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Request for Proposals (RFP): Decrease Food Insecurity

Release date: September 1, 2015
Respond by date: October 30, 2015

Introduction

This RFP provides instruction and criteria that applicants must meet in order to submit proposals for the '**decrease food insecurity'** funding opportunity described herein. Applicants should submit proposals in accordance with this RFP.

Summary

Kaiser Permanente plans to invest up to $1,000,000 over two (2) years to support community-based organizations and health care Safety Net clinics to decrease food insecurity through implementation of identified best practices in Appendix A. Food insecurity refers to the degree to which food intake is reduced or normal eating patterns disrupted because of lack of money and other resources.

The outcomes of the funding opportunity that applicants should address are:

 • Increase enrollment in Supplemental Nutrition Assistance Program (SNAP)

 • Increase participation in the Summer Food Service Program

An additional outcome of this funding opportunity is increased capacity of funded organizations. Kaiser Permanente will address this outcome in collaboration with grantees after they are identified and funded.

Timeline

RFP Issuance:	September 1, 2015
Webinar:	September 15, 2015, 11:00 a.m. MT
Intent to Apply Due:	September 30, 2015, 5:00 p.m. MT
Proposals Due:	**October 30, 2015, 5:00 p.m. MT**
Funding Notification:	By February 1, 2016

Award Information

Total Funds Available:	Up to $1,000,000
Number of Awards:	Up to 15*
Amount of Awards:	Up to $50,000 per year ($100,000 total)
Grant Period:	March 1, 2016 - March 1, 2018

Dependent on total funding amount requested by applicants.

Eligibility Requirements

Eligible organizations must be a **501(c)(3) with an annual operating budget of $1.5 million or less** or a **Colorado health care Safety Net organization with an operating budget of any size**. In addition, organizations must provide services within Kaiser Permanente's Service Area (defined by providing services in one or more of the following counties): Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Crowley, Custer, Denver, Douglas, Eagle, El Paso, Elbert, Fremont, Gilpin, Grand, Jefferson, Larimer, Lincoln, Otero, Park, Pueblo, Summit, Teller and Weld.

For more information on specific eligibility requirements, please read the eligible organizations section of this RFP.

Communications

Kaiser Permanente will facilitate a webinar on September 15, 2015 from 11:00 a.m. to 12:00 p.m. MT. Participants will receive an overview of the RFP goals and expectations of grantees. There will also be an opportunity to ask questions. To attend the webinar, please rsvp to co-contributions@kp.org to receive log-in information. Email your name, email, and phone number.

Please email additional questions after the webinar to co-contributions@kp.org no later than 5:00 p.m. MT on October 26, 2015. Updated questions and answers will be posted on kp.org/share/co during the open submission time period. We will not accept content questions via any other means to ensure fairness in the RFP process.

Technical Assistance

For technical support regarding the online submission process, please email co-contributions@kp.org. We'll respond to technical questions no later than 48 hours after receipt. Please put food insecurity RFP-technical assistance in the subject line of the email.

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Table of Contents

1. Background and Overview of the Funding Opportunity

A. About Kaiser Permanente Colorado

Kaiser Permanente is the state's largest nonprofit health care provider, proudly working to improve the lives and health of Colorado residents for more than 45 years. We provide comprehensive health care services to 640,000 members through 28 medical offices and a network of affiliated hospitals and physicians. We invest the time, expertise, and resources of 7,000 Kaiser Permanente Colorado physicians and employees who are focused on making the lives of our members and communities healthier.

We understand that health extends beyond the doctor's office and the hospital. To be completely healthy, people need access to healthy and nutritious foods, clean air, effective schools, safe parks and playgrounds. We're very intentional about improving the health and vitality of Colorado communities.

We impact thousands of lives each year through a wide range of programs, partnerships, and assistance to help those in our community. For many years, we've worked collaboratively with community organizations to assess the community's health needs and resources. In 2014, we proudly directed $109 million to community benefit programs to improve the health of all Coloradans.

B. Overview of Kaiser Permanente's Decrease Food Insecurity Funding Opportunity

Kaiser Permanente will invest up to $1,000,000 over two (2) years to support nonprofit organizations to decrease food insecurity. This funding opportunity is open to organizations already working to decrease food insecurity and to organizations that are not currently working to decrease food insecurity but have programs that might be expanded to address food insecurity. This includes organizations which are already meeting other needs in populations that may be at risk for food insecurity. Organizations that provide clinical services (physical health, dental, mental health) are also eligible to apply.

