
2017 REQUEST FOR PROPOSALS:
Healthy Montgomery Transforming Communities Initiative
Community Partner Subgrants

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TECHNICAL ASSISTANCE WEBINAR: April 18, 2017, 10:30am

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REQUEST FOR PROPOSALS
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BACKGROUND

Last year, Trinity Health, one of the country's largest health systems, awarded a Montgomery County, Maryland partnership a multi-year grant to implement a range of public health strategies that can reduce obesity, promote tobacco-free living, and address social determinants that influence health outcomes. The grant is one of six across the country made through Trinity Health's new Transforming Communities Initiative. Called the Healthy Montgomery Transforming Communities Initiative (TCI), the local effort is coordinated by the Institute for Public Health Innovation (IPHI) in collaboration with Trinity Health member Holy Cross Health, Montgomery County Department of Health and Human Services, the Healthy Montgomery Steering Committee, and the Eat Well Be Active Partnership. Healthy Montgomery is the county's Community Health Improvement Planning (CHIP) process through which obesity and chronic disease prevention emerged among priority areas of focus. The TCI will include strategies to address these priorities.

The Healthy Montgomery TCI seeks to promote healthy behaviors and prevent chronic disease by influencing policy, systems and environmental change strategies (PSE) that influence those behaviors. In particular, the TCI focuses on PSE strategies related to healthy eating, active living, and tobacco use. In a later stage, Healthy Montgomery TCI may also have access to low-interest investment loans through a complementary arm of the national initiative to support community development related to key determinants of health, such as access to healthy food, affordable housing and early childhood health.

The initial partners of the Healthy Montgomery TCI announce the availability of TCI subgrant funding for community-based programs and activities that fit within the TCI strategy areas described in this Request for Proposals.

COMMUNITIES AND POPULATIONS OF FOCUS

The Healthy Montgomery TCI primarily focuses on low-income communities within Gaithersburg, Germantown, Long Branch and Takoma Park. These locations were selected to concentrate efforts on a subset of racially and ethnically diverse Montgomery County communities with disproportionate need, as demonstrated by health and socio-economic data, such as data on poverty, education levels, hospital emergency room use, and racial/ethnic health disparities.

SUBGRANT ELIGIBILITY

Public and non-profit organizations and municipalities located in and/or conducting business in Montgomery County, Maryland are eligible to apply for TCI Community Partner subgrants.

FUNDING LEVELS

A total grants pool of up to \$200,000 will be made available for 12-month subgrants beginning approximately July 1, 2017. IPHI expects that up to five subgrantees will receive grants ranging from \$10,000 - \$75,000 for a 12-month period, with an anticipated average grant size of approximately \$40,000-50,000. Ideally, one grantee will be selected for each Program Strategy area listed below, but it is possible that a Program Strategy area will have more than one grantee. Subgrantees will be eligible for continuation funding after the first year based on project progress and continued funding availability.

Allowable expenses for TCI subgrants include but are not limited to those related to personnel, consultants, communications, community engagement, advocacy, other direct program costs, and indirect costs (capped at 10% per funder restriction). Subgrants are not meant to fund medical care services, other individualized direct services not reflecting broader PSE change, medications, or lobbying.

PROGRAM STRATEGY AREAS

The Healthy Montgomery TCI seeks to invest in evidence-based and/or innovative PSE change strategies with promise to reduce obesity (particularly childhood obesity), promote healthy eating and active living, and promote tobacco-free living. PSE approaches go beyond discrete programming or services to influence the structures and conditions in which we live, work, play and learn. An effective PSE approach should seek to reach populations (as opposed to individuals or small groups) and uncover strategies for impact that are sustainable. The Food Trust developed an [overview of PSE approaches](#) which is linked here and also available on IPHI's website. Applicants can also review the [TCI Compendium](#) of Evidence-Based Strategies and Programs for Healthy Eating and Active Living. Applicants are not limited to strategies included in the Compendium, but should cite a rationale for selecting their approach(es).

The following are the areas of focus for TCI subgrant funds:

- 1) Implementing Nutrition Standards in Early Childhood Settings** – Prevention of obesity should begin at infancy, and the Federal Government and national advocacy groups like the American Heart Association and Academy of Pediatrics provide reliable, science-based dietary guidelines for infants and young children. Many states have adopted nutrition standards for preschool-aged children in child care. In Maryland, the Healthy Eating and Physical Activity Act was passed in 2014 requiring that Maryland's State Superintendent of Schools adopt regulations for child care centers that will promote proper nutrition and developmentally appropriate practices by:
 - Establishing training and policies promoting breast-feeding;
 - Providing healthier drinks (prohibiting beverages other than infant formula that contain added sweetener or caffeine); and
 - Setting limits on screen time.

Healthy Montgomery TCI aims to help facilitate conformity with the State regulations and nationally accepted dietary guidelines by supporting relevant, culturally appropriate educational materials and training to child care providers, particularly family child care providers in the geographic focus areas. Training and systems level support is needed to help child care providers change practices and policies to comply with the new regulations.

