



2023 Indiana Supportive Housing Institute

Request for Proposals (RFP)

CSH: The Source for Housing Solutions is excited to announce its fifteenth Indiana Supportive Housing Institute (“The Institute”). The 2023 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 Institute will help supportive housing partners learn how to navigate the complex process of developing housing with supportive services to prevent and end homelessness. Participation in the Institute is expected to reduce the time it takes to obtain funding for supportive housing by improving the planning and development process.

The 2023 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 2023 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

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 IHCDA, as explained in this RFP.

II: Institute Deliverables

Over the course of the Institute, teams will work to develop individual supportive housing project plans. Teams will be expected to work together during and between sessions to develop the required deliverables. Due dates will be provided during the Institute. 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;
- Tenant Selection plan;
- Tenant Involvement plan;
- Property Management plan;
- Eviction Prevention 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. Sessions will be held in Bloomington, Indiana.

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| February
7-9 | Session 1: Overview of the Institute; Introduction to Supportive Housing; Introduction to Racial Equity; Coordinated Entry, Team Roles & Responsibilities; Dimensions of Quality (NOTE: Day 1 is only for individuals new to supportive housing) |
| March
7 & 8 | Session 2: Development and Funding: Site Selection; Design; Safety & Security; Capital Funding; Project-Based Rental Assistance; Community Support; Quality & Equity in Development |
| April
18-20 | Session 3: Supportive Services: Harm Reduction; Service Philosophy; Peer Support; Tenant Involvement; Assertive Engagement; Service Planning; Service Budgets; Quality & Equity in Services |
| May
16-18 | Session 4: Property Management: Management & Service Coordination; Tenant Selection; Fair Housing; Eviction Prevention; Tenant-Focused Legal Services; Common Issues; Quality & Equity in Property Management; Team Presentations: Teams present final project concepts to peers. |

Eligibility & Selection

I: Eligible Teams

Teams are invited to have in attendance up to seven members at each Institute session. Eligible teams must be comprised of, at a minimum, the following partners: a designated team leader, a developer with affordable housing experience, an owner (if different than the developer), a supportive service provider, and a property management company. At least one representative from each partner must hold a management or leadership position within their organization and have decision-making authority on matters pertaining to the Institute project. Persons listed on the accompanying *Cover Sheet* are expected to be the same representatives who will be attending the Institute sessions, since part of the selection process is based on the strength of your team members and their role in the organization. Adjustments to team composition after selection may result in ineligibility for continued participation in the Institute.

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, Federally Qualified Health Centers (FQHCs) or other local healthcare providers, local housing authority staff, local Area Agency on Aging staff, people with lived experience, or CoC representatives.

An entity may only be identified as the developer, owner, award administrator or development 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 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 approximately 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

Both integrated and 100% permanent supportive housing developments are eligible to apply for the 2023 Institute. For the purposes of this RFP, Integrated developments are defined as having a minimum of 25% supportive housing units and a maximum of 50% supportive housing units.

- These developments will be eligible to request Low Income Housing Tax Credits through the Housing First Set-Aside of IHCD's Qualified Allocation Plan. Teams must meet all QAP threshold eligibility requirements, including compliance with LIHTC requirements, meeting IHCD's underwriting and subsidy layering review, and successful completion of the Institute and Institute deliverables.

- Development teams will be eligible to request additional capital funds in the form of low interest loans from IHCD through the Indiana Affordable Housing and Community Development Fund (“Development Fund”) program. The maximum Development Fund request is \$750,000 contingent upon availability of funds.
- Development teams will be eligible to request additional capital funds in the form of grants from IHCD through the National Housing Trust Fund program. The maximum request will be announced during the Institute.
- Development teams will have access to project-based rental assistance from IHCD in the form of project-based vouchers if local PBV is not available.

For each development 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 are offered 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, limited or poor rental history including previous evictions, 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 provide owner-paid utilities to all supportive housing units;
- 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.

III: Target Populations- Coordinated Entry (CE) System

Supportive housing developed through the 2023 Institute must use the local CE system as the only method 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

produced as a result of the 2023 Institute must use referrals for eligible households at the top of the local CE list who qualify as homeless (as defined in the Glossary).

Additional target populations or selection criteria will not be considered for the 2023 Institute, with the exception that a team may decide to do a 55+ age-restricted project. If electing an age restriction, the restriction must apply to all units, not just the supportive housing units.

During the Institute process, CSH and IHCDCA will work with each team to finalize their tenant selection plans, unit size and composition, 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 need in the community of the proposed project. CSH and IHCDCA will use information provided in the response, as well as other available data sources, to determine the level of need for the proposed project. 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.

V: Selection

For CSH and its partners to provide an appropriate level of technical assistance, a maximum of five teams will be selected to participate in the 2023 Institute.

