



Toolkit for Advancing Systems Change @ www.csh.org/SystemsChangeToolkit

Table of Contents

(V. 1-30-09)

OVERVIEW OF THE TOOLKIT

The Corporation for Supportive Housing's [Toolkit for Advancing Systems Change](http://www.csh.org/SystemsChangeToolkit), a web-based resource, is now available at www.csh.org/SystemsChangeToolkit. Creating more supportive housing opportunities and ending homelessness within our communities requires reform to existing public systems and the creation of new systems better suited to the needs of supportive housing residents and providers. The *Toolkit for Advancing Systems Change* documents approaches to - and successes at - influencing and changing those systems by linking *Toolkit* users to more than 175 discrete informational pieces, tools, sample documents, and relevant websites. These resources include materials developed by CSH, as well as examples drawn from public, private, and non-profit partners around the country. CSH will continue to add new information and materials into this *Toolkit*, documenting additional examples of systems change strategies, efforts, and achievements.

First time users of this *Toolkit* are strongly encouraged to visit the [Overview of Toolkit Contents](#) webpage to be provided with a brief description of its various sections; the most recent [Table of Contents](#) can also be found at that location.

ORGANIZATION OF THE TOOLKIT

The contents of this *Toolkit* have been organized beginning with an [Overview of Systems Change](#), and then by the six Building Blocks of Systems Change:

#1. Leadership: This section contains information regarding the cultivation of highly placed or influential policy leaders to advance the cause in government, the media, and public opinion.

#2. Collaborative Planning: This section contains information regarding assembling a planning body to design and move production goals and the systems change agenda, and shift between big visions and fine details.

#3. Financial Leverage: This section contains information regarding leveraging formerly unavailable - or previously untapped - sources of funding.

#4. Provider Infrastructure: This section contains information regarding preparing the organizations that will be responsible for delivering supportive housing to ensure that the new system will be able to achieve its goals.

#5. Credible Data: This section contains information regarding gathering and presenting evidence that supportive housing achieves better results, solves problems more consistently, and costs no more or even less than current practices.

#6. Network of Allies: This section contains information regarding forging a coalition that reaches across dimensions of money, commitment to the cause, power, vision, and familiarity with the issue.

Please note: Due to the variety of formats of the resources included within the *Toolkit*, including links to relevant websites, and due to plans to update the contents on an on-going basis, hard copies of the *Toolkit* are not be available. If you have questions or would like to suggest information for inclusion within the *Toolkit*, please contact info@csh.org.

OVERVIEW OF TOOLKIT CONTENTS (WEB PAGE)

OVERVIEW OF SYSTEMS CHANGE (WEB PAGE)

Examples and Resources

[CSH's Supportive Housing Leadership Forum](#) (CSH Web Page)

[Laying a New Foundation: Changing the Systems that Create and Sustain Supportive Housing](#) (CSH Publication)

[Taking Health Care Home: Impact of Systems Change Efforts at the Two-Year Mark](#) (CSH Report)

[Building Blocks of Systems Change](#) (CSH Document)

[Indicators of a Changed System](#) (CSH Document)

[Ending Homelessness in America: Have We Reached the Tipping Point?](#) (CSH Document)

[Supportive Housing as a Lever to Transform Systems](#) (CSH Document)

[How Public Leaders Change Multiple Systems: Reducing Costs and Improving Outcomes Through Supportive Housing](#) (CSH Publication)

[Approaches to Housing and Services for Long-Term Homeless Households](#) (State of Minnesota Report)

BUILDING BLOCK #1: LEADERSHIP (WEB PAGE)

Information regarding the cultivation of highly placed or influential policy leaders to advance the cause in government, the media, and public opinion.

