



## **2020 Indiana Supportive Housing Institute**

### **Request for Proposals (RFP)**

CSH: The Source for Housing Solutions is excited to announce its eleventh Indiana Supportive Housing Institute (“The Institute”). The 2020 Institute will address issues of homelessness with a focus on serving people with high needs who are on the Coordinated Entry System, as defined in this RFP. The 2020 Institute will build capacity of partners who are new to supportive housing in Indiana and create units in underserved areas. 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 and 100% supportive housing developments.

The 2020 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 2020 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

### **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 troubleshoot 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;
- Community support plan;
- Detailed service delivery plan;
- 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.

### **III. Institute Calendar and Curriculum**

Exact dates, 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.

**February 11-13      Session 1: Overview of the Institute; Introduction to Supportive Housing; Site Visit; Racial Equity; Design Considerations; Building Community Support**

**March 10-12      Session 2: Dimensions of Quality; Harm Reduction; Assertive Engagement; Eviction Prevention; Peer Support; Service Plans; Coordinating Services and Property Management; Fair Housing**

**April 20-22      Session 3: Service Budgets; Coordinated Entry; Capital Funding; Operating Funding**

**May 20-21      Session 4: Putting it All Together; Challenges, Expectations and Readiness to Proceed**

**Finale Event: Teams present final project concepts to peers and potential funders.**

## Eligibility & Selection

### **I: Eligible Teams**

Teams are invited to bring up to seven members to each Institute session. Eligible teams must include, at a minimum, a designated team leader, a developer with affordable housing experience, an owner partner (if different than the developer), 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 and certify with IHCD as a Community Housing Development Organization (CHDO).

The designated team leader may be the developer, owner, service provider, or property management partner. 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. \*NOTE: For teams pursuing the RHTC funding option, the developer and/or owner must not have previously participated in an Indiana Supportive Housing Institute (as defined in Part II below).

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, all team 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. The Institute will consist of 11 days of training 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 2020 Institute. 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: 100% Supportive Housing Funded through Rental Housing Tax Credits**

- These developments will be eligible to request Rental Housing Tax Credits through IHCD's competitive Qualified Allocation Plan (QAP) application process. Supportive housing developments in which 100% of the units are designated as supportive housing are eligible to utilize the "Housing First" set-aside of the QAP. Participation in the Institute gives access to the set-aside, but is not a guarantee of funding.
- Development teams will be eligible to request additional capital funds from IHCD, contingent upon availability of funds, through the National Housing Trust Fund ("HTF") and Indiana Affordable Housing and Community Development Fund ("Development Fund") programs.
- CSH and IHCD will not accept applications for integrated supportive housing developments to be funded with Rental Housing Tax Credits as part of the 2020 Institute.
- Development teams must include at least one organization, serving as either the developer or owner, who has not previously participated in an Indiana Supportive Housing Institute.
- If the developer and owner are the same entity, this entity must not have previously participated in an Institute.
- If the developer and owner are separate unrelated entities, one of the two entities must not have previously participated in an Institute.

- To be considered an entity who has not previously participated in an Indiana Supportive Housing Institute, the entity must not be related to an entity who has participated in an Institute (see the Glossary for a definition of related parties).

## **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 2020 Institute teams and are non-competitive; however, teams must meet all threshold eligibility requirements, including compliance with HOME requirements and meeting IHCD’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. IHCD 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 IHCD, contingent upon availability of funds, 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.
- To be eligible for this type, the developer/owner partner must be a non-profit entity and must certify as a CHDO with IHCD.

## **III: Target Populations- Coordinated Entry (CE) System**

Supportive housing developed through the 2020 Institute must use the local CE system for tenant selection. CE is a process in which households experiencing homelessness are assessed using a common tool to determine vulnerability and placed on a dynamic list for referral to housing resources. CE ensures that the most vulnerable eligible households in each community are prioritized for housing assistance. Supportive housing developments produced as a result of the 2020 Institute must use referrals for eligible households at the top of the local CE list as the sole basis for tenant selection. Additional target populations or selection criteria will not be considered for the 2020 Institute.

