

## Request for Proposals (RFP): Neighborhood Active Living, Phase 1

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Release date: May 02, 2016

Letter of Intent date: June 03, 2016

### Introduction

This RFP provides instruction and criteria that applicants must meet to apply for the **Neighborhood Active Living phase 1 planning grant** described herein. Selection of grantees will involve a three step process: 1) submission of a Letter of Intent, 2) applicant interview, and 3) submission of a full proposal. Applicants must be invited to participate in steps 2 and 3; invitations will be based on review of Letters of Intent.

### Summary

Kaiser Permanente plans to invest up to \$1,000,000 over three (3) years to support neighborhood-based organizations to increase access to safe and accessible routes to neighborhood destinations and increase the number of individuals who walk, bike or wheelchair roll for transportation. The concept of neighborhood includes both geographic (place-oriented) and social (people-oriented) components. This RFP is being released in two phases. Phase 1 is a fifteen-month planning grant, and phase 2 is a two-year implementation grant. **This RFP is for phase 1 of this investment, the planning period.**

In phase 1, Kaiser Permanente plans to invest up to \$300,000 over fifteen months to support up to four (4) neighborhood-based organizations. Successful applicants will receive awards of up to \$75,000 for planning (phase 1). Planning grantees that complete the deliverables for phase 1 will be eligible to apply for up to an additional \$200,000 over two (2) years for implementation funding (phase 2).

The overall goal of this grant funding opportunity is to increase the number of individuals who walk, bike, or wheelchair roll for transportation by improving neighborhood connectivity and pedestrian safety. Over the three (3) year grant period, grantees will develop and implement neighborhood active living plans that include recommendations to increase opportunities for active living. Active living is defined as integrating physical activity into daily routines such as walking or bicycling for occupational or purposeful (transportation) reasons.

This funding opportunity is expected to achieve the following objectives by the end of the three-year funding period:

- Increased access to safe and accessible routes to prioritized destinations within a community; and
- Increased number of individuals who walk, bike, or wheelchair roll for transportation.

## Phase 1 Timeline

RFP Issuance:	May 02, 2016
Webinar:	May 12, 2016, 3:00 p.m. MT
<b>Letter of Intent Due:</b>	<b>June 03, 2016 5:00 p.m. MT</b>
Invitation to Interview:	June 24, 2016
<b>In-Person Interviews:</b>	<b>Late July</b> , target of July 21-22, 2016
Invitation to Apply:	August 1, 2016
<b>Full Proposals Due:</b>	<b>September 1, 2016, 5:00 p.m. MT</b>
Funding Notification:	By November 4, 2016

## Phase 1 Award Information

Total Funds Available:	Up to \$300,000 for phase 1 planning grants
Number of Awards:	Up to 4*
Amount of Awards:	Up to \$75,000 for fifteen months (phase 1)
Planning Grant Period:	December 30, 2016 - March 30, 2018 with the opportunity to apply for an additional two years of implementation funding

*\*Dependent on total funding amount requested by applicants.*

## Eligibility Requirements Overview

The applying organization must be a **Colorado-based 501(c)(3)** in good standing with the IRS; fiscal agents and sponsorships are allowed. 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.

Additionally, **organizations must:**

- Be a group or organization with experience working within the proposed community or communities served; and
- Serve a high proportion of youth, adults or older adults from high-need/low-income communities; the percentage of children eligible for free and reduced school meals, average family income or other indicators of need will be considered.

For more information on specific eligibility requirements, please read the Eligible Organizations section of this RFP on page 10.

## Communications

Kaiser Permanente will facilitate a webinar on May 12, 2016, from 3:00 p.m. to 4:00 p.m. MT. Participants will receive an overview of the RFP goals and instructions on how to submit a Letter of Intent. There will also be an opportunity to ask questions. To attend the webinar, please RSVP to [co-contributions@kp.org](mailto:co-contributions@kp.org) to receive log-in information. Email your name, organization, email address, and phone number.

Applicants may email additional questions to [co-contributions@kp.org](mailto:co-contributions@kp.org) no later than 5:00 p.m. MT on June 1, 2016 for the Letter of Intent and August 22, 2016 for the full proposal. Updated questions and answers will be posted on [kp.org/share/co](http://kp.org/share/co) during the open submission time period. Kaiser Permanente 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](mailto:co-contributions@kp.org). We'll respond to technical questions no later than two business days after receipt. Please put "neighborhood active living-RFP" in the subject line of the email.

