CSH: The Source for Housing Solutions is excited to announce its Opening New Doors Institute (“The Institute”). The 2016 Institute will address ending homelessness for persons experiencing chronic homelessness, persons who are prioritized for permanent supportive housing by local Continua of Care and Mental Health and Addiction Services Boards, as well as developmentally disabled individuals who are transitioning into the community from institutional settings. This series will help a supportive housing partner learn how to navigate the complex process of developing housing with support services and 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 housing (with 25% of the housing set aside for supportive housing) and 50%+ supportive housing developments.

The Institute has a strong track record in Ohio, with graduates experiencing an 80% success rate in bringing projects into operations. The 2016 Institute will provide targeted training, technical assistance, and pre-development financing (subject to availability) to both new and experienced development teams. Teams receive over 60 hours of training including individualized technical assistance and resources to assist in completing their project. In addition, experts from across the state, including staff from the Ohio Housing Finance Agency (OHFA) and the Ohio Department of Mental Health and Addiction Services (OhioMHAS) and national partners, provide insight on property management, financing, and building design.

The 2016 Institute is made possible by the Ohio Housing Finance Agency, Ohio Department of Mental Health and Addiction Services, and the Ohio Capital Corporation for Housing.
Institute Benefits

Upon completion, participants in the Institute will have:

- A detailed, individualized supportive housing plan that can be used to apply for funding from multiple sources;
- The opportunity to apply for early pre-development financing through the CSH Pre-development Initiation Loan 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;
- New and improved skills to operate integrated supportive housing;
- A strong, effective development, property management and service team that leverages the strengths of each team member;
- A powerful network of peers and experts to assist in project development and to trouble-shoot problems; and,
- Post institute technical assistance from CSH to be defined through a shared Memorandum of Understanding (MOU).

Institute Deliverables

In the course of the Supportive Housing Institute, teams will work to develop individual supportive housing project plans. Among the expected team deliverables are:

- Memorandum of Understanding among members of the supportive housing development team, outlining the roles and responsibilities of each partner;
- Community support plan;
- Detailed service delivery plan for specific target populations;
- Outreach, Engagement and Tenant selection plans;
- Tenant Leadership plan;
- Management plan;
- Operating policies and protocols between services provider and property manager;
- Preliminary project proposal and budgets; and
- Preliminary feasibility analysis for potential housing site, if identified.

Target Populations- Must identify one primary population

- Households who are experiencing chronic homelessness;
• Individuals and families prioritized for housing due to vulnerability and housing barriers according to the local Continuum of Care and the local Mental Health and Addiction Services boards; or

• Individuals with developmental disabilities and/or serious mental illness who are transitioning out of institutional settings.

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

To be eligible for the Institute, teams must be able to commit to attending ALL training sessions offered; and, commit to taking project concept from idea to completion with the goal of having supportive housing units placed in service.

Eligible Supportive Housing Projects

• Minimum project size for housing in this institute is 10 units of SH;

• Housing is permanent and affordable where tenants hold leases and acceptance of services is not a condition of occupancy;

• 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 50%+ supportive housing or integrated supportive housing where 25% of the total units (with a minimum total of 40 units of which 10 are SH) are made available to one or more of the target populations; and,

• The supportive housing development and/or integrated supportive housing must participate in the Continuum of Care Coordinated Assessment/Access system.

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

Selection
In order for CSH and its partners to provide an appropriate level of technical assistance, the 2016 institute will be limited to up to 8 teams (with a maximum of 4 integrated and 4 100% supportive housing teams). Consideration will be given to demonstrated need, support from the local unit of government, financial stability of the primary sponsor, quality of the response to the application and alignment with this RFP and coordination with CoC housing inventory and priorities. Selection will also be made on how well applicants align their projects with the strategies and goals outlined in Opening Doors, US Interagency Council on Ending Homelessness’s plan to end homelessness.

To be eligible for the Institute, applicants must be able to commit to attending ALL training sessions offered. It is critical to the success of each team that key senior management staff consistently participates in all sessions. Training sessions will consist of approximately 80 hours in two-day sessions per month over five months.
**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](http://www.csh.org).

**CSH Opening New Doors Institute Curriculum and Timeline**

**The Institute Building Blocks**

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**Timeline/Location**

Note: Order and Topics may change and teams will be notified of the final agenda. All sessions will be held at the Quest Conference Center, 8405 Pulsar Place, Columbus, OH 43240.