During the Institute process, CSH and IHCD will work with each team to finalize their tenant selection plans and ensure alignment with eligibility for federal and state programs providing funding for capital and rental assistance.

#### **IV: Eligible Development Locations**

To build capacity in areas of Indiana that have a high level of unmet need for supportive housing, responses will receive preference based on the location of the proposed development. Geographic locations in Indiana are divided into “Regions” as used by the Indiana Balance of State Continuum of Care (BoS CoC). The level of need for supportive housing for each Region was calculated using IHCD data sources. The regions were subsequently divided into three Tiers based on need as outlined in the table below.

<b>Tier 1</b>	
<b>Region</b>	<b>Counties</b>
Marion County	Marion County
12	Daviess, Dubois, Gibson, Knox, Perry, Pike, Posey, Spencer, Vanderburgh, Warrick
3	Adams, Allen, De Kalb, Huntington, Lagrange, Noble, Steuben, Wells, Whitley
2a	Saint Joseph
10	Greene, Lawrence, Martin, Monroe, Morgan, Owen
8	Boone, Hamilton, Hancock, Hendricks, Madison
<b>Tier 2</b>	
<b>Region</b>	<b>Counties</b>
7	Clay, Parke, Putnam, Sullivan, Vermillion, Vigo
2	Elkhart, Fulton, Kosciusko, Marshall
13	Clark, Crawford, Floyd, Harrison, Jefferson, Orange, Scott, Washington
11	Bartholomew, Brown, Decatur, Jackson, Jennings, Johnson, Shelby
1	Jasper, LaPorte, Newton, Porter, Pulaski, Starke
6	Blackford, Delaware, Grant, Jay, Randolph, Henry
<b>Tier 3</b>	
<b>Region</b>	<b>Counties</b>
1a	Lake
4	Benton, Carroll, Clinton, Fountain, Montgomery, Tippecanoe, Warren, White
5	Cass, Howard, Miami, Tipton, Wabash
9	Fayette, Franklin, Rush, Union, Wayne
14	Dearborn, Ohio, Ripley, Switzerland

Responses that would locate supportive housing in Tier 1 will receive preference over those that would locate housing in Tier 2, and Tier 2 will receive preference over Tier 3. While responses will receive a preference, the overall quality of the response will still be evaluated and considered by the review committee using the criteria described in Part V below. For example, if two responses are of equal quality and are located in two different Tiers, the response in the higher Tier would be selected. However, if the response in the higher Tier is of lower quality, the lower Tier application would be selected. CSH and IHCD reserve the right to select responses in lower Tiers based on the selection criteria outlined in Part V below.

## **V: Selection**

In order for CSH and its partners to provide an appropriate level of technical assistance, the 2020 institute will be limited to up to 6 teams, with the goal of selecting 4 teams to create RHTC funded 100% supportive housing and 2 teams to create HOME funded supportive housing. Less than 6 total teams, or more than 4 teams of one development type, may be selected at CSH and IHCD's discretion depending upon the quality of responses received.

Consideration will be given to the following factors:

- Demonstrated local need for supportive housing. Preference will be given to areas of greatest need to address homelessness;
- Capacity and experience of the team members, including financial stability;
- Quality of the response to the RFP narrative questions; and
- Alignment with the mission and goals of the Institute.

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 \$3,000 to CSH prior to the beginning of the 2020 Institute. This fee is per team. An invoice will be provided.

## **SUBMISSION INSTRUCTIONS**

Teams interested in participating in the 2020 Institute must submit complete RFP responses by the deadline below. Incomplete responses will not be considered.

**Submission Deadline: Monday, November 25, 2019 by 5:00 p.m. Eastern Time**

**RFP Submission:** Responses must be submitted in PDF format to [Indiana.Institute@csh.org](mailto:Indiana.Institute@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 [Indiana.Institute@csh.org](mailto:Indiana.Institute@csh.org). It is the applicant's responsibility to confirm receipt of the application.

The RFP Review Team (consisting of CSH and IHCD staff) will evaluate all proposals submitted and notify respondents of the selection decision by January 6, 2020. Submission represents a commitment for the team to attend all Institute sessions.