Examples and Resources

[How Public Leaders Change Multiple Systems: Reducing Costs and Improving Outcomes Through Supportive Housing](#) (CSH Document)

Profiles of Champions

[Champions in Supportive Housing Awards for 2008](#) (CSH Press Release)

[Champions in Supportive Housing Awards for 2007](#) (CSH Press Release)

[Justice Stratton: Permanent Supportive Housing Program Benefits Ohio's Courts](#) (Akron Bar Association Article)

Political Leadership

[California Senate Bill 1738](#) (Text of Bill)

[California Senate Bill 2 Fact Sheet](#) (California Rural Legal Assistance Foundation Fact Sheet)

[Ending Chronic Homelessness in America's Major Cities - The Justice Systems' Duty](#) (University of San Francisco Law Review Article)

Philanthropic Leadership

[Funders Together](#) and [Why was Funders Together Created?](#) and [Role of Funders](#) and [Ten Tips for Funders](#) (Website)

[Melville Charitable Trust](#) and [Lessons Learned from the Melville Charitable Trust](#) (Website)

[Conrad N. Hilton Foundation](#) (Website)

[Fannie Mae](#) (Website / News Release)

[The Frey Foundation of Minnesota](#) (Website)

[William S. Abell Foundation](#) (Website)

[Ending Bay Area Homelessness: The Philanthropic Role](#) (Bay Area Foundation Advisory Group to End Homelessness, CA, Report)

BUILDING BLOCK #2: COLLABORATIVE PLANNING (WEB PAGE)

Information regarding assembling a planning body to design and move production goals and the systems change agenda, and shift between big visions and fine details.

ASSEMBLING THE MEMBERSHIP (WEB PAGE)

Examples and Resources

[CSH's Supportive Housing Leadership Forum III: Bridging the Divide](#) (CSH Website)

[2009 Local Services Plan Guidelines for Mental Hygiene Services](#) (New York State Document)

[Developing a State Interagency Council on Homelessness](#) (Interagency Council on Homelessness [ICH] Document)

[Executive Orders Creating State Interagency Councils on Homelessness](#) (ICH Website)

DEVELOPING TEN YEAR PLANS TO END HOMELESSNESS (WEB PAGE)

Examples and Resources

[National Alliance to End Homelessness' Ten Year Plan Resources](#) (NAEH Website)

[Project Homeless Connect: A Step-by-Step Guide](#) (ICH Document)

[Increasing Resources for Supportive Housing Creation Through Ten Year Plans](#) (CSH Document)

[Good to Better to Great: Innovations in 10 Year Plans to End Chronic Homelessness in Your Community](#) (ICH Document)

[The 10 Year Planning Process to End Chronic Homelessness in Your Community](#) (ICH Document)

IMPLEMENTING TEN YEAR PLANS TO END HOMELESSNESS (WEB PAGE)

Examples and Resources

[Ten-Year Plans to End Homelessness in Michigan: Summary of Analysis](#) (CSH Document)

[Chicago Alliance to End Homelessness \(formerly the Chicago Continuum of Care\)](#) (Website) and [Getting Housed, Staying Housed](#) (Chicago's Plan to End Homelessness)

[2007 Recalibration of the Business Plan for Ending Long-Term Homelessness in Minnesota](#) and the original [Business Plan](#) (Heading Home Minnesota Documents)

[Blueprint to End Homelessness: An Initiative of the Indianapolis Housing Task Force](#) (Indianapolis Housing Task Force Document)

ESTABLISHING FUNDER COUNCILS AND MANAGING THE PIPELINE (WEB PAGE)

Examples and Resources

[Funder Councils](#) (CSH Document)

[Collaborative Planning, A Building Block of Systems Change](#) (CSH Document)

[Committee to End Homelessness in King County](#) (King County, WA – CEHKC Website)

[Community Shelter Board](#) (Columbus, OH - CSB Website)

BUILDING BLOCK #3: FINANCIAL LEVERAGE (WEB PAGE)

Information regarding leveraging formerly unavailable - or previously untapped – sources of funding.