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## 1. Background and Overview of the Funding Opportunity

### A. About Kaiser Permanente Colorado

**Kaiser Permanente Colorado is the state’s largest nonprofit health plan, working to improve the lives and health of all Coloradans for 47 years.** We are comprised of the Kaiser Foundation Health Plan of Colorado and the Colorado Permanente Medical Group—one of the state’s largest medical groups with more than 1,100 physicians. We provide comprehensive care for our 675,000 Kaiser Permanente Colorado members through 30 medical offices across the state—from Pueblo to Greeley and now in the mountains in Summit and Eagle counties. We are also committed to our social mission and in 2015, proudly directed more than \$124 million to community benefit programs to improve the health of all Coloradans.

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.

### B. Purpose of Kaiser Permanente’s Neighborhood Active Living Funding Opportunity

In 2013, Kaiser Permanente conducted a [community health needs assessment \(CHNA\)](#) to inform community benefit strategies through 2016. This research provided data about the unique health needs and resources in the communities served by Kaiser Permanente. Increasing the number of policies, community programs, and social and economic resources that support and promote physical activity were among the needs identified.

Additionally, [Step It Up! The Surgeon General’s Call to Action to Promote Walking and Walkable Communities](#), released in September of 2015, calls on Americans to be more physically active through walking and calls on the nation to better support walking and walkability. Increasing people’s physical activity levels reduces their risk of developing heart disease, stroke, and diabetes as well as improves their mental health and cognitive and academic performance.<sup>1</sup> This funding opportunity aligns with the goals of the Surgeon General’s Call to Action.

Active living plans should consider [Street-Scale Urban Design Land Use Policies](#) and [Transportation and Travel Policies and Practices](#) as recommended by the Community Guide.<sup>2</sup> Community and street design policies are recommended approaches for

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<sup>1</sup> U.S. Department of Health and Human Services. 2008 Physical Activity Guidelines for Americans. Washington, DC: U.S. Dept of Health and Human Services; 2008.

<sup>2</sup> Heath GW, Brownson RC, Kruger J, et al. The effectiveness of urban design and land use and transport policies and practices to increase physical activity: a systematic review. *Journal of Physical Activity and Health* 2006;3(Suppl 1):S55-76.

increasing physical activity, including walking. Community design can support physical activity, for example, by locating residences within short walking distance of stores, worksites, public transportation, essential services, and schools, and by building and maintaining sidewalks or paths between destinations that are well-connected, safe, and attractive.<sup>3 4</sup>

### **C. Overview of Kaiser Permanente’s Neighborhood Active Living Funding Opportunity**

Kaiser Permanente plans to invest up to \$1,000,000 over three (3) years to support neighborhood-based organizations to increase access to safe and accessible routes to neighborhood destinations and increase the number of individuals who walk, bike or wheelchair roll for transportation. This RFP is being released in two phases. Phase 1 is a fifteen month planning grant and phase 2 is a two-year implementation grant. **This RFP is for phase 1 of this investment, the planning period.**

In phase 1, Kaiser Permanente plans to invest up to \$300,000 over fifteen months to support up to four (4) neighborhood-based organizations to build a local active living coalition, conduct neighborhood assessments of the infrastructure to support active transportation, and develop an active living plan. Successful applicants will receive awards up to \$75,000 for fifteen months for planning. Planning grantees that meet the deliverables for phase 1 will be eligible to apply for up to an additional \$200,000 over two (2) years for implementation funding (phase 2).

Phase 1 project outcomes must include 1) developing an active living coalition or enhancing an existing coalition; 2) conducting an assessment of the current infrastructure or built environment to support walking, biking and/or wheelchair rolling for transportation; 3) conducting community outreach and engagement; and 4) developing an active living plan that can be used to advocate for infrastructure improvements and policies to support walking, bicycling, and wheelchair rolling for transportation. Active living plans should include prioritized recommendations based on assessments of the environment and suggested actions for implementing the recommendations.

See Section D for additional details on the planning grant outcomes.

Phase 2 implementation funding will support organizations to conduct additional community engagement or outreach activities and advocate for adoption and implementation of the plan recommendations. Implementation funding should be used to help leverage additional funding to improve the built environment to support active transportation (e.g., improve sidewalk connection to a transit stop, school or other destination).