CSH and IHEDA will provide an Institute Orientation webinar for prospective respondents to this RFP on October 23, 2019 from 11:00 a.m. - 12:00 p.m. Eastern Time. No registration is required. Click [here](#) for the Webinar link or go to:

<https://cshmeetings.webex.com/cshmeetings/j.php?MTID=md1b86f23ab085992094f0538bb541d89>

Meeting number (Access Code): 735 939 178

Join by phone: +1-415-655-0002 US Toll

**Questions:** All questions must be submitted in writing to [Indiana.Institute@csh.org](mailto:Indiana.Institute@csh.org). CSH will maintain a list of FAQs on its website.

## Narrative Instructions

Please submit responses to narrative questions as a separate document in PDF format, adhering to all length guidelines presented below. Applicants should carefully consider questions to ensure all relevant details are provided and responses are complete.

### Project Concept

1. Please describe the proposed project concept relative to size, scale, type (new construction or rehabilitation), design, and location. The narrative must not exceed 1 page.
2. Please describe the proposed services by addressing the following items. The narrative must not exceed 3 pages.
  - a. Case management ratios and staffing model.
  - b. Description of transportation services if they are to be provided.
  - c. Description of assistance in applying for mainstream benefits, including SSI/SSDI if it is to be provided.
  - d. Description of mental health treatment offered.
  - e. Description of substance use treatment offered.
  - f. Description of primary health care offered.
  - g. Description of any other services that will be offered.
3. Please describe the proposed property management plan by addressing the following items. The narrative must not exceed 1 page.
  - a. Proposed staffing levels including FTE's for on-site and supervisory staff
  - b. Proposed on-site hours (i.e., evening, weekends, week days)

## **Past Experience and Partnerships**

1. For the developer, owner, property manager and supportive service provider(s) please detail past experience in developing, owning, managing, or providing supportive services in supportive housing. The narrative must not exceed 2 pages.
2. If an organization is new to supportive housing, please describe experience in serving individuals experiencing homelessness or experience in affordable housing. The narrative must not exceed 2 pages.
3. For additional team members, please describe their role on the team. The narrative must not exceed 2 pages.

## **Collaborative Experience**

1. Please provide a summary of previous collaborations among team organizations. If team members have not worked together previously, describe how each organization was selected and what steps the team has taken to ensure successful collaboration. The narrative must not exceed 2 pages.
2. Describe partnerships with local government, the local public housing authority, or other public systems. The narrative must not exceed 2 pages.

## **Disproportionate Impact/Racial Equity**

In CSH's new strategic plan, we recognize that racial inequity is a strong and constant undercurrent in the challenges we face in ending homelessness. There is a starkly disproportionate representation of people of color experiencing homelessness and institutionalization in our country. CSH believes that it is imperative to recognize structural racism and address the systemic policies that maintain these disparities. CSH has made a commitment to look internally as well as externally. As part of this commitment, CSH is asking some additional questions in the Supportive Housing Institute RFP to help begin these important conversations early in the process of teams considering new projects. The review team does not anticipate that respondents will have fully fleshed out responses to these questions, but they do expect respondents will be committed to working with the training team to move the focus and conversation forward in communities that have a disproportionate impact of homelessness in communities of color.

1. Describe the demographics of the homeless population in the community where the PSH project will reside. Include any communities of color that are over-represented in the homeless population in comparison to their portion of the general population using demographic information and other factual data. The narrative must not exceed 1 page.

2. How has the team included people with lived expertise/experience of homelessness who are part of the identified communities of color in planning for the response to the RFP? The narrative must not exceed 1 page.
  - a. If not, how does the team plan to include people with lived expertise of homelessness who are part of the identified communities of color in the design, development and implementation of the proposed project?
  - b. Is this an area that you anticipate needing assistance from the training team?
3. Is the team including a team partner or partners who bring expertise and experience in addressing the service and housing needs of the identified communities of color? If so, please describe. The narrative must not exceed 1 page.
  - a. If not yet identified or not part of the proposed team attending the Institute, how do you plan to bring this expertise to the team's local planning early in the process.
  - b. Do you anticipate needing help from the training team in identifying this expertise locally?
4. For the organizations represented on the proposed Institute team, please describe any race, social and other inequity strategies the organizations are involved in or considering. The narrative must not exceed 2 pages.

