WELCOME!

Chat Introductions

- **Name** 👋
- **City**
- **Organization**

Questions?

- **Chat box**
- **Q&A Feature**

HELLO

My Name Is

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Today's Webinar

1. About CSH and the RACE Initiative

2. What is Supportive Housing?

3. Overview: The Supportive Housing Development and Decision Guide

4. How to Access "The Guide"

5. Q&A

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Meet the Team

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About CSH & the RACE Initiative

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ABOUT CSH

CSH takes action through our three lines of business.

Policy & Advocacy
We promote concrete policies and strategies that advance more supportive housing development.

Community Investment
We are a CDFI and invest resources to increase availability and sustainability of quality, affordable housing aligned with services.

OUR LINES OF BUSINESS

Strengthening the Field
We provide training, technical assistance and thought leadership to the housing and services sectors.

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RACE Initiative Overview

The Redesigning Access by Centering Equity (RACE) Initiative is the centerpiece of CSH's efforts to elevate and address the systemic inequities and barriers that have stagnated the success of Black, Indigenous and People of Color (BIPoC) housing developers.

Through a national effort, we are addressing these challenges by increasing BIPoC developers' access to low-barrier capital, delivering no-cost training and technical assistance, and pursuing policy and systems level reforms.

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RACE Initiative Activities

CSH is making substantial investments in BIPoC real estate developer and communities via the following activities:

- Access to **early predevelopment and acquisition loans** for supportive housing development

- **Capacity building grants** for BIPoC developers

- **Tailored training and technical assistance** focused on quality, efficiency, and sustainability

- **Advocacy for policies that reduce barriers** for BIPoC developers to build and operate supportive housing

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RACE Initiative Lending

RACE Initiative Lending

	Project Incentive Loan	Predevelopment	Acquisition	Developer Fee Loan[1]
Use of Funds	Early predevelopment and acquisition costs	Mid-to-late stage predevelopment costs	Acquisition	Loan to access developer fee early
Range	Up to $100,000	$150,000 to $500,000	$150,000 to $5 million	$150,000 to $500,000
Interest Rate[2]	0%-3%	Fixed rate at 85% of CSH's then-current rate; rate may be re-set each month. CSH current rate (7.0% as of 5/1/23)		
Grant		Developers who have never developed a project without a development partner using LIHTC are eligible for a one-time grant the lesser of 1.5% of the loan or $75,000.		
Term	2 years	3 years		
Repayment	May be refinanced with later stage CSH loan	Construction financing	Construction financing	Receipt of developer fee
Maximum LTV	Unsecured	Unsecured	130% including predevelopment (not including capitalized interest)	Unsecured
Fees	None	1.5% origination plus legal fee		
Security	None	Real estate, if available	Real estate	Real estate, if available

A CSH initiative.
Learn more at csh.org/Race

[1] Trial product. Please contact loans@csh.org for eligibility criteria and additional information
[2] Interest rate set each month. Published on CSH's website.

For more information, contact:
loans@csh.org

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CSH Lending: Who Qualifies?

Project Criteria: At least 10% of the units, but no less than 5 units are reserved for vulnerable populations who will, as a result of receiving services on-site, be stably housed.

For Profit Developers: 50% or more of Principals identify as BIPoC

Non-Profit Developers & Service Providers (must meet at least two):
- 50% or more of board members identify as BIPoC
- 50% or more of senior staff members identify as BIPoC
- CEO/Executive Director identifies as BIPoC

Joint Venture partnerships: One or both partners are BIPoC-led

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CSH Lending: Borrower Profile

EMERGING DEVELOPERS:

❑ Defined as having never completed a LIHTC project on their own.

❑ Includes start-ups to development consultants branching out on their own to developers who have always partnered.

ESTABLISHED DEVELOPERS:

❑ Have completed at least one LIHTC development as lead developer

❑ Includes newly established (have completed 1-3 projects) to seasoned groups that have completed multiple projects.

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For More Information on Lending:

Email: RACE@csh.org

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Supportive Housing Overview

Supportive Housing Development

New Development

Acquisition/ Rehabilitation

Master-Lease

What is Supportive Housing?

Supportive housing combines affordable housing with services that help people who face the most complex challenges to live with stability, autonomy and dignity.

