



---

## Missouri Supportive Housing Institute Request for Applications (RFA)

CSH: The Source for Housing Solutions is excited to announce the second Missouri Supportive Housing Institute (the Institute) in collaboration with its sponsors, Missouri Foundation for Health (MFH), the Health Care Foundation of Greater Kansas City, and the Missouri Department of Mental Health. The Institute will address the supportive housing needs of Persons Experiencing Chronic Homelessness, Frequent Users of Emergency Services, Vulnerable Persons, and Families Experiencing Homelessness and Struggling with Multiple Barriers.<sup>1</sup> This training series will help supportive housing partners learn how to navigate the complex process of developing housing with support services, and reduce the time it takes to obtain funding by improving the planning and development process. Consideration will be given to both integrated housing (with up to 25% of the housing set aside for supportive housing) and 100% supportive housing developments.

The Institute is based on the [CSH Dimensions of Quality Supportive Housing](#), which strives to build the capacity of the supportive and affordable housing industries to create and operate high-quality, effective, and sustainable 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 for 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;

---

<sup>1</sup> Please see the Glossary at the end of the RFA for definitions of the Institute's target population.

- A strong, effective development, property management, and service team that leverages the strengths of each team member; and,
- A powerful network of peers and experts to assist in project development and trouble-shooting problems.

### **Institute Deliverables**

In the course of the 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 at least one vulnerable population**

(Please see the Glossary at the end of the RFA for the definitions of The Institute’s target populations.)

- Persons Experiencing Chronic Homelessness
- Frequent Users of Emergency Services
- Vulnerable Persons
- Families Experiencing Homelessness and Struggling with Multiple Barriers

## Eligible Teams

Eligible teams must include a housing development/owner partner, a supportive service provider partner, and a property management partner, with one of the partners designated as Team Leader. The Developer must have experience with affordable housing. Participation in some or all sessions by additional team members can be requested.

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

## Eligible Supportive Housing Projects

- Minimum project size is 10 units of Supportive Housing;
- Housing is permanent and affordable, where tenants hold leases and acceptance of services is not a condition of occupancy;
- Committed to using a Housing First approach;
- 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 25% of the total units are made available to one or more of the target populations; and,
- The supportive housing development and/or integrated supportive housing should participate with their local Continuum of Care system.

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

## Selection

In order to provide an appropriate level of training and technical assistance, The Institute will be limited to **10 teams**. Consideration will be given to demonstrated need, local support, financial stability of the primary sponsor, quality of the response to the application and alignment with this RFA.

## Who We Are

CSH: The Source for Housing Solutions is a national nonprofit organization and Community Development Financial Institution (CDFI) 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).

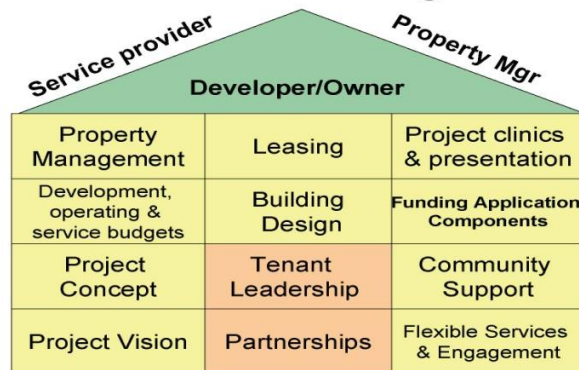
MFH: Missouri Foundation for Health is a resource for the region, working with communities and nonprofits to generate and accelerate positive changes in health. As a catalyst for change, the Foundation improves the health of Missourians through partnership, experience, knowledge, and funding. To learn more please visit [mffh.org](http://mffh.org).

HCFGKC: Health Care Foundation of Greater Kansas City believes in healthy people and healthy communities and is dedicated to improving health in the communities that HCFGKC serves. Their mission is to provide leadership, advocacy and resources to eliminate barriers and promote quality health for uninsured and underserved in our service area. <https://hcfgkc.org/>

DMH: The mission of the Department of Mental Health's Housing Unit is to assist Missourians challenged by mental illnesses, substance abuse/addictions and developmental disabilities in obtaining and maintaining safe, decent and affordable housing options that best meet their individual and family needs. The DMH Housing Unit believes that housing is a key to helping Missourians with disabilities and their families attain self-determination and independent living. <http://dmh.mo.gov/housing/housingunit/>

**CSH Supportive Housing Institute Curriculum and Timeline**

**The Institute Building Blocks**



**Timeline**

**March 21-23 Days 1-3: 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.

**April 25-26 Days 4 and 5: 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.

**May 15-17 Days 6-8: Development, Services, and Operating Budgets; Property Management and Coordination with Services; Shared Goals & Quality Improvement**

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. Throughout the session teams will discuss property management roles and responsibilities related to supportive housing.

**June 15-16 Days 9 & 10: Leasing and Operating Issues; Fair Housing; Asset Management; Team Presentation of Project Plan**

In this session, participants will solidify their supportive housing projects 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. Tenant leadership is critical in a successful supportive housing development. Participants will learn techniques for engaging and providing leadership opportunities for tenants. On the final day teams will present their project plan to peers and to potential funders, and will receive feedback regarding their concept, design and financing proposals.

*Order and topics may change. Teams will be notified of the final agenda.*

## APPLICATION INSTRUCTIONS

**Application Period: January 13, 2017 – February 13, 2017. To be eligible for consideration, applications must be submitted by 5:00 p.m. CST on Monday February 13, 2017.**

The Application Review Team will evaluate all proposals and notify applicants of their selection by Monday, February 28, 2017. Submission of an application represents a commitment by the team to attend all sessions.

The application must be completed in its entirety. Incomplete applications will not be considered. The full application can be downloaded using this link: <http://www.csh.org/wp-content/uploads/2017/01/2017-Institute-Application-Final.doc>

**Submission:** Submit an electronic copy of the application and the attachments to CSH by email to: [kathie.vida@csh.org](mailto:kathie.vida@csh.org)

**Questions:** If you have questions, please submit them in writing to [kathie.vida@csh.org](mailto:kathie.vida@csh.org).

## 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.

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

**Families Experiencing Homelessness and Struggling with Multiple Barriers:** Head of household impacted by a mental illness or other chronic disabling medical conditions.

**Frequent Users of Emergency Services:** FUSE Projects: Frequent Users of Systems Engagement model identifies and works to engage and stabilize people who are high users of the shelter system, emergency health care and criminal justices systems. The target population often has long histories of homelessness and untreated or poorly managed mental illnesses and addictions. The model utilizes a Housing First model of permanent supportive housing and focuses on providing housing stability and reducing the involvement of participants in emergency service systems.

**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 vulnerable or formerly homeless families or individuals. Project-based vouchers are the primary source of subsidy used in integrated supportive housing. For the purpose of this RFA, integrated is defined as no more than 25% of the units set-aside for supportive housing.

**Single Site 100% Supportive Housing:** This is generally an apartment building that exclusively provides housing to vulnerable or 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:** People who are homeless and living on the streets with mortality and/or morbidity risk factors and a long duration of homelessness. Assessing the community's unsheltered homeless population using an agreed upon vulnerability index allows communities to prioritize permanent supportive housing and other supports to those with the most severe health risks. Persons identified through CoC Coordinated Access.