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<sup>3</sup> Community Preventive Services Task Force. The Guide to Community Preventive Services website. Increasing Physical Activity: Environmental and Policy Approaches. <http://www.thecommunityguide.org/pa/environmental-policy/index.html> Exit disclaimer icon. Accessed November 5, 2014.

<sup>4</sup> Heath GW, Brownson RC, Kruger J, et al. The effectiveness of urban design and land use and transport policies and practices to increase physical activity: a systematic review. *J Phys Act Health*. 2006;3(suppl 1):S55-S76

This funding opportunity is expected to achieve the following objectives by the end of the three-year funding period:

- Increased access to safe and accessible routes to prioritized destinations within a community; and
- Increased number of individuals who walk or bike for transportation.

Successful applicants must have a defined neighborhood or community with which they already work and have established relationships with other local organizations in these areas (e.g., schools, local government). Priority will be given to applicants proposing to work in low-income and low-resourced neighborhoods. The concept of neighborhood includes both geographic (place-oriented) and social (people-oriented) components. A neighborhood is also used to describe an area surrounding a local institution patronized by residents, such as a church, school, or social agency. It can also be defined by a political ward or precinct. While applicants may propose more than one neighborhood, they must provide justification, including data, for doing so (e.g., a community center serves two contiguous neighborhoods). The neighborhood selected should be small enough so that the selected interventions can saturate the target population with enough intensity to expect behavior change at the end of the three-year grant cycle.

The proposed neighborhood should include a destination (e.g., school, community center, center of commerce, transit stop, trailhead, etc). The focus should be on a set radius around the destination(s).

Below are some examples of the types of projects Kaiser Permanente would fund.

- The neighborhood might be a ½-mile radius around a center of commerce with the intent of improving sidewalks that lead to the center or adding HAWK Beacons (traffic control device used to stop road traffic and allow pedestrians to cross safely) to help pedestrians cross the street.
- A neighborhood near a transit stop (e.g., light rail, bus) might seek to improve a 1-mile radius around the transit stop by adding sidewalks or bike lanes to the stop, adding a bench, lighting, other street furniture, or adding art to make the transit stop more aesthetically appealing.
- A rural community might select a larger neighborhood where students are bussed to school every day with the intent of improving safety and connectivity of the last ½-mile to school and establishing an adaptation of the walking school bus model where school buses drop off students near a school site and have an adult lead the students in a walk to school parade.
- A mountain community might want to better connect trails to destinations by improving trail connections at identified destinations (e.g., church, school, or community center).
- An independent living center for seniors or people with disabilities might select to improve a ½-mile trip to a center of commerce or community center by adding accessible pedestrian signals that provide audible cues for crossing the street or lengthening the time allowed to cross the street.



Strong applications will demonstrate existing leadership and progress made toward creating an environment that supports walking, wheelchair rolling, and biking as easy and safe options for all residents. Applicants living in counties or regions that have adopted policies and/or planning documents in support of active transportation, have a healthy and active designation (e.g., HEAL Cities and Towns), have collected significant data on the needs and barriers to active transportation, or have promoted active transportation through events and social marketing are encouraged to apply.

Special consideration will be given to applicants that plan to partner with a local arts organization to incorporate creative place-making into their plans (the practice of intentionally leveraging the power of the arts, culture, and creativity to serve a community's interest while driving a broader agenda for change, growth, and transformation in a way that also builds character and quality of place). This may be achieved by creating artistic crosswalks, adding visual art elements to pathways, etc. Kaiser Permanente's Arts Integrated Resources team can help to link organizations with recommended organizations.

#### **D. Scope of Kaiser Permanente's Neighborhood Active Living Funding Opportunity**

Phase 1 planning project activities must achieve the following four (4) outcomes. Organizations that have already made progress toward, or completed some of the below activities, should clearly articulate in their proposal how funding would help them conduct additional activities below and/or complete activities already in progress.

##### Phase 1 Planning Outcomes

#### 1) Develop an Active Living Coalition or Enhance an Existing Active Living Coalition

- The active living coalition (or similar type coalition) must include representation from at least 5 of the 8 sectors identified in the [National Physical Activity Plan](#) and include community residents.
- Applicants with an existing active living coalition must provide evidence that this coalition is established (e.g., letters of support from partners, organizational documents).
- Applicants which propose to develop an active living coalition must provide evidence that they have experience developing a coalition or will collaborate with an organization that does, and they have partners willing to participate in the coalition (demonstrated by letters of support from partners representing the sectors in the National Physical Activity Plan).

