



2017 Indiana Supportive Housing Institute Request for Proposals (RFP)

CSH: The Source for Housing Solutions is excited to announce its eighth Indiana Supportive Housing Institute (“The Institute”). The 2017 Institute will address ending homelessness as further defined within this RFP. The Institute will help supportive housing partners learn how to navigate the complex process of developing housing with supportive services to prevent and end homelessness. The Institute process is expected to reduce the time it takes to obtain funding for supportive housing by improving the planning and development process. Consideration will be given to both integrated supportive housing (with no more than 25% of the housing set aside for supportive housing) and 100% supportive housing developments.

The Institute has graduated seven classes of teams that have over 1400 supportive housing units underway across the state of Indiana. The 2017 Institute will provide targeted training, technical assistance, and the opportunity to apply for pre-development financing for both new and experienced development teams. Teams will receive over 80 hours of training including individualized technical assistance and resources to assist in completing their project. In addition, industry experts, including staff from the Indiana Housing and Community Development Authority (IHCDA), will provide insight on property management, financing, and building design.

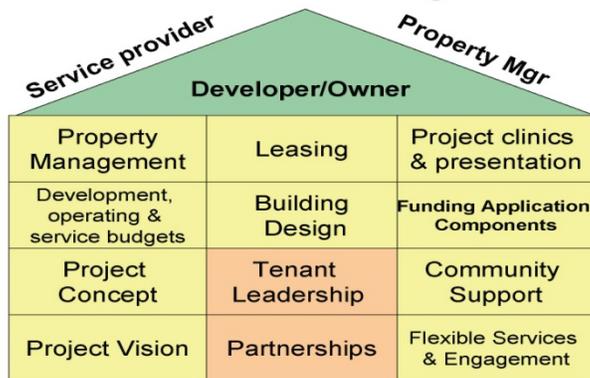
**The 2017 Institute is made possible by the Indiana Housing and Community Development Authority
(IHCDA)**

CSH: Who We Are

CSH: The Source for Housing Solutions is a national nonprofit organization and Community Development Financial Institution that helps communities create permanent housing with services to prevent and end homelessness. Founded in 1991, CSH advances its mission by providing advocacy, expertise, leadership, and financial resources to make it easier to create and operate supportive housing. For more information on CSH, visit our website at www.csh.org.

Institute Overview

The Institute Building Blocks



I: Institute Benefits

Upon completion, participants in the Institute will have:

- A detailed, individualized supportive housing plan that includes supportive service and delivery strategies that can be used to apply for funding from multiple sources;
- The opportunity to apply for early pre-development financing through CSH Pre-development Initiation Loans to use on supportive housing projects planned through the Institute;
- Improved skills to operate existing supportive housing and develop new projects serving people who experience multiple barriers to housing;
- A strong, effective development, property management and service team that leverages the strengths of each team member and has clearly defined roles and responsibilities;
- A powerful network of peers and experts to assist in project development and to trouble-shoot problems;
- Post-Institute technical assistance from CSH to be defined through a shared Memorandum of Understanding (MOU); and

- Access to non-competitive capital funding from IHCDA. ***NOTE: Developments completing the 2017 Institute are not eligible to apply for Rental Housing Tax Credits (“RHTC”) through IHCDA’s Qualified Allocation Plan (“QAP”). Instead, projects developed through this Institute will be eligible to request IHCDA grant funding sources, specifically HOME and Housing Trust Fund (“HTF”).**

II: Institute Deliverables

In the course of the Institute, teams will work to develop individual supportive housing project plans. The expected team deliverables include:

- Approved project concept, including site selection and minimum development design characteristics;
- Memorandum of Understanding among members of the supportive housing development team, outlining the roles and responsibilities of each partner;
- A shared Institute mission statement, as well as individual team vision and mission statements;
- Identified key performance indicators/metrics that will be used by each team to measure and track outcomes;
- Community support plan;
- Detailed service delivery plan for specific target populations;
- Outreach and Engagement plans;
- Tenant Selection plan;
- Tenant Leadership plan;
- Management plan;
- Operating policies and protocols between services provider and property manager; and
- Preliminary project proposal and budgets.

Eligibility & Selection

I: Eligible Teams

Eligible teams must include, at a minimum, a designated team leader, a non-profit housing development/owner partner with affordable housing experience, a supportive service provider partner, and a property management partner. The designated team leader may be the development/owner, service provider, or property management partner. Teams are invited to bring five to seven members to each Institute session. Additional team members may include, but are not limited to, consultants and/or award administrators, local city development staff, local housing authority staff, or CoC representatives.

