



## 2020-2021 Supportive Housing Institute

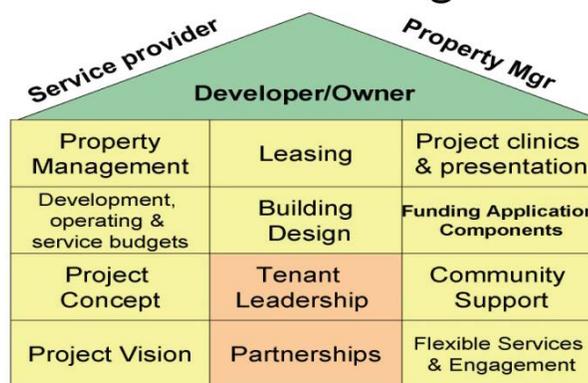
### Request for Applications

Oregon Housing and Community Services (OHCS) and the Corporation for Supportive Housing (CSH) are excited to announce Oregon’s second Supportive Housing Institute (the “Institute”). The 2020-2021 Institute 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 for supportive housing by improving the planning and development process. The Institute will have a primary focus of building the capacity of both new and experienced housing developers and service providers to serve high needs population throughout Oregon.

The CSH Institute has a strong record of accomplishment across the country, with graduates experiencing an 80% success rate in bringing projects into operation. The Institute will provide targeted training, technical assistance and pre-development financing (subject to availability) to both new and experienced development teams. Teams receive intensive training over 5-months including individualized technical assistance and support to assist in planning quality projects. CSH Subject matter experts from across the State and the country, in partnership with local expertise, will provide insight on coordinating services and property management, building a race equity culture, financing, funding and trauma-informed design.

**The 2020-2021 Institute is made possible by OHCS. Thanks to the support of OHCS and their commitment to supportive housing, the Institute is offered free of charge to participants.**

### The Institute Building Blocks



## About CSH

CSH is the national champion for supportive housing, demonstrating its potential to improve the lives of very vulnerable individuals and families by helping communities create over 335,000 real homes for people who desperately need them. CSH funding, expertise and advocacy have provided \$1 billion in direct loans and grants for supportive housing across the country. Building on nearly 30 years of success developing multi and cross-sector partnerships, CSH engages broader systems to fully invest in solutions that drive equity, help people thrive, and harness data to generate concrete and sustainable results. By aligning affordable housing with services and other sectors, CSH helps communities move away from crisis, optimize their public resources, and ensure a better future for everyone. Visit us at [csh.org](http://csh.org).

## About OHCS and Permanent Supportive Housing

Oregon Housing and Community Services (“OHCS”) is Oregon’s state housing finance agency, providing financial and program support to create and preserve opportunities for quality, affordable housing for Oregonians of lower and moderate income. OHCS administers, among other things, federal and state antipoverty, homeless, energy assistance, and community services programs. OHCS also administers other affordable housing programs as well as efforts to increase capacity throughout Oregon to address the need for safe, sanitary, and habitable affordable housing. It also administers bond, tax credit, and other financial assistance programs designed to assist in the purchase-financing of single-family homes and in the new construction or rehabilitation of multifamily affordable housing developments.

The Permanent Support Housing (“PSH”) policy priority of the OHCS 5-year Statewide Housing Plan sets an ambitious goal to fund the creation of 1,000 PSH homes in the next five years. In support of this work, OHCS has established a PSH Initiative which includes intensive training and technical assistance to build PSH development and operational teams (“Development and Operational Teams”) ready to deliver this housing across Oregon. This RFA is to select PSH Development and Operational Teams to participate in the PSH Institute (“Technical Assistance Training Cohort”) which could lead to a resource commitment of PSH capital awards and rent assistance.

Projects that have been created through a PSH Institute may receive funding preference in a variety of OHCS funding processes such as, PSH development and rent assistance, the 9% LIHTC NOFA and Veterans NOFA.

## 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;
- OHCS is currently planning to include incentives in scoring of the upcoming PSH NOFA, Veterans NOFA, and Small Project NOFA to teams that successfully complete the 2020-2021 Institute and demonstrate commitment to quality in their project planning with aims to serve those experiencing chronic homelessness; preference for PSH units is also a scored factor of the 9% LIHTC NOFA;
- The opportunity to apply for early pre-development financing through the CSH Pre-Development Initiation Loan to use on supportive housing projects planned through the Institute;
- Improved skills to create and operate existing supportive housing and develop new projects serving people who experience multiple barriers to housing;
- New and improved skills to operate single-site and integrated supportive housing;
- A strong, effective development, property management and service team that leverages the strengths of each team member;
- A powerful network of peers and experts to assist in project development and to trouble-shoot problems; and,
- Post Institute technical assistance from CSH.