The outcomes that Kaiser Permanente expects of this funding opportunity are:

- Increase enrollment in Supplemental Nutrition Assistance Program (SNAP)

- Increase participation in the Summer Food Service Program

An additional outcome of this funding opportunity is increased capacity of funded organizations. Kaiser Permanente will address this outcome in collaboration with grantees after they are identified and funded.

Successful applicants must address one or both of the expected outcomes, through implementing one or more of the identified best practices listed in Appendix A, in a specific, targeted population. The targeted population may be an age group, a specific geographic community, ethnicity, or another defined population. In addition, this funding opportunity provides best practice resources listed in Appendix A from which applicants

must select strategies. Work supported by this funding opportunity is limited to implementing best practices to maximize effectiveness of the investment, to provide guidance to potential applicants, and to support the success of grantees. Implementing best practices appropriately in a target population provides the best possible opportunity to achieve an impact in increasing SNAP enrollment and participation in the Summer Food Service Program. Implementation of multiple, coordinated best practices is encouraged, as is collaboration between and among community-based organizations.

Additional Considerations. Use of community health workers or health navigators is strongly encouraged, where appropriate, in implementing interventions. Community health workers—including *promotores de salud*, community health representatives, community health advisors, health navigators and others—are frontline public health workers who connect communities and health care systems. Because they are generally from the community served, they are uniquely positioned to advocate for individuals and communities and can be key components in enhancing capacity of organizations and communities. Community health workers are trained to provide culturally appropriate health education and information, offer social support and informal counseling, connect people with the services they need, and in some cases deliver health services such as blood pressure screening.

Outreach to older adults, defined as adults over the age of 50, is also strongly encouraged using best practice guides. Older adults who are eligible for SNAP are significantly less likely to participate in the program than other demographic groups. Only one-third of eligible seniors are actually enrolled in SNAP and 2.5 million grandparents in the United States are the sole providers and caretakers for their grandchildren (Food Research and Action Center, Making A Difference, 2011).

C. Purpose of Kaiser Permanente's Decrease Food Insecurity Funding Opportunity

In 2013, Kaiser Permanente conducted a community health needs assessment (CHNA) to inform community benefit strategies. This research provided data about the community's unique health needs and resources. Increased access to affordable and healthy foods was among the needs identified by the participating communities.

Food insecurity, also known as "at risk for hunger", includes categories of low and very low food security and refers to the degree to which food intake is reduced or normal eating patterns disrupted because of lack of money and other resources. The limited or uncertain availability of nutritionally adequate and safe foods includes involuntarily cutting back on meal or food portions, or not knowing the source of the next meal (USDA, 2015).

- More than **1 in 7 Colorado seniors struggle with hunger,** often leading to choices between food and medication (Ziliak & Gunderson, 2015).

- Among all Colorado children, **those under the age of 6 are most likely to be in poverty**, with 1 in 5 living in poverty during 2012. They also are most at risk of living in homes without enough food (Colorado Children's Campaign, 2011; 2014).

Community-based organizations, both clinical and non-clinical, are uniquely positioned to reach individuals and groups of individuals who may face challenges of food insecurity. Community-based organizations generally are embedded in local communities, are trusted sources of information and services, and provide culturally-relevant programs and services.

D. Outcomes of Kaiser Permanente's Decrease Food Insecurity Funding Opportunity

Food Insecurity Outcome #1.
Increase SNAP enrollment using best practice guides as outlined in appendix A.

Compared to other states, Colorado ranks 46th in federal food stamp participation or SNAP (Calculating the Supplemental Nutrition Assistance Program Access Index: A Step-by-Step Guide, 2015).

SNAP has been called "the cornerstone of the nation's nutrition safety net" and is one of the most important programs in place to prevent hunger and address food insecurity in the United States. The program has also been shown to provide economic benefits, increasing consumer spending in supermarkets and grocery stores across the nation. The Food and Nutrition Service works with state agencies, nutrition educators, and community-based organizations to ensure that those eligible for nutrition assistance can make informed decisions about applying for the program and can access benefits.

Applicants that choose to increase SNAP enrollment are required to implement best practices and track the number of individuals who are screened using validated screening questions, complete an application, complete enrollment, and are receiving SNAP benefits. Applicants are required to explain the process for tracking these individuals within their proposal, including any potential partnerships with other organizations to collect and report this data.

