



— REQUEST FOR PROPOSALS —  
**Building Collaborative Systems that Improve  
Access to Affordable/Workforce Housing  
Due: April 20, 2017**

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### Background

As a community foundation, the [Partnership for Better Health](#) strives to serve as a catalyst, advocate and collaborator to establish health as a shared priority, toward ensuring that everyone has what they need for good health. We work closely with key stakeholders throughout Central and Western Cumberland County, all of Perry County, Northern Adams County and Greater Shippensburg to champion and invest in ideas, initiatives and collaborations that improve the health of the people and communities in the region. Our blend of strategies includes grant making, policy advocacy, nonprofit capacity building and public education on key health issues.

At a meeting in the fall of 2016, the Partnership for Better Health hosted leaders from area housing and homeless service providers for an open discussion about local challenges and opportunities related to accessing affordable/workforce housing. During this same time period, local organizations held a forum at the Penn State Dickinson School of Law to examine homelessness, and a multi-county forum held in Harrisburg explored emerging solutions to interlocking housing and health issues. In concert with these discussions and in reviewing national best practices, the Partnership for Better Health understands there is much to be done to reduce and prevent homelessness and increase the availability of permanent, affordable housing.

### Project Focus

The goal of this Request for Proposals (RFP) is to support collaborative efforts that advance the creation of more effective *systems* designed to improve access to affordable housing and reduce the occurrence of homelessness in our region.

We seek to advance *systemic change strategies* that are comprehensive in nature and designed to improve all aspects of how a set of organizations or systems work. Rather than tackle issues one program or service at a time, we aim to mobilize systemic strategies that engage multiple partners in shared goals and planning to impact a larger population. The intent is for these efforts to result in lasting changes that ease the burden on frontline organizations and benefit vulnerable people.

Through this RFP, we seek to fund one project at up to \$100,000 a year, for up to three years, and one project at up to \$40,000 a year, for up to three years. This funding projection may be adjusted based upon proposals received and optimal fit with project goals. Collaborative teams with significant experience in meeting the housing, shelter and social service needs of vulnerable community members in our region are asked to select a lead organization and apply jointly. Proposals are due on April 20,

2017 to the Partnership for Better Health. A scope of work, proposal requirements, project timeline, budget template and additional resources are shared below.

## Eligibility & Scope of Work

While there are many strong organizations working hard to meet local housing needs, more must be done to create increasingly integrated and effective local systems. With an emphasis on collaboration, each lead applicant must be supported by *at least four other organizations* that are committed to working together over the course of three years to develop, launch and refine new strategies.

- **ELIGIBLE APPLICANTS:** Lead applicants may be 501(c) 3 organizations or government agencies that demonstrate a strong understanding of local housing issues, emerging best practices and trusted methods for bringing groups together to establish shared goals, actions and learning.
- **SCOPE OF WORK:** Proposed projects may focus on, but are not limited to, the following types of strategies:
  - ✓ Planning and creation of housing systems that support **coordinated entry, assessment, placement, referral and outcomes tracking strategies**, to include the use of proven [screening tools](#) that prioritize housing and services based upon vulnerability and severity of need;
  - ✓ Enhancing systemic efforts to adopt a “housing first” approach and related interventions, especially Rapid Re-Housing;
  - ✓ Create systems that promote housing stability where people already live through the development of shared **prevention and diversion systems** and strategies that measurably reduce the demand placed on emergency shelters and minimize evictions for those at highest risk of homelessness;
  - ✓ System improvements designed to **shorten the length of stay** in shelters and expedite entry into permanent housing;
  - ✓ Strategic **mergers that consolidate resources, improve system efficiencies and increase organizational impact** in addressing homelessness and affordable housing;
  - ✓ System building strategies designed to **increase access to and availability of permanent supportive housing**, especially for our most vulnerable residents;
  - ✓ Shared **policy advocacy** work to strengthen government support for housing investments and best practices (e.g., adequate funding for workforce housing development; stronger policies for housing code enforcement; streamlined systems to secure HUD vouchers); and
  - ✓ **Capacity building and technical assistance** from project consultants to advance shared learning and use of evidence-based strategies.
- **USE OF FUNDS:** Funds must be applied toward new or emerging endeavors and may not be used to replace existing funding for current services or staff efforts. Funds may not be used for capital investments in facilities. Toward ensuring the project’s success, additional ideas related to this scope of work are welcomed.

## Proposal Requirements & Contact Information

Proposals should be clear and compelling but need not be lengthy and may be 6 pages or less (excluding biographies and partner references). Please include the following components:

- **Qualifications:** Provide a summary explaining why your organization and *at least four* other collaborative partners are well qualified for this project. Include organizational profiles, length of time engaged in housing and social service work, plus examples of other relevant collaborative projects. How will people with first-hand experience with housing challenges and homelessness be involved in the project?
- **Project Plan:** Describe your proposed approach to creating more effective systems that improve access to affordable housing. What are your specific project goals? What steps will be taken to

accomplish these goals? At the end of each year, what will be achieved? How many individuals may be impacted by the changes?