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Components of **Supportive Housing**

1

Engages Households with Multiple Barriers

2

Housing is Affordable

3

Provides Tenant with a Lease

4

Engages Tenants in Flexible, Voluntary Services

5

Coordinates with Key Partners

6

Connects Tenants with Community

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Supportive Housing Development and Decision Guide

What's Included

Supportive Housing Decision & Development Guide is a project management tool which helps a development team navigate through the 5 stages of development. Each phase includes a Learner Guide & Action Plan.

1. **Capacity, Understanding & Preparedness**
2. **Pre-development & Feasibility**
3. **Capital & Financing**
4. **Development**
5. **Operations**

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Supportive Housing Development and Decision Guide

Supportive Housing Development and Decision Guide

Overview & Table of Contents

Published Spring 2024

The Supportive Housing Development and Decision Guide is designed to strengthen your knowledge of the supportive housing development process, as well as serve as a project management tool for your project. This Guide follows a traditional supportive housing development pipeline and is structured in five primary phases:

Capacity, Understanding, and Preparedness → Pre-Development and Feasibility → Capital and Financing → Development → Operations

The five phases of the supportive housing development pipeline are designed to assess your organization's readiness to pursue and complete a supportive housing development project.

Follow the steps outlined below to fully leverage the Supportive Housing Development and Decision Guide:

1. **Review the Project Summary tab to familiarize yourself with the primary decisions points associated with each Action Plan.**
- As you complete the required components within each Action Plan, the Project Summary tab will auto-populate based on your inputs.
- Once you've completed each tab of this workbook, the Project Summary will serve as a one-page overview of the project, highlighting your defined decision points, including the supportive housing model, your identified populations, the project's services offerings, and more. Once complete, the Project Summary serves as a resource that can be circulated to your project team, board members, community partners, and others.
- You will find that the Project Summary tab is "locked" and you are unable to enter information directly into the worksheet.

2. **Take time to review the Learner Guide that accompanies each phase of the supportive housing development process.**
- The Learner Guide provides an overview of the purpose, functions, and activities associated with each development phase. This resource will help further examine the decisions necessary to successfully execute your project.

3. **Review and complete the subsequent Action Plan tabs, which explores the unique needs associated with each stage of the supportive housing development process.**
- The Action Plan tabs explore the activities of each development phase. Within each tab, you will be guided to identify "primary decision points" that will help shape the purpose, structure, and direction of your project. By completing the primary decision points, you will produce the Project Summary report.

