2023 Supportive Housing Institute of Virginia

Request for Applications

Overview

The Virginia Department of Behavioral Health and Developmental Services (**DBHDS**), the Corporation for Supportive Housing (**CSH**), the Housing Association of Nonprofit Developers (HAND), and Region 5 are excited to announce the **2023 Supportive Housing Institute of Virginia** (Institute). The 2023 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, development, and initial project implementation process. **The Institute will have a primary focus of building the capacity of both new and experienced housing developers and service providers to serve populations who have experienced significant barriers to obtaining access to safe, affordable housing with the supports they need to thrive in community.**

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** and **technical assistance** to both new and experienced development teams. Teams **receive intensive training** over 6-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 2023 Institute is made possible by DBHDS and Region 5. Thanks to the support of DBHDS and Region 5 and their commitment to supportive housing, the Institute is offered free of charge to participants.

About CSH

CSH has been the national leader in supportive housing for 30 years. We have worked in 47 states to help create stable, permanent homes for individuals and families. This housing has transformed the lives of over 200,000 people who once lived in abject poverty, on our streets, and/or in institutional settings. A nonprofit Community Development Financial Institution (CDFI), CSH has earned a reputation as a highly effective, financially stable organization with strong partnerships across government, community organizations, foundations, and financial institutions. Our loans and grants totaling over $600 million have been instrumental in developing supportive housing in every corner of the country. Through our resources and knowledge, CSH is advancing innovative solutions that use housing as a platform for services to improve lives, maximize public resources, build healthy communities, and break the cycle of intergenerational poverty. Visit us at csh.org to learn more.

About DBHDS & Permanent Supportive Housing

DBHDS office of Community Housing administers Virginia's Permanent Supportive Housing Program (PSH). PSH is an evidence-based practice that combines affordable rental housing with community-based services to address the treatment, rehabilitative, and recovery support needs of participants. Virginia's PSH program targets individuals being discharged from state hospitals and leaving a supervised residential program. Individuals experiencing long-term homelessness and frequently using crisis, local hospitals, or the justice systems due to unstable housing are also eligible for PSH. DBHDS has seen significant positive outcomes for tenants in PSH with 89% remaining stably housed after one year. Individuals being released from state hospitals receive first priority in PSH and as a result utilization in the state hospital by PSH residents has decreased by 76% the year after move-in, resulting in avoided costs of $12.2 million[1].

---

[1] Virginia Department of Behavioral Health and Developmental Services, Permanent Supportive Housing; https://dbhds.virginia.gov/assets/doc/EI/dbhds-psh-fact-sheet-2020.pdf

About Housing First

Supportive housing combines affordable housing with supportive services that help people who face the most complex challenges live with stability, autonomy, and dignity. Supportive housing is a specific intervention designed for individuals and/or families who are homeless, at risk of being homeless or institutionalized, and experiencing multiple barriers to independent housing.

The housing in supportive housing is affordable, permanent, and independent. The services are comprehensive, flexible, tenant-driven, voluntary, and housing-based

This "Housing First" approach aims to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions or barriers to entry, such as sobriety, treatment or service participation

Diverse system partnerships (e.g. health, housing, justice) are key to delivering the comprehensive services in supportive housing

CSH

Expectations and Values

CSH aspires to be a courageous, innovative, anti-racist leader supporting the ability of communities and systems to serve all racial and ethnic groups equitably and achieve equitable supportive housing outcomes. CSH believes the path to racial equity is grounded in the voices and experiences of those disparately impacted by structural racism and will only be attained through deliberate practices, policies, and programming that produce and sustain racially equitable outcomes. Therefore, CSH prioritizes partnerships with organizations who value and are deeply committed to anti-racism. Because BIPOC[2] leaders are severely underrepresented in the affordable and supportive housing industries, CSH resolves to bridge access to capital and build the capacity of BIPOC developers through this program and will continue working with local government partners to center equity within their own funding decisions.

Further, CSH seeks to honor and amplify the expertise and experiences of BIPOC individuals in field-level roles. We do this through developing and delivering Institutes that are rooted in equity and by ensuring that all sources of expertise are welcome and given equal space. CSH recognizes that BIPOC individuals have historically been denied opportunities for upward mobility and the ability to provide direct feedback on operations and policies. It is our intent to provide support and guidance for staff at all levels to have equal representation throughout the Institute. The Institute is structured to offer the ability for cross-agency and cross-sector connections that are otherwise missed in day-to-day roles and activities.

CSH also recognizes that BIPOC individuals are overly represented in our homelessness, critical care, and justice systems. Through the Institute, we seek to dismantle systemic barriers with the informed guidance of those who experience them first-hand and to eliminate future barriers to supportive housing in our region. We also recognize that many barriers to supportive housing are further exasperated by racism and other biases around the populations served within supportive housing. CSH values the inclusion of persons with lived experience of homelessness in the Institute and throughout the development of any proposed projects. We believe that by incorporating the perspective of persons with lived experience, projects can be better informed to be more accessible, lower barrier, more sustainable, and have more equitable outcomes.

