



2018 Indiana Supportive Housing Institute Request for Proposals (RFP)

CSH: The Source for Housing Solutions is excited to announce its ninth Indiana Supportive Housing Institute (“The Institute”). The 2018 Institute will address issues of homelessness with a focus on serving persons experiencing homelessness with substance use disorders and youth experiencing 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 eight classes of teams that have over 1400 supportive housing units underway across the state of Indiana. The 2018 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 2018 Institute is made possible by the Indiana Housing and Community Development Authority
(IHCDA)**

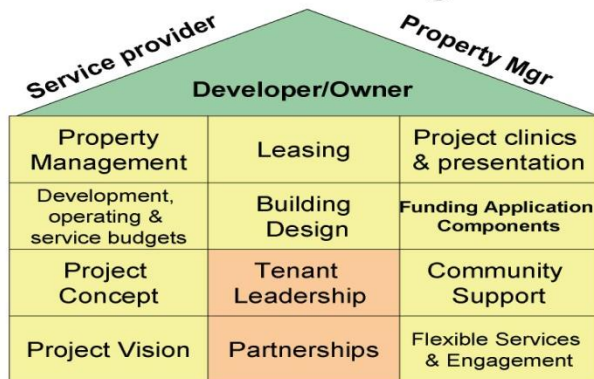


CSH: Who We Are

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 Project 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; and
- Access to capital funding from IHCDA.

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 housing developer/owner partner with affordable housing experience, a supportive service provider partner, and a property management partner. The designated team leader may be the developer/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/owner on one RFP submission. If an entity is listed as the developer/owner 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 (i.e. staff in roles that allow them to engage in team decision making) consistently participate in all sessions. Training sessions will consist of approximately 80 hours in two and a half day sessions per month over four months.

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

Teams proposing to create supportive housing in Indianapolis, will only be accepted for Target Population #2 (youth) as defined in Part III below. CSH and IHCDA are working with the City of Indianapolis on a separate effort for supportive housing in Indianapolis through the Indianapolis Integrated Supportive Initiative.

II: Eligible Supportive Housing Projects

- Teams completing the 2018 Institute will be eligible to request Rental Housing Tax Credits through IHCDA's Qualified Allocation Plan (QAP). Projects should be designed to be eligible for tax credits and to meet the threshold requirements of the QAP.
 - Teams developing 100% supportive housing may utilize the "Housing First" set-aside of the QAP.
 - Teams developing integrated supportive housing may qualify for points under the integrated supportive housing scoring category of the QAP. To be eligible for points under the QAP, no more than 25% of the units, but no less than 7 units, must be designated as supportive housing. The remaining units can be affordable and/or market rate units.
- Teams wishing to develop smaller projects (under 12 units) that would not be a fit for Rental Housing Tax Credits are eligible to apply. If selected, IHCDA will work with those teams to identify and make available appropriate IHCDA capital funds.
- 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;

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

III: Target Populations

In the RFP response, each team must select one of the two target populations identified below. Within the narrative, each team must explain how the target population was determined and provide supporting data to demonstrate the local need.

- Target Population #1: Persons experiencing homelessness with substance use disorders or substance use disorders with co-occurring mental illness. Tenants must be identified and selected through Coordinated Entry. ***NOTE: CSH/IHCDA will not accept applications targeting Target Population #1 in Indianapolis.**
- Target Population #2: Youth age 24 or younger who are experiencing homelessness and that meet one of the youth definitions listed below. Tenants must be identified and selected through Coordinated Entry. Preference will be given to teams targeting youth experiencing literal homelessness (see definition of literal homelessness in the glossary). The target population must meet Category 1, 2, or 4 [of HUD defined youth homelessness](#).
 - Homeless Unaccompanied Youth - persons age 24 and younger who are not part of a family with children and who are not accompanied by their parent or guardian during their episode of homelessness. This includes two or more youth age 24 or younger who are presenting together as a family without children.
 - Homeless Pregnant or Parenting Youth- persons age 24 and younger who are the parents or legal guardians of one or more children who are present with or sleeping in the same place as that youth parent, or who are pregnant.
 - Homeless Transition Age Youth – persons between 18 and 24 who are transitioning from childhood to adulthood, including but not limited to youth exiting foster care or the juvenile corrections system.