For resources that describe how to effectively increase SNAP enrollment, please reference Appendix A.

Food Insecurity Outcome #2.
Increase summer food program participation using best practices as outlined in appendix A.

Colorado ranks 43rd in Summer Food Service Program participation; only 8.5 percent of children eligible to participate in free/reduced lunch meals access summer meals (Food Research and Action Center, 2014).

The Summer Food Service Program, administered by the Colorado Department of Education, contributes to the healthy development of low-income children up to the age of 18 by providing them with free, nutritious meals and snacks while school is not in session. During summer vacation, primarily May through August, thousands of Colorado children who receive free and reduced lunch and breakfast no longer have access to those meals. Summer Food Service Participation provides free meals and snacks to children that would otherwise go hungry. Currently the program is broadly underutilized. The Summer Food Service Program can help parents and caregivers stretch their food

dollars at home and help alleviate child care costs when child care is provided at summer meal sites.

Applicants that choose to increase Summer Food Service Participation must implement best practices and are required to apply to be a Summer Food Service program site or sponsor through the Colorado Department of Education. In addition, grantees must track the number of USDA reimbursable meals provided in the Summer Food Service Program. Applicants are required to describe the process for tracking meals within the proposal, including any potential partnerships with other organizations to collect and report this data. For resources that describe how to increase participation in summer food programs, please reference Appendix A.

Capacity Building Outcome #3.
Kaiser Permanente also plans to use this investment to help enhance the capacity of community-based organizations by supporting a cohort of grantees through in-person, quarterly gatherings and ongoing technical assistance throughout the grant period. Organizations should not address this outcome in their application.

2. Grant Guidelines

A. Funding Guidelines

Kaiser Permanente intends to fund 8 – 15 organizations for two years. An organization must fall into one of the following two categories in order to submit an application:

1. Colorado 501(c)(3) organization with an annual operating budget of **$1.5 million or less**
   a. An organization that receives in-kind/donated food does not need to include the value of this food as part of their annual operating budget

2. Colorado health care Safety Net with an annual operating budget **of any size**. For purposes of this RFP, Safety Net is defined as an organization with the tax status of a 501(c)(3) that either by legal mandate or explicitly adopted mission, offers health care to patients regardless of their ability to pay for services, and a substantial share of the patient mix is uninsured, Medicaid enrollees or individuals who have other vulnerability risk factors. Specifically, the following Safety Net providers are eligible to apply:

   a. Community Health Centers (CHC) or Federally Qualified Health Centers (FQHC)
   b. Community mental health centers
   c. Community Safety Net clinics (CSNC)
   d. Rural health clinics (RHC)
   e. Dental clinics
   f. Free clinics

The following Safety Net providers are not eligible to apply:

a. Critical access hospitals
b. Emergency departments of community and public hospitals
c. Local public health departments and public nursing services
d. Stand-alone, school-based health centers (SBHCs)
   - SBHCs affiliated with a FQHC can be a part of the FQHC's application but may not apply as an individual applicant

Each applicant may submit only one proposal and must specify whether they are applying as a Colorado 501(c)(3) organization with an annual operating budget of $1.5 million or less or a Colorado health care Safety Net with an operating budget of any size. Each applicant must also meet all the other eligibility requirements or the application will not be reviewed.

The following additional funding guidelines apply to applicants of this RFP:

- Organizations may apply for a total funding amount up to $100,000 ($50,000/year) or up to 25 percent of their annual operating budget, whichever is smaller
- Applicants that request more than 50 percent of salary and benefits for an individual FTE must articulate within their proposal and budget narrative if the position is a temporary position or if the organization plans to sustain the position and/or work post-grant

Kaiser Permanente provides general guidance for organizations when developing the proposal budget and budget narrative. Click here for guidance information.

B. Eligible Organizations

Eligible organizations must be a 501(c)(3) in good standing with the IRS. In addition, organizations must be located within Kaiser Permanente's Service Area (defined by the following counties): Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Crowley, Custer, Denver, Douglas, Eagle, El Paso, Elbert, Freemont, Gilpin, Grand, Jefferson, Larimer, Lincoln, Otero, Park, Pueblo, Summit, Teller, and Weld.

Organizations that are currently funded by Kaiser Permanente as of January 1, 2016 are not eligible to apply. Former Kaiser Permanente grantees must have completed all reporting requirements of previous grants.

