



2024 Georgia Supportive Housing Institute

Request for Applications

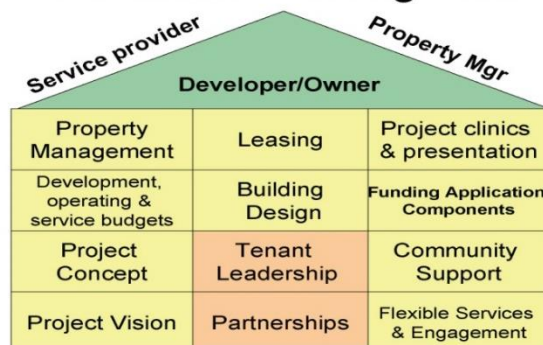
Overview

Georgia Department of Community Affairs (“DCA”) and CSH (Corporation for Supportive Housing) are excited to announce Georgia’s first Supportive Housing Institute (“Institute”). The 2024 Institute, funded by DCA, is a signature CSH initiative that offers an interactive series that builds the capacity of development teams and equips them with knowledge to develop new supportive housing projects. The Institute brings together housing developers/owners, homeless service and healthcare providers, property managers and other sponsors to learn and navigate the process of developing housing with supportive services and more efficiently seek and obtain funding for projects by improving the planning, development, and initial project implementation. The Institute will focus on building the capacity of both new and experienced supportive housing teams to serve high-needs populations. Each team leaves the Institute with an individualized, detailed plan for the project’s design, operations and potential funding sources.

The CSH Institute has a strong record of accomplishment across the country, with graduates experiencing an eighty percent (80%) success rate in bringing projects from concept into operation. The Institute will provide targeted training and technical assistance to collaborative development teams and other groups who presently provide support services or developers who are in the beginning stages of supportive housing development. Teams receive intensive training over five (5) months including individualized technical assistance and guidance 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 with a tenant-centered foundation, financing, funding and trauma-informed design.

**The 2024 Georgia Supportive Housing Institute is made possible by DCA.
 Thanks to the support of DCA and their commitment to supportive housing,
 the Institute is offered free of charge to participants.**

The Institute Building Blocks



About CSH

Corporation for Supportive Housing (“CSH”) advances affordable and accessible housing aligned with services by advocating for effective policies and funding, equitably investing in communities, and strengthening the supportive housing field. Since their founding in 1991, CSH has been the only national nonprofit intermediary focused solely on increasing the availability of supportive housing. Over the course of their work, they have created more than four hundred sixty-seven thousand six hundred (467,600) units of affordable and supportive housing and distributed over one billion five million (\$1.5 billion) dollars in loans and grants. Our workforce is central to accomplishing this work. We employ approximately one hundred seventy (170) people across thirty (30) states and United States Territories. As an intermediary, we do not directly develop or operate housing but center our approach on collaboration with a wide range of people, partners, and sectors. For more information, visit www.csh.org

About DCA and Supportive Housing

The Georgia Department of Community Affairs serves as the lead agency for the Balance of State Continuum of Care, administers Housing Choice Vouchers (“HCV”) for one hundred forty-nine (149) counties, and serves as Georgia’s State Housing Finance Agency (“HFA”), administering Low-Income Housing Tax Credits, National Housing Trust Fund, HOME, HOME-ARP, and other capital funding. DCA’s Georgia Housing and Finance Authority Permanent Supportive Housing (“PSH”) program serves nearly one thousand seven hundred (1,700) individuals throughout the state, in addition to those served through the HUD 811 program and partnerships between HCV and the Department of Behavioral Health and Developmental Disabilities (DBHDD) Georgia Housing Voucher Program (“GHVP”). Further, DCA incentivizes the creation of integrated supportive housing units in the Qualified Allocation Plan (“QAP”) for developers applying for housing tax credits. Despite the progress toward serving vulnerable populations, the 2023 Housing Needs Assessment identified a need for more than two thousand four hundred (2,400) PSH units in Georgia. By establishing the 2024 Georgia SH Institute, DCA intends to strengthen the statewide pipeline for supportive housing.

Supportive Housing Integrates the Housing First Model

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 integrates the national Housing First model, which is an evidenced-based practice rooted in the understanding that having a safe, personal place to sleep is the foundation on which the person can work toward recovery and independence. 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. These individuals would likely not succeed in housing without access to critical support services and would not partake in services without a stable living environment.

