



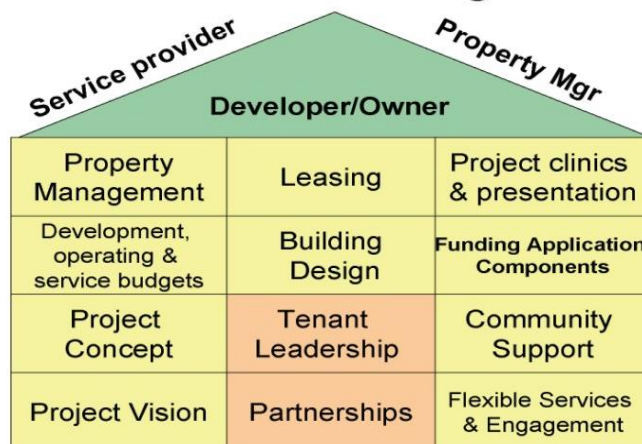
## 2025 Oregon Supportive Housing Institute Request for Applications

Oregon Housing and Community Services (OHCS) and CSH (Corporation for Supportive Housing) are excited to announce the sixth Oregon Supportive Housing Institute (“Institute”). The 2025 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 permanent supportive housing (PSH) 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 experiencing chronic homelessness throughout Oregon.

The CSH Institute has a strong record of accomplishment across the country, with graduates experiencing an over 80% success rate in bringing projects into operation. The Institute will provide training and technical assistance to both new and experienced development teams. Teams receive intensive training over 5 months, including individualized technical assistance and support to assist in planning quality PSH 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 Oregon Supportive Housing Institute, established in 2019, is made possible by OHCS. Thanks to the support of OHCS and their commitment to supportive housing, the Institute is offered free of charge to participants.***

### The Institute Building Blocks



## About CSH

CSH (Corporation for Supportive Housing) 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 our founding in 1991, CSH has been the only national nonprofit intermediary focused solely on increasing the availability of supportive housing. Over the course of our work, we have created more than 467,600 units of affordable and supportive housing and distributed over \$1.5 billion in loans and grants. Our workforce is central to accomplishing this work. We employ approximately 170 people across 30 states and U.S. 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](http://www.csh.org).

## About PSH and Housing First

Permanent Supportive Housing (PSH) is a best practice and proven strategy to successfully house people experiencing chronic homelessness. Members of these households often live with disabling conditions including mental illness and substance use, alongside of their experience of long-term homelessness. PSH, often called the “three-legged stool”, provides a permanent housing unit, long term rent subsidy, and wraparound, intensive services. Oregon Housing and Community Services’ (OHCS) PSH Program offers three resources to create this “stool” for our PSH partners to best serve households experiencing chronic homelessness. These resources include development capital for the construction of PSH units, flexible PSH services funding, and project-based rental assistance. PSH is for people who have a long-term need for a high level of services and ongoing rent assistance. PSH must be affordable to households with extremely low incomes and must provide pre-tenancy services, housing retention support and other wraparound services that fit tenants’ individual needs. PSH services are designed to effectively support communities’ most vulnerable populations in reaching long-term housing stability.

Housing First is the basic idea that everyone is ready for housing regardless of the complexity or the severity of their needs. Housing first entails:

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

## About OHCS and Permanent Supportive Housing

OHCS is Oregon’s state housing finance agency, providing financial and program support to create and preserve opportunities for quality, affordable housing for Oregonians of lower and moderate income. OHCS administers, among other things, federal and state antipoverty, homelessness, energy assistance, and community services programs. OHCS also administers other affordable housing programs as well as efforts to increase capacity throughout Oregon to address the need for safe, sanitary, and habitable affordable housing. It also administers bond, tax credit, and other financial assistance programs designed to assist in the purchase-financing

of single-family homes and in the new construction or rehabilitation of multifamily affordable housing developments.

The Permanent Support Housing (“PSH”) policy priority of the OHCS 5-year Statewide Housing Plan set an ambitious goal to fund the creation of 1,000 PSH homes in five years. OHCS has reached this goal and is continuing to invest in PSH for communities across Oregon. OHCS has established a PSH Initiative which includes intensive training and technical assistance to build PSH development and operational teams (“Development and Operational Teams”) ready to deliver this housing across Oregon. This RFA is to select PSH Development and Operational Teams to participate in the PSH Institute (“Technical Assistance Training Cohort”) which could lead to a resource commitment of PSH capital awards, rental assistance, and services funding.

Projects that have been created through a PSH Institute, meet programmatic standards, and evidence viability will receive funding preference in OHCS’ funding processes via the Oregon Centralized Application (ORCA). Learn more about OHCS’ PSH Program here: <https://www.oregon.gov/ohcs/development/Pages/permanent-supportive-housing.aspx>.

## 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 troubleshoot problems; and,
- Post Institute technical assistance from CSH.