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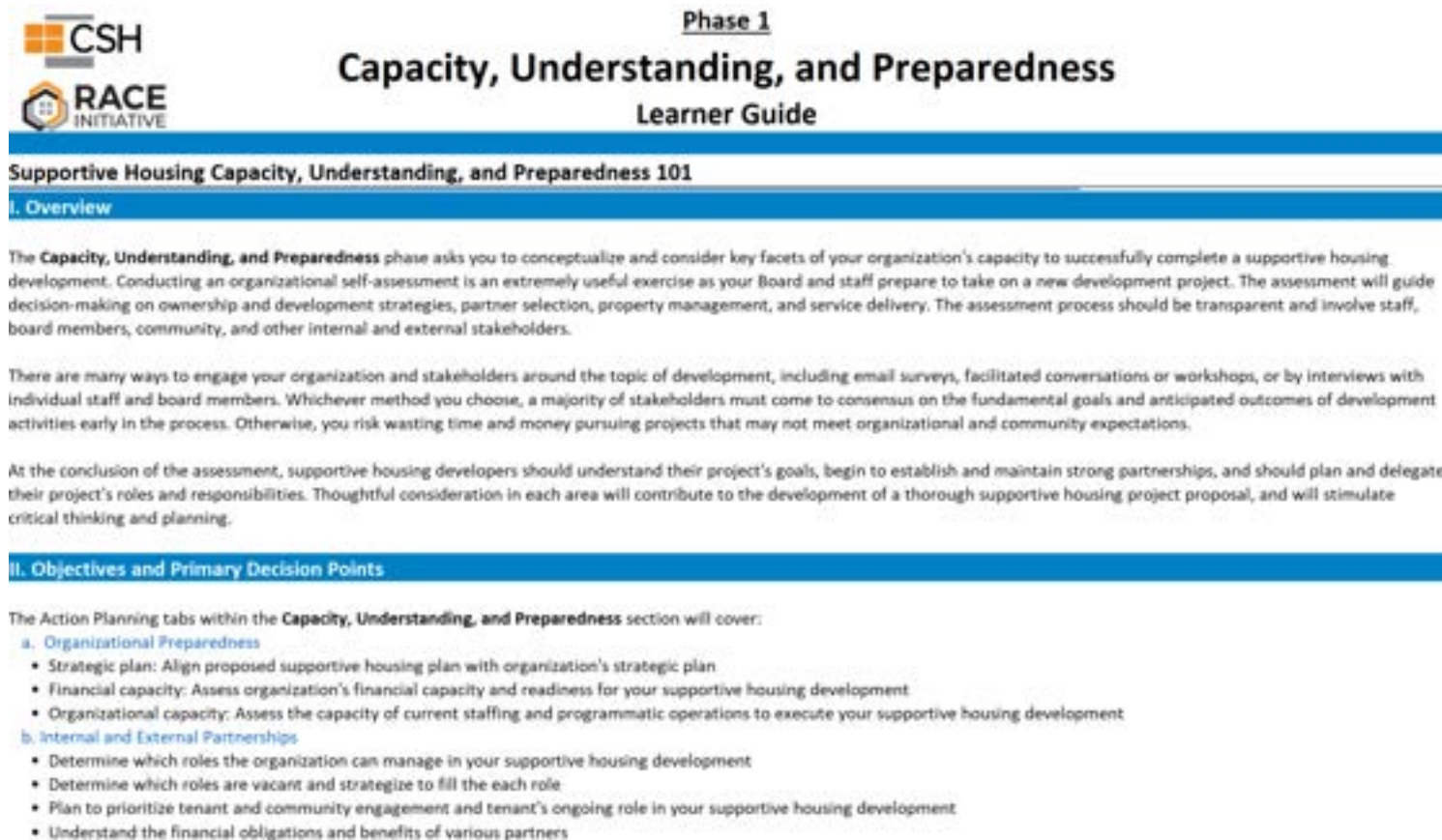# Supportive Housing Development and Decision Guide

This tool serves as a project management and learning tool, detailing the actions your organization should undertake in each phase of the development process

Organizational Capacity, Understanding and Preparedness	Pre-development and Feasibility	Capital and Financing	Development	Operations
❏ Organizational Preparedness ❏ Project Roles & Responsibility ❏ Partnerships	❏ Predevelopment ❏ Architectural Design ❏ Service Offerings	❏ Ownership ❏ Funding Plan	❏ Acquisition ❏ Construction	❏ Property Management & Lease up ❏ Operations & Management ❏ Post 1-year

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Overview: Learner Guide

Sections of a Learner Guide

I. Overview

II. Objectives and Primary Decision Points

III. Key Personnel and Stakeholders

IV. Considerations and Resources

Phase 1

Capacity, Understanding, and Preparedness
Learner Guide

Supportive Housing Capacity, Understanding, and Preparedness 101

I. Overview

The **Capacity, Understanding, and Preparedness** phase asks you to conceptualize and consider key facets of your organization's capacity to successfully complete a supportive housing development. Conducting an organizational self-assessment is an extremely useful exercise as your Board and staff prepare to take on a new development project. The assessment will guide decision-making on ownership and development strategies, partner selection, property management, and service delivery. The assessment process should be transparent and involve staff, board members, community, and other internal and external stakeholders.

There are many ways to engage your organization and stakeholders around the topic of development, including email surveys, facilitated conversations or workshops, or by interviews with individual staff and board members. Whichever method you choose, a majority of stakeholders must come to consensus on the fundamental goals and anticipated outcomes of development activities early in the process. Otherwise, you risk wasting time and money pursuing projects that may not meet organizational and community expectations.

At the conclusion of the assessment, supportive housing developers should understand their project's goals, begin to establish and maintain strong partnerships, and should plan and delegate their project's roles and responsibilities. Thoughtful consideration in each area will contribute to the development of a thorough supportive housing project proposal, and will stimulate critical thinking and planning.