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

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 who are historically marginalized and will only be attained through deliberate practices, policies, and programming that produce and sustain racially equitable outcomes. Therefore, CSH prioritizes partnerships with organizations that value and are deeply committed to anti-racism. Because BIPOC¹ 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 address historic 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 incorporating the perspective of persons with lived experience throughout a project's development is critical to ensuring it will be accessible, low barrier, sustainable, and have more equitable outcomes.

Participating agencies are expected to attend all training sessions, utilize best practices, 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.

¹Black, Indigenous, and People of Color

Institute Participant Benefits

Benefits for Established Teams

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 one hundred percent (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 troubleshoot problems;
- Post Institute technical assistance from CSH;

- Opportunity to apply for CSH lending that could include project initiation loans, predevelopment and/or acquisition loans.
- Opportunity to receive competitive points in a future DCA Supportive Housing NOFO. Subject to funding, DCA intends to release this NOFO in early 2025.
- Opportunity to apply for the CSH Predevelopment Quality Endorsement. [CSH Predevelopment Quality Endorsement \(csh.org\)](https://www.csh.org/quality-endorsement)

Benefits for Individual Participants

- 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 one hundred percent (100%) and integrated supportive housing;
- A powerful network of peers and experts to assist in project development and troubleshoot problems.

Institute Deliverables

Over 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 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 Applicants

Applicants to the Institute may apply as a Team or as an Individual. Those applying as an established Team will be expected to submit a project concept and work towards a specific development proposal during the Institute. Individual Entities (i.e.: service providers, developers, or other parties) that are not quite ready to work toward a specific development, or who have not yet organized a partnership by the time of application, may apply as an Individual Entity and will be matched to a conceptual team in order to benefit from team-based learning and networking.

Eligible Teams must include, at a minimum, a housing development/owner partner, a property manager, and a supportive services provider. Some or all of the 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. Teams are encouraged to include a member with lived expertise. Teams that integrate lived expertise representation show a commitment to tenant-led supportive housing designed to meet tenants' needs.

Teams will typically consist of five to seven (5-7) members and each team must designate a team leader. Additional team members may include but are not limited to, individuals with lived expertise, a Continuum of Care (“CoC”) representative, a trauma-informed architect, a development consultant, a relevant local government official, or other local partners relevant to project planning and implementation.

To be eligible for the Institute, applicants must be able to attend ALL required training sessions offered (see the attached training timeline) and commit to taking the project concept from idea to completion with the goal of having operational, quality supportive housing units. Established Teams working toward a project proposal will be eligible for competitive points in an upcoming DCA Supportive Housing NOFO to be issued in 2025, as well as to apply for CSH supportive housing financing. Subject to DCA’s discretion, Individuals who complete the Institute and apply for the Supportive Housing NOFO may be eligible for points in the NOFO scoring. Further information regarding competitive scoring will be released upon publication of the NOFO.

To assist individual developers, service providers, or other parties to form project teams, a team matchmaking event will be held August 22, 2024 (virtual format). Post-event, parties will be expected to meet independently to design a project concept and apply as a team. Parties that do not secure a defined project concept may apply as Individuals to attend the Institute.

Eligible Supportive Housing Projects

This Request for Applications (“RFA”) is the method by which the Supportive Housing development and operational teams will be selected to participate in the Institute. In addition to creating an eligible team, applicants must have a supportive housing project concept, and the proposed project must be located in Georgia. Supportive housing project concepts may be in the very early stages of development; for example, a project concept may be formulated thus far with a prospective location and potential 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 more competitive (please see the Addendum attached for definitions). Across Georgia 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 Georgia’s investment in the expansion of quality supportive housing.

Focus Populations

For the purpose of this RFA and the Institute, the potential focus populations[#] for the supportive housing projects include:

- Homeless, as defined in section 103(a) of the McKinney-Vento Homeless Assistance Act ([42 U.S.C. 11302\(a\)](#));
- At-risk of homelessness, as defined in section 401(1) of the McKinney-Vento Homeless Assistance Act ([42 U.S.C. 11360\(1\)](#));

- Fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, as defined by the Secretary;
- Other populations where providing supportive services or assistance under section 212(a) of the Act ([42 U.S.C. 12742\(a\)](#)) would prevent the family’s homelessness or would serve those with the greatest risk of housing instability;
- Chronically homeless, as defined by HUD;
- Persons living with a disability, including but not limited to persons living with severe and persistent mental illness who qualify under the DOJ Settlement Agreement;
- Persons living with a substance use disorder;
- HOPWA-eligible population;
- Transition-Aged Youth, or youth/young adults aging out of foster care
- Reentry population;
- People cycling through crisis systems (child welfare, jails, prison, institutional settings).