During the Institute process, CSH and IHCDA will work with each team to finalize their target population definition and tenant selection plans. Target populations must align with eligibility for available federal and state capital and operating sources and in the case of youth, align with laws regarding serving minors.

IV: Selection

In order for CSH and its partners to provide an appropriate level of technical assistance, the 2018 institute will be limited to up to 6 teams, with the goal of selecting 3 teams focused on each target population defined above. Less than 6 total teams or more than 3 teams focused on one target population may be selected at CSH's discretion depending upon the quantity and quality of responses received.

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

- Demonstrated local need for supportive housing for the selected target population, 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;
- 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.

Selected teams will be required to submit a fee of \$2000 to CSH prior to the beginning of the 2018 Institute.

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 including dates and times.

February **Session 1: Tour of Supportive Housing Development; Overview of the Institute; Introduction to Supportive Housing; Housing First Fidelity; Target Populations; Team Member Roles; Service Delivery**

March **Session 2: Budgets; Development and Design; Site Selection; Community Support**

April **Session 3: Property Management; Coordinating Management and Services; Tenant Selection and Leasing; Eviction Prevention; Fair Housing; Tenant Engagement**

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

May **Session 4, Day 1: Challenges, Expectations and Readiness**

Day 1 will conclude with an evening celebration event & dinner

Session 4, Day 2: Final Project Presentations Teams will present projects to peers and potential funders and will receive feedback regarding their concept, design and financing proposals.

APPLICATION INSTRUCTIONS

Teams interested in participating in the 2018 Institute must submit full RFP applications by the deadline below. The application must be completed in its entirety. Incomplete applications will not be considered.

Application Deadline: Monday, December 4, 2017 by 5:00 p.m. Eastern Time

Access the Application at [this link](#).

The Application Review Team (consisting of CSH and IHCD staff) will evaluate all proposals submitted and notify applicants of the selection decision by January 15, 2018. Submission of an application represents a commitment for the team to attend all Institute sessions.

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

Lori Phillips-Steele

Lori.phillips-steele@csh.org

QUESTIONS & TECHNICAL ASSISTANCE

CSH and IHCD staff will provide an Institute Orientation webinar for prospective respondents to this RFP on October 27, 2017 from 1:30-2:30 p.m. Eastern Time. No registration is required. At the time of the webinar, log-in using [this link](#). The meeting number (access code) is 858 110 197. Join by phone at 1-415-655-0002.

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

Lori Phillips-Steele

Lori.phillips-steele@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 two CoCs: Indianapolis and the Balance of State.

Coordinated Entry: 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.

Chronic Homelessness: "Chronically Homeless" is defined in section 401 (2) of the McKinney-Vento Homeless Assistance ACT, 42 U.S.C. 11360, as an individual or family that is homeless and resides in a place not meant for human habitation, a safe haven, or in an emergency shelter, and has been homeless and residing in such a place for at least 1 year or on at least four separate occasions in the last 3 years. The statutory definition also requires that the individual or family has a head of household with a diagnosable substance use disorder, serious mental illness, developmental disability, post-traumatic stress disorder, cognitive impairments resulting from a brain injury, or chronic physical illness or disability.

Data Sources: In describing community need, data sources should include, but are not limited to, CoC Point in Time Count, CoC Annual Homeless Assessment Report, Homeless Management Information System data and/or CoC Housing Inventory Chart.

Housing First: Housing First is an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without pre-conditions and barriers to entry. It contrasts with previous linear approaches in which permanent housing was only offered after a person experiencing homelessness could demonstrate "readiness" for housing. The core features of housing first in the context of supportive housing models and as required by HUD are as follows: 1) Few to no programmatic prerequisites to permanent housing entry; 2) Rapid and streamlined entry into housing; 3) Full rights, responsibilities and legal protection for tenants; 4) Low barrier admission policies; 5) Voluntary supportive services that can and should be used to engage tenants to ensure housing stability; 6) Practices and policies to prevent lease violations and evictions; 7) Applicability in a variety of settings. There are national resources available to assist organizations in determining if they are providing supportive housing in a housing first model and what steps they need to take to achieve a high quality housing first model.

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.

Literal Homelessness: As defined by HUD, an individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:

- Has a primary nighttime residence that is a public or private place not meant for human habitation;
- Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state and local government programs); or
- Is exiting an institution where (s)he has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering the institution.

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.

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.