## 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 focus populations and service delivery for high needs 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.

## Focus Populations

Different marginalized populations exist that benefit from supportive housing; including but not limited to:

- Aging Adults
- Child Welfare Involved Families
- Individuals and Families Experiencing Homelessness
- Individuals with Disabilities
- Individuals with Substance Use Disorder
- Justice involved individuals
- Adults with Intellectual and Development Disabilities
- Transition Age Youth (ages 16-25)

## Eligible Teams

Eligible teams must include, at a minimum, a housing development/owner partner, a supportive service provider partner and a property management partner. Teams are encouraged to include a member with lived expertise, for example a Peer Support Specialist. Teams that integrate lived expertise representation show a commitment to tenant-led Housing First. Each team must designate a team leader. Some or all of these team members may be employed by the same organization, if **separate team members represent separate roles** (e.g. a Property Manager and a Service Provider may work for the same non-profit agency, and each will bring their own perspective to an Institute team).

Organizations looking to become housing developers are welcomed and encouraged. Teams will be composed of four to five members. Additional team members may include, but are not limited to: individual with lived expertise, Continuum of Care (CoC) representative, trauma-informed architect, or other local partners relevant to project planning and implementation. Applicants may apply without having identified all of their team members but must agree to work with the OHCS and CSH to identify these partners.

To be eligible for the Institute, teams must be able to commit to attending all required training sessions offered (see training timeline); and, commit to taking project concept from idea to completion with the goal of having operational supportive housing units.

## Eligible Supportive Housing Projects

This Request for Applications (RFA) intends to select PSH Development and Operational Teams to participate in the Institute. The Institute is designed specifically to support the creation of housing where:

- Housing is permanent and affordable where tenants hold leases and acceptance of services is not a condition of occupancy;
- Comprehensive case management services are accessible by tenants where they live and in a manner designed to maximize tenant stability and self-sufficiency.

## Reservation of Capital Development Resources

It is the goal of the OHCS PSH Initiative to support the implementation of PSH within each of the categories below. In order to do so, OHCS intends to select projects proposed by Development and Operational Teams selected through this RFA that are intending to serve those experiencing chronic homelessness using coordinated entry systems and fulfill at least one component of the categories below:

<b>Rural Projects</b>	<b>Urban Projects</b>
100% PSH units	100% PSH units
Integrated PSH units	Integrated PSH units
Tribal led projects	Tribal led projects

OHCS's PSH Development and Operational (rent assistance and service funding) Initiative resources preference projects that have, or will, participate in the Institute and are intending to serve those experiencing chronic homelessness through coordinated entry. In addition, the Oregon Qualified Allocation Plan, guiding the 9% LIHTC gives point preference to projects including PSH; the scoring for other resources such as the Veterans and small projects are aligned to provide incentives for PSH.

## Selection

In order for CSH and its partners to provide an appropriate level of technical assistance, the 2020-2021 Institute will be limited to up to 8 teams; 6 teams will be selected through this competitive application. Consideration will be given to demonstrated need, support from the local unit of government, financial stability of the primary sponsor, quality of the response to the application and experience serving high need populations. Selection is based on a competitive process. Applicants should be mindful in responding to all requirements of the applications.

**To be eligible for the Institute, applicants must be able to commit to attending ALL training sessions offered.** It is critical to the success of each team that key senior management staff consistently participates in all sessions. The Institute will consist of 2 training sessions per month over six months; including 3 to 4 sessions that highlight various external perspectives such as tenant voice, fair housing and trauma-informed building design. Most sessions will include dedicated group work time, with technical assistance available from CSH staff. Teams will be scheduled for 1-hour check-ins with CSH and or partner staff between every other training session. The Institute will conclude with final presentations whereby Institute participants present their projects to a group of local and statewide stakeholders, including OHCS.