Note that the first four listed are Qualifying Populations under the [HOME-ARP Program](#)

(*) Refer to the Request for Applications Addendum for definition and details.

Selection

In order for CSH and its partners to provide an appropriate level of technical assistance, the 2024 Institute will be limited to up to six (6) established teams and as well as a limited number of conceptual teams. Consideration will be given to project teams who have relevant experience with supportive housing, the target populations, and the quality of the response. Selection is conducted through this application and 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 each team's success that key management staff consistently participate in all sessions. The Institute will consist of two to three (2-3) training sessions per month over five (5) months. Up to three (3) sessions are anticipated to be conducted in person, with other sessions held in virtual formats. Most sessions will include dedicated group work time, with technical assistance available from CSH staff. The Institute will conclude with final team presentations whereby Institute participants present their projects to a group of local and statewide stakeholders and funders, including DCA.

Established teams must include a certifying entity for both the developer and general partner entities that meet DCA experience and capacity requirements in the State of Georgia [2024-2025 Qualified Allocation Plan](#) for the Georgia Housing and Finance Authority (GHFA) Low Income Housing Tax Credit (“LIHTC”) program, per Section XVIII. Project Team Qualifications in the 2024-2025 QAP.

The developer and property manager must be in good standing and eligible to participate in Georgia affordable housing developments per the requirements in the State of Georgia 2024-2025 Qualified Allocation Plan.

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 an evaluation review team based upon its judgment as to the degree to which applicants clearly and completely demonstrate their ability with respect to the following categories:

Team Applicants:

Organizational Experience & Capacity: up to 12 possible points	
<p>For organizations with supportive housing experience, please describe the experience and how it relates to your organization’s role in the proposed project concept.</p> <p>For organizations without supportive housing experience, describe the commitment to supportive housing and the delivery of this housing project and supportive programming.</p>	
• 3 Points	Developer Experience
• 3 Points	Property Manager Experience
• 3 Points	Service Provider Experience
• 3 Points	Describe if the developer, property manager, or service provider meets the definition of Qualified Business as defined in the State of Georgia 2024-2025 Qualified Allocation Plan for the GHFA Housing Tax Credit Program.
Project Concept & Planning: up to 13 possible points	
• 3 points	Project team’s commitment to serving one of the focus populations as described above.
• 3 Points	Describe how the project includes culturally specific/responsive * organizations or programs, or other deliberate equity measures (see Addendum for further detail).
• 4 Points	Describe the project team’s partnerships with appropriate health and service providers, local government, your local public housing authority and other public systems (e.g., justice, health systems, homeless response systems (Continuum of Care), child welfare and/or others) who would help advance your project and meet tenant needs?
• 3 Points	Provide information on how tenant voice is incorporated and/or represented in the project, including if teams have and will include people with lived expertise on project and program design. Provide examples of measures that ensure the project/program best supports the focus population.
Project Readiness & Accessibility: up to 15 possible points	
• 5 points	Evidence of Site Control
• 10 points	Proposed Project Accessibility
Total Eligible: 40 points	

Individual Entity Applicants:

Organizational Experience & Capacity	
<ul style="list-style-type: none"> • 3 points 	<p>Collaboration experience: Provide a narrative of experience delivering affordable housing in your role (developer, property manager, or service provider). Each group must have experience in the role they are playing, although supportive housing experience specifically is not required. For those team members with experience with supportive housing, describe the experience. For those team members without experience with supportive housing, describe their commitment to Housing First and supportive housing in the delivery of this housing project.</p>
<ul style="list-style-type: none"> • 2 points 	<p>Relevant Role(s) & Intent: Describe your organization’s partnerships within the communities you serve and in what ways the mission aligns with supportive housing. Does the organization have partnerships with appropriate health and service providers, local government, your local public housing authority and other public systems (e.g., justice, health systems, homeless response systems (Continuum of Care), child welfare and/or others who would help advance a supportive housing project and meet tenant needs? If so, please describe.</p>
<ul style="list-style-type: none"> • 3 points 	<p>Promoting Equity: Briefly describe how the organization promotes culturally specific/culturally responsive* programs and other equity measures for those served who are members of communities of color and other historically marginalized populations. Please attach any agreements with service organizations.</p>
<ul style="list-style-type: none"> • 2 points 	<p>Experience serving special populations: Describe your organization’s experience serving the focus populations described above. Is working with these populations part of your organizational mission?</p>
<ul style="list-style-type: none"> • 3 points 	<p>Minority-led organizations: Describe if your development team organizations meet the requirements of a Qualified Business (“QB”) as defined in the 2024-2025 Qualified Allocation Plan (QAP).</p>
<ul style="list-style-type: none"> • 3 points 	<p>Organization Background: Please submit each organization’s documents in an electronic format (PDF preferred) along with your application. All items below are required for the application to be considered complete.</p> <ul style="list-style-type: none"> • Mission Statement • Letter of Interest describing your goals for participation in the Institute and commitment to supportive housing and Housing First. • At least one Letter of Recommendation from a funding entity or other organization previously partnered with.
<ul style="list-style-type: none"> • Not scored 	<p>Geography/Region: Please indicate where in the state of Georgia your organization is headquartered and what locations you serve.</p>
<p>Total Eligible: 16 points</p>	

(*) Refer to the Request for Applications Addendum for definition and details

Anticipated 2024 Georgia Supportive Housing Institute Curriculum, Timeline and Location

The 2024 GA SH Institute will be held in-person* and virtually, with training to take place between October 2024 and February 2025.

SESSIONS	TRAINING TOPICS	
Session 1 In-Person	Introduction to the Institute, Supportive Housing 101, Understanding Data and Needs, Housing First and Tenant Voice	Embracing a Race Equity Culture
Session 2 Virtual	Quality Supportive Housing and Project Visioning, Embracing Race Equity	
Session 3 Virtual	Roles and Partners, Project Concept	
Session 4 Virtual	Trauma Informed Design and Housing Retention	
Session 5 Virtual	Supportive Services and Coordination, Strategies, Supportive Service Plan	
Session 6 Virtual	Service Budget TA, Sources, Service Plan Design and Delivery	
Session 7 Virtual	Property Management	
Session 8 Virtual	Fair Housing, Eviction Prevention	
Session 9 Virtual	Finances Part 1: Operating Budgets	
Session 10 Virtual	Finances Part 2: Capital & Operating Budgets	
Session 11 Virtual	Community Support	
Session 12 Virtual	Tenant Centered Supportive Housing, Fostering Leadership, The First Rear	
Session 13 Virtual	Preparation for Final Presentations Quality Endorsement	
Session 14 In-Person	Final Presentations to DCA and Funders	

TRAINING TOPICS AND TIMELINE MAY CHANGE BASED ON THE FINAL TEAM SELECTION.

*In-person locations and duration of each training day will be communicated to cohort closer to Institute start. An additional in-person session may be scheduled. In-person sessions are expected to be held from 9 a.m. to 4 p.m. with a break for lunch.

On virtual training days, participants should expect to be engaged with the Institute for 3-4 hours (i.e.: 9 a.m. to 12 p.m. or 1 p.m. to 4 p.m.) with rest breaks.

Times and durations are subject to change.

Application Instructions

Application Deadline: September 10, 2024, by 5:00 p.m. EST

Anticipated Notification: September 18-20, 2024

The Application Review Team will evaluate all proposals and notify applicants of their selection between September 18-20, 2024. Submission of an application represents a commitment for the team and/or individual participants/entities to attend all Institute sessions. The Team or Individual Entity 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:

GA-SHInstitute@csh.org

QUESTIONS

If you have questions on this application, please email GA-SHInstitute@csh.org and a CSH staff person will respond within one business day.

An **INFORMATIONAL WEBINAR** for prospective respondents to this application will be held virtually as follows:

Session 1 | August 8, 2024 from 10:00am – 11:00am (EST); and

Session 2 | August 19, 2024 from 1:00pm – 2:00pm (EST).

A **VIRTUAL TEAM MATCHMAKING EVENT** will be held on August 22, 2024 (time to be announced) for organizations seeking other team members to partner with for purposes of the Institute.

Definition of Culturally Specific/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;
- The 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.*