Partner agencies are expected to attend all training sessions, utilize best practice, and approach supportive housing through the lens of reducing racial barriers to increase equitable outcomes in supportive housing. CSH will provide support to teams throughout the Institute through written guidelines and best practices materials, Institute onboarding, and technical assistance.

---

[2] Black, Indigenous, and People of Color

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;
- 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 100% 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;
- Post Institute technical assistance from CSH;
- Access to a Institute Capacity Grant of up to $10,000 available at SHI start;
- Access to a Project Initiation Grant of up to $300,000, per team, upon the successful completion of the Institute; and,
- Priority funding for DBHDS' Supportive Housing Services in Low Income Housing Tax Credit (LIHTC) Developments program.
- Opportunity to apply for CSH Predevelopment Quality Endorsement, a recognized certification by Virginia Housing's Low-Income Housing Tax Credit Program

Institute Deliverables

During 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 services plan for 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 capital, operating, and service budgets; and
- Preliminary feasibility analysis for potential housing site, if identified.

Eligible Teams

Eligible teams must include, at a minimum, a housing development/owner partner, a supportive service provider partner and a property management partner. Team members do not have to be located in or doing business in NoVA or Region V but project concepts must be located in NoVA or Region V. Teams are encouraged to include a member with lived expertise. 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 different 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), both must participate.**
Organizations looking to become housing developers are welcomed and encouraged. Teams will be comprised of five to six members. Additional team members may include, but are not limited to: individuals 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 DBHDS and CSH to identify these partners.**

To be eligible for the Institute, teams must be able to attend all required training sessions offered (see training timeline pg. 7); and, commit to taking project concept from idea to completion with the goal of having operational, quality supportive housing units.

Eligible Supportive Housing Projects

This Request for Applications (RFA) is the method in which PSH development and operational teams will be selected to participate in the Institute. In addition to creating an eligible Team, Applicants must have a PSH project concept.   All PSH project concepts must be in NoVA or Hampton Roads regions of Virginia. PSH project concepts may be in very early stages of development. For example, a project concept may be limited to a desired location and focus population.
The Institute is designed specifically to support the creation of projects where:

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

Culturally specific/culturally responsive project concepts will be prioritized (please see addendum on pg. 12 for definitions). Across Virginia and the nation, homelessness disproportionately impacts communities of color, especially Native American, Black, and other intersecting identities including gender marginalized individuals and people with disabilities. Projects that intentionally address racial, ethnic, and other cultural disparities are essential to Virginia's investment in the expansion of quality supportive housing.

Focus Populations

Focus populations for the supportive housing projects include:

- People in or at risk of institutionalization in state psychiatric hospitals, including people with Serious Mental Illness and/or Intellectual or Developmental Disabilities (required)
- People experiencing or at risk of chronic homelessness
- People cycling through crisis systems (jails, prison, institutional settings)

Eligible Locations

NoVA and Hampton Roads are defined as the following jurisdictions:

- **Alexandria**
- **Arlington**
- **Fairfax/Falls Church**
- **Loudoun**
- **Prince William**

- **Chesapeake**
- **Norfolk**
- **Portsmouth**
- **Suffolk**
- **Virginia Beach**
- **Hampton**
- **Newport News**
- **Poquoson**
- **Williamsburg**

Selection

For CSH and its partners to provide an appropriate level of technical assistance, the 2023 Institute will be limited to up to five (5) teams from each region (NOVA and Region 5); the teams will be selected through this competitive application. Consideration will be given to projects with site control, financial stability of the primary sponsor, quality of the response to the application, Black, Indigenous and People of Color (BIPOC) led teams and experience serving high need populations. Selection is based on a competitive process. Applicants should be mindful in responding to all requirements of the application.

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 participate in all sessions. The Institute will consist of 13 in-person or virtual 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. The Institute will conclude with final presentations whereby Institute participants present their projects to a group of local and statewide stakeholders and funders.

Grant Opportunities

Teams will be eligible to receive up to $10,000 in funding as an Institute Capacity Grant upon Institute start. The purpose of these grants is to improve each Team's ability to support and compensate people with lived experience engaged in project planning, support staff travel, and overall capacity to participate fully in the Institute.

Upon completion of the Institute, Teams will be eligible for a Project Initiation Grant of no more than $300,000. The purpose of these grants is to increase developer capacity to navigate project design and execution which is often more complex than traditional affordable housing development. Funds will support staff costs to plan and execute the project, engaging development consultants with supportive housing expertise, and other costs necessary to move the project to successfully compete for permanent financing.

Recipients of the grants must work with CSH to develop an acceptable budget and adhere to all reporting requirements. Organizations applying must be able to comply with the administrative and financial management requirements of a federal award, including the financial management standards for funds control and accountability, as specified in 2 CFR 200.302 and 2 CFR 200.303. Organizations cannot have existing, pending, or expired debarments that preclude them from doing business with the United States government and cannot have convictions for, nor have any pending indictments for, fraud or a criminal offense in connection with a public contract or subcontract. Organizations who receive funding under a sub-recipient sub-award must have an active registration on the System for Award Management found at sam.gov at time of grant agreement.

