

REQUEST FOR PROPOSALS



Health Starts at Home: Expanding Housing Wrap Around Services and Supports

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Overview

St. David's Foundation is pleased to make available funds for housing wrap-around services and supports through this Request for Proposals (RFP). Projects funded through this RFP are expected to create the conditions that help low-income families and individuals living in affordable housing communities achieve self-sufficiency and/or stabilized health. The Foundation is interested in both expanding services/supports and exploring, with selected awardees, how best to design and deliver these interventions to achieve sustainable change.

This RFP marks the first competitively available funding released under the Foundation's housing wrap-around supports/services focus area. The Foundation's investments in this focus area will target low-income residents living in affordable rental housing communities and will fall within three categories:

1. **Fostering Self-Sufficiency.** Create the conditions that help families and individuals achieve self-sufficiency, using approaches such as employment or education supports, enhanced social connections, health promotion, and peer assistance. (Focus of this RFP)
2. **Stabilizing Health.** Help high need clients (many of whom have been chronically homeless) stabilize their health and lower the cost of their care, using approaches such as case management and on-site health services. (Focus of this RFP)
3. **Improving Systems.** Support systems-level improvements, using mechanisms such as improved information sharing, coordinated funding, and the development of community wide agreements about how to coordinate care and prioritize resources. (Not a focus of this RFP)

The Foundation believes that effective services and supports are tailored to the needs and desires of residents and use approaches that enhance (rather than inadvertently inhibit) resident autonomy and agency. Competitive proposals will: use resident input to inform the scope of work; recognize that low-income residents have differing levels of need; and develop services and supports in a manner that promotes individual agency. While some proposed services may offer a safety net, others may more appropriately offer a springboard.

The services and supports funded under this RFP focus on two, sometimes overlapping, goals: fostering self-sufficiency and stabilizing health. The following chart summarizes the target populations, likely types of supports, and possible outcomes for each goal.

Housing Wrap-Around Supports and Services for Low Income Residents of Affordable Rental Communities			
Goal	Target Population(s)	Sample Activities/Supports	Possible Outcomes
Improved Self-Sufficiency	<ul style="list-style-type: none"> Families (adults and/or children) Transition-aged youth (age 16-26) 	<ul style="list-style-type: none"> Adults: employment and educational supports; healthy grocery shopping/cooking classes; exercise classes for mothers; financial coaching; efforts to enhance social connections; etc. Children: education supports; out of school time enrichment; promotion of healthy lifestyles and well-child visits; etc. 	<ul style="list-style-type: none"> Increased financial capability for adults (credit score, increased savings) Educational success for kids (report cards, test scores, attendance) Improved health behaviors (regular exercise, healthy eating habits) Enhanced social and community connections (involvement in regular social groups, volunteering)
Stabilized Health	<ul style="list-style-type: none"> Adults with multiple chronic health conditions. Often single, formerly homeless. 	Case management; on-site health services; efforts to promote social connections, community engagement, and individual purpose; etc.	<ul style="list-style-type: none"> Reduction in avoidable hospital visits Reduction in EMS calls Improved health behaviors Enhanced social and community connections

While the expansion of services and supports is fundamental to this RFP, this solicitation is also intended to explore how services can be most effectively designed and implemented to achieve sustainable change. The Foundation is interested in exploring questions such as: What practices and conditions promote (or inadvertently inhibit) resident agency? How can spaces within affordable housing communities be designed and used to best promote health behaviors and/or greater social connections? What are best practices to collect resident input and bring resident voice into the design of services and supports?

The awardees of this RFP will become part of a community of practice developed to advance the learning of both the Foundation and the field in general regarding how to best design and implement housing services and supports that foster the following approaches:

- Empowering Resident Voices
- Increasing Social Connection
- Activating Physical Spaces
- Leveraging Existing Assets

Competitive proposals will propose expanding services and supports using these approaches, as appropriate, in their proposed work and show a commitment to working in a community of practice.