IPHI is currently working with a consultant to conduct formative research and planning to inform the implementation of nutrition and physical activity standards in early childhood settings in Montgomery County, Maryland. Applicant finalists may be approached with the opportunity to modify their scope of work depending on the results of the assessment.

Activities eligible for consideration under this strategy area can include but are not limited to: training and education of child care providers on nutrition standards, incorporation of practices or resources within child care settings that prevent childhood obesity, and education and social marketing campaigns that promote breastfeeding in targeted TCI communities.

- 2) Promoting and Implementing Complete Streets** – “Complete Streets” are designed and operated to enable safe and easy access for all users, including pedestrians, bicyclists,

motorists and public transit riders of all ages and abilities. Complete Streets are particularly important in areas where pedestrian, bicycle and public transit use can be encouraged with optimal streetscape design. This includes within residential neighborhoods and connections between places such as neighborhoods, public transportation, schools, parks, shopping areas, town/city centers and employment corridors. Healthy Montgomery TCI aims to promote adoption and implementation of Complete Streets policies and approaches.

Activities eligible for consideration under this strategy can include but are not limited to: adoption and/or more intentional implementation of Complete Streets policy; Safe Routes to School or Play initiatives; coordination between state, county and municipal governments to implement Complete Streets improvements; and other efforts to encourage walking and biking in TCI communities.

- 3) **Promoting Tobacco-Free Living** – Smoking is the leading preventable cause of death and a primary contributor to chronic disease; communities of low income are disproportionately affected by tobacco use. Furthermore, dramatic increases in vaping, particularly among youth, are alarming and should be viewed as a public health crisis. E-cigarette use exposes youth to similar health risks as traditional cigarettes. Healthy Montgomery TCI aims to reduce tobacco use and vaping in TCI communities.

Activities eligible for consideration under this strategy can include but are not limited to: adoption and/or implementation of smoke-free laws and policies, increased access to smoking cessation support, initiatives to reduce sales of tobacco and vaping supplies to youth and young adults under 21, youth advocacy campaigns, social marketing campaigns, and similar efforts.

- 4) **Creating New Community Resources or Creating Pathways to Existing Community Resources** – Communities of low-income often lack sufficient resources within their environments to support healthy eating, active living, and tobacco-free living. This may include affordable and healthy food retail, culturally appropriate and financially accessible fitness programs, parks and trails, and smoking cessation programs, among many other potential resources. Furthermore, even when community resources do exist, structural linkages may be missing, so it is less likely that individuals in need will be connected to and will utilize those resources. Structural linkages might include community health workers, approaches that integrate primary care with community-based prevention programs, social marketing strategies, or other approaches.

Activities eligible for consideration under this strategy can include but are not limited to new community resources as well as approaches that seek to link community members to existing resources that support food security, nutrition, physical activity and/or tobacco-free living. New resources should have broad reach and accessibility, and thus constitute an environmental change rather than a discrete service or program for a small subset of residents. Resource strategies should be implemented in close proximity to the TCI target populations, be culturally appropriate, and be geared to the literacy level of the target population.

- 5) **Other PSE Strategies to reduce obesity (particularly childhood obesity) and promote healthy eating and active living** – Applicants may propose other policy, systems and environmental change approaches aimed at reducing obesity and promoting healthy eating and active living for low-income populations in the priority communities of Gaithersburg, Germantown, Long Branch and Takoma Park.

NOTE: Healthy Montgomery TCI also includes a focus on healthy school community environments, though resources for this strategy are being directed outside of this RFP.

SUBGRANT REQUIREMENTS

The following will be the primary requirements of all subgrant recipients:

- A focus on policy, systems, and environmental change in accordance with the funded proposal and any subsequently approved adjustments.
- A prioritized focus on low-income communities within the communities of Gaithersburg, Germantown, Takoma Park and/or Long Branch unless approved otherwise.
- Participation in evaluation activities coordinated by IPHI and its evaluation subcontractor, Community Science.
- Participation in technical assistance (TA) activities that may be offered by IPHI or TA providers supporting the national TCI cohort.
- Reasonable but regular written or phone-based progress reporting at intervals required to support IPHI's regularly monthly report to Trinity Health.
- Quarterly financial reporting.

TIMELINE

The following outlines key points in time:

April 3, 2017	Request for Proposals released
April 18, 2017, 10:30am	Strongly recommended webinar for interested applicants
May 15, 2017, 5:00pm	Subgrant application deadline
June 15, 2017	Notification of subgrant awards
July 1, 2017	Subgrant period begins
May 1, 2018	Application instructions for Year 2 continuation funding provided
June 30, 2018	Year One subgrant period ends

APPLICATION INSTRUCTIONS

Please review these application instructions carefully. Incomplete or late applications will not be considered. Any missing elements will render the application incomplete. We recommend that you use the application checklist provided to ensure your application is complete.