- **Roles & Responsibilities:** Describe the respective roles and responsibilities of the lead applicant, the partnering organizations, as well as any additional consultants or facilitators (if relevant) joining you to assist with the project. How will new partners be invited to join and support the collaborative’s work as it evolves?
- **Evaluation Plan:** How will progress be documented and how will you know if you’re accomplishing desired goals? Describe a potentially lean but meaningful assessment plan that will document whether system improvements, once achieved, result in desired changes related but not limited to the following types of measures: the total number of people living on the street, in emergency shelter and transitional housing; the number of families and individuals exiting from homelessness directly into permanent housing; average lengths of stays in shelter systems; return to homelessness rate; number of successful client referrals to supportive services; number of connections to health care services, child care, public benefits, and employment and job training opportunities; number of dislocations avoided; number of HUD vouchers available to people experiencing homelessness; and the number of affordable housing units.
- **Budget Narrative & Budget Template:** Using the attached budget template (see Appendix A), provide a detailed three year budget and budget narrative confirming plans for the use of funds. Project budgets are anticipated to range between \$25,000 and \$100,000 per year. If other funders will be asked to support this project, please list them as well.
- **Biographies:** Include brief bios for key individual(s) leading the project. If you are selected as a finalist, you will be encouraged to bring lead individuals to the grant interview.
- **Collaborative Partner References.** Provide contact information for each organization that has agreed to partner with you on the project, including their director’s phone number and email address.

**TIMELINE & DELIVERABLES:** Projects are expected to begin July 1, 2017. The first two to four months may be dedicated to a planning phase, partnership development and shared goal setting. Summary progress reports will be due by May 1 of 2018 and 2019, and July 1, 2020.

<b>Proposed Project Timeline</b>	
Release of RFP	February 15, 2017
Confirm Intent to Apply*	by March 31, 2017
Proposals Due	April 20, 2017
Finalists Notified	April 30, 2017
Finalist Interviews	May 4 to 11, 2017
Selection Announced	June 15, 2017
<b>Anticipated Start Date</b>	<b>July 15, 2017</b>
Projected Planning Phase	July 15 – November 2017
Year 1 Summary Report Due	May 1, 2018
Year 2 Summary Report Due	May 1, 2019
Projected Completion Date	July 1, 2020
Final Report Due	September 15, 2020

**\*INTENT TO APPLY:** For our planning purposes, interested applicants are encouraged to confirm their interest in applying by March 31<sup>st</sup>. Please call our office or send an email to Casandra Jewell at [CJewell@ForBetterHealthPA.org](mailto:CJewell@ForBetterHealthPA.org) that simply affirms you plan to apply. This step is optional.

**APPLICATION PROCESS:** Final proposals may be submitted via email to Casandra Jewell at: [CJewell@ForBetterHealthPA.org](mailto:CJewell@ForBetterHealthPA.org). Please feel free to direct possible questions about this RFP to Senior Director of Grants, Doris Ditzler (717-960-9009 x7) or Executive Director, Becca Raley (717-960-9009 x4).

- **Confirmation:** You will receive an email confirming our receipt of your proposal within two business days. If you have not heard from us by then, please call so that we can ensure we have received all of your materials (Casandra: 717-960-9009 x0).

## Proposal Review Process

The Partnership for Better Health will consider each proposal carefully and base its selection upon the following steps.

**Step 1 — Review of Qualifications:** The Partnership will determine which groups are best qualified to complete the project based upon: quality of proposals, fit with *systems change* goals and expertise in housing.

**Step 2 — Interviews with Finalists:** The Partnership will invite finalists to meet with us and make a presentation of their proposed approach and desired outcomes. The Partnership anticipates that 2 to 3 individuals/groups will be selected for interviews.

**Step 3 — Calls to Listed Project Partners & Collaborators:** The Partnership will contact collaborating partners to affirm their commitment to and specific interests in the proposed project.

## Selected Resources

[“A Coordinated Entry System for Los Angeles: Lessons from Early Implementation.”](#) Prepared for The Conrad N. Hilton Foundation by Abt Associates Inc. May 15, 2015.

[“Housing First Checklist: Assessing Projects & Systems for a Housing First Orientation.”](#) United States Interagency Council on Homelessness. September 2016.

[“One Way In: The Advantages of Introducing System-Wide Coordinated Entry for Homeless Families.”](#) The National Alliance to End Homelessness. May 25, 2011.

[“Prevention Targeting 101.”](#) The National Alliance to End Homelessness. Accessed December 8, 2016.

Sturtevant, Lisa and Janet Viveiros. [“How Investing in Housing Can Save on Health Care.”](#) National Housing Conference, January 2016.

[“Targeting Prevention, Expanding Diversion.”](#) Funders Together to End Homelessness. Accessed December 8, 2016.

[“Vulnerability Index--Service Prioritization Decision Assistance Prescreen Tool \(VI-SPDAT\).”](#) OrgCode.com. Accessed December 8, 2016.

### Appendix A — Sample Budget Template

	YEAR 1 Budget	YEAR 2 Budget	YEAR 3 Budget	Total Budget
<b>EXPENSES</b> (examples below may be changed & modified as needed)				
Salary for Project Coordinator				
Payroll Taxes				
Health Benefits				
Computer Software				
Training & Development				
Consultant Fees				
Evaluation/Data Collection System				
Travel				
Meeting Supplies / Facilities / Food				
Printing & Copying				
Partner Stipends				
Equipment				
Indirect Costs				
Other (Specify)				
Other				
Other				
<b>TOTAL EXPENSES</b>				
<b>INCOME</b>				
<i>Other Funding Sources</i>				
Foundation A ( <i>pending</i> )				
Corporate Sponsor ( <i>committed</i> )				
State Grant ( <i>pending</i> )				
<b>TOTAL INCOME</b>				