2) Conduct a comprehensive assessment of the infrastructure or built environment that supports or hinders walking, biking, or wheelchair rolling in the target neighborhood or community and gather baseline data on current active transportation (i.e., number of people that walk, bike, or wheelchair roll through that area currently)

- The target neighborhood should be a small geographic area and include a destination (e.g., school, community center, shopping center, transit stop, etc.).



The focus should be on a set radius around the destination(s). For example, a 1/2-mile radius around a school or a 1-mile radius around a transit stop.

- Assessments should be conducted using an existing checklist or audit ([click here](#) for a list of examples) and should include working with local law enforcement to identify problem pedestrian or bicycle areas.
- Grantees must use a standardized pedestrian and bicycle traffic counting program to document active transportation in their neighborhoods.
- Community members from the target population must be included in all assessments.

### 3) Conduct community engagement and outreach

- The goal of community engagement and outreach is to gain public acceptance and assess political feasibility of the Active Living Plan.
- It is expected that community residents will be active participants in the coalition and the assessments of the infrastructure or built environment.
- Additional outreach to community residents through surveys or community forums is encouraged.
- Engagement of local city officials and government entities is expected. This should be accomplished by including them on the active living coalition and involving them in the assessments and development of the active living plan.
- Grantees must conduct educational opportunities and outreach with the target community on: 1) multiple benefits of walking and biking; 2) key opportunities to increase walking and biking; 3) contributions to local economic development; 4) advocacy talking points; and, 5) opportunities for residents to participate in the planning process (i.e., where, when, and how decisions are made around active transportation and when and how to engage in the planning process).
- Grantees may implement promotional activities or events such as “ciclovias” (i.e., open streets events); promotional campaigns oriented around established events such as bike/walk to school or work day; awareness activities geared toward pedestrian and bicycle safety (e.g., helmet safety); walking school buses; community way-finding for bicyclists; etc.

### 4) Develop an Active Living Plan

- The Active Living Plan should include goals, objectives, and strategies that are informed by the assessment conducted. The plan should discuss how the assessments were conducted and the process used to engage partners and community members in the prioritization of recommendations.
- The plan should be focused on infrastructure improvements and policies to improve safety and connectivity that promote active living and address how the grantee organization(s) will conduct education and encouragement to gain public acceptance and assess political feasibility.
- The final phase of the plan should discuss steps that will be taken to achieve adoption and implementation of the plan recommendations.

The deliverables expected by the end of the fifteen month planning period (phase 1) include:

1. An active living coalition with appropriate sectors, and community residents represented; and
2. An Active Living Plan with goals, objectives, and strategies for the target neighborhood.

## 2. Grant Guidelines

### A. Funding Guidelines

Kaiser Permanente intends to fund up to four (4) organizations for a fifteen month planning period (phase 1). If applicants meet the deliverables for the planning period, they will be eligible to apply for up to an additional \$200,000 per grantee over two (2) years for implementation funding.

The following funding guidelines apply to applicants of this fifteen month planning grant:

- Organizations may apply for a total funding amount up to \$75,000 for fifteen months.
- Applicants may request funding to cover salary and benefits for a staff person responsible for implementing the activities of the grant.
- Applicants may include funding to hire a consultant or technical assistance provider.
- At least 10 percent of the budget must be dedicated to support evaluation of the project.

Funding may be used to support, but is not limited to, the following:

- Staff person to lead the coalition
- Infrastructure or built environment assessments
- Demonstration projects
- Planning meetings
- Communications/Materials
- Consultants or technical assistant providers

Kaiser Permanente provides general guidance for organizations when developing the proposal budget and budget narrative. [Click here](#) for guidance information.

### B. Eligible Organizations

This funding opportunity is open to Colorado nonprofit organizations working at a neighborhood or community level to improve health behaviors among the populations they serve. Government agencies and foundations representing a government organization are not eligible to apply, but may serve as a partner and/or resource to the applicant.

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, Fremont, Gilpin, Grand, Jefferson, Larimer, Lincoln, Otero, Park, Pueblo, Summit, Teller, and Weld. Local government agencies are not eligible to apply; however, they can be listed as a partner and provide a letter of support. Each applicant must also meet all the other eligibility requirements or the application will not be reviewed.