This RFP is open to 501(c)3 nonprofit organizations and public entities serving Central Texas (defined as Bastrop, Caldwell, Hays, Travis, or Williamson Counties). The Foundation plans to award up to \$2,500,000 for this RFP. Funds requested can be for projects lasting up to 24 months, but projects of a shorter duration are also eligible for

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funding. There is not a minimum or maximum award size. However, to help guide the development of proposals, St. David's Foundation expects, given the size of the RFP budget and likely number of proposals, that the average award under this RFP will be in the range of \$100,000-\$300,000.

Requests will be reviewed on a competitive basis. Selection criteria includes:

1. Meeting the eligibility criteria for this RFP
2. Responsiveness to the goals and objectives of this RFP
3. Clearly defined theory of change for the proposed scope of work
4. Demonstrated commitment to the Foundation's priorities for the RFP, as described in this document
5. Potential for scale and sustainability of impact
6. Organizational capacity for success
7. Opportunities to better leverage other resources (financial or otherwise) or community assets
8. Other considerations, such as geographic distribution or target populations of awards

Definitions

Affordable housing

This RFP uses the same definition of affordable housing as is used by the U.S. Department of Housing and Urban Development, which defines affordable housing as "Housing in which the occupant(s) is/are paying no more than 30% of his or her income for gross housing costs, including utilities." For purposes of this RFP, affordable rental housing is not limited to subsidized units, but also includes housing complexes built using tax incentives or other vehicles that allow for below market rate rent, or naturally occurring affordable rental properties.

Low-Income

For purposes of this RFP, "low-income" means a family or individual living below 80% of area median family income (MFI). In Central Texas, 80 percent MFI is roughly \$65,000 for a family of four. For more information, please click here to see FY 2017 Area Median Family Income For Travis County, TX.

Central Texas

Is defined in this RFP as the five counties in which St. David's Foundation makes investments: Bastrop, Caldwell, Hays, Travis, and Williamson.

About St. David's Foundation

St. David's Foundation is a health foundation funding in a five-county area surrounding Austin, Texas. Through a unique partnership with St. David's HealthCare, a Malcolm Baldrige award-winning hospital system in Central Texas, the Foundation reinvests proceeds from the hospital system back into the community, with a goal of building the healthiest community in the world. St. David's Foundation also operates the largest mobile dental program providing charity care in the country and runs the largest healthcare scholarship program in Texas.

Committed to creating healthier lives for all Central Texans by addressing the region's top health challenges, the Foundation's strategic priorities include:

- Providing Central Texans with the healthiest care in the world,
- Creating the healthiest places for Central Texans to live, and
- Helping Central Texans become the healthiest people they can be.

Learn more about St. David's Foundation at www.stdavidsfoundation.org.

Priorities

Where you live is a strong predictor of your health. Housing stability, quality, safety, and affordability all affect health outcomes, as do physical and social characteristics of neighborhoods.¹ People who live in places without easy access to outdoor exercise, positive social interactions, healthy food choices, and economic and educational resources face a disadvantage in accessing the opportunities that foster good health and self-sufficiency.

Central Texas offers many advantages to its residents. However, growing income inequality and the diminishing supply of affordable housing are reducing the opportunities available to many individuals and families. In Central Texas, much of the affordable housing supply for low-income individuals and families is in low opportunity areas², meaning that people who rely on affordable housing often have limited access to the resources that promote health, wellbeing, and self-sufficiency. As a result, in many cases individuals and families must choose between affordability and opportunity. While larger market and social forces have created this issue and require system-level remedies, the Foundation believes that there is an immediate need to address this inequity of opportunity by bringing services and supports to low-income individuals living in affordable rental housing.

This RFP is designed to achieve two objectives:

1. **Expand opportunity (via services and supports) to low-income individuals** so that they can achieve self-sufficiency and/or stabilized health.
2. **Advance understanding of how to design and deliver services and supports** so that residents are engaged, space is used to its highest purpose, social connections are fostered, and the likelihood of sustainable change is increased.

This RFP intentionally allows for flexibility and varying approaches. By funding a range of projects designed to help low-income families achieve health and self-sufficiency, the Foundation expects to both refine our future funding approach in this area, as well as advance the collective understanding of the field.