## RFP ATTACHMENTS

In addition to the Narrative document, please submit the following documents in PDF format (as separate files from your Narrative). All attachments must be clearly labeled.

1. Cover page- RFP Cover Page available at <https://www.csh.org/wp-content/uploads/2019/09/2020-Supportive-Housing-Institute-RFP-Cover-Sheet.pdf>
2. Most recent audited financials and year-to-date current financials for those fulfilling a primary role as developer, owner and supportive services provider.
3. Letters of commitment from the Executive Director or CEO of each organization attending the Institute. The letter should address the following items:
  - a. Commitment to developing a supportive housing project through the initiative and fulfilling the primary role for which the organization is responsible;
  - b. Commitment to communicate with the board (non-profits) or executive leadership (for-profits) throughout the process to ensure board and executive leadership support;

- c. Commitment for senior level staff and other staff as needed to participate in Institute sessions as described in the RFP; and,
- d. Commitment to develop supportive housing that meets the requirements listed below:
  - 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).
  - The development must report through the Homeless Management Information System (HMIS).

***Please note that if your team is accepted into the Institute, your team will be asked to provide the following by February 1, 2020:***

1. One registration check for a total of \$3,000 to defer some of the cost of the entire team's participation in the Institute.
2. Board resolution of project partners affirming commitment to participate in the Institute and adhere to the guidelines provided through the RFP.

## Glossary

**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 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 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 2020 Institute agree to use Coordinated Entry for tenant selection.

**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.

**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.

**Related Parties:**

- 1) the brothers, sisters, spouse, ancestors, and direct descendants of a person;
- 2) a person and corporation where that person owns more than 50% in value of the outstanding stock of that corporation;
- 3) two or more corporations, general partnership(s), limited partnership(s) or limited liability corporations connected through debt or equity ownership, in which
  - a. stock is held by the same persons or entities for at least 50% of the total combined voting power of all classes that can vote, or at least 50% of the total value of shares of all classes of stock of each of the corporations or at least 50% of the total value of shares of all classes of stock of at least one of the other corporations, excluding, in computing that voting power or value, stock owned directly by that other corporation;
  - b. concurrent ownership by a parent or related entity, regardless of the percentage of ownership, or a separate entity from which income is derived;
  - c. concurrent ownership by a parent or related entity, regardless of the percentage of ownership, or a separate entity where a sale-leaseback transaction provides the parent or related entity with income from the property leased or that creates an undue influence on the separate entity as a result of the sale-leaseback transaction;
  - d. concurrent ownership by a parent or related entity, regardless of the percentage of ownership, of a separate entity where an interlocking directorate exists between the parent or related entity and the separate entity.
- 4) a grantor and fiduciary of any trust;
- 5) a fiduciary of one trust and a fiduciary of another trust, if the same person is a grantor of both trusts;

- 6) a fiduciary of a trust and a beneficiary of that trust; a fiduciary of a trust and a corporation where more than 50% in value of the outstanding stock is owned by or for the trust or by or for a person who is a grantor of the trust;
- 7) a person or organization and an organization that is tax-exempt under Subsection 501(c)(3) or (4) of the IRC and that is affiliated with or controlled by that person or the person's family members or by that organization;
- 8) a corporation and a partnership or joint venture if the same persons own more than:
  - a. 50% in value of the outstanding stock of the corporation; and
  - b. 50% of the capital interest, or the profits' interest, in the partnership or joint venture;
- 9) one S corporation or limited liability corporation and another S corporation or limited liability corporation if the same persons own more than 50% in value of the outstanding stock of each corporation;
- 10) an S corporation or limited liability corporation and a C corporation, if the same persons own more than 50% in value of the outstanding stock of each corporation;
- 11) a partnership and a person or organization owning more than 50% of the capital interest, or the profits' interest, in that partnership; or
- 12) two partnerships where the same person or organization owns more than 50% of the capital interests or profits' interests.

**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.