II. Objectives and Primary Decision Points

The Action Planning tabs within the **Capacity, Understanding, and Preparedness** section will cover:

a. Organizational Preparedness
- Strategic plan: Align proposed supportive housing plan with organization's strategic plan
- Financial capacity: Assess organization's financial capacity and readiness for your supportive housing development
- Organizational capacity: Assess the capacity of current staffing and programmatic operations to execute your supportive housing development

b. Internal and External Partnerships
- Determine which roles the organization can manage in your supportive housing development
- Determine which roles are vacant and strategize to fill the each role
- Plan to prioritize tenant and community engagement and tenant's ongoing role in your supportive housing development
- Understand the financial obligations and benefits of various partners

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Action Plan

"Critical actions" your organization should complete for each phase of development

A high-level summary of your strategy approach for each primary consideration point

A list of steps and requirements that are necessary for advancing your project

Supportive Housing Development Pipeline, Phase 1: **Capacity, Understanding, and Preparedness**		
Directions: *Review the questions and statements presented to assess progress and gaps in your organizational preparedness. Identify the Status of each question and statement presented in column E and write down relevant Notes in Column F. Identify Primary Decision Points in Rows 5-7, these fields will auto-populate in the Project Summary tab.*		
Organizational Preparedness	Objectives: • Support emerging and BiPoC development teams to assess capacity, understanding, and preparedness to implement a supportive housing development • Understand impact of development decisions on the organization both currently and in the future	
Primary Decision Points After reviewing the Phase Steps, identify primary decision points in the following areas:		
1. Align supportive housing project plan with organization's strategic plan		
2. Assess organization's financial capacity		
3. Assess organization's program and organizational capacity		
Phase Steps	**Status**	**Notes**
	Identify Current Status (dropdown menu)	*Add Notes, Barriers, To Do's, Other*
Align project plan with organization's strategic planning		
Confirm elements of project concept aligns with your organization's strategic plan and values		
Engage the organization's governing board to ensure awareness, commitment, and approval of the development concept and the work necessary to implement		
Revisit internal communications and decision making protocols		
Identify plan to engage and incorporate feedback from potential tenants and community		
Assess organization's financial capacity		
Confirm (build) your organization's financial and reporting systems to both assess and absorb growth (demands) anticipated by the supportive housing development (including on going asset management functions)		
Review relevant financial ratios necessary to facilitate capital development and borrowing: income streams, liabilities/assets, debt ratios, operating capital, ability and willingness of organization to provide financial guarantees, cash, net assets, profitability over time		