In order to create sustainable change, this RFP seeks projects that are highly responsive to not just the needs of low-income residents, but also to their talents, dreams, and drive. Projects that build on what residents are already achieving for themselves and foster change already in the making will be most competitive. As such, proposals should demonstrate how the respondent will engage with residents to discover what they are already doing for themselves and others, and then explain how the project's activities will enhance and build on these efforts.

While the connection between safe, stable, and affordable housing and health is well established, there is also a growing recognition of the importance of other factors in making housing communities a platform for good health. Actively exploring these factors is a priority for the Foundation in this RFP. Successful respondents to the RFP will intentionally address the Foundation's priorities and beliefs, described below, as is appropriate for their proposed project.

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Resident Voice, Choice, and Control are Critical. Integrating resident voice and community engagement practices into program design and organizational culture increases the likelihood that projects will be embraced by and used by the very people that will dictate a projects' success – its users. This approach requires a sustained commitment to actively involve and learn from residents. Ultimately, this is a core feature of sustainability, since solutions that work in a cultural / environmental context are more likely to last.

Social Connections and Mutual Support are the Foundation of Change. Connectedness between people creates the foundation for sustainable change. Affordable housing works best as a vehicle to help people achieve self-sufficiency and success when it creates a community, not simply a collection of buildings and services. Communities are created and nurtured when everyone participates, both to accept and offer help and support, in ways that are both formal and informal.

Place Matters. The look, feel, cultural/environmental appropriateness, perceived and real safety of a space are important considerations in creating conditions for residents to engage with each other and with available services and supports.³ Importantly, ensuring that residents have opportunities to create and care for their space fosters engagement and connection. Place can foster (or inhibit) engagement, and engagement can then foster more conducive spaces. Factors such as green space, local art, community gathering, or activity spaces are important. Having spaces to gather for play, shared work, and interests strengthens social cohesion among neighbors and residents and reduces stress.

All Assets, Even Informal, Should be Used. Assets show up in many forms. They can exist in the built environment – the availability of open space in school playgrounds, or they can exist in people - the innate talents and interests of residents that can be shared, or they can be found in the existing service infrastructure within city, county, school, and other services (formal and informal). Successful change efforts expect to find assets and thus actively look for them, leverage them, and where necessary, build on or improve them.

Proposal Submission Guidelines and Specifications

Competitive proposals will benefit low-income Central Texans living in affordable rental housing. Proposals will actively use resident input to inform the scope of work and will have a clear theory of change for how the proposed scope of work leads to improved outcomes in areas of self-sufficiency and/or health. Competitive proposals will recognize that low-income residents have differing levels of need and will seek to provide services and supports matched to resident need and desire. In general, people in crisis need services that act as a safety net. People seeking economic mobility and the tools to achieve greater independence need services that act as a springboard. Thus, some proposed services may offer a safety net, while others may more appropriately offer a springboard.

Grant Period

Requests may be for a duration of up to 24 months. Shorter durations will also be considered. St. David's Foundation may renew some portion of these awards if the activities are demonstrating progress toward the Foundation's goals in this area. However, renewals are not assured. These funds are best viewed as one-time demonstration funds to test/prove a concept, launch an idea that has a clear path to sustainability, leverage other funding, or act as a bridge to another, future, funding stream.

Applicant Eligibility

Applicants must be a tax exempt 501(c)(3) nonprofit organization or a public entity providing services and/or supports to individuals within Central Texas who live in affordable rental housing. (Affordable housing is defined as housing in which the occupant(s) is/are paying no more than 30% of his or her income for gross housing costs, including utilities.) Statewide and national organizations able to demonstrate meaningful partnerships with local organizations and/or communities may apply, provided the work clearly benefits low-income Central Texans. (Note: The Foundation recognizes that reaching the goals of affordability and tracking resident income may present challenges to applicants. In response, the Foundation will allow for some flexibility in how affordability is interpreted for purposes of establishing applicant eligibility.)

