



# OUR IMPACT

Annual Report 2009 | [www.csh.org](http://www.csh.org)

# "A LIFE IS NOT IMPORTANT EXCEPT IN THE IMPACT IT HAS ON OTHER LIVES."

Jackie Robinson's words remind us that individual or organizational milestones are not always the best measures of success; rather, it's the impact we have on others. CSH's 2009 annual report showcases this impact and our efforts to expand the supply and applicability of supportive housing throughout the country.

In 2009 we were determined to preserve the gains made by supportive housing AND to expand our impact despite the period of economic uncertainty and belt-tightening. To do more with less, we again turned to innovation.

We went against the tide of budget cuts to secure more funding for this proven, cost-effective model for ending homelessness, one that affords people a real opportunity to take charge and become self-sufficient.

We set out to demonstrate that supportive housing can help tackle societal failures that intersect with homelessness.

CSH took meaningful steps to continue crucial programs and ensure thousands would benefit from stable homes and the services found in supportive housing.

On the national level, we:

- Helped secure passage of the HEARTH Act that reauthorized McKinney-Vento Homeless Assistance, the primary federal program combating homelessness.
- Advocated successfully for additional federal funds for supportive housing.
- Joined with others to focus attention on the needs of homeless military veterans.
- Laid the foundation for national healthcare reform legislation that extends coverage to homeless individuals and families.

Early last year witnessed the launch of CSH's Innovations and Research Team — charged with designing, testing, evaluating, and replicating adaptations of supportive housing to fully realize its promise as an effective intervention, and catalyst for large-scale reform.

We continued to demonstrate the efficacy of supportive housing and its promise beyond traditional applications:

- Evaluating how supportive housing lowers healthcare costs.
- Emphasizing job creation for supportive housing tenants.
- Expanding efforts to introduce re-entry programs to help those returning from jails, prisons and hospitals avoid homelessness and re-incarceration.
- Focusing attention on developing supportive housing both in urban areas and on tribal lands to reverse high rates of homelessness among Native Americans.
- Escalating initiatives to help homeless families.

CSH's talented staff used their dedication and creativity to raise supportive housing to a higher level, and enhance our organization.

Their efforts were reaffirmed just recently when the U.S. Department of Housing and Urban Development (HUD) announced that homelessness in 2009 declined, especially among the long-time (chronic) homeless. In its report, HUD links the reduction to an increase in supportive housing units.

This encouraging measurement tells us supportive housing is indeed changing lives — and having the most meaningful impact of all.

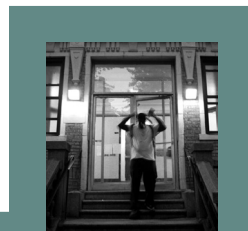


*Deborah De Santis,  
President and CEO*

*Denise O'Leary,  
Chair of the Board*

# PROGRAMS

*CSH has refined the supportive housing model, built credible evidence for its outcomes and cost-effectiveness, and helped establish it as the central solution to chronic homelessness. But we've only just begun to tap its enormous potential for impacting and addressing some of today's toughest social problems. That's why we expanded our innovative re-entry initiatives for people who have cycled not only through homelessness, but also incarceration.*



Through the **Returning Home Initiative**, a multi-year effort largely funded by the Robert Wood Johnson Foundation, CSH aims to create supportive housing for people cycling between homelessness and incarceration through public, inter-agency collaboration and investment — and partnerships with providers and community stakeholders. Returning Home has significantly expanded the breadth and depth of our impact on communities across the country — dramatically increasing collaboration and integration among housing, homelessness, behavioral health, and criminal justice agencies.

In Minnesota, CSH partnered with St. Stephens Human Services, Hennepin County Community Corrections, and other public agencies to place more than 50 frequent users of shelter and jail into supportive housing. The result has been a 43% reduction in shelter use, a 39% reduction in jail days, and an estimated costs savings in excess of \$10,000 per person. After placing nearly 200 frequent users into supportive housing in New York City, the impact was a 54% decrease in jail days and 92% decrease in shelter days. Additional initiatives are underway coast to coast in places like Washington, DC, Chicago, California, Connecticut, and Ohio.

CSH also held a National Re-Entry Supportive Housing Forum, convening more than 100 industry leaders for the first time to explore best practices at the policy and program level and raise the visibility and understanding of supportive housing as a key component of successful re-entry efforts.