TARGETING EXISTING RESOURCES FOR GREATER EFFECTIVENESS (WEB PAGE)

Examples and Resources

[Homeless Initiatives Notice of Funding Availability](#) (Michigan State Housing Development Authority)

[Leveraging Medicaid: A Guide to Using Medicaid Financing in Supportive Housing](#) (CSH / Technical Assistance Collaborative Publication)

[Housing Credit Policies in 2007 That Promote Supportive Housing: A State By State Analysis](#) and [Summary of Select 2008 QAP Policies](#) and [Summary of the Research](#) (CSH/Enterprise Documents) and [Hot Topics in Supportive Housing Audio-Conference Regarding the 2007 Report](#) (CSH Audio File)

[Interim Plan for Efficient and Effective Use of State Resources in the Financing and Development of Independent Supportive Living Apartments for Persons with Disabilities](#) (North Carolina Department of Health and Human Services and North Carolina Housing Finance Agency Report)

[Defining and Funding the Support in Permanent Supportive Housing: Recommendations of Health Care Centers Serving Homeless People](#) (CSH / National Health Care for the Homeless Council Publication)

[Financing Supportive Housing with Tax-Exempt Bonds and 4% Low-Income Housing Tax Credits](#) (CSH Publication)

[Using the Housing Credit for Supportive Housing for Persons with Disabilities in North Carolina](#) (CSH Case Study)

[CSH Hot Topics in Supportive Housing Audio-Conference Regarding Housing Trust Funds and Supportive Housing](#) (CSH Audio File) and [Housing Trust Fund Progress Report 2007](#) (Center for Community Change Publication)

[Using the Housing Credit for Supportive Housing: An Assessment of 2005 State Policies](#) (CSH / Enterprise Joint Publication)

[The Section 8 Project-Based Voucher Program: Creating New Housing Opportunities for People with Disabilities](#) (Technical Assistance Collaborative Publication)

[Request for Proposals from Owners of Multifamily Housing Developments to Operate Project-Based Voucher Units](#) (San Diego Housing Commission RFP)

[Laurel Gardens Apartments: Case Study of a Supportive Housing Project Incorporating Tax-Exempt Bond Financing and Non-Competitive 4% Low Income Housing Tax Credits](#) (CSH Case Study)

[Question & Answer: Can Supportive Housing Incorporate Tax-Exempt Bond Financing and Non-Competitive 4% Low-Income Housing Tax Credits?](#) (CSH Document)

[Potential Opportunities for Funding Permanent Supportive Housing: FOHCs, ACT Teams, and Supportive Housing Collaboration](#) (CSH Document)

PARTNERING RESOURCES AND STREAMLINING ACCESS TO FUNDING (WEB PAGE)

Examples and Resources

[2009 Homeless Initiatives Notice of Funding Availability](#) (MSHDA Documents)

[Combined Application for Rental Housing Programs](#) (Michigan State Housing Development Authority Document)

[Next Steps Round III](#) (Connecticut Interagency Committee for Supportive Housing Request for Proposals)

[Minnesota Housing Multifamily Consolidated Request for Proposal Guide](#) (MNHFA Guidebook)

[\(California\) Governor's Homeless Initiative: Development Funding for Supportive Housing for the Chronic Homeless with Severe Mental Illness](#) (Homebase Memo)

[State Rental Assistance Program Request for Proposals](#) (New Jersey Department of Community Affairs RFP)

[Washington Families Fund](#) (Washington State; Building Changes [formerly AIDS Housing of Washington] Website and RFP Documents)

[Combined Application for Supportive Housing Capital, Operating, and Services Funding for Homeless Families, Individuals, and Youth](#) (King County, WA, NOFA)

[Mental Health Services Act: Housing Program](#) (California Department of Mental Health Website) and [MHSA Housing Program Application](#), the [Universal Application](#), [Universal Application Checklist](#), [Rental Housing Architectural Guidelines](#), and the [Shared Housing Architectural Guidelines](#) (CA DMH Documents)

[Housing 400 Initiative](#) (North Carolina Housing Finance Agency Website)

[Funds for Substance Abuse Treatment Per the Bloodborne Disease Harm Reduction Act](#) (New Jersey Division of Addiction Services RFP)

[Affordable Rental Housing Development with Focus on Permanent Supportive Housing](#) (Portland, OR, Portland Development Commission Website and NOFA)

[South King County Housing First Pilot](#) (King County, WA, Narrative Report)

[NYSNY III Supportive Housing \(Congregate\) RFP](#) and [Supported Housing Implementation Guidelines and 4% Low Income Housing Tax Credit Guidelines](#). (New York State Office of Mental Health Website and Documents)

[Rhode Island Permanent Supportive Housing Pilot Program – Phase I](#) (Multi-Agency MOU Document)

