and research & analysis.
- Working with states to maximize the extent to which Medicaid is used to fund services in alignment with housing.
- Aligning and intentionally coordinating services across systems like child welfare, aging, workforce development, and justice so they can more effectively meet people's needs.
- Advocating for resources to fill the service needs not met by Medicaid or other systems.

Preserving Supportive Housing

Preserving supportive housing means strengthening existing supportive housing and building more reliable funding for it. The goal of preservation is to ensure quality supportive housing for the long-term. When projects don't have enough funding, building quality can decline.

CSH is providing timely tools, resources and capital focused on preservation. These include:

- Developing an Operations Clinic that will provide a combination of training and one to one support.
- Developing a Project Assessment Tool that providers can use to assess how their project is performing compared to their original closing proforma along with their financial, operational and services performance.
- Launching new guides, case studies, and training resources such as a free webinar series on Navigating Operational Challenges in Supportive Housing.
- Creating project and portfolio assessment tools to help owners and funders identify and address risks.



Strengthening CSH for the Road Ahead



Strengthening CSH

To accomplish the goals of the strategic plan, CSH must strengthen and adapt our organizational structure and priorities. **Our employees are at the heart of all we do, and we strive to be a workplace where people feel a sense of belonging and are supported.** We also strive to be a financially stable organization that provides competitive benefits and compensation, and promotes a healthy work-life balance. We are strategically investing to help us navigate the current political and funding environment while staying focused on building thriving communities with housing and services at the center. These key investments include:

- Supporting staff well-being and development
- Increasing our policy and advocacy capacity
- Expanding and refining communications
- Diversifying our revenue and managing organizational risk
- Using evidence to drive action

The Road Ahead

Although the road ahead is challenging, we know that we don't walk it alone. In the face of a powerful and coordinated narrative saying that we as a nation can save money by cutting essential services for those most in need, we are instead choosing kindness and turning to building community as the way forward that leaves no one behind. We have long called out the importance of working across systems because people don't stop needing housing just because they receive a service like healthcare, and they don't stop needing healthcare just because they get housed.

We are building momentum with our partners in justice, aging, public health, behavioral health, children & families, and other systems who share our belief that **people are not disposable** and that when we help each other, we help ourselves. Now is the time to use that momentum to **create powerful cross-sector coalitions** that identify shared needs and goals, design collaborative solutions, and advocate for the resources to implement them fully.

We continue to be humbled by the people whose lives have changed for the better because they have been able to access supportive housing. They generously remind us that our work must continue to be grounded in sustainable solutions that meet the needs of the people and communities most dramatically impacted by the national housing and services shortage.