



# Supportive Housing Institute

## *Opening New Doors*

*A comprehensive project development and capacity building initiative for supportive housing providers in Ohio*

**October 2009 — March 2010**

*Available to new and experienced supportive housing development teams. Each team includes:*

- Supportive housing service providers
- Housing developers
- Property managers serving supportive and affordable housing

**Corporation for Supportive Housing**

## The Supportive Housing Institute

**The Corporation for Supportive Housing is excited to announce its third Supportive Housing Institute: *Opening New Doors*.** The program helps non-profits learn how to navigate the complex process of developing housing with support services and is expected to reduce the time it takes to obtain funding for homeless housing by improving the planning process. The Institute, established by CSH, graduated its first classes of potential supportive housing developers in 2007 and 2008. The first graduating classes plan to build an estimated 495 units of permanent supportive housing in Ohio.

*Opening New Doors* provides targeted training, technical assistance, and pre-development financing options to development teams. Teams receive over 80 hours of training as well as individualized technical assistance and resources to aid in completing their project.

### **Institute Benefits**

Participants in the Supportive Housing Institute will, upon completion, have:

- The knowledge to create a detailed, individualized supportive housing development and management plan and proposal that can be used to access funding for development, operations and services;
- Access to early pre-development financing through the Corporation for Supportive Housing to use on supportive housing projects planned through the Institute;
- Improved skills to operate existing supportive housing and develop new projects serving the homeless;
- A strong, effective development 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;
- Increased capacity and a competitive edge to provide supportive housing.

*CSH helps communities create permanent housing with services to prevent and end homelessness*

## Institute Selection

### Institute Deliverables

In the course of the Supportive Housing Institute, development teams will work closely to create individual supportive housing project plans. Among the expected outcomes of the project plans are:

- Memorandum of Understanding among members of the supportive housing development team, outlining the roles and responsibilities of each partner;
- Community support plan;
- Detailed program and project concepts including;
  - Conditions of tenancy and plan for supportive services for tenants;
  - Engagement strategies designed for specific target populations;
  - Tenant selection plan;
  - Affirmative fair housing marketing plan;
  - Management plan;
  - Operating policies and protocols between services provider and property manager;
  - Preliminary project proposal and budgets;
  - Preliminary feasibility analysis for potential housing site, if identified; and

Draft components of the OHFA application for funding..

*This Institute is made possible through support from:*



The Robert Wood Johnson Foundation  
U.S. Department of Housing & Urban Development  
The Turner Foundation  
The Ohio Capital Corporation for Housing

**The Supportive Housing Institute** is designed to be highly interactive and to provide detailed, individualized technical assistance to motivated development teams. As such, participation will be limited to 10 development teams. Priority in selection will be given to teams developing housing that will serve families and individuals who are chronically homeless. Selection of the participants will be at the sole discretion of CSH.

### Institute Application and Requirements

Participants in the Institute must submit the Supportive Housing Institute application to CSH by **September 14, 2009**. An electronic version is available upon request by emailing [ted.jones@csh.org](mailto:ted.jones@csh.org).

Applicants will be expected to apply as a team. If a team cannot identify all project partners at time of application, they must agree to work with CSH to identify that partner if selected to participate. Teams are expected to designate key senior management participants who can and will commit to participating in all sessions. Applicants should also have developed and be able to articulate a project vision and designate a single team leader who will serve as the point person for all communication with respect to the Institute and who will attend all sessions.

Due to the generous support of our sponsors, Institute costs to successful applicants is minimal. Selected participants will pay an Institute registration fee of \$500 for each team prior to October 6, 2009. Teams will also need to provide their own transportation and evening meals. CSH will provide lodging for teams who must travel more than 75 miles (one way) to Columbus.

**Application Deadline: September 14, 2009**

Original, signed applications should be mailed to:  
Corporation for Supportive Housing  
Supportive Housing Institute  
40 West Long Street, P.O. Box 15955, Columbus, OH 43215

## Institute Training Seminars

### Introduction & Kick-off

This session provides an overview of the Institute, which will include seminars, trainers and facilitators, case studies, deliverables and project work, with one-on-one technical assistance between sessions. Participants will articulate their project visions and gain a basic understanding of the housing development process. They will also develop technical assistance plans that outline expectations for the next several months.

### Team Development & Organizational Issues

Participants will assess organizational capacity and determine appropriate roles and responsibilities of each team member based on experience and expertise. Participants will examine the elements of successful supportive housing collaborations and develop a Memorandum of Understanding to guide team members throughout the rest of the Institute.