Kaiser Permanente is not able to consider funding requests that support the following:

- Religious purposes
- Partisan political activities
- Athletic or sports activities
- International or social organizations
- Endowments or memorials

- Fraternal organizations
- Field trips or tours
- Individuals
- Bricks and mortar capital or capital improvement projects
- Activities or organizations associated with the use of alcohol or tobacco

Non-Discrimination Verification.
Kaiser Permanente has an unwavering commitment to equal access and opportunity for all persons. Organizations applying for funding will be required to attest that they do not discriminate on the basis of race, color, religious creed, national origin, age, sex, marital status, sexual orientation, gender identity, handicap, disability, medical condition, or veteran status either in their employment or their service policies and practices.

Conflict of Interest.
Kaiser Permanente asks each organization requesting a contribution to disclose any relationships with Kaiser Permanente that may be, or appear to be, a conflict of interest. Such relationships do not necessarily prohibit an organization from receiving a contribution, however, they must be disclosed.

Requirements of grantees, including participation in a cohort and evaluation expectations, are included in the following section.

3. Grantee Requirements

A. Participation in Grantee Meetings

Kaiser Permanente plans to use this investment to help enhance the capacity of community-based organizations by supporting a cohort of all grantees. Kaiser Permanente will convene required quarterly, full-day meetings for the duration of the grant (two years). These meetings will provide:

- Focused opportunity for grantees to learn from one another
- Opportunity for Kaiser Permanente to learn from grantees and help remove barriers to grantees' success
- Access to subject matter experts
- Access to additional technical assistance
- Connection of grantees to other community resources that may be relevant to the success of their programs
- Increased understanding of practices to track SNAP applications to ensure that people who applied are confirmed as active participants, using county enrollment data
- Increased understanding of tracking participation in Summer Food Service Program

Attendance at these quarterly meetings is **required** for all grantee organizations. In addition to any travel expenses as part of the project, **applicants should include travel expenses at an amount of $2,500/year in their budget proposals to attend these meetings.**

B. Accountability Requirements

In addition to attendance, participation, and presentation at quarterly grantee meetings, each grantee will be required to:

- Sign and agree to the terms within the grant agreement
- Collect specific data in a standardized template and submit data either monthly or quarterly, dependent on the outcome chosen (the template will be refined with grantees based on the data collection indicators outlined in this RFP)
- Submit one progress report and one final report throughout the term of the grant, including financial information (see Reporting Requirements section for specifics)
- Participate in data analysis and dissemination of knowledge, including presentations
- All Summer Food Program sponsors or sites must agree to complete an application through the Colorado Department of Education (CDE) to become an approved site or sponsor. All new sponsors must attend the CDE's in-person training; returning sponsors in good standing have the option to complete an on-line training. Once the training is complete, the organization applies via an online application through the CDE.

Reporting Requirements.
Grantees will be required to provide Kaiser Permanente with one progress report and one final report throughout the term of the grant. Grant reports will be due on March 30, 2017 and May 30, 2018. Each report should include:

- Progress made toward stated goals and activities within the proposal and project plan
- Progress toward evaluating the impact of the grant
- Significant successes and challenges the organization experienced in implementation
- Lessons learned as result of successes and challenges and any changes or course correction that will be made based on those lessons learned
- A budget narrative that explains expenditures to date, variances over 20 percent from planned spending, and any anticipated changes to expenditures
- A budget template that shows expenditures to date compared to the approved budget for the grant

Evaluation Requirements.
Grantees will be required to collect and report data throughout the grant period. Kaiser Permanente recognizes that organizations may not currently have the internal capacity

to track and report data. Kaiser Permanente strongly encourages organizations to partner with other organizations that are currently tracking this type of data to assist them in setting up data collection systems or to provide this function for the applicants. Applicants that choose to partner with other organizations on data collection should describe this within their proposal, specifically citing the nature of this partnership and how the ability to track and report this data collection will be sustainable over time. Letters of collaboration from the partner organizations should be included in the grant application that address how the applicant will collaborate with partner organization(s). Applicants are allowed to include funding to support the collection and reporting of data, including partnerships with other organizations.