Top photo: Project Renewal, courtesy of The Robert Wood Johnson Foundation, ***More than a Place to Live.***

Bottom photo: The 114 units at Castle Gardens in New York City were created to meet the housing needs of men and women working to rebuild their lives after criminal justice involvement, and other individuals and families needing a truly affordable apartment. Photo by Curtis + Ginsberg Architects LLP, courtesy of The Fortune Society.



# PEOPLE

*Supportive housing does more than keep people housed — it changes lives forever. Because supportive housing works where other methods fail, we want to bring it to as many homeless people as possible including our youth, veterans, the elderly, ex-offenders, those on tribal lands, and chronically homeless families in the toughest circumstances involving child-welfare systems. CSH is advancing models for all kinds of people who experience homelessness and, in the process, tens of thousands of people are now thriving in supportive housing.*

***Keeping Families Together*** is a pilot project in New York City funded by the Robert Wood Johnson Foundation to study the impact of supportive housing on families who are formerly homeless and involved in the child welfare system. The key features of the initiative include 1) a collaboration implementation group that consists of both government agencies and nonprofit housing providers, 2) an in-depth evaluation that measures both systems and families-level outcomes, and 3) a training and technical assistance effort focused on building the capacity of supportive housing providers to work with families who face multiple challenges. Keeping Families Together has placed a total of 29 families in the pilot and, thus far, housing retention rates are close to 90%. In addition, children's school attendance and achievement scores have improved and over 60% of child welfare cases which were open at baseline have since closed. CSH looks forward to continuing embedding supportive housing as a key strategy to ending homelessness, child abuse, and neglect among very vulnerable families.



Top and bottom photos: *Keeping Families Together* mother and daughter. Courtesy of Matt Moyer.

Middle photo: Used with permission of Greater Minnesota Housing Fund, "Portraits of Home: Veterans in Search of Shelter." Photographer: Stormi Greener.

# PLACES

*Almost every community has homeless individuals and families. In these places, local leaders and policymakers have learned that supportive housing is an effective tool for preventing and ending homelessness. It also generates real economic and community development. Supportive housing has not only transformed lives, it has transformed entire neighborhoods by increasing surrounding property values and lowering taxpayer costs for expensive emergency services. In 2009, CSH helped urban, suburban, rural, and tribal communities in more than 30 states to achieve this impact.*



Top photo: Los Angeles City Council President Pro Tempore Jan Perry (9th District) addressed the crowd at the LA Supportive Housing Recovery Initiative kickoff event.

Bottom photo: Coalition for Responsible Community Development, Little Tokyo Service Center CDC, CSH, and others celebrate the groundbreaking of the 36th Street Apartments — the first supportive housing development in south Los Angeles for homeless young adults.

Throughout 2009, there was a growing discourse about the need for patient, flexible capital — yet in the same period, we saw community development capital grow increasingly impatient and rigid. In response to this need, CSH partnered with the Conrad N. Hilton Foundation, the Community Redevelopment Agency of the City of Los Angeles, Fannie Mae, and JP Morgan Chase to create the **LA Supportive Housing Recovery Initiative** — an over \$5 million package of financial and technical assistance for nonprofit developers of supportive housing in Los Angeles. Through this initiative, CSH is providing a mix of grants, below market interest rate predevelopment loans, and technical assistance for supportive housing developers that are experiencing project delays due to budget crises and frozen credit markets. By providing this leadership, CSH is able to demonstrate our commitment to supporting the industry through this economic downturn and preserve the capacity that has been developed over the last 15 years.

# POLICIES

*Assessing impact is more than tallying numbers of units, dollars invested, or projects planned. It's about making a difference — with our programs as well as our policies. Our advocacy has branched out to embrace the causes of more groups within the homeless population, such as homeless veterans of the U.S. military. Nothing is more heart-wrenching than to encounter a man or woman who, after sacrificing and serving our nation, is relegated to living in a car, park, or under a bridge. CSH has re-doubled our efforts to ensure that none of our veterans lack a good home and the assistance they need.*



Top photo: Piquette Square illustrates a collaborative commitment to addressing the growing problem of homeless veterans in metropolitan Detroit. The project consists of 150 one-bedroom units, large common areas, and commercial space — making it one of the largest projects of its kind in the nation. Photographer: Steve Palackdharry.

Bottom photo: John and Jessica are both veterans of the Gulf War. They live with their five children while caring for Jessica's aging live-in parents. Used with permission of Greater Minnesota Housing Fund, "Portraits of Home: Veterans in Search of Shelter". Photographer: Stormi Greener.