Complete applications must be received by **May 15, 2017, 5:00pm**. See below for detailed submission instructions. Complete applications should include the following components:

- I. Applicant Information Cover Page** (available on IPHI's website)
- II. Narrative (maximum 6 pages single-spaced, 12pt font)**
 - 1. Executive Summary** – Provide a concise overview of the application.
 - 2. Statement of Need** – Describe the need(s) your project will address, including any compelling data available. Describe target population(s) and geographic focus.
 - 3. Project Description** – Provide a detailed description of the proposed project and its primary subcomponents, including goal(s), measurable objectives and activities. Describe the activities within the first 12 months, as well as a general overview of the work that would take place during any subsequent years should the project need and receive continuation funding. A rationale should be included for the particular strategies proposed (e.g., the evidence base). A logic model is optional and will not be scored, but may be included to help proposal reviewers understand your proposed project.

Applicants should indicate in the narrative and on the cover page which program area strategy or strategies their application addresses. Applicants may include more than one strategy area within a single application, but must adhere to the same page limit.

4. **Overview of Lead Organization and Collaborators** – Explain the experience, relationships, resources and capacity the lead organization will bring to the project. In addition, describe any organizational collaborators identified thus far for participation in the project along with a brief summary of their qualifications, capacity and role on the project. Meaningful letters of commitment from each partnering organization should be included if applicable.
5. **Evaluation** – What will project success look like after 12 months? After subsequent project years? Describe targeted outcome measures. Describe your organization's intention to collaborate with IPHI and Community Science on overall Healthy Montgomery TCI evaluation activities.
6. **Matching Funds (Optional)** – While not required, the ability of the applicant to contribute matching funds of any amount may strengthen the application and contribute to a more favorable review. If applicable, describe existing or potential cash matching funds or in-kind contributions. Potential applicants are encouraged to apply regardless of their ability to provide matching funds.

III. Project Budget and Budget Narrative: Applicants should use the budget and budget narrative forms available on IPHI's website. *(not included in page limit)*

IV. Required Attachments *(not included in page limit)*

1. **Organizational Operating Budget:** The applicant's organizational operating budget for the current fiscal year, including both revenue/income and expenses.
2. **Audit:** The most recent independent audit, including financial statements. If the organization does not have an audit, provide un-audited financial statements and the most recent IRS Form 990.
3. **IRS letter** documenting the applicant organization's tax exempt status, if applicant is a non-governmental entity.
4. **Board of Directors list with professional or community affiliations** for the applicant organization.
5. **Memoranda of Agreement or Letters of Commitment** from key collaborating organizations, if applicable.

Submission Instructions

Complete applications must be received electronically by May 15, 2017, 5:00pm. **Applicants should submit their proposal to IPHI by email to this address: TCI@institutephi.org.** All files should be named with a logical description and submitted in one of these formats: Adobe (.pdf), MS Word (.doc/.docx), or MS Excel (.xls/.xlsx) files. The subject line of the email should read "TCI Application" followed by the organization's name. Application attachments should be sent in a separate file(s) from the Cover Page, Narrative, Project Budget, and Project Budget Narrative, but may be included in the same email. Note that file sizes over 20 MB may not effectively transmit to IPHI and thus may not be considered.

Application Checklist

- Applicant Information Cover Page
- Narrative (6 pages, single-spaced max)
- Project Budget *Use Excel Template Provided*
- Project Budget Narrative

Attachments:

- Organizational operating budget for the current fiscal year, revenue and expenses
- Audited financials, or financial statements plus IRS Form 990 if an audit was not performed.
- IRS notification of non-profit status (for non-government organizations)
- Board of directors list with officer positions, affiliations, and titles (for non-government organizations)
- Memoranda of Agreement or Letters of Commitment (if applicable)

APPLICATION REVIEW CRITERIA

Grant applications will be reviewed and scored by an independent application review committee that will apply the following review criteria:

Demonstrated Need (20 pts max): Demonstrated need that matches with TCI programmatic priorities.

Strong Program Design (35 pts max): Clear and compelling project design that is evidence-based and/or innovative and fits with TCI strategy area(s) as outlined in the Request for Proposals.

Organizational Capacity and Partnerships (25 pts max): Demonstrated organizational capacity and track record to achieve goals and objectives. Evidence of strong, meaningful partnerships and demonstrated relationships with local community organizations and population groups.

Evaluation (10 pts max): Clear measures of project progress/success within 12-months. Compelling outcome measures for potential subsequent years, if applicable. Demonstrated intention and capacity to collaborate on program evaluation.

Appropriate Budget (10 pts max): Budget is realistic and appropriately matched to program goals, objectives and activities.

Matching Funds (Not scored): Applicant has the ability to contribute matching funds.

Assistance During the Application Process

IPHI will conduct a webinar to provide an overview of the RFP and key application submission tips. This webinar will be held on **April 18, 2017, 10:30am**. IPHI will aim to record the webinar and make it available on its website, but availability is not guaranteed. To register for the live webinar, please send an email request to TCI@institutephi.org that includes your name, organization name and any question(s) you would like to be addressed through the webinar. You will receive a response with information on how to access the webinar.

All questions regarding these application requirements or the initiative overall must be submitted in writing via email to TCI@institutephi.org. Answers to Frequently Asked Questions (FAQ) will be available on the IPHI website. The staff contact for this RFP process is Julia Groenfeldt, Program and Communications Associate, 202-747-3455.