Each outcome of the funding opportunity (SNAP enrollment and summer food participation) will have different indicators and data collection requirements which are outlined below:

Increase SNAP Enrollment (reported quarterly)

- Number of people screened for food insecurity using validated questions
- Number of people eligible for SNAP benefits (of those screened)
- Number of people referred for SNAP benefits (if applicable)
- Number of people referred to partner organizations for SNAP benefits (if applicable)
- Number of SNAP applications completed and submitted for processing
- Number of people enrolled and receiving SNAP benefits

Increase Summer Food Program Participation (reported monthly during the summer)

- Number of meals provided (daily count of meals broken out by breakfast, snack, lunch, and dinner)
- Number of children and adults participating (daily count of participants)
- Number of days of operation and hours per day

Kaiser Permanente will also ask grantees to document any changes in operational characteristics of sites/sponsors (e.g., organizational policies adopted, champions developed within sites, leadership support and sustainability of programs) in order to learn and share highlights of successes among the cohort of grantees.

Organizational Capacity Building.
Kaiser Permanente plans to use this investment to help enhance the capacity of community-based organizations by supporting a cohort of grantees. To help Kaiser Permanente better understand the effectiveness of technical assistance and other non-financial support provided to the cohort of grantees, Kaiser Permanente will develop and administer an organizational capacity building assessment at the outset of the grant, halfway through the grant period, and at the conclusion of the grant period. To take advantage of grantees' experiences and knowledge and to implement improvement during the course of the grants, the assessment will include an opportunity

for grantees to evaluate Kaiser Permanente's non-financial support and to offer suggestions for improving or enhancing the non-financial support.

C. Kaiser Permanente's Role and Resources

Kaiser Permanente views grantees as partners and will provide ongoing support to help ensure each grantee's success. As a partner, Kaiser Permanente will provide:

- Evaluation assistance
  - Provide a simple, standardized template for grantee evaluation reporting (the template will be refined with grantees based on the data collection indicators outlined in this RFP)
  - Provide technical assistance to collect and report data on the number of people screened, referred, enrolled and receiving SNAP benefits
  - Assist in refinement of project evaluation plans
- Standardized report form and format for submitting required reports
- Access to up to ten (10) hours of in-kind support per grant year of Kaiser Permanente's Arts Integrated Resources (AIR) team. The team can help grantees explore ways to integrate the arts to enhance strategic interventions to increase SNAP enrollment or summer food participation
- Quarterly grantee meetings to provide access to additional subject matter expertise and an opportunity for grantees to share successes and lessons
- Access to Kaiser Permanente subject matter experts and community partners
- Collaboration to analyze data, prepare presentations and papers, and disseminate knowledge gained from the projects
- Assist with media and communications about the grant
- Assess Kaiser Permanente's success (or lack of success) in assisting grantees to increase their capacity through participation in the cohort

4. Proposal Submission

A. Electronic Application Process

Applicants must submit an intent to apply email by September 30, 2015 to co-contributions@kp.org with the subject line: food insecurity intent to apply. The email should state that the organization intends to apply for the RFP; the email does not need to include any information about the organization or the organization's proposed project except for the name of the organization. The email is not considered an obligation to apply.

The application must be submitted via the online application system. The applicant may wish to prepare responses in a word document then copy/paste them into the online system. Please review the tips on the main page of the online application form before beginning. Follow these instructions:

![Kaiser Permanente logo](KAISER PERMANENTE®)

1. [Click here](#) to access the application

2. For new users, create a new account with an email address and password (or sign in using an existing email and password)

3. Complete the application form (see Appendix C for required questions of this RFP)

4. Attach required documents (see Sections of the Application for required documents of this RFP)

5. Select review to preview the completed application

4. Select submit after reviewing the completed application

Only one account should be created per organization. If multiple individuals need to access this account, share the Account ID (email address) and password with those individuals.

Applications will be considered for review if submitted electronically by the deadline of October 30, 2015, 5:00 p.m. MT. Applications will not be accepted by fax, nor will the submission deadline be extended. Applications that do not meet the deadline will be considered non-responsive and will not be entered into the review process. Once the application is submitted into the online grant application system the system does not allow the applicant to make changes or edits. It is recommended that applicants allow enough time to account for any potential technical issues when submitting an application.

B. Proposal Review Process

Proposals will be reviewed and evaluated by a panel of Kaiser Permanente Colorado professionals. All applications will receive two reviews: during the first review, each application will be scored and ranked based on the weights within the Project Narrative Guidance document; the top applications will then be reviewed as a group to ensure alignment with the outcomes of the RFP, geographic and population diversity, and a balanced cohort of grantees.