An entity may only be identified as the housing developer, award administrator or consultant on one RFP submission. If an entity is listed as the development partner, award administrator, or development consultant on multiple proposals, all such proposals will be disqualified. Management and supportive service provider entities may be listed on multiple proposals. However, a separate dedicated staff member of equivalent position within the organization must be listed as the lead for each separate proposal.

To be eligible for the Institute, teams (all members) must be able to commit to attending ALL training sessions offered and commit to taking the project concept from idea to completion with the goal of having supportive housing units placed in service. It is critical to the success of each team that key senior management staff members consistently participate in all sessions. Training sessions will consist of approximately 80 hours in two-day sessions per month over five months.

Proposals will be disqualified if any team member is suspended or debarred from participation in IHCD programs.

II: Eligible Supportive Housing Projects

- **Rental Housing Tax Credit (RHTC) developments will NOT be developed through this Institute.** This Institute is focused on smaller developments that will utilize HOME and Housing Trust Fund as capital funding sources.
- Developments that will be located within local Participating Jurisdictions (i.e. communities that receive their own allocations of HOME funds from HUD) must have a letter of support from the local PJ. IHCD will invest HOME funds into these communities, but only if the local PJ is also willing to provide resources to the development;
- There is no minimum or maximum number of units. However, projects must be sized to meet the funding sources available for teams that complete the Institute. The purpose of the 2017 Institute is to create smaller developments using resources such as HOME and the Housing Trust Fund. Rental Housing Tax Credits will not be utilized for developments coming out of the 2017 Institute;
- Housing is permanent and affordable where tenants hold leases and acceptance of services is not a condition of occupancy;
- Housing is based on the housing first model which includes eviction prevention and harm reduction strategies;
- Comprehensive case management services are accessible by tenants where they live and in a manner designed to maximize tenant stability and self-sufficiency;

- The housing development may be either 100% supportive housing or integrated supportive housing where no more than 25% of the total units are made available to the target population; and,
- The supportive housing development must participate in the Continuum of Care Coordinated Entry system.

Proposals to develop emergency shelters, transitional housing, or shared housing such as group homes or shared apartments, will NOT be considered.

III: Target Populations

In the RFP response, each team must identify and describe the target population to be served by the supportive housing. All target populations must address ending homelessness. Within the narrative, each team must explain how the target population was determined and provide supporting data to demonstrate the local need.

IV: Selection

In order for CSH and its partners to provide an appropriate level of technical assistance, the 2017 institute will be limited to up to 5 teams. Less than 5 teams may be selected at CSH's discretion depending upon the quality of responses received.

Consideration will be given to the following factors, based on responses provided within the RFP Application.

- Demonstrated need for supportive housing, as supported by local data to be submitted as supplemental information along with the narrative. In addition, CSH & IHCDA will use their own available data sources when considering need and prioritizing projects. Special consideration will be given to areas of greatest need;
- Target population selected and connection to local need, as supported by relevant data;
- Capacity and experience of the team members, including financial stability of the primary sponsor;
- Quality of the response to the application narrative questions;
- Alignment with the mission and goals of the Institute, including how well applicants align their projects with the strategies and goals outlined in [Opening Doors](#), the US Interagency Council on Ending Homelessness's plan to end homelessness; and
- Coordination with CoC housing inventory and priorities.

All teams will be required to either (1) demonstrate available cash reserves to work on the project during the Institute process or (2) apply for a Project Initiation Loan from CSH. This is a 0% interest predevelopment loan, not to exceed \$50,000.

Selection is a competitive process. Applicants must take care in responding to all requirements of the RFP. Please provide detailed information in the RFP response and do not assume that all reviewers will be familiar with your organizational capacity or project concept.

Supportive Housing Institute Curriculum and Timeline

Note: Order and topics may change based on final team selection and availability of trainers. Selected teams will be notified of the final agenda.

March **Days 1-2: Overview of the Institute; Introduction to Supportive Housing; Target Populations; Team Member Roles**

Day 1 will conclude with a dinner event

April **Days 3 and 4: Tenant Selection and Outreach; Service Models**

May **Days 5 and 6: Development, Service and Operating Budgets**

June **Days 7 and 8: Property Management; Leasing and Operating Issues**

July **Site visits- Training Team conducts one-on-one visits with each Institute Team to see potential development sites**

August **Day 9: Challenges, Expectations and Readiness**

Day 9 will conclude with an evening celebration event & dinner

Day 10: Final Project Presentations Teams will present projects to peers and to potential funders and will receive feedback regarding their concept, design and financing proposals.

