2024 Baltimore City Supportive Housing Institute

Request for Applications

Overview

In partnership with the City of Baltimore Department of Housing and Community Development **(DHCD)**, and the Mayor's Office of Homeless Services **(MOHS)**, the Housing Association of Nonprofit Developers **(HAND)**, and the Corporation for Supportive Housing **(CSH)**, announce the **Baltimore City Supportive Housing Institute**. The **Supportive Housing Institute (Institute) will result in the production of supportive housing projects with models that best meet the needs of people with complex health and social needs experiencing lengthy histories of homelessness.** Through the institute, participating teams comprised of developers, property managers, and services providers will receive intensive capacity building, training and technical assistance offered over 4-6 months. The goal of the institute is to help reduce the time it takes to fund a project by helping build a strong development team equipped to navigate developing housing with intensive and individualized supportive services.

Teams participating in the Supportive Housing Institute will receive the opportunity to apply to DHCD for up to $150,000 in predevelopment grant funding through the Housing Accelerator Fund. Teams must complete all requirements for participating in the Institute and meet other local and federal requirements to be eligible to receive funding.

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 and technical assistance 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 2024 Baltimore City Institute is made possible by DHCD and MOHS. *Thanks to the support of DHCD and MOHS 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 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 DHCD, MOHS & Permanent Supportive Housing

The Baltimore City Department and Housing and Community Development (DHCD) work to improve the quality of life for all Baltimore City residents by revitalizing and redeveloping communities and promoting access to quality affordable housing opportunities in safe, livable neighborhoods. The Mayor's Office of Homeless Services (MOHS) is the designated lead agency for the Continuum of Care and works to implement federal, state, and local policy and best practices in addition to administering and monitoring homeless services grants.

Together, Baltimore City Department of Housing and Community Development (DHCD), the Mayor's Office of Homeless Services (MOHS), and the Mayor's Office of Recovery Programs (MORP) are spearheading the targeted investment of nearly $30 million in American Rescue Plan Act (ARPA) funds to expand the number of supportive housing units for individuals and families experiencing homelessness and housing stability in Baltimore City. Permanent Supportive Housing is a proven solution to addressing the housing and services needs of people experiencing homelessness and contributes to improved health, quality of life, and well-being.

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 experiencing or at risk of homelessness and institutionalization and are facing multiple barriers to independent housing.

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 requirements

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

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

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[1] 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

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[1] Black, Indigenous, and People of Color

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.

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;
- 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 Predevelopment Grant of up to $150,000, per team, upon the successful completion of the Institute

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, tenant centered services plan;
- 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 the City of Baltimore, but project concepts must be located in the City of Baltimore.

Teams will be comprised of five to six members and 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 the organization serves multiple roles on the project. For example, an organization may serve as the Developer/Owner and Property Manager on the proposed project and in this case, must have staff participating from both roles.

This Application is limited to applicants that are either a Non-Profit, For-Profit or Joint Ventures that are seeking funds to create permanent supportive housing units. Organizations looking to become supportive housing developers are welcomed and encouraged. Black owned and managed development groups are encouraged to apply and will receive priority. Applicants may apply without having identified all of their team members but must agree to work with CSH, DHCD, and MOHS to identify these team members.

Applicants must also be able to attend all required training sessions; and commit to taking project concept from idea to completion with the goal of having operational, quality supportive housing units. It is critical to the success of each team that key senior management staff consistently participate in all sessions. The Institute will consist of a combination of 13 in-person and virtual sessions that highlight various 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.

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 Baltimore City. 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, independence, and integration.

Culturally specific/culturally responsive project concepts will be prioritized (please see addendum on pg. 10 for definitions). Across Baltimore City 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 Baltimore City's investment in the expansion of quality supportive housing.

Focus Populations

All projects should include PSH units prioritized for people experiencing or at risk of homelessness, prioritized through the City's Coordinated Access System. If your project plans to serve more than this priority population, please describe the additional populations and why they were chosen.