C. Technical Support

Technical assistance questions regarding the electronic application submission can be emailed to: co-contributions@kp.org.

D. Sections of the Application

The submitted, electronic application includes the following sections:

- Organization Information
- Fiscal Agent Information
- Conflict of Interest and Nondiscrimination Policy
- Project Demographics and Kaiser Permanente Involvement
- Required Attachments

For a full list of application questions, please reference Appendix C.

E. Required Attachments

In order to submit a full application, organizations should submit their project narrative in a word document attachment. In addition, organizations applying for funds must submit documentation of nonprofit status and further project attachments. Submission of the following attachments is required electronically as part of the application:

- IRS Determination Letter
- Board of Directors List; please note that the organizational affiliation of each Director is required
- Most recent audited financial statement (for same time period as IRS 990 form)
- IRS 990 Form
- Project Narrative (click here for the required questions)
- Project Plan (click here for the required template)
- Project Budget (click here for the required template)
- Project Budget Narrative (click here for guidance on the budget narrative)
- *Optional:* Letters of Collaboration (as applicable to the project/program)

5. Appendix

The following appendices are provided:

- Best Practices in Implementation
- Additional Resources and Articles
- Application Questions

Appendix A: Best Practices in Implementation

The following resources are provided to choose best practices that 1) increase SNAP enrollment and/or 2) increase summer food program participation. Work funded by this grant is limited to implementing best practices that maximize effectiveness of the investment, provide guidance to potential applicants, and support the success of the cohort of grantees. Implementing best practices appropriately in a target population provides the best possible opportunity to achieve an impact in increasing SNAP enrollment and participation in the Summer Food Service Program. Implementation of multiple, coordinated best practices is encouraged, as is collaboration between and among community-based organizations.

Please note that the term best practices refers to the strategies, guidelines, and tools in the resources provided below and the resources may not specifically call them 'best practices'. Each of these resources qualifies as a best practice for the purpose of this grant. In the application, the applicant should articulate which best practices they have chosen.

Resources to increase SNAP enrollment:

1. Best practices to decrease food insecurity by increasing SNAP enrollment in targeted populations (included in the guide is a section on strategies to reach older Americans). Source: http://www.frac.org/pdf/making_a_difference.pdf

2. "Combating Food Insecurity: Tools for Helping Older Americans Access SNAP," a joint toolkit from FRAC and the AARP Foundation, offers practical tips and examples to help organizations of all sizes address food insecurity in all types of communities with a goal of increasing senior SNAP participation. The toolkit walks through the basics of SNAP, and then provides practical resources to help organizations craft successful programs of education, outreach, and application assistance. It includes real examples of collateral and messages that have worked in communities across the nation, and offers strategies on how to measure success. Source: http://frac.org/combating-food-insecurity-tools-for-helping-older-adults-access-snap/

3. Guide on utilizing Community Health Workers to increase SNAP enrollment. Source: http://www.fns.usda.gov/sites/default/files/trusted_messenger.pdf

4. Validity of a Single Item Food Security Questionnaire- American Academy of Pediatrics.
   Source: https://share.kaiserpermanente.org/wp-content/uploads/2016/06/Am-Academy-Pediatrics-Food-Insecurity-Screening-Questions.pdf

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Resources to increase summer food program participation:

1. The Food Research Action Center's Summer Nutrition Program Implementation Calendar and Guide to encourage year-round planning for summer meals for sponsors and community partners. Source: http://frac.org/federal-foodnutrition-programs/summer-programs/summer-nutrition-programs-implementation-calendars-and-guide/

2. Best practices guide to increase Summer Food Service Program participation. Source: https://bestpractices.nokidhungry.org/free-summer-meals-kids#dialog_1409

3. Guide on how to achieve excellence in Summer Food Service Programming. Source: http://frac.org/federal-foodnutrition-programs/summer-programs/standards-of-excellence-summer-programs/

4. Summer Food Service Program: Summer Meals Toolkit. Source: http://www.fns.usda.gov/sfsp/summer-meals-toolkit

Appendix B: Additional Resources and Articles

This appendix provides relevant resources and articles on decreasing food insecurity. Note: These resources are for informational purposes and do not qualify as part of the best practices provided in Appendix A.

