



## **2019 Indiana Supportive Housing Institute Request for Proposals (RFP)**

CSH: The Source for Housing Solutions is excited to announce its tenth Indiana Supportive Housing Institute (“The Institute”). The 2019 Institute will address issues of homelessness with a focus on serving people experiencing chronic homelessness, including veterans experiencing chronic 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 2019 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.

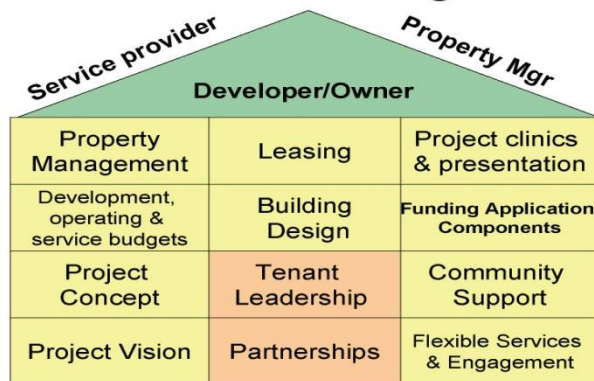
**The 2019 Institute is made possible by the Indiana Housing and Community Development Authority  
(IHCDA)**

## 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](http://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 (MOU); and
- Access to capital funding and rental assistance from IHCD, as explained in this RFP.

## **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 developer/owner partner with affordable housing experience, a supportive service provider partner, and a property management partner. \*NOTE: For teams pursuing the HOME/HTF funding option (see Part II below), the developer/owner partner must be a non-profit entity.

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 developer/owner, award administrator or consultant on one RFP submission. If an entity is listed as the developer/owner, 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 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 IHCD programs.

## **II: Eligible Supportive Housing Developments**

Two types of developments are eligible to apply for the 2019 Institute. Three teams will be admitted into the Institute for each development type.

For each type of development identified below, the following requirements will apply:

- Housing is permanent and affordable;
- 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 supportive housing development must utilize the Continuum of Care Coordinated Entry system for tenant selection;
- The supportive housing development must design tenant screening in a manner that ensures tenants are not screened out for having too little or no income, active or a history of substance use, a criminal record (with exceptions for program mandated restrictions), or a history of victimization (e.g. domestic violence, sexual assault or abuse); and

- The development must report through the Homeless Management Information System (HMIS).

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

**Type 1: Integrated Supportive Housing Funded through Rental Housing Tax Credits**

- These developments will be eligible to request Rental Housing Tax Credits through IHCDA’s competitive Qualified Allocation Plan (QAP) application process. Integrated supportive housing developments competing in the QAP must be designed to meet the QAP’s definition of integrated supportive housing in order to qualify for special integrated supportive housing points. Participation in the Institute gives access to the special points, but is not a guarantee of funding.
  - Note: The 2020/2021 QAP has not yet been written. In previous QAPS, the definition has been housing in which 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.
- Development teams will be eligible to request additional capital funds from IHCDA through the National Housing Trust Fund (“HTF”) and Indiana Affordable Housing and Community Development Fund (“Development Fund”) programs.
- CSH and IHCDA will not accept applications for 100% supportive housing developments to be funded with Rental Housing Tax Credits as part of the 2019 Institute.

**Type 2: Integrated or 100% Supportive Housing Funded through the HOME Program**

- These developments will be eligible to request non-competitive grant funds through the HOME Investment Partnerships Program (“HOME”). These funds will be set-aside specifically for 2019 Institute teams and are non-competitive; however, teams must meet all threshold eligibility requirements, including compliance with HOME requirements and meeting IHCDA’s underwriting review.
- 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. IHCDA will invest HOME funds into these communities, but only if the local PJ is also willing to provide local resources to the development.
- Development teams will be eligible to request additional capital funds from IHCDA through the National Housing Trust Fund (“HTF”) and Indiana Affordable Housing and Community Development Fund (“Development Fund”) programs.
- These developments may be structured where 100% of the units are supportive housing, or as integrated supportive housing.

**III: Target Populations- Persons Experiencing Chronic Homelessness**

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 chronic homelessness by utilizing one of the two target populations below. Within the narrative, each team must provide supporting data to demonstrate the local need.

- Target Population Option #1: Persons experiencing chronic homelessness, as defined in the glossary and subject to change if the HUD definition of chronic homelessness is revised.