Applicants do not have to own or operate affordable housing to be eligible to apply for this RFP but must be able to demonstrate that they are serving residents who live in affordable rental housing and have a written agreement with the owner/operator of the affordable housing that indicates the owner's or operator's agreement to allow for (and ideally support) the proposed scope of work.

Organizations that will receive other St. David's Foundation grant funds during the term of their proposed work under this RFP are eligible to apply, provided the proposed work is distinct in both practice and spirit from the activities St. David's Foundation will fund through a grant separate from this RFP. (For example, if St. David's Foundation is funding an organization's counseling program, and that organization is applying through this RFP to create an onsite tutoring program for the residents of its affordable housing, that request would be considered eligible. Conversely, if St. David's Foundation is funding an organization to provide case management services and the organization wishes to expand that program under this RFP opportunity, that request would be considered ineligible.)

Partnerships and collaborations are allowed and encouraged when they further the goals of the project. If the partnership involves sharing/splitting an award made under this RFP, a single applicant must serve as the lead organization. A lead organization may subcontract with collaborators.

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Organizations that exclude participants, job applicants, or volunteers on the basis of race/ethnicity, disability, religion, or sexual orientation, or gender identity, are not eligible to apply for funding.

Eligible Activities/Expenses

The following is a non-exhaustive list of activities/expenses eligible for funding: stipends for volunteers, staff; salaries and benefits; administration/overhead; program expenses; staff training; equipment; meeting expenses; travel. Small capital expenses that serve the overall goal of the program are allowable. Examples include bike racks, minor landscaping, outdoor seating areas, small kitchen appliances, space modifications to encourage resident social interactions and connectivity, and funds to purchase equipment aligned with resident led activities/goals.

Activities/expenses not eligible under this RFP include: large capital expenses (anything in excess of \$20,000); rental subsidies; activities already funded or anticipated to be funded by St. David's Foundation under another grant; activities that are eligible for funding under another a public program, such as Medicaid, Medicare, Travis County Medical Access Program (MAP), or the Children's Health Insurance Program (CHIP).

In considering activities/expenses under this funding opportunity, applicants should be driven by input from the resident users. This grant may be used to prototype or test resident ideas on a small scale before expanding/replicating those efforts.

Selection Process & Expected Number of Awards

Awards will be made on the strength of the proposals and alignment with the Foundation's goals. There is not a minimum or maximum number of awards that will be provided. St. David's Foundation expects that the selection process will be highly competitive; some respondents, even if eligible, may not be funded under this RFP. During the selection process, respondents might be asked to provide additional information or to consider revising their initial proposal to conform to budget limitations or to explore promising collaborations.

Expected Size of Awards

There is not a minimum or maximum award size. However, to help guide the development of proposals, St. David's Foundation expects, given the size of the RFP budget, individual respondent's size and capacity, and likely number of competitive proposals, that the typical award under this RFP will be in the range of \$100,000 to \$300,000.

Expectations of Awardees

The following are expectations of awardees of this RFP.

Participation in a Learning Community

The goal of this RFP solicitation is to better understand and foster the development of the conditions that set the stage for low-income individuals and families to achieve improved health, well-being, and self-sufficiency. In doing this, St. David's Foundation believes that the field will progress more quickly and with better results if the community of providers and stakeholders comes together to share learnings and insights. To further that goal, during the 24-month RFP term, awardees will be expected to attend and participate in three to four convenings, lasting approximately half a day, in the Central Texas area. The focus of these convenings will be to explore and better understand effective approaches for providing services and supports in affordable housing communities. These convenings will emphasize peer learning, with the expectation that each of the awardees

under this RFP will contribute the learning. St. David's Foundation will provide facilitation and may provide external viewpoints from leaders in this area, but the bulk of the content in these sessions will be generated by the questions and learnings posed by the organizations funded under this RFP. Respondents should plan to send two staff to each convening. Respondents should build into their budgets the time and travel necessary to meet these expectations. *Note: Respondents submitting proposals for durations of less than 24 months will still be expected to actively participate in the full learning collaborative and should plan and budget accordingly.*

Reporting

Awardees will be expected to work with the Foundation's learning and evaluation team to refine the process and outcome measures. Once those measures are finalized, awardees will be required to submit progress reports and metrics every six months. Awardees will also be required to submit budget to actuals on a schedule that reflects their proposed scope of work, which will most typically be prior to receipt of the final grant payment.