### Working with People in Housing

Participants will consider the uniquely powerful role of housing in supporting people with disabilities. They will learn from experts about engagement techniques and strategies that work best in housing, with a particular focus on the role of voluntary services. Participants will develop engagement strategies for their own projects, and the team will develop conditions of tenancy that work best for their target populations.

### Building Community Support

Local support can make or break a project. Participants will learn to turn opposition into support by mastering legal, political, media and informational strategies. Participants will learn about successful siting strategies, and will develop a community support plan for their individual project.

### Project Clinics

As part of the Supportive Housing Institute, project teams will be able to access CSH staff for individualized technical assistance through project clinics and teleconferences. Clinics will include discussions on the project concept and design, project presentations, and review of project work.

## Institute Training Seminars

### Site Feasibility & Development Financing

There are many options to provide new supportive housing in a community, and a variety of siting approaches will be discussed and dissected. Participants will begin to put together detailed capital development plans, focusing on the early funds that are needed to get their projects going. They will also hear lessons learned from a panel of experienced developers and begin to identify likely sources of predevelopment and construction/permanent financing.

### Services & Operating Feasibility

In this session, participants will familiarize themselves with the variety of funding sources for supportive housing, and will begin to match program vision with funding realities. Trainers will present sample operating budgets and supportive services budgets, illustrating the interconnectedness of these two elements of supportive housing operations. Participants will also work on their own project budgets using these templates.

### Coordinating Services & Operations

Participants will solidify their supportive housing programs by developing two important tools: a tenant selection plan and operating policies for the housing (which includes expectations for residents, service providers and property managers). The session will provide an overview of legal issues, factors that influence tenant exits and turnover, developing natural and peer supports, and supporting people in gaining and maintaining employment.

### Property Management

Throughout the course teams will discuss property management roles and responsibilities related to supportive housing. Additionally, the group will explore issues of tenant selection, construction, and management plans.

### Pulling It All Together & Finale

Teams will come together with Institute trainers to evaluate and develop their project plans. These individualized technical assistance sessions will be enhanced through periodic telephone calls with team members. A final session will be held to present projects to peers and to potential funders including banks, equity providers, and State agencies.

## Eligible Supportive Housing Projects

Supportive Housing Institute participants will be part of a unique opportunity to gain considerable expertise in providing supportive housing. Typical supportive housing projects for the Institute are those where:

- Housing is permanent, tenants hold leases and acceptance of services is not a condition of occupancy;
- Comprehensive case management services are accessible by tenants where they live and in a manner designed to maximize tenant stability and self-sufficiency;
- A minimum of 25% of the units are made available to people who have disabilities and are homeless or who are at risk of homelessness. If a single building will have more than 20 units, it is recommended that no more than 50% of the units be designated for people with special needs;
- Housing meets financial feasibility standards;
- Housing is of good quality and accessible to transportation, services and community amenities; and
- Housing is affordable to the target population.

Sponsors seeking to develop transitional or shared housing will not be considered.

## Eligible Applicants

Participation is limited to teams and organizations based in Ohio. Applicants should apply as a project team, including a service provider, housing developer, and property manager. Teams should designate key senior management participants who can and will commit to participating in all sessions.

### Questions?

Contact Ted Jones, 614.228.6263 x225  
ted.jones@csh.org

## Institute Schedule

### Institute Schedule

The Supportive Housing Institute will consist of:

- Sessions providing training and individualized project development;
- Project work to be completed between sessions;
- Periodic team teleconferences for individualized project assistance;
- Tools and materials available from CSH's website; and
- Final presentations of project concepts to potential funders and other participants.

Each session will begin at 9:00 a.m. and end at approximately 4:30 p.m. Sessions will include presentations, peer problem-solving, facilitated group discussion, and focused work within each team to apply the information and tools to their unique projects.

## Proposed Calendar

- **October 6 — 8, 2009**  
*Kick-off and Introductions; Team and Partnership Development; Project Concept Development*
- **November 4 — 5, 2009**  
*Community Support and Development Budgeting*
- **December 1 — 2, 2009**  
*Service Planning and Budgeting; Operating Budgets*
- **January 12 — 13, 2010**  
*Operating Issues, Property Management, Practice Presentations*
- **February 9 — 10, 2010**  
*Fair Housing, Design, Institute Wrap-up, Presentations to Funders, Reception*
- **Post Institute**  
*One on One on-Site Technical Assistance*



**CSH Ohio Program**  
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