[Long Term Support Program: Supportive Housing Demonstration](#) (New Jersey, Interagency RFP)

[Supportive Housing PILOTS Initiative](#) (Connecticut, Interagency RFP)

Other Relevant Resources

Combining Affordable Housing Funding Sources (Building Changes [formerly AIDS Housing of Washington] Document)

CREATING NEW OR INCREASING EXISTING FUNDING STREAMS (WEB PAGE)

Examples and Resources

Illinois Department of Human Services Permanent Supportive Housing (IL DHS Website) and **Permanent Supportive Housing Policy and Bridge Subsidy Program** (IL DHS Documents)

Illinois Rental Housing Support Program (IL Housing Development Authority Website)

Rhode Island's "Bring Home the Bond" Legislative Campaign (Rhode Island Housing Campaign Description)

Homes 4 California (Homes 4 California Website)

Michigan Housing and Community Development Fund (Living In Michigan Campaign Website)

Seattle Housing Levy (Seattle Office of Housing Website) and **Current Administrative and Financial Plan** (Seattle Office of Housing Document)

King County Levy for Veterans (King County, WA; Copy of Ordinance)

Permanent Financing Sources for Supportive Housing – Innovative Strategies for Increasing Revenue for Supportive Housing (CSH Document)

Mental Health Services Act (MHSA) Housing Toolkit (California; CSH Publication)

Increasing Funding for Supportive Housing and Homeless Initiatives in Washington State (CSH Document)

Washington Families Fund (Washington State; Building Changes[formerly AIDS Housing of Washington] Website)

Housing Trust Funds

New Jersey Senate Bill 2354 (State of New Jersey)

Housing Trust Fund Progress Report 2007 (Center for Community Change Publication)

Chicago Low Income Housing Trust Fund (City of Chicago Website) and **Rental Subsidy Program Application and Guidelines** (City of Chicago Document).

Miami-Dade County Homeless Trust (Miami-Dade County Website)

Polk County Housing Trust Fund (Polk County, IA Trust Fund Website)

Marion County Housing Trust Fund (Marion County, IN Trust Fund Website)

Special Needs Housing Trust Fund (New Jersey Housing and Mortgage Finance Agency Trust Fund Guidelines and Financing Policy) and **Act Authorizing the Fund** (Copy of Act)

Washington State Operating & Maintenance Fund (Washington State Department of Community Trade and Economic Development Website)

INVESTING RESOURCES INTO PILOT INITIATIVES (WEB PAGE)

Corporation for Supportive Housing:
Toolkit for Advancing Systems Change Table of Contents

Examples and Resources

[Project 50: Skid Row Chronic Homeless Single Adults Street to Home Demonstration Project](#) (Los Angeles County CEO Recommendation to Board of Supervisors) and [Los Angeles Times Article](#)

[Returning Home - Ohio](#) (CSH and Ohio Department of Rehabilitation and Correction Joint RFP) and [Guidelines for Monitoring](#) (CSH and ODRC Document)

[Illinois Demonstration Program for Frequent Users of Jail, Shelter, and Mental Health Services](#) (CSH Document)

[Presumptive Eligibility Pilot Program](#) (Rhode Island; Multi-Agency Funding Proposal)

[South King County Housing First Pilot](#) (King County, WA; King County Housing Authority Report)

[New York City Frequent Users of Jail and Shelter Initiative](#) (CSH Document)

[Rhode Island Permanent Supportive Housing Pilot Program – Phase I](#) (Interagency MOU)

[Long Term Support Program: Supportive Housing Demonstration](#) (New Jersey, Interagency RFP)

[Long-Term Shelter Stayer Reinvestment in New York City](#) (CSH Program Description) and [Brief Profile](#) and [Executive Summary](#) (CSH Documents)

[Supportive Housing PILOTS Initiative](#) (Connecticut; Interagency RFP)

BUILDING BLOCK #4: PROVIDER INFRASTRUCTURE (WEB PAGE)

Information regarding preparing the groups that will be responsible for delivering supportive housing to ensure that the new system will be able to achieve its goals.