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 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 led evaluation review team, which will include DBHDS representation, based upon its judgment as to the degree to which Applicants clearly and completely demonstrate their ability with respect to the following categories:

Project Readiness & Accessibility: 15 points	
10 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 the team will prioritize location accessibility in site selection.
Project Concept: 10 points	
5 Points	Describe how the project includes culturally specific/responsive organizations 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 include people with lived expertise on project and program design. Provide examples of measures that ensure the project/program best supports the focus population.
Experience & Capacity: 25 points	
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 Housing First and PSH best practices in the delivery of the project.
5 Points	Inclusion of a person with lived experience on Institute team
5 Points	Project team includes a BIPOC[2] led organization as either the developer or service provider. BIPOC led Nonprofit organizations should meet at least two of the following conditions (groups self-certify): • CEO/President identifies as BIPOC • Greater the 50% of the Board or owners are BIPOC; • Greater than 50% of the senior staff are BIPOC BIPOC led for-profit companies should have: • Greater than 50% of ownership is BIPOC
10 Points	Describe the lead applicant's ability to manage federal and state grant funding.
Total Available Points: 50 points	

Estimated Timeline

*Timeline subject to change

Date	Training Topic	Format/Length of Time
Session 1 8/1/2023	**Introduction to the Institute, Supportive Housing 101, Understanding Needs**	**In Person - NOVA** **12pm – 4pm**
Session 2 8/2/2023	**Project Teams, Concept, and Strategy**	**In Person - NOVA** 9am – 4pm
Session 3 8/3/2023	**Roles, Involving Tenants, Community Support**	**In Person - NOVA** 9am – 1pm
Session 4 8/8/2023	**Designing your project**	**Virtual** 9am – 1pm
Session 5 8/9/2023	**Services Planning, Service Coordination, and Models in Supportive Housing**	**Virtual** 9am – 1pm
Session 6 9/12/2023	**Introduction to Supportive Housing Budgets**	**Virtual** 9am – 1pm
Session 7 9/13/2023	**Supportive Housing Budgets: Services and Capital**	**Virtual** 12pm – 4pm
Session 8 9/14/2023	**Supportive Housing Budgets: Operating**	**Virtual** 9am – 4pm
9/20/2023	****TBD Event @ Virginia Housing Alliance Conferences**	**In Person-** Richmond
Session 9 10/10/2023	**Property Management and Service Coordination**	**Virtual** 9am – 1pm
Session 10 10/11/2023	**First Year**	**Virtual** 9am – 1pm
Session 11 10/12/2023	**Fair Housing and Tenant Screening**	**Virtual** 9am – 1pm
Session 12 11/08/2023	**Quality Improvement, Quality Endorsement, Project Presentation Prep**	**Virtual** 9am – 1pm
Session 13 11/15/2023	**Finale Presentations (Before Governor's Housing Conference)**	**In Person-** Hampton TBD

Application Instructions
Application Deadline: <mark>June 30, 2022 by 5pm.</mark>

The Application Review Team will evaluate all proposals and notify applicants of their selection between July 15 & 20, 2023. 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: **shi.va@csh.org.**

Questions: If you have questions on this application, please email **shi.va@csh.org** and a CSH staff person will respond within 1 business day.

An **INFORMATIONAL WEBINAR** was held on May 15, 2023 from 2:30 to 3:30 p.m. for prospective respondents to this application. **Please email shi.va@csh.org to request a link to the recording.**

CSH will hold **OFFICE HOURS** on **June 5st from 2-3pm** to allow for opportunity for potential applicants to ask additional questions. **If you would like to join the office hours, please send an email to shi.va@csh.org**

Addendum

Definition of Culturally Responsive Organizations

* Adapted from Curry-Stevens, Ann, Marie-Elena Reyes & Coalition of Communities of Color (2014). Protocol for Culturally Responsive Organizations

Culturally Responsive Organization: means an entity that comprehensively addresses power relationships throughout the organization, from the types of services it provides and how it maximizes language accessibility to its human resources practices-who it hires, how they are skilled, prepared and held accountable, to its cultural norms, its governance structures and policies, and its track record in addressing conflicts and dynamics of inclusion and exclusion, to its relationships with racial groups in the region, including its responsiveness to expectations. A Culturally Responsive Organization is one that is dynamic, on a committed path to improvement and one that is hardwired to be responsive to the interests of Communities of Color, service users of color and staff of color. Culturally responsive organizations hire and train culturally and linguistically diverse staff to meet the needs of the diverse communities they serve. *

Culturally Specific Organization: an entity that provides services to a cultural community and the entity has the following characteristics:

- Majority of members and/or clients must be from a particular community of color;
- Organizational environment is culturally focused and the community being served recognizes it as a culturally-specific entity that provides culturally and linguistically responsive services;
- Majority of staff must be from the community being served, and the majority of the leadership (defined to collectively include board members and management positions) must be from the community being served;
- The entity has a track record of successful community engagement and involvement with the community being served; and
- The community being served recognizes the entity as advancing the best interests of the community and engaging in policy advocacy on behalf of the community being served.*