## Institute Supportive Practices

While in the Institute, teams will work to develop individual supportive housing project plans. CSH supports teams to complete the following during their time in the Institute:

- [Quality Supportive Housing Standards](#);
- [Supportive Housing Quality Toolkit](#);
- Community support plan;
- Detailed services plan for focus populations and service delivery for populations experiencing chronic homelessness;
- Property Management plan;
- Memorandum of Understanding among members of the supportive housing development team, outlining the roles and responsibilities of each partner;
- Operating policies and protocols between services provider and property manager;
- Preliminary project proposal and budgets; and
- Outreach, engagement and Tenant selection plans.

## Focus Population

Different highly impacted populations exist within the experience of chronic homelessness that benefit from PSH; including but not limited to:

- Aging Adults
- Child Welfare Involved Families
- Individuals with Physical Disabilities
- Individuals with Intellectual and Development Disabilities
- Individuals with Substance Use Disorder
- Justice Involved individuals
- Transition Age Youth (ages ~14-24)

## Eligible Teams

Teams will be composed of five to six members. Eligible teams must include the following roles: a housing development sponsor/owner partner, a supportive services provider and a property management partner. Teams are encouraged to include a member with lived expertise, for example a Peer Support Specialist. Teams that integrate lived expertise representation show a commitment to tenant-led Housing First. Each team must designate a team leader. Some or all these team members may be employed by the same organization if different people represent different team roles. If two different team members represent different team roles, both must participate (e.g. a Property Manager and a Service Provider may work for the same agency, but they both must participate to have required role representation). Each will bring their own perspective to an Institute team.

Additional team members may include but are not limited to: healthcare/CCO partner, Continuum of Care (CoC) representative, trauma-informed architect, or other local partners relevant to project planning and implementation. Organizations looking to become housing developers are welcomed and encouraged.

Please note:

1. Applicants may apply without having identified all their team members but must agree to work with the OHCS and CSH to identify these partners by the start of the Institute.
2. To be eligible for the Institute, **all team members must be able to attend all required training sessions offered** (see training timeline pg.8); and commit to taking the team's 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. All PSH projects are eligible to apply. Rural and Tribal led project concepts will be prioritized for the 2025 Institute (please see addendum on pg. 10 for definitions). Projects led by culturally specific organizations will receive additional points. Across Oregon 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 Housing First and Oregon's investment in the expansion of quality permanent supportive housing.

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 case management services are accessible by tenants where they live and are provided in a manner designed to maximize tenant stability and self-sufficiency.

## Reservation of Development Capital Resources

It is the goal of the OHCS PSH Initiative to support the implementation of PSH within each of the categories below. In order to do so, OHCS intends to select projects proposed by Teams selected through this RFA that intend to serve those experiencing chronic homelessness using regional coordinated entry systems and fulfill at least one component of the categories below:

Rural Projects	Urban Projects
100% PSH units	100% PSH units
Integrated PSH units	Integrated PSH units

While participation in the Institute does not guarantee funding, Teams that participate in the Institute are eligible to apply for OHCS' PSH development capital, rental assistance, and services funding. OHCS will preference projects that have participated in the Institute and are intending to serve those experiencing chronic homelessness through coordinated entry.

## Selection

In order for CSH and its partners to provide an appropriate level of technical assistance, the 2025 Institute will be limited to up to 8 teams. Consideration will be given to demonstrated need, support from the local unit of government, financial stability of the primary sponsor, quality of the response to the application, and experience serving high need populations. Selection is based on a 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.** It is critical to the success of each team that key senior management staff consistently participate in all sessions. The Institute will consist of 1 Institute session (consisting of 2 training days each) per month over five months; 3 sessions (6 training days) will be in-person - see 2025 Institute Schedule on pg. 7. Trainings 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 (hosted virtually) whereby Institute participants present their projects to a group of local and statewide agencies and other interested parties, including OHCS.

If your team/participating agencies have already attended the Institute, other teams may be given preference.

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

<b>Project Concept: 27 points</b>	
5 points	Vision and mission of the proposed project; How the principles of Housing First relate to the project concept.
5 points	Description of project, design and services
5 points	How the project includes culturally specific/responsive organizations or programs, or other deliberate equity measures
5 points	How project will partner with appropriate health and service providers, local government, local Public Housing Authority and other public systems (e.g., justice, health systems, homeless system, child welfare and/or others, including connection to Continuum of Care (CoC) Program).
5 points	How tenant voice is incorporated and/or represented in the project, including if teams are including people with lived expertise on project and program design. Provide examples of measures that ensure the project/program best supports the focus population.
1 point	Project intentionally serves marginalized communities including BIPOC, LGBTQ2S+, Native, and other intersecting identities.
1 point	Project is located in a rural and/or Tribal area
<b>Project Readiness &amp; Accessibility: 8 points</b>	
3 points	Evidence of Site Control <ul style="list-style-type: none"> <li>• 3 points: Applicant has secured site control (deed, long term lease, purchase and sales agreement, or option) that won't expire during the Institute</li> <li>• 2 points: Applicant's site control is expiring before the end of the Institute</li> <li>• 1 point: Applicant has identified site and is working towards site control</li> <li>• 0 points: No site identified</li> </ul>
5 points	Accessibility of location, and/or demonstrated planning to ensure service access for future residents. If no location is known at the time of application, project team prioritizes location accessibility in site selection.
<b>Need for Project and Equity: 10 points</b>	
5 points	Focus population and need for PSH units;
5 points	Corresponding analysis how project will serve needs of Black, Indigenous and People of Color (BIPOC), LGBTQIA2S+ and other marginalized identities overrepresented in homelessness and other systems.
<b>Team Experience &amp; Capacity: 5 points</b>	
4 points	Individual team members' PSH experience and how it relates to this project; if project team does not have experience with PSH, describe other relevant experience, and how a commitment to PSH supports the implementation of this housing project and supportive programming.
1 point	Project team includes at least one BIPOC-led, Native-led and/or Culturally Specific organization.
<b>Total Eligible: 50 points</b>	