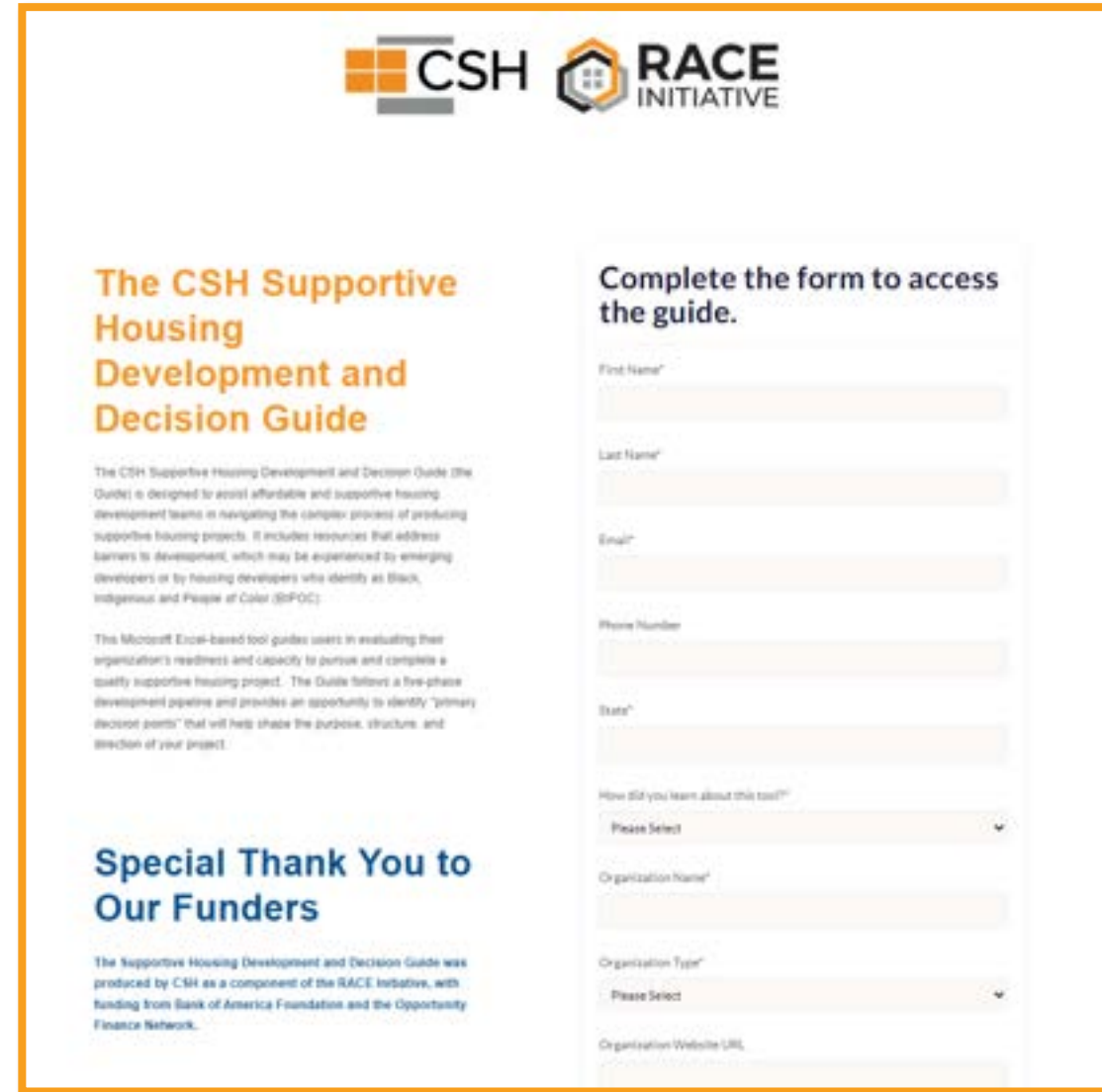**CSH** **RACE INITIATIVE**

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Accessing the Guide

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Accessing the Guide

- **Access the Guide, free of charge by visiting:**

  https://www.csh.org/race-development-guide

- **For support using the guide, please review the Frequently Asked Questions:**

  Frequently Asked Questions

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Training and Technical Assistance Opportunities

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Training Opportunities

CSH provides the following resources to support the use of the Guide:

- **One-to-one technical assistance**

- **Group Trainings**

- **Engagements with government agencies**

- **And More!**

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Supportive Housing Development and Decision Guide Training Series

- Five-session training series

- Targeted for organizations and groups interested in deepening understanding of Supportive Housing development

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Supportive Housing Development and Decision Guide
Training Workbook

Session One
Supportive Housing Development: Preparing for a Successful Project

Preproduction Copy:
March 2023

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Training Overview

- Workbook components:
  - Training curriculum on the five-phases of development
  - A case study activity to familiarize use of the Guide
  - Direct notetaking feature

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Session 1: Exercises

Case Study
Supportive Housing Development Guide

Case Study: Friar Foundation

Cost Estimates

Based on preliminary discussions with the architect and a few prospective general contractors, Friar learns that similar projects have carried total development costs around $20,000,000. These estimates are very preliminary, and a cost breakdown was not provided.

Friar has begun to explore available funding sources that can support the development costs and service needs of the project. Friar's leadership has identified upcoming Notice of Funding Availability competitions, and the organization is working to learn more about the requirements of state and federal programs such as Low-Income Housing Tax Credits (LIHTC), Community Development Block Grant (CDBG), and a newly established program from the State Finance agency.

Additional Information

Friar has extensive social service experience and will be the service provider for Anita's Place, however a property management provider has not yet been identified.

Friar's goal is to have the building operational by December 31, 2027.

For Consideration

Based on the information presented in the case, consider the following:

1. What immediate steps should Friar's leadership take to align internal staff and board members around the emerging responsibilities and needs for this project?

2. What strategies should Friar consider to further engage external stakeholders and build support for this project?

3. What steps should Friar take to secure an external project team (i.e., architect, engineer, legal, general contractor etc.)

4. What steps are needed to secure project financing?

For More Information on Training and Technical Assistance:

Email: RACE@csh.org

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Thank You!

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