## Scoring Criteria

Each question must be answered or no score will be given to the Applicant for that question. Each answer must immediately follow the question to which it applies in order to receive a score. When answering a question, the full answer must be provided immediately below the question. Do not reference another document or the answer to another question in lieu of fully answering a particular question. Points will be awarded by a CSH Evaluation review team, which will include OHCS representation, based upon its judgment as to the degree to which Applicants clearly and completely demonstrate their ability with respect to the following categories:

<b>Project Readiness &amp; Accessibility: 10 points</b>	
• 5 Points	Provide Evidence of site control
• 5 Points	Define the accessibility of location, and/or demonstrated planning to ensure service access for future residents. If no location is known at this time, how will the team prioritize location accessibility in site selection.
<b>Need for Project: 10 points</b>	
• 5 Points	Describe the evidence and need for PSH units.
• 5 Points	Provide an analysis of disproportionate impact of homelessness and other special needs on Black, Indigenous and People of Color (BIPOC).
<b>Project Concept: 15 points</b>	
• 5 Points	Explain how the project will address the needs identified, especially needs for people who identify as BIPOC.
• 5 Points	Describe how the project includes culturally responsive/specific agencies or programs, or other deliberate equity measures.
• 5 Points	Provide information on how tenant voice is incorporated and/or represented in the project, including if teams are including people with lived expertise on project and program design. Provide examples of measures that ensure the project/program best supports the focus population.
<b>Experience &amp; Capacity: 10 points</b>	
• 5 Points	For those groups with experience with PSH, please describe it and how it relates to this project. For those groups without experience with PSH, describe the commitment to PSH and the delivery of this housing project and supportive programming.
• 5 Points	Explain how the community services infrastructure will meet the needs of this project and the community; if additional capacity is needed before this project is placed in service, describe the steps that will be taken to ensure that outcome.
<b>Total Eligible: 45 points</b>	

## 2020-2021 Supportive Housing Institute Curriculum and Timeline

### Timeline/Location

Due to COVID-19 and until further notice, all trainings will be held **virtually** to assure safety and inclusivity for broad participation.

DATES	TOPICS
Day 1 <b>October 7</b>	<b>Introduction to the Institute, Housing First and Tenant Voice</b>
Day 2 <b>October 8</b>	<b>Quality Supportive Housing, Introduction to Quality Endorsements and Project Visioning</b>
Day 3 <b>November 4</b>	<b>Project Visioning, Embracing a Race Equity Culture Part 1</b>
Day 4 <b>November 5</b>	<b>Trauma Informed Design and Housing Retention</b>
Day 5 <b>December 2</b>	<b>Supportive Services and Coordination</b>
Day 6 <b>December 3</b>	<b>Property Management and Services Coordination</b>
Day 7 <b>January 6</b>	<b>Finances Part 1: Service Budgets</b>
Day 8 <b>January 7</b>	<b>Finances Part 2: Capital &amp; Operating Budgets</b>
Day 9 <b>February 3</b>	<b>Fair Housing</b>
Day 10 <b>February 4</b>	<b>Embracing a Race Equity Culture: Part 2</b>
Day 11 <b>March 3</b>	<b>Progress Check; The First Year</b>
Day 12 <b>March 4</b>	<b>Building Community Support and Presentation Run Through</b>
Day 13 <b>March 5</b> <b>(afternoon only)</b>	<b>Project Reveal: Final Project Presentations to Local and Statewide Stakeholders</b>

**TOPICS MAY CHANGE BASED ON FINAL TEAM SELECTION.**

## Application Instructions

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### **Application Deadline: SEPTEMBER 2<sup>nd</sup>, 2020 by 5 p.m. PST**

The Application Review Team will evaluate all proposals and notify applicants of their selection by September 14<sup>th</sup>, 2020. Submission of an application represents a commitment for the team to attend all Institute sessions. The application must be completed in its entirety. Incomplete applications will not be considered.

**Submission:** Submit an electronic copy of the application and the attachments in PDF form to CSH by email to: [Rae.Trotta@csh.org](mailto:Rae.Trotta@csh.org).

**Questions:** If you have questions on this application, please contact:

Rae Trotta  
CSH Senior Program Manger  
[rae.trotta@csh.org](mailto:rae.trotta@csh.org)

If you have questions for OHCS, please submit them via email to [HCS.PSH@oregon.gov](mailto:HCS.PSH@oregon.gov)

**An informational webinar will be held on AUGUST 26, 2020 2 p.m. to 3p.m. PST for prospective respondents to this application. Click [here](#) for the webinar appointment**

[<https://cshmeetings.webex.com/cshmeetings/j.php?MTID=m59efd717cf11487960ab6c5c2adf2019>].

A recording of the informational webinar to review questions and answers will be uploaded 24 hours after the session and can be found [here](#) [<https://cshcloud.egnyte.com/fl/qEMwwUo1sE>].

Please reply to Rae Trotta, [rae.trotta@csh.org](mailto:rae.trotta@csh.org) with any questions regarding the webinar.