Technical Assistance

The Foundation may strongly encourage awardees to accept technical assistance, provided by the Foundation, that would benefit their project.

Timeline

The expected timeline for issuing, reviewing, and awarding grants under this RFP is below.

RFP Issue Date	By August 17, 2018
RFP Information Session (<i>Attendance is Optional</i>): St. David's Foundation: 1303 San Antonio St./ Austin TX 9:30am - 11:30am Register at events@stdavidsfoundation.org by August 27, 2018. Registration highly encouraged	August 30, 2018
Proposals Due, by Electronic Submission	September 28, 2018, 5 pm CST
Review and Negotiations	October 2018
Awards Announced	Week of November 5, 2018
Contracts Finalized	December 2018
Grant Period Begins	January 1, 2019
Grant Term and Awardee Convenings	January 2019 - December 2020

Foundation Contacts for this RFP

Programmatic Questions. Questions regarding the intent of this RFP or applicant eligibility may be directed to Kim McPherson, Senior Program Officer, kmcpherson@stdavidsfoundation.org.

Technical Submission Questions. Technical questions related to the online application submission may be directed to Vanessa Rocha, Grants Coordinator, vrocha@stdavidsfoundation.org.

To Apply

Proposals must be submitted online by 5 p.m. Central Time on September 28, 2018. **Late proposals will not be accepted.**

[Application Link](#)

To apply, click here.

[Required Proposal Information](#)

The following outlines the required proposal information. Maximum word limits are provided, but concise answers, if sufficient, are encouraged.

- A.** Applicant Organizational Information:
 - a. Lead organization name
 - b. Executive Director/CEO name and contact information
 - c. Project director name and contact information
 - d. Mission

- B.** Request:
 - a. Project title
 - b. Requested amount
 - c. Geographic focus
 - d. Project duration (12 to 24 months)

- C.** Summary statement (200 words maximum): Summarize the proposed project, the target population(s), the proposed interventions (e.g. services, supports or built environment improvements) and the expected impact or learning by the end of the grant.

- D.** The core problem (500 words maximum): Describe the problem you are seeking to address. What is causing the problem? Are there indicators that this is a problem? Why is working on this issue a fit for your organization? What has led your organization to want to act on this problem now? If applicable, describe new opportunities or challenges that will impact your ability to do this work.

- E.** Target population(s) (500 words maximum): Describe the population(s) that will ultimately benefit from the work proposed in this RFP (their needs, desires, goals). Why have you prioritized this population and how will they benefit? Describe how the target population meets the eligibility criteria of this RFP (described previously in Proposal Submission Guidelines), specifically discussing the location(s) of housing communities, income range of the residents, and how rental affordability is determined.

- F.** Proposed project/ activities (700 words maximum): Describe the services and supports you propose to offer. Include why they are appropriate for your target population. Describe how your approach fosters social connections, is connected to physical space, and maximizes existing assets. Provide a rationale, including data and evidence, to support why your approach is likely to impact the self-sufficiency and/or health outcomes of your target population.

- G.** Resident voice (500 words maximum): Describe how the project makes resident voice a central component of service

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design. Include a description of how resident input is collected, how that information translates to the proposed work, and the ongoing involvement of residents in refining the approach and assessing impact. Describe how that process seeks to ensure all resident voices have equal weight. If the proposal involves direct services or engagement, how will you reach and involve residents? Describe what strategies have worked, not worked, and why.

- H. Measuring effectiveness (400 words maximum):** Describe what will be different at the end of the grant (e.g. what does success look like)? Describe how you will know if the proposed scope of work is effective and how will you plan to assess and modify your approach if necessary. Please ensure that this section of your application is consistent with the metrics you select for reporting using the Foundation's Metrics Web Tool.