- Target Population Option #2: Veterans experiencing chronic homelessness, as defined in the glossary and subject to change if the HUD definition of chronic homelessness is revised. If selecting this option, the team must agree that the focus of the development is addressing chronic homelessness. If veterans experiencing chronic homelessness cannot be identified, the units will then be offered to non-veterans experiencing chronic homelessness.

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 federal and state programs providing funding for capital and rental assistance.

#### **IV: Selection**

In order for CSH and its partners to provide an appropriate level of technical assistance, the 2019 institute will be limited to up to 6 teams, with the goal of selecting 3 teams to create RHTC funded integrated supportive housing and 3 teams to create HOME funded supportive housing. Less than 6 total teams, or more than 3 teams of one development type, may be selected at CSH and IHCDA'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 local 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 to address chronic homelessness;
- 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 [Home, Together](#), the federal strategic plan to prevent and end homelessness published by the US Interagency Council on Homelessness; and
- Coordination with CoC priorities.

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 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 2019 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 and dates.

- March**    **Session 1: Overview of the Institute; Introduction to Supportive Housing; Housing First Fidelity; Target Population; Team Member Roles; Service Delivery**
- April**    **Session 2: Budgets; Development and Design; Site Selection; Community Support; Understanding Funding Sources**
- May**      **Session 3: Property Management; Coordinating Management and Services; Tenant Selection and Leasing; Eviction Prevention; Fair Housing; Tenant Engagement**
- June**     **Session 4: Putting it All Together; Challenges, Expectations and Readiness to Proceed**
- Finale Event: Teams present final project concepts to peers and potential funders.**

## APPLICATION INSTRUCTIONS

Teams interested in participating in the 2019 Institute must submit full RFP response applications by the deadline below. The application must be completed in its entirety. Incomplete applications will not be considered.

**Application Deadline: Monday, December 3, 2018 by 5:00 p.m. Eastern Time**

[Access the Application at this link](#)

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

Kathie Vida, Central Region Program Coordinator, CSH

[kathie.vida@csh.org](mailto:kathie.vida@csh.org)

An email confirmation will be provided as proof of receipt. If you do not receive a confirmation within 24 hours of submission, please contact Kathie at [kathie.vida@csh.org](mailto:kathie.vida@csh.org). It is the applicant's responsibility to confirm receipt of the application.

The Application Review Team (consisting of CSH and IHCD staff) will evaluate all proposals submitted and notify applicants of the selection decision by January 14, 2019. Submission of an application represents a commitment for the team to attend all Institute sessions.

## QUESTIONS & TECHNICAL ASSISTANCE

CSH and IHCD will provide an Institute Orientation webinar for prospective respondents to this RFP on October 24, 2018 from 11:00 a.m. - 12:00 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 730 641 272. Join by phone at 1-415-655-0002.

**Questions:** All questions must be submitted in writing. Please submit questions about this RFP in writing to:

Kathie Vida, Central Region Program Coordinator, CSH

[kathie.vida@csh.org](mailto:kathie.vida@csh.org)



## Glossary

**Chronically Homeless:** According to the [Defining Chronically Homeless Final Rule](#), Chronically homeless means:

(1) A “homeless individual with a disability,” as defined in section 401(9) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11360(9)), who:

(i) Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and

(ii) Has been homeless and living as described in paragraph (1)(i) of this definition continuously for at least 12 months or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described in paragraph (1)(i). Stays in institutional care facilities for fewer than 90 days will not constitute as a break in homelessness, but rather such stays are included in the 12-month total, as long as the individual was living or residing in a place not meant for human habitation, a safe haven, or an emergency shelter immediately before entering the institutional care facility;

(2) An individual who has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (1) of this definition, before entering that facility; or

(3) A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraph (1) or (2) of this definition, including a family whose composition has fluctuated while the head of household has been homeless.

**Continuum of Care:** The Continuum of Care (CoC) 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:** A centralized/coordinated process designed to facilitate program participant intake, assessment, and provision of referrals. A 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. All teams participating in the 2019 Institute agree to use Coordinated Entry for tenant selection.

**Data Sources:** In describing community need, data sources should include, but are not limited to: Point in Time (PIT) count data, CoC Annual Homeless Assessment Report, (AHAR) Homeless Management Information System (HMIS) data, and/or CoC Housing Inventory Chart (HIC).

**Home, Together:** The federal strategic plan to prevent and end homelessness. The Plan includes 8 objectives and 51 strategies that guide the nation toward accomplishing all 4 population-specific goals of the Plan. *Home, Together* 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.

**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.

**Supportive Housing:** Supportive housing combines permanent, affordable housing with services that help people live more stable, productive lives. Supportive housing is developed by combining 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.