Consideration will be given to the following factors:

- Demonstrated local need for supportive housing;
- 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 2023 Institute. This fee is per team. An invoice will be provided.

SUBMISSION INSTRUCTIONS

Teams interested in participating in the 2023 Institute must submit complete RFP responses by the deadline below. Incomplete responses will not be considered.

Submission Deadline: Monday, November 21, 2022, by 5:00 p.m. Eastern Time

RFP Submission: Responses must be submitted in PDF format to 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. **It is the applicant's responsibility to confirm receipt of the application.**

The RFP Review Team (consisting of CSH and IHCDA staff) will evaluate all proposals submitted and notify respondents of the selection decision during the week of January 9, 2023. Submission represents a commitment for the team to attend all Institute sessions.

CSH and IHCDA will provide an Institute Orientation webinar for prospective respondents to this RFP on October 6, 2022 from 2:00 p.m. - 3:00 p.m. Eastern Time. No registration is required. Click [here](#) to join the meeting or go to:

<https://csh-org.zoom.us/j/89187184206?pwd=ZW5hHcWZtekdVMWZHMIB2bUV5R01VZz09>

Meeting ID: 891 8718 4206

Passcode: 730101

Dial by your location

877 853 5257 US Toll-free

888 475 4499 US Toll-free

833 548 0276 US Toll-free

833 548 0282 US Toll-free

Questions: All questions must be submitted in writing to 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, including on-site staff and supervisory ratio.
 - 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.
 - h. If selecting an age restricted property, please provide additional content related to serving an aging population.
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 FTEs for on-site and supervisory staff
 - b. Proposed on-site hours (i.e., evening, weekends, weekdays)
4. Please describe the need for the proposed project, citing local data sources where available (In addition to what is provided, CSH and IHCD will review publicly available data sources such as the PIT Count). The narrative must not exceed 1 page.

Experience and Partnerships

1. Has your team shared with the Regional Planning Council Chair, in the area where your proposed project is located, that you are submitting a proposal to the 2023 Institute (This question will not affect selection)? To find the Regional Planning Council Chair for your area, [Click Here](#).
2. For the developer, owner, property manager and supportive service provider(s), please detail experience in developing, owning, managing, or providing supportive services in supportive housing. For supportive service providers, indicate funding sources you have successfully used to pay for services and the number of years you have used those sources. The narrative must not exceed 5 pages.
3. If a team partner 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.

4. For additional team members beyond the required members defined in section I, please describe their role on the team. These members must also be listed on your cover sheet.
5. If doing an age-restricted project, describe experience working with aging populations and providing aging related services. 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 hospitals, local government, the local public housing authority, or other public systems. If doing an age restricted project, describe your partnership with the local Area Agency on Aging. The narrative must not exceed 2 pages.

Disproportionate Impact/Racial Equity

In CSH's 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. Because CSH believes that it is imperative to recognize structural racism and address the systemic policies that maintain these disparities, we are asking some additional questions in the Supportive Housing Institute RFP to begin important conversations early in the development of new projects. While the review team acknowledges that respondents may have varying degrees of knowledge and experience working in this area, they do expect that respondents will be committed to working with the training team to ensure their proposed development is responding to the disproportionate impact of homelessness for people of color in their identified communities.

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 have you used this data to inform your initial project concept on project design, site selection and team composition? The narrative must not exceed 1 page.
3. How has the team included people with lived expertise/experience of homelessness in planning for the response to the RFP? The narrative must not exceed 1 page.
4. How is the team including a team partner or partners who represent, advocate for, and leverage their community experience in addressing the service and housing needs of the identified communities of color? The narrative must not exceed 1 page.

5. For the organizations represented on the proposed Institute team, please describe any justice and equity 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 [Click Here](#) to download, save, and complete the RFP Cover Page.
2. Attestation of Commitment to 2023 Institute Requirements Form - [Click Here](#) to download, save, and complete the RFP Attestation Form.
3. Most recent audited financials and year-to-date current financials for those fulfilling a primary role as developer, owner, and supportive services provider.
4. 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 are offered 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, limited or poor rental history including previous evictions, 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 provide owner-paid utilities to all supportive housing units;
- 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 a registration check for a total of \$3,000 by February 1, 2023 to defer some of the cost of the entire team's participation in the Institute.

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 2022 Institute agree to use Coordinated Entry for tenant selection.

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.

Homeless: Projects developed through the 2022 Institute must serve the most vulnerable households on their local CE list who qualify as homeless under paragraphs (1) or (4) of 24 CFR 578.3.

- (1) An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
 - (i) An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;
 - (ii) An individual or family living in a supervised 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, or local government programs for low-income individuals); or
 - (iii) An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution; or

- (4) Any individual or family who:
 - (i) Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence;
 - (ii) Has no other residence; and
 - (iii) Lacks the resources or support networks, e.g., family, friends, and faith-based or other social networks, to obtain other permanent housing.

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.