



# REQUEST FOR APPLICATIONS

Inaugural Wisconsin  
Supportive Housing Institute

Due to: [wisconsin.institute@csh.org](mailto:wisconsin.institute@csh.org)

Due date: Friday, January 14, 2022

The Corporation for Supportive Housing (CSH) and the Wisconsin Housing and Economic Development Authority (WHEDA) are excited to announce their first-ever Wisconsin Supportive Housing Institute (“The Institute”). The Institute will focus on developing deeply affordable housing with support services (supportive housing) for those residents in Wisconsin communities with the highest needs who are also experiencing homelessness. The Institute will help supportive housing partners learn how to navigate the often-complex process of developing housing with supportive services to prevent and end homelessness. Participation in the Institute is expected to increase supportive housing development in communities across Wisconsin by training teams on ways to reduce the time it takes to obtain funding for supportive housing by improving the planning and development process.

The Institute will provide four to seven new and experienced development teams from across the state with over 80 hours of targeted training and technical assistance. Teams will be made up of a developer, a supportive service provider and a property management partner. In addition, industry experts, including staff from WHEDA, will provide insight on property management, financing and building design.

## **The Institute is made possible by the Wisconsin Housing and Economic Development Authority (WHEDA)**

### **ABOUT CSH**

CSH has been the national leader in supportive housing for over 25 years. CSH has 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 or in institutions. 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 MM have been instrumental in developing supportive housing in every corner of the country. Through its 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](http://csh.org) to learn more.

### **ABOUT WHEDA**

For more than 48 years, the Wisconsin Housing and Economic Development Authority (WHEDA) has worked to provide low-cost financing for housing and small business development in Wisconsin. WHEDA is a public body corporate and politic governed by Chapter 234 of the Wisconsin Statutes. The Authority is governed by a twelve-member Board of Members. The Authority’s Executive Director/Chief Executive Officer is appointed by the Governor. The Authority offers financial products and services to Wisconsin citizens, housing developers, business owners and farmers for affordable housing and economic development opportunities.

As of June 30, 2020, the Authority had 155 employees, an operating budget of \$24.6 million, and \$3.2 billion in assets. Revenues to finance its operating and capital budgets are derived primarily from interest earnings on loans, investments of assets, and administrative fees. WHEDA is a self-supporting public corporation that receives no tax dollars for its operations. For more information about the Authority, including the Authority's 2019 audited financial statements please visit [www.wheda.com](http://www.wheda.com).

## INSTITUTE OVERVIEW

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;
- Greater knowledge of how to put together a competitive application for WHEDA's Affordable Housing Tax Credit Program. In the Supportive Housing Set-Aside in their most recent Qualified Allocation Plan, WHEDA reduced the threshold from 50% of the units designated as supportive to 25%, thereby making it possible for more projects to qualify;
- An increased understanding of WHEDA financing overall as well as other funding sources designed to increase the supply of supportive housing projects;
- The opportunity to apply for early pre-development financing through CSH to use on supportive housing projects planned through the Institute;
- Improved skills to operate existing supportive housing, develop new projects serving people who experience multiple barriers to housing and assist new residents as they transition to coexisting with others under the same roof;
- 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; and,
- Post-Institute technical assistance from CSH.

## DELIVERABLES

In the course of the Institute, teams will work to develop individual supportive housing project plans. The expected team deliverables include:

- 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;

- Team Vision and Mission Statement;
- Community Support Plan;
- Supportive Service Plan;
- Tenant Selection Plan;
- Tenant Leadership Plan;
- Property Management Plan;
- Operating Policies and Protocols Between Services Provider and Property Manager; and
- Preliminary Project Proposal and Budgets.

## SCHEDULE

The Institute will be delivered in a hybrid model with most of the trainings delivered virtually with some in-person sessions. The schedule is listed below:

### February 2022:

- Virtual Sessions: from 9am to 1:30pm CST each day
  - 2/23: Intro to Supportive Housing and Institute
  - 2/24: Project Concept
  - 2/25: Roles and Partnerships

### March 2022:

- Virtual Sessions: from 9am to 1:30pm CST each day
  - 3/16: Project Design
  - 3/17: Services Planning
- In Person: Milwaukee Site Visit and In-Person Meeting: 3/21

### April 2022:

- Virtual Sessions: from 9am to 1:30pm CST each day
  - 4/13: Supportive Housing Budgets
  - 4/14: Services and Operating Budgets
  - 4/15: Capital Budgets