BUILDING CAPACITY (WEB PAGE)

Examples and Resources

[Michigan Conference on Affordable Housing](#) (MCAH Website)

[Housing California Annual Conference](#) (Housing California Website)

[Minnesota Supportive Housing Conference](#) (CSH-MN Website)

[National Alliance to End Homelessness Annual Conferences](#) (NAEH Website)

[New Jersey Annual Conference on Supportive Housing](#) (Supportive Housing Association of NJ Website)

[Florida Joint Statewide Conference](#) (Florida Supportive Housing Coalition Website)

ASSURING QUALITY (WEB PAGE)

Examples and Resources

[Demonstrating the Quality and Impact of Supportive Housing: Key Project-Level Outcome Measures](#) (CSH Document)

[Request for Qualifications: Quality Assurance Monitoring and Review Process for Services in Supportive Housing](#) (CSH-Connecticut RFQ)

[Center for Psychiatric Rehabilitation Newsletter Regarding Measuring Outcomes for Quality and Accountability](#) (Newsletter)

[Standards for Services Programs in Supportive Housing](#) (CSH Document)

BUILDING BLOCK #5: CREDIBLE DATA (WEB PAGE)

Information regarding gathering and presenting evidence that supportive housing achieves better results, solves problems more consistently, and costs no more or even less than current practices.

Examples and Resources

[Pushing the Envelope: Broadening and Deepening Involvement in Taking Health Care Home Communities at Project End](#) (Report)

[Summary Report of Evaluation Findings: A Dollars and Sense Strategy to Reducing Frequent Use of Hospital Services](#) (The Frequent Users of Health Services Initiative)

[The Impact of Supportive Housing on Surrounding Neighborhoods: Evidence from New York City](#) (Furman Center Policy Brief)

[Research & Evaluation: Using Evidence to Advance Systems Change](#) (CSH Webpage)

[Examining the Evidence: The Impact of Housing on HIV Prevention and Care](#) (National AIDS Housing Coalition Report)

[Housing is HIV Prevention and Health Care](#) (National AIDS Housing Coalition PowerPoint)

[Home & Healthy for Good: A Statewide Pilot Housing First Program](#) (Massachusetts Housing and Shelter Alliance Report) and [Massachusetts Legislature's Home and Healthy for Good Line Item 4406-3010 and July 2008 Progress Report](#) (MHSA Report)

[We Are Neighbours: The Impact of Supportive Housing on Community, Social, Economic, and Attitude Changes](#) (Toronto; Wellesley Institute Report)

[Major Recommendations: Summary Report of the Urban Institute's Assessment of the District of Columbia's Public Homeless Assistance System](#) (Urban Institute Report)

[New Jersey Point-in-Time Count of the Homeless Data Report](#) (CSH Report)

[Hilton Foundation Project to End Homelessness for People with Mental Illness in Los Angeles: Changes in Homelessness, Supportive Housing, and Tenant Characteristics Since 2005](#) (CSH Publication)

[Project H.O.M.E.'s Economic and Fiscal Impact on Philadelphia Neighborhoods](#) (Econsult Corporation Report) and [Project H.O.M.E. Press Release](#)

[Homeless Study Looks at 'Housing First:' Shifting Policies to Get Chronically Ill in Homes May Save Lives, Money](#) (Wall Street Journal Article)

[Connecting Fractured Lives to a Fragmented System: A Process Evaluation of the Chicago Housing for Health Partnership](#) (Chicago Housing for Health Partnership Report)

[Justice Policy Brief: Housing and Public Safety](#) (Justice Policy Institute Report)

[Request for Qualifications for the Multi-Year Evaluation of Permanent Supportive Housing Financed by the State of Connecticut](#) (CSH-CT RFQ)

[Taking Health Care Home: Evolution of Permanent Supportive Housing in the Taking Health Care Home Communities 2004-2007: Tenants, Programs, Policies, and Funding at Project End](#) (CSH Publication)

[Research & Evaluation: Using Evidence to Advance Systems Change](#) (CSH Webpage)

[Ten-Year Plans to End Homelessness in Michigan: Summary of Analysis](#) (CSH Document)

[Housing First Approach to Homelessness Brings Hope to Hard Lives](#) (City of Seattle Press Release)