Note on Metrics:

The metrics you select for reporting will be submitted using the Foundation's Metrics Web Tool, which allows for streamlining of data reporting during the grant term. On the metrics tool, each applicant can submit up to three outputs and up to three outcomes, developed by your organization, that best describes the intended impact of the project. Additionally, the Foundation has developed a list of Common Measures. We ask that you report on any and all common measures if you collect data concerning those measures. Common Measures are not specific to this request and therefore, it is not required for applicants to report on a common measure if your organization does not collect data concerning that measure or if it is not relevant to the proposal. Please review this document to learn more about common outcome formats, what should be included in the description of a numerator and denominator, and other tips concerning metrics.

Link to Metrics Web Tool: ([click here](#))

This link is only used to begin a new, blank metrics sheet. Please select Housing Wrap-Around Services as the Focus Area. Upon saving, a link specific to your proposal will be sent to the Grantee Portal Email entered. You can use that link to return to the metrics sheet to continue. Upon approval of the request, this link will be provided to you again during your grant term to be used for reporting. Be sure to complete the metrics tool BEFORE submission of this application.

- I. Collaboration (200 words maximum):** If the project includes a collaboration of multiple organizations, list the collaborating entities and their roles in the project. Do these organizations have a history of collaborating with each other? If so, what outcomes have been achieved? Additionally, as applicable, describe any community or regional collaborative efforts your organization is involved with that seeks to improve the condition of low income residents of affordable housing.
- J. High level work plan (No word limit):** Describe your strategies and assumptions for how you will achieve desired results. Bullet out key activities and deliverables for grant term by quarter (starting January 2019). Applicants are encouraged to provide greater detail around activities during the first 90 days of the grant term to indicate their state of readiness to engage in the proposed work, specifically noting if needed staff are in place, baseline metrics have been developed, etc. Applicants may submit a Gantt chart or other format to illustrate their workplan, in lieu of a narrative description.
- K. Funding (100 words maximum):** Who are the other funders and/or sources of revenue for this project, if any? (Please note amounts in the budget template.)
- L. Future planning (200 words maximum):** How do you plan to advance next steps or unfinished business after

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St. David's Foundation funding ends? How will you sustain impact? If staff will be hired under the grant, how will you sustain or sunset the position(s)?

- M.** Technical assistance needs (Responses are optional, 400 words maximum): If applicable, describe any technical assistance your organization could benefit from in implementing your proposed project. Examples might include better understanding of achieving change in human behavior, using design principles to encourage social connection, accessing local resources, creating on-site child care, effectively connecting with local schools, etc. St. David's Foundation will evaluate these needs to determine if there are common technical assistance needs that may inform the learning collaborative design.
- N.** Attachments:
- a. Project budget (use template provided; include subcontract budget if applicable)
 - b. Current profit & loss and balance sheet for lead organization
 - c. Most recent audit or financial review of lead organization
 - d. Board list for lead organization
 - e. Key staff list for this project (from lead and collaborating organizations as applicable)
 - f. Signatures from all collaborating entities, as applicable (use template provided)
 - g. Organizational diversity chart (use template provided)
 - h. Optional attachments if applicable and desired (e.g. photos, schematic, program brochures)

References

1. For more information on the linkage between housing and health, see Housing and Health: An Overview Of The Literature, in Health Affairs, June 2018, available at:
<https://www.healthaffairs.org/doi/10.1377/hpb20180313.396577/full/>.
2. For more information on opportunity and affordable housing, see The Geography of Opportunity and How it is Changing, Kirwan Institute, April 2013, available at:
http://www.kirwaninstitute.osu.edu/reports/2013/04_2013_Austin-reported.pdf
3. For more information on characteristics of place that promote health, see Back to Our Roots: Catalyzing Community Action for Mental Health and Wellbeing, the Prevention Institute, September 2017, available at:
<https://www.preventioninstitute.org/sites/default/files/publications/Back%20to%20Our%20Roots-Catalyzing%20Community%20Action%20for%20Mental%20Health%20and%20Wellbeing.pdf>

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