**September**

**Days 1-2: Introduction to the Institute; Project Vision and Concept Development; Successful Partnerships**

This session provides an overview of the Institute and the process of developing supportive housing. Participants will articulate their project visions. They will gain a basic understanding of developing integrated or 100% supportive housing and increase their understanding of the goals of community integration in the context of supportive housing. Participants will examine the elements of successful supportive housing collaborations and develop a Memorandum of Understanding to guide team members throughout the rest of the Institute.

**October**

**Days 3 and 4: Support Services and Service Planning, Peer Support, Building Community Support; Building Design and Site Plans**

Local support can make or break a project. Participants will learn to turn opposition into support by mastering legal, political, media and informational strategies. Participants will learn about successful site selection strategies, and will develop a community support plan for their individual project. Participants will learn how building design and accessibility standards can be used to create quality...
supportive housing. Integrated housing plans will include strategies for selecting and serving vulnerable households in the supportive housing units while building community and fostering integration in the building. Teams will hear from tenants on best practices in community integration and use of peer support. Teams are encouraged to invite extra service partner staff and their design partners to attend this session.

**November 17-18**  
**Days 5 and 6: Development, Services, and Operating Budgets**

Participants will familiarize themselves with the variety of funding sources for supportive housing and will begin to match program vision with funding realities. Trainers will present sample operating and supportive services budgets, illustrating the interconnectedness of these two elements of supportive housing operations. Participants will also work on their own project budgets using templates. Teams are encouraged to invite their local public housing authority staff to attend this session.

**December 15-16**  
**Days 7 and 8: Property Management; Leasing and Operating Issues**

Throughout the course teams will discuss property management roles and responsibilities related to supportive housing. In this session, participants will solidify their supportive housing by developing two important tools: a tenant selection plan and operating policies for the housing (which includes expectations for tenants, service providers and property managers). This session will emphasize how property management and tenant selection work in supportive housing in the context of affirmatively furthering fair housing. The group will also explore issues that may arise in the construction phase and will learn about developing a property management plan. Teams are encouraged to invite additional property management staff to attend this session.

**January 19-20**  
**Day 9: Tenant Leadership; Construction; Project Evaluation**

Tenant leadership is critical in a successful supportive housing development. Participants will learn techniques for engaging and providing leadership opportunities for tenants. Additionally, teams will continue to explore issues in the construction phase. Teams will come together with Institute trainers to evaluate and develop their project plans.

*Day 9 will conclude with an evening celebration event*

**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.

*Topics may change based on final team selection.*
Application Deadline: Friday, August 7, 2015 by 5:00 pm EST

The Application Review Team will evaluate all proposals and notify applicants of their selection by August 14, 2015. 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. The full application can be downloaded using this link:

**Submission:** Submit an electronic copy of the application and the attachments to CSH by email to:

kathie.vida@csh.org

**Questions:** If you have questions, please submit them in writing to katie.kitchin@csh.org.

Katie Kitchin  
CSH Director, Ohio  
katie.kitchin@csh.org

CSH, OHFA and OhioMHAS will provide an Institute Orientation webinar for prospective respondents to this RFP on July 24 from 10:00 to 11:30 am EDT.

Register using the following link:

https://cshevents.webex.com/cshevents/onstage/g.php?MTID=edb3163c46ea4846703895df6418a10e2

password: ohio

Test to see if Webex is on your computer by using the following link:

http://www.webex.com/test-meeting.html
Glossary

**Chronic Homelessness:** An individual or family with a disabling condition who has been continuously homeless for a year or more or has had at least four episodes of homelessness in the past three years.

**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. Ohio has 9 CoCs: Cincinnati/Hamilton County, Columbus/Franklin County, Cleveland/Cuyahoga County, Akron/Summit County, Dayton/Montgomery County, Toledo/Lucas County, Youngstown/Mahoning County, Canton/Stark County, and Balance of State.

**Coordinated Assessment/Access System:** Centralized or coordinated assessment/access system is a centralized or coordinated process designed to facilitate program participant intake, assessment, and provision of referrals. A centralized or coordinated assessment 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 assessment system. Coordinated Assessment/Access 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 permanent 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 with a minimum of 40 total units and 10 supportive units.

**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.

Vulnerable Persons: Each Continuum of Care utilizes a Coordinated Assessment to determine those most vulnerable and prioritized for PSH. In some communities, local Mental Health and Addictions Services boards also have an assessment process to prioritize individuals and families for limited housing resources. Vulnerable persons refers to the agreed upon vulnerability determination utilized by the Continuum and/or local Mental Health and Addictions Services board.