### May 2022:

- Virtual Sessions: from 9am to 1:30pm CST each day
  - 5/18: Property Management
  - 5/19: Fair Housing
  - 5/20: First Year, Endorsement and Presentation Prep

## June 2022:

- In-Person in Madison
  - 6/22: In-Person Meetings with Teams and Presentation Prep. Institute Dinner.
  - 6/23: Institute Finale Presentations (start first thing in morning so team can drive home in afternoon)

# ELIGIBILITY & SELECTION

## Eligible Teams

### Team Structure

- Teams are invited to bring up to five members to each Institute session.
- Eligible teams must include, at a minimum, a developer partner, a supportive service provider partner, and a property management partner. Teams will also include an owner partner if they're not represented in the three other partners. Teams are also encouraged to incorporate the feedback and experience of current or prospective supportive housing residents into their project. This could be either through direct participation in the team by a staff member of one of the partners who has lived experience or through focus groups or other already existing groups of tenants/community members.
- Each team will designate a team leader who may be the developer, service provider, property management or owner partner. Additional team members may include, but are not limited to, consultants and/or award administrators, local city development staff, local housing authority staff or Continuum of Care representatives.
- Developer, property manager 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.

### Attendance requirements

- To be eligible for the Institute, all team members must be able to commit to attending ALL training sessions and the site event offered and commit 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 and the site events.
- The Institute will take place over five months and consist of 13 training days, one site event and an in-person finale.

## ELIGIBLE SUPPORTIVE HOUSING PROJECTS

100% Supportive Housing and Integrated Supportive Housing (mix of affordable and supportive housing units in one project) developments are eligible to apply for the 2022 Institute. For Integrated Supportive Housing Developments, there must be a minimum of 15-25% of units that are supportive housing. Some federal and state funding sources require affordable housing units to be set aside for affordability for a specific number of years (AKA, “compliance period”), such as 30 years for federal Housing Tax Credits awarded by WHEDA.

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. Leases must be held at least one year;
- 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, in a manner, designed to maximize tenant stability and self-sufficiency;
- The supportive housing development must target supportive housing units to individuals and/or families who meet the HUD definition of Chronic Homelessness.
- 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, a criminal record (with exceptions for funding mandated restrictions), or a history of victimization (e.g. domestic violence, sexual assault or abuse); and
- The development must use the Coordinated Entry System through their local Continuum of Care (CoC) to fill units and to 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.**

## Target Populations

The Supportive Housing Institute is being offered to address homelessness in Wisconsin therefore the targeted population for supportive housing are individuals and/or families who are chronically homeless, including youth ages 18-24 and veterans. We encourage teams to reach out to your Continuum of Care to discuss populations most in need of housing in your community.

During the Institute process, CSH will work with each team to finalize their Tenant Selection Plans and ensure alignment with eligibility for federal, state and local programs providing funding for capital, services, and rental assistance.

## Selection

In order for CSH to provide an appropriate level of technical assistance, the 2021 institute will be limited to no more than seven teams.

Consideration will be given to the following factors:

- Commitment to developing Supportive Housing Project and participating in the Institute;
- Capacity and experience of the team members, including financial stability;
- Geographic location, to support development across Wisconsin;
- Quality of the response to the application 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 RFA. Please provide detailed information in the RFA response and do not assume that reviewers will be familiar with your organizational capacity or project concept.

## APPLICATION INSTRUCTIONS

### Application Deadline: Friday, January 14, 2022

**RFA Submission:** Responses must be submitted in PDF format to [wisconsin.institute@csh.org](mailto:wisconsin.institute@csh.org)

An email confirmation will be provided as proof of receipt. If you do not receive a confirmation by Monday January 17, please contact [wisconsin.institute@csh.org](mailto:wisconsin.institute@csh.org). It is the applicant's responsibility to confirm receipt of the application.

The RFA Review Team (consisting of CSH and representatives from WHEDA) will evaluate all proposals submitted and notify respondents of the selection decision by February 11, 2022. **All applicants must block off Institute session dates so they are ready to attend the first session on February 23, 2022, and every session thereafter. Submission represents a commitment for the team to attend ALL Institute sessions.**

CSH provided an Institute Orientation webinar during the WHEDA Conference on September 1, 2021. [Click here](#) to access a recording of the presentation.

An additional webinar on the Supportive Housing Institute RFA will be offered on Tuesday, December 7th at 9am Central Time. [Click here](#) to register for this webinar.

**Questions:** All questions must be submitted to: [wisconsin.institute@csh.org](mailto:wisconsin.institute@csh.org)