1. Linking The Clinical Experience To Community Resources to Address Hunger. Source: http://healthaffairs.org/blog/2015/07/13/linking-the-clinical-experience-to-community-resources-to-address-hunger-in-colorado/

2. Health Care Systems Try to Cut Costs by Aiding the Poor and Troubled - New York Times article 3/22/2015. Source: http://www.nytimes.com/2015/03/23/health/taming-health-costs-by-keeping-high-maintenance-patients-out-of-the-hospital.html

3. Treating Hunger As a Health Issue - US News and World Report 2/13/2014. Source: http://health.usnews.com/health-news/hospital-of-tomorrow/articles/2014/02/13/treating-hunger-as-a-health-issue

4. St. Christopher's Screening and Treating Hunger as Disease - Philly.com 7/24/2014. Source: http://articles.philly.com/2014-07-24/news/51956604_1_food-insecurity-food-stamps-hunger

5. Colorado Department of Education's Summer Food Program website. Source: http://www.cde.state.co.us/nutrition/nutrisummer

6. Hunger Free Colorado's publications and resources page. Access fact sheets, fliers, reports, guides and toolkits created and/or compiled by Hunger Free Colorado, the state's leading anti-hunger organization that leverages the power of collaboration, systems change, policy change, and social change to end hunger in Colorado. Source: http://www.hungerfreecolorado.org/news/publications/

7. Nutrition and Health Outcomes Associated with Food Insecurity and Hunger. Source: http://jn.nutrition.org/content/129/2/521S.short

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Appendix C: Application Questions

The online application includes both questions that applicants must complete within the online system as well as required documents that are uploaded, including the project narrative.

Organization Information

1. Please specify which of the below applies to the organization.
   - Organization is a Colorado 501(c)(3) organization with an annual operating budget of $1.5 million or less
   - Organization is a Colorado health care Safety Net with an annual operating budget of any size
2. What outcome(s) of this funding opportunity does this proposal address?
   - Increased enrollment in Supplemental Nutrition Assistance Program (SNAP)
   - Increased participation in the Summer Food Service Program
3. Tax Status Information
   - Organization's Legal Name
   - Organization's Tax ID #
   - Organization Name
4. Organization Mailing Address
5. Organization Fiscal Agent Information (if applicable)
6. Organization Lead Contact Information
7. Project Contact Information (may be same as lead contact)

Conflict of Interest and Nondiscrimination

1. Do any Kaiser Permanente executives, managers, directors, physicians, or other employees or their family members:
   - Serve as a board member, director, officer, manager, employee or fiduciary agent of the organization;
   - Have a compensation arrangement or financial interest with the organization; or
   - Hold any position of substantial influence with respect to the organization?

2. Does a Member of Congress, Executive Branch Official, State Official, or their staff:
   - Serve as a board member, director, officer, manager, employee or fiduciary agent of the organization; or
   - Have a compensation arrangement or financial interest with the organization; or
   - Hold any position of substantial influence with respect to the organization?

3. Would any portion of this contribution be used to honor or recognize the achievements of a Member of Congress, Executive Branch Official, State Official, or their staff?

4. Does the organization have a political action committee (PAC) or committee on political education (COPE)?

5. The organization applying for a contribution does not discriminate on the basis of sex, age, economic status, educational background, race, color, ancestry, national origin, sexual orientation, gender identity, marital status, physical or mental disability in their programs, services, policies, hiring practices, and administration. Additionally, the organization affirms that it is not affiliated with or actively involved with terrorist activities. Does the organization comply with the statement above?

6. For religious or faith-based organization, would the proceeds be used to support general operations, services and programs of the congregation/membership/students, or to advance religious doctrine or philosophy?

Project Demographics and Kaiser Permanente Involvement

1. Proposal/Project Title
2. Proposal Funding Amount Requested
3. Total Project Budget
4. Organization Annual Operating Budget
5. Age Group Served (drop-down menu)
6. Ethnicity/Ethnicities Served (drop-down menu)
7. County/Counties Served (drop-down menu)
8. What visibility would Kaiser Permanente receive from the organization as a result of funding this proposal?
9. Include the name and title of Kaiser Permanente employees or business units engaged with the organization or project, and how they are engaged

Required Attachments

1. IRS Determination Letter
2. Board of Directors List; please note that the organizational affiliation of each Director is required
3. Most recent audited financial statement (for same time period as IRS 990 form)
4. IRS 990 Form
5. Project Narrative
6. Project Plan

7. Project Budget
8. Project Budget Narrative
9. *Optional:* Letters of Collaboration (as applicable to the project/program)

Project Narrative

Applicants should complete the following questions in a word document and upload the document to their application.