## 2025 Supportive Housing Institute Curriculum and Timeline

### Timeline/Location

The 2025 Institute will be held from May to September 2025, with six in-person training days and three virtual training days, and one virtual project reveal/final presentations. CSH is dedicated to hosting all in-person events in a safe and productive environment and will follow CDC guidelines. Should the situation require switching to virtual events, we will contact the cohort with information regarding the revised schedule and training logistics.

For those travelling long distances, OHCS reimbursement for mileage and lodging will be allowable.

2025 SCHEDULE	HOST	TRAINING TOPICS
		All sessions are designed and implemented embracing a diversity, equity, inclusion, and belonging lens.
Day 1 May 13	IN PERSON	<b>Introduction to the Institute and Housing First</b>
Day 2 May 14	IN PERSON	<b>Quality Supportive Housing and Project Visioning</b>
Day 3 June 17	IN PERSON	<b>Operations in the First Year and Building Community Support</b>
Day 4 June 18	IN PERSON	<b>Support Services and Coordination</b>
Day 5 July 15	VIRTUAL	<b>Trauma-Informed Design and Tenant Voice</b>
Day 6 July 16	VIRTUAL	<b>Property Management and Services Coordination</b>
Day 7 August 12	IN PERSON	<b>Financing Part 1: Service Budgets</b>
Day 8 August 13	IN PERSON	<b>Financing Part 2: Operating and Capital Budgets</b>
Day 9 September 16	VIRTUAL	<b>Fair Housing and Final Presentation Run-Through</b>
Day 10 September 17	VIRTUAL	<b>PROJECT REVEAL: Final Project Presentations to Local and Statewide Partners; <u>10 a.m. to noon on Zoom</u></b>

**TRAINING TOPICS MAY CHANGE BASED ON FINAL TEAM SELECTION.**

In person locations and duration of each training day will be communicated to the cohort closer to Institute start. In person sessions are expected to be held in Salem (and/or Portland) 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 from 9 a.m. to 3 p.m., with a break for lunch.

## Application Instructions

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### **Application Deadline: Friday March 7, 2025, by 11:59 p.m. PST.**

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. The Application Review Team will evaluate all proposals and notify applicants of their selection in early April.

**Submission:** Submit an electronic copy of the application and the attachments in PDF form to CSH by email to: [lori.gutierrez@csch.org](mailto:lori.gutierrez@csch.org). **You will receive a confirmation that your application has been received; if you do not receive confirmation of receipt *within 24 hours* from sending, please send an email to [lori.gutierrez@csch.org](mailto:lori.gutierrez@csch.org).**

**Questions:** If you have questions about this application, please contact:

Lori Gutierrez  
CSH, Senior Program Manger  
[lori.gutierrez@csch.org](mailto:lori.gutierrez@csch.org)

If you have questions for OHCS, please submit them via email to [HCS.PSH@oregon.gov](mailto:HCS.PSH@oregon.gov)

**An informational webinar will be held on Tuesday February 11, 2025 from 2 p.m. to 3 p.m. PST for prospective respondents to this application. Click [here](#) for the webinar appointment.**

Recordings of completed informational webinars can be found [here](#). Please reply to Lori Gutierrez [lori.gutierrez@csch.org](mailto:lori.gutierrez@csch.org) with any questions regarding the webinar.



## Addendum

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### Definition of Culturally Specific/Culturally Responsive Organizations

Source: 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:

- The 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.

Tribe or Tribal: A federally recognized Native American Tribe or Indian Tribe in Oregon, as defined in ORS 182.162, or related to the same.

Tribal-led Project: A project that is sponsored by a Tribe, a Tribally Designated Housing Entity, or an organization owned by a Tribe

OHCS defines rural or urban status in two parts. OHCS evaluates housing density by census tract and uses the National Center for Health Statistics County (NCHS) Schema to better understand the economic and community context surrounding a given tract. You can use the following map to determine whether a property location is designated as rural or urban: [OHCS Rural or Urban Status Map](#)