Selection

For CSH and its partners to provide an appropriate level of technical assistance, the 2024 Institute will be limited to up to six (6) teams; the teams will be selected through this competitive application process. 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 for the Institute will be based on a competitive process utilizing a review panel with representation from DHCD, MOHS, CSH, and HAND. Applicants should be mindful in responding to all requirements of the application.

Future Funding Opportunities

Participants who complete the Supportive Housing Institute (Institute) will have access to up to $150,000 in predevelopment grant funds from DHCD awarded through a separate Notice of Funding Availability expected to be issued Spring 2024. 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.

Participants must complete participation in the Institute to receive funding. 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. When answering a question, the full answer must be provided immediately below the question to receive a score. 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 DHCD and MOHS 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: 10 points	
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 the team will prioritize location accessibility in site selection.
Project Concept: 15 points	
5 Points	Describe how the project includes culturally specific/responsive organizations or programs, or other deliberate equity measures.
10 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	• Black/POC/Women led Nonprofits, at least two are true:
	   o Board composition is at least 51%, Org is led by Black/POC/woman, or
	   o Senior staff is at least 51% Black/POC/woman;
	
	• Black/POC/Women led For Profits:
	   o 51% ownership is Black/POC/Women.

5 Points	Emerging developers who have received DHCD funding for a minimum of 3 projects and maximum of 5 projects in the past.
5 Points	Describe the lead applicant's ability to manage federal and state grant funding.
Total Available Points: 50 points	

Institute Schedule

The below provides a proposed schedule for the Institute sessions. **Please note that this schedule is subject to change**.

Date	Training Topic	Format/Length of Time
Orientation 2/15/24	**Institute Pre-Kick Off, Supportive Housing 101**	**Virtual** 9am – 12pm
Session 1 2/26/24	**Insitute Kick Off, Project Teams, Concept, and Strategy, Roles, Involving Tenants, Community Support**	**In Person** 9am – 4pm

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Session 2 2/27/24	**Centering Equity: Understanding Need Within a National and Local Context**	**In Person** 9am – 4pm
Session 3 3/12/24	**Services Planning: Service Models, Serving High Acuity Populations, Quality Supportive Housing**	**Virtual** 9am – 1pm
Session 4 3/13/24	**Designing your project**	**Virtual** 9am – 1pm
Session 5 3/27/24	**Supportive Housing Budgets: Introduction and Capital**	**In Person** 9am – 4pm
Session 6 3/28/24	**Supportive Housing Budgets: Operating and Services**	**In Person** 9am – 4pm
Session 7 4/3/24	**Services Planning Part 2: Services Coordination, Design and Partnerships**	**Virtual** 9am – 1pm
Session 8 4/16/24	**Property Management and Service Coordination**	**Virtual** 9am – 1pm
Session 9 4/17/24	**First Year: Coordinated Access, Fair Housing, Tenant Screening, Housing Retention**	**Virtual** 9am – 1pm
Session 10 5/1/24	**Quality Improvement, Project Presentation Prep**	**In Person** 3pm – 5pm
Session 11 5/2/24	**Finale Presentations**	**In Person** 9am-1pm

Application Timeline and Instructions

Baltimore Supportive Housing Institute Application Timeline	
Application Release:	December 8, 2023
How To Apply Webinar:	December 15, 2023
Application Deadline:	**January 17, 2023 By 5pm**
Notice of Selection:	January 31st – February 2nd, 2023

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

An **INFORMATIONAL WEBINAR** will be held on **December 15, 2023 at 2pm** for prospective respondents to this application.

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Register Here: https://www.handhousing.org/2023-2024-training-capacity-building-series/#december

Please email - Baltimore.SHI@csh.org to request a link to the recording.

The Application Review Team will evaluate all proposals and notify applicants of their selection between January 31 and February 2, 2024. 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: Baltimore.SHI@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. *