[Cost of Homelessness: Cost Analysis of Permanent Supportive Housing in the State of Maine](#) (Interagency Report)

[Homelessness in America: Americans' Perceptions, Attitudes, and Knowledge](#) (Fannie Mae Report)

[Systems Change Efforts and Their Results: Los Angeles 2005-2006](#) (Urban Institute Report)

[Taking Health Care Home: Impact of Systems Change Efforts at the Two-Year Mark](#) (CSH Publication)

[Denver Housing First Collaborative: Cost Benefit Analysis and Program Outcomes Report](#) (Colorado Coalition for the Homeless Report)

[Taking Health Care Home: Baseline Report on PSH Tenants, Programs, Policies, and Funding](#) (CSH Publication)

[Costs of Serving Homeless Individuals in Nine Cities](#) (Lewin Group Chart Book)

BUILDING BLOCK #6: NETWORK OF ALLIES (WEB PAGE)

Information regarding forging a coalition that reaches across dimensions of money, commitment to the cause, power, vision, and familiarity with the issue.

BROADER PUBLIC POLICY CAMPAIGNS (WEB PAGE)

Examples and Resources

[Why Supporting Advocacy Makes Sense for Foundations](#) (Atlantic Philanthropies Publication)

[Unexpected Faces, Unexpected Places](#) (Florida; Homeless Coalition of Hillsborough County Website)

[Partnership for Strong Communities](#) (Connecticut; Website)

[HousingWorks RI](#) (Website)

[Homes for New Jersey](#) (Website)

[Michigan's Campaign to End Homelessness](#) (Website)

[Minnesota Housing Partnership](#) (Website)

[The Campaign for Affordable Housing](#) (National; Website)

[Housing Illinois](#) (Website)

[Housing Virginia](#) (Website)

[East Bay Housing Organizations](#) (California; Website)

ADVOCACY GROUPS, TECHNICAL ASSISTANCE PROVIDERS, AND TRADE ASSOCIATIONS (WEB PAGE)

Examples and Resources

[Advocates for Human Potential](#) (Website)
[Baltimore Area Association for Supportive Housing](#) (Website)
[Bazon Center for Mental Health Law](#) (Website)
[Center for Urban Community Services](#) (Website)
[Council of State Governments](#) (Website)
[Florida Supportive Housing Coalition](#) (Website)
[National Alliance to End Homelessness](#) (Website)
[National Alliance on Mental Illness](#) (Website)
[National Association of State Mental Health Program Directors](#) (Website)
[The National Center on Family Homelessness](#) (Website)
[National Council of State Housing Agencies](#) (Website)
[National Health Care for the Homeless Council](#) (Website)
[Policy Research Associates](#) (Website)
[Supportive Housing Association of New Jersey](#) (Website)
[Supportive Housing Investment Partnership](#) (Website)
[Supportive Housing Network of New York](#) (Website)
[Supportive Housing Providers Association](#) (Website)
[Technical Assistance Collaborative](#) (Website)

MEDIA AND PUBLIC RELATIONS (WEB PAGE)

Examples and Resources

[Focusing the Media on Ending Homelessness: A How-To Guide for Aspiring Communications Pros, Concerned Advocates, and Anyone with a Story to Tell](#) (NAEH Publication)
[The Ohio Housing Finance Agency: Permanent Supportive Housing Newsletter](#) (Ohio Housing Finance Agency Document)
[Homelessness in America: Media Handbook](#) (NAEH Publication)
[The Toni Times](#) (San Diego City Councilmember Toni Atkins' Newsletter)
[Communications as a Strategic Tool for Affordable Housing Campaigns](#) (NeighborWorks Document)
[A Media Training Guide for Affordable Housing Advocates](#) (The Campaign for Affordable Housing Document)
[Toolkit: How to PR](#) (All About Public Relations Website)
[Common Sense Media Relations 101](#) (Gallen Nelly & Associates Website)
[Making a Name for Yourself: Branding for Non-Profits](#) (Fenton Communications Document)
[Proving Your Worth](#) (Fenton Communications Document)

[This Just In!](#) (Fenton Communications Document)

[Now Hear This!](#) (Fenton Communications Document)