Opposite page photo: A tenant enjoys the views of downtown San Diego from a rooftop terrace at Potiker Family Senior Residence.

In 2009, CSH successfully made the case to national and local leaders that *supportive housing is a proven solution to ending homelessness among our nation's veterans.*

Our advocacy efforts led to the funding and improved implementation of the HUD-VASH program, which provides permanent housing to homeless veterans by combining a rental voucher with case management services offered by the Department of Veterans Affairs (VA). Improving on the incredible potential of the HUD-VASH program will remain a top CSH priority in the years to come. CSH successfully advocated for the inclusion of \$50 million in the 2010 VA Appropriations bill for the rehabilitation of buildings on VA properties into supportive housing for veterans.

In addition to our work on Capitol Hill, CSH conducted trainings on the proven effectiveness of supportive housing in ending homelessness among veterans to more than 200 local leaders in major cities across the country including Dallas, Kansas City, and Los Angeles. CSH also provided technical assistance and funding to projects housing and providing services to homeless veterans in California, Indiana, Minnesota, New Jersey, Ohio, and Rhode Island.



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## FINANCIALS

### *Public Support & Revenue*

|                            |                     |
|----------------------------|---------------------|
| Grants & Contributions     | \$10,310,886        |
| In-Kind Contributions      | \$1,632,255         |
| Contract Services          | \$6,101,850         |
| Interest & Dividend Income | \$427,383           |
| Fees & Other Income        | \$3,006,749         |
| <b>Total</b>               | <b>\$21,479,123</b> |

### *Expenses*

|                      |                     |
|----------------------|---------------------|
| Program Services     | \$19,344,996        |
| Management & General | \$2,869,324         |
| Fundraising          | \$1,175,669         |
| <b>Total</b>         | <b>\$23,389,989</b> |

### *Net Assets\**

|                          |                     |
|--------------------------|---------------------|
| Unrestricted             | \$14,757,131        |
| Temporarily Restricted   | \$14,928,186        |
| <b>Beginning of Year</b> | <b>\$29,685,317</b> |

|                        |                     |
|------------------------|---------------------|
| Unrestricted           | \$15,083,407        |
| Temporarily Restricted | \$12,821,369        |
| <b>End of Year</b>     | <b>\$27,904,776</b> |

*\* Change in Net Assets due to planned spending of grants received in prior years.*