APPLICATION INSTRUCTIONS

Teams interested in submitting an application must first submit a Letter of Interest (LOI) by the deadline below. After receiving the LOI, CSH and IHCDA will schedule a meeting with each interested team to discuss their concept and make sure that it is a fit for the Institute. Teams will then submit full RFP applications by the deadline below.

LOI Deadline: Friday September 30, 2016 by 5:00 p.m. EST

[Download the LOI](#)

Full Application Deadline: Monday, December 5, 2016 by 5:00 p.m. EST

[Download the Application](#)

The Application Review Team (consisting of CSH and IHCDA staff) will evaluate all proposals submitted and notify applicants of the selection decision by January 27, 2017. Submission of an application represents a commitment for the team to attend all Institute sessions.

The application must be completed in its entirety. Incomplete applications will not be considered.

LOI Submission: Submit a PDF copy of the LOI to CSH by e-mail to:

kathie.vida@csh.org

Application Submission: Submit a PDF copy of the application and the required attachments to CSH by e-mail to:

kathie.vida@csh.org

QUESTIONS & TECHNICAL ASSISTANCE

CSH and IHCDA will provide an Institute Orientation webinar for prospective respondents to this RFP on September 16, 2016 from 1:00-2:00 p.m. EST. No registration is required. At the time of the webinar, log-in using [this link](#). The meeting number (access code) is 733 851 851. Join by phone at 1-415-655-0002.

Questions: Please submit questions about this RFP in writing to:

Kathie Vida

kathie.vida@csh.org

Glossary

Continuum of Care: The Continuum of Care (CoC) Program is designed to promote community-wide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effective utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness. Indiana has three CoCs: Indianapolis, South Bend/St. Joseph County and the Balance of State.

Coordinated Entry System: A centralized/coordinated process designed to facilitate program participant intake, assessment, and provision of referrals. A centralized or coordinated entry system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool. This definition establishes basic minimum requirements for the Continuum's centralized or coordinated entry system. Coordinated entry is a system in which all programs within a CoC work together to assure that services are accessible and properly directed to the immediate needs of the client. It represents a national standard to help move programs such as shelter, transitional housing, rapid rehousing, and supportive housing, toward aligning eligibility criteria and services into a coherent and accessible system for people in crisis.

Data Sources: In describing community need, data sources should include CoC Point in Time Count, CoC Annual Homeless Assessment Report, Homeless Management Information System and/or CoC Housing Inventory Chart.

Integrated Supportive Housing: This model generally refers to market-rate or affordable rental developments that have a dedicated percentage of subsidized units that provide housing to formerly homeless families or individuals. Project-based vouchers are the primary source of subsidy used in integrated supportive housing. For the purpose of this RFP, integrated is defined as no more than 25% of the units set-aside for supportive housing.

Opening Doors: The US Interagency on the Homeless strategy to prevent and end homelessness. The Plan includes 10 objectives, 5 themes, and 66 strategies that guide the nation toward accomplishing all 4 goals of the Plan. *Opening Doors* serves as a roadmap for coordinated, joint action among the 19 USICH member agencies that make up the Council, along with local and state partners in the public and private sectors. The plan emphasizes shifting the homeless assistance system from managing to ending homelessness.

Single Site Supportive Housing: This is generally an apartment building that exclusively provides housing to formerly homeless families or individuals. Project-based vouchers are the primary source of subsidy used in single site housing, which is generally owned by nonprofit landlords. Focus is placed on helping tenants integrate into the surrounding community.

Supportive Housing: Supportive housing combines permanent, affordable housing with services that help people live more stable, productive lives. Supportive housing is developed by packaging together housing that is affordable to persons with very low or extremely low incomes with flexible supportive services that are designed to meet the special needs of an individual or family. When targeted effectively, supportive housing can be cost-effective for communities. Creating supportive housing involves partnerships and collaboration. Supportive Housing is developed for people who but for housing could not access services and but for services could not maintain housing.

Team Leader: The person who commits to taking a lead role in managing the team from concept development through lease-up of the supportive housing units. This person should be detail oriented and have a strong commitment to this project. The team leader is responsible for ensuring that team members attend and participate in institute sessions and complete homework assignments. The team leader is also responsible for finalizing MOUs among team partners and taking information back to any key local partners.