1. **Executive Summary.**

   Applicants must provide an executive summary of the project/program being proposed. The executive summary should provide a clear summary overview of the project, including:

   - The identified community need the project/program would address including research and data that support implementation
   - The amount the organization is requesting and an overview of how the funds will be used
   - The target population and why they were selected
   - The expected number of people served (include a baseline of current number of people served if the proposal is to expand an existing project/program)
   - The goals of the project/program, demonstrating how the organization will approach the issue or opportunity

2. **Organizational Background (10 points).**

   Applicants must provide information about the organization that will help the review committee better understand how the applicant is suited for the proposed project, including:

   - The organization's mission
   - The year founded, history and purpose of the organization
   - Significant recent accomplishments, awards, and/or recognition
   - The organization's current goals and programs
   - Why the organization is best suited to respond to this RFP
   - Staff size and expertise; the nature and scope of their work and capabilities
   - Other information that would help Kaiser Permanente to assess the organization's infrastructure and capacity to implement the proposed project/program

3. **Approach (total of 50 points as follows)**:

- **Problem Statement (10 points):**
  Applicants must provide a description of relevant background information that includes data on the context of the problem. Applicants must describe the core information relative to food insecurity for the communities or populations they will serve through the project/program. The core information must help reviewers understand how the applicant's proposal addresses decreasing food insecurity.

- **Goal (5 points):**
  Applicants must describe in two (2) to three (3) sentences specifically how their proposed project will address the goal of decreasing food insecurity, including identifying whether they plan to address SNAP enrollment, Summer Food Service Program, or both. The goal(s) is a "big picture" statement that summarizes the project's purpose and is often broad and ambitious. The timetable to achieve a long term goal usually extends beyond the scope of an individual project.

- **Objectives and Outcomes (15 points):**
  Applicants must clearly identify the objectives of their proposed project and the outcomes they will measure to document they have achieved these objectives. Objectives outline what the project hopes to accomplish to achieve the goal(s). Outcomes are the short-term measurable effects to be achieved within each timeframe of the project. In addition to the project outcomes required by Kaiser Permanente, applicants should include any additional outcomes they anticipate. This section should align with the project plan and address how outcomes will be measured.

- **Strategy and Activities (20 points):**
  Applicants must provide a clear and concise description of the strategies and activities they will use to achieve the project outcomes. Applicants must use and identify which of the strategies they intend to implement and how they plan to do so, from the guidelines, best practices, and strategies in Appendix A.

  - **Collaborations:** Applicants must describe how they will collaborate with other programs and organizations. Applicants must formally document proposed and existing collaborations through letters of commitment, collaboration, or support, and/or service agreements. These documents must be named "Collaborations" and uploaded as PDF files in the online application.

  - **Target Populations:** Applicants must describe the target population(s) they plan to reach.

4. **Applicant Evaluation and Performance Measurement Plan: (15 points)**

Evaluation and performance measurement help demonstrate achievement of project/program outcomes, build a stronger evidence base for specific project/program strategies, clarify applicability of the evidence base to different populations, and inform project/program improvement. Applicants must describe the organization's approach to evaluation and how impact of the proposed project/program will be measured.

This includes:
- The organization's evaluation capacity (FTE, contractors, data collection systems)
- How progress toward the outcomes and objectives listed in the project plan will be measured
- How indicators and required data outlined in the RFP will be collected
- How key project/program partners or collaborators will be engaged in the evaluation and performance measurement planning processes
- How evaluation findings will be used for continuous project/program improvement
- Any anticipated barriers or challenges in scaling up an existing project/program, starting a new project/program, or implementing the planned project/program, and collecting and analyzing project/program data

Kaiser Permanente will work with grant awardees at the beginning of the grant period to develop more detailed evaluation and data collection plans.

5. **Sustainability Plan: (10 points)**

Applicants must describe how they plan to sustain project/program activity after the grant period. Describe the strategies that will be employed during and after the grant period to support the continuation of project/program activities and best practices. Include information about how the applicant plans to fund project/program continuation after the grant ends. If the applicant is requesting funding for a non-temporary position, the applicant must address how they will sustain the position after the grant period.

Attachment: Project Plan (15 points)

The project plan is included in the overall scoring of the application but is a separate template that applicants must complete and upload in the online application system. Do not include the project plan in the narrative document.