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

|  |   |   |   |
|--|---|---|---|
| Ameriprise Financial   | District of Columbia Department of Mental Health                    | Ann McGuffin  | Karthikeyan Ranganathan   |
| Annie E. Casey Foundation  | Keith Ehrman  | Melville Charitable Trust   | Rhode Island Division of Planning   |
| Anonymous  | Emma B. Howe Memorial Foundation                                    | MetLife Bank*   | Rhode Island Foundation   |
| Aviva Aron-Dine  | Enterprise Community Partners                                       | MetLife Foundation  | Rhode Island Housing  |
| ASH Institute for Democratic Governance and Innovation                       | Fannie Mae Corporation*   | Metro Area Continuum of Care for the Homeless                               | Joshua Ring   |
| Astoria Federal Savings and Loan Association                                 | Federal Home Loan Bank System                                       | Metro Dallas Homeless Alliance*   | Pat Rivera  |
| Austin/Travis County Health and Human Services Department                    | The Field Foundation of Illinois, Inc.                              | Metropolitan Life Insurance Company*  | The Road Home   |
| Austin/Travis County Mental Health Mental Retardation Center                 | Florida Coalition for the Homeless                                  | Michigan State Housing Development Authority                                | Robert Wood Johnson Foundation  |
| Austin/Travis County Re-Entry Roundtable                                     | Franklin County (OH) Office of Homeland Security & Justice Programs | Minneapolis Foundation  | Edward S. Rosenthal   |
| The Bank of America Charitable Foundation                                    | Anne Fuhrman  | Minnesota Housing Finance Agency  | Ross Family Charitable Fund   |
| Bank of America, Inc.*   | GE Money Bank*  | Michael and Eileen Model  | RPM Development   |
| Beatrice Fox Auerbach Foundation Fund  | Brian and Donna Giordano  | Morehouse School of Medicine  | Lee Rutherford  |
| Eric Bender  | Goldman, Sachs & Co.  | National Alliance on Mental Illness of Ohio                                 | County of San Bernardino (CA), Department of Behavioral Health                                      |
| Blandin Foundation   | Great Lakes Capital Fund  | The National Center on Addiction and Substance Abuse at Columbia University | County of San Diego (CA), Department of Purchasing and Contracting                                  |
| David Branin   | Greater Minnesota Housing Fund                                      | National City Bank  | San Diego Social Venture Partners   |
| The BTMU Foundation  | The Harris Family Foundation  | National Coalition for Homeless Veterans                                    | San Francisco Redevelopment Agency  |
| Building Changes   | The Harry and Jeanette Weinberg Foundation, Inc.                    | The Nationwide Foundation   | Seminole Tribe of Florida Scott Sheldon   |
| The Butler Family Fund   | Harry C. Moores Foundation  | NeighborWorks America   | Roy and Judith Snyder   |
| Butler Woodcrafters, Inc.  | Hartford Foundation for Public Giving                               | NewAlliance Bank Foundation   | Laura Solomon   |
| Calgary Homeless Foundation  | Brent Holl  | New Jersey Department of Community Affairs                                  | Adam Sonfield   |
| California Community Foundation  | Homeless Planning Council of Delaware                               | Nicholson Foundation  | Supportive Housing Providers Association  |
| The California Endowment   | Housing Assistance Council  | Noble Charitable Trust  | Tarrant County (TX) Homeless Coalition  |
| California Housing Financing Authority*                                      | HSBC Bank USA*  | Oak Foundation  | TD Bank North*  |
| California Institute for Mental Health                                       | Illinois Department of Human Services, Division of Mental Health    | Ohio Capital Corporation for Housing  | TD Bank USA, N.A.*  |
| Central Dallas Community Development Corporation                             | Illinois Housing Development Authority*                             | Ohio Department of Alcohol and Drug Addiction Services                      | Turner Foundation   |
| The Chicago Community Trust  | Impact Capital  | Ohio Department of Developmental Disabilities                               | U.S. Department of Health and Human Services  |
| City of Chicago, Illinois  | Indiana Housing and Community Development Authority*                | Ohio Department of Job & Family Services                                    | U.S. Department of Housing and Urban Development  |
| Coalition Homes, Inc.  | Iowa Finance Authority  | Ohio Department of Mental Health  | U.S. Department of Treasury*  |
| Collaborative Solutions, Inc.  | The Jacob and Valeria Langeloth Foundation                          | Ohio Department of Rehabilitation and Correction                            | United Way of Hudson County (NJ)  |
| Community Foundation of Greater New Haven                                    | Ari Jaffe   | Ohio Department of Youth Services   | United Way of Tarrant County (TX)   |
| Community Foundation Sonoma County   | John D. and Catherine T. MacArthur Foundation*                      | Ohio Housing Finance Agency*  | United Way of Rhode Island  |
| Connecticut Department of Correction   | JP Morgan Chase Bank  | Ohio Office of Criminal Justice Services                                    | Urban Institute   |
| Connecticut Department of Mental Health and Addiction Services               | Kaiser Permanente Community Benefit Program                         | Open Society Institute  | US Bancorp Community Development Corporation*   |
| Connecticut Department of Social Services, Bureau of Rehabilitation Services | King County Housing Authority                                       | Orange County Community Services  | Valley of the Sun United Way  |
| Connecticut Housing Finance Authority  | Nathaniel Kolodny   | Oregon Housing and Community Services                                       | van Ameringen Foundation, Inc.  |
| Connecticut Office of Policy & Management                                    | Kresge Foundation   | Oregon Opportunity Network  | Robert Van Lone   |
| Conrad N. Hilton Foundation*   | Lehigh County (PA)  | PATH Partners   | Washington State Department of Commerce Housing Division  |
| CSH Board of Directors   | Living Cities   | People's United Bank Foundation   | Washington State Department of Social and Health Services, Division of Behavioral Health & Recovery |
| City of Dallas, Texas  | Local Initiatives Support Corporation                               | City of Philadelphia Office of Behavioral Health and Mental Health          | Weingart Foundation*  |
| Glenda Denniston   | Los Angeles Housing Department*                                     | Piper Jaffray & Co Foundation   | Wells Fargo Community Development Corporation*  |
| Scott and Linda Dispenza   | Sarah Luken   | Polk Bros. Foundation   | William S. Abell Foundation   |
|  | Mat-Su Housing Coalition  | Prince Charitable Trusts  | Albert E. Youssef   |
|  | Renee McCaskey  |   |   |
|  | McCormick Tribune Foundation  |   |   |
|  | McGregor Fund   |   |   |

**\* Investors in CSH's Supportive Housing Project Initiation and Predevelopment Loans pools**



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