**Organizations that are currently funded by Kaiser Permanente as of May 1, 2016, are not eligible to apply. Former Kaiser Permanente grantees must have completed all requirements of previous grants, including submission of final reports, before applying for this grant.**

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

- Individuals
- Religious purposes
- Partisan political activities
- Athletic or sports activities
- International or social organizations
- Endowments or memorials
- Fraternal organizations
- Field trips or tours
- 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 annual, full-day meetings for the duration of the three (3) year grant period. The first meeting will be held spring 2017. These meetings will provide:

- 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
- Connection of grantees to other community resources that may be relevant to the success of their coalition

Attendance at these annual 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 \$1,000 in the conferences/meetings line item of their budget proposals to attend these meetings.**

#### B. Accountability Requirements

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

- Sign and agree to the terms within the grant agreement
- Work with the Kaiser Permanente Evaluation Team to develop an evaluation plan
- Submit a 6-month progress report and final report, including financial information, and evaluation results (see Reporting Requirements section for specifics)
- Participate in data analysis and dissemination of knowledge, including presentations

#### ***Reporting Requirements.***

Grantees will be required to provide Kaiser Permanente with a 6-month progress report and one final report in the first phase of planning. Grant reports will be due using the Colorado Common Grant Report on June 30, 2017 and April 30, 2018. Each report should include:

- Progress made toward stated goals and activities within the proposal and project plan
- Progress toward development of a plan
- Significant successes and challenges the organization experienced in the development of a plan

- 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 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.***

As written under grant requirements, all funded communities will be required to work with the Kaiser Permanente evaluation team to develop an evaluation plan that will include tracking coalition activities; assessing baseline and follow up walking, biking, and wheelchair rolling; conducting the infrastructure or built environment assessment; and assessing other outcomes as identified by the funded grantee. Grantees will be required to collect and report data throughout the grant period. Collected data should be used to inform other grant activities and future projects.

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 as needed to help with evaluation. Applicants that choose to partner with other organizations on evaluation should describe this in their proposals, specifically citing the nature of this partnership and how the ability to track and report data 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 must include at least 10% of their total budget request for evaluation.

This grant will require the installation of at least one counter station (unless previously installed) and the development of a plan as to where and when counts will occur. Grantees should seek guidance from CDOT and the Kaiser Permanente evaluation team on developing a standardized process for such a program and should be familiar with the [state's bicycle and pedestrian plan](#).

### **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
  - Assist in refinement of project evaluation plans
  - Provide a simple, standardized template for grantee evaluation reporting (the template will be refined with grantees once funding has been initiated)
  - Provide technical assistance to track coalition activities, assess baseline and follow up walking and biking, conduct the bicycle and pedestrian facilities assessment, and assess other outcomes as identified by the funded grantees
- Standardized report form and format for submitting required reports

- Annual grantee meetings to provide access to additional subject matter expertise and an opportunity for grantees to share successes and lessons
- Collaboration to analyze data, prepare presentations and papers, and disseminate knowledge gained from the projects
- Assistance with media and communications about the grant

## 4. Proposal Submission

### A. Electronic Application Process-Letter of Intent

**Applicants must submit a Letter of Intent by June 3, 2016** using the Kaiser Permanente online application process. Emailed, mailed, or faxed letters will not be accepted nor entered into the review process. **See Appendix A** for all information that must be included with the Letter of Intent.

Please review the tips on the main page of the online form before beginning a Letter of Intent. Follow these instructions:

1. [Click here](#) to access the instructions to submit a Letter of Intent
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 online application
4. Select review to preview the completed application
5. 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.

Letters of Intent will be considered for review if submitted electronically by the deadline of June 3, 2016 at 5:00 p.m. MT. Letters of Intent will not be accepted by fax, nor will the submission deadline be extended. Applicants that do not meet the deadline will be considered non-responsive and will not be entered into the review process. Once the Letter of Intent 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.

### B. Electronic Application Process-Full Application

**Applicants will be notified by June 24, 2016 if they are invited to an in-person interview with the selection committee.** Applicants must receive an invitation to interview *and* an invitation to submit a full application in order to submit a proposal. Full proposals must be submitted using Kaiser Permanente's online application process.

Emailed, mailed, or faxed letters will not be accepted nor entered into the review process. **See Appendix B** for information that must be included in the full application.

### **C. Review Process**

- 1) Letters of Intent will be reviewed and evaluated by a panel of Kaiser Permanente Colorado professionals. Applicants will then be notified as to whether or not they receive an invitation to participate in an in-person interview by June 24, 2016. The purpose of the interview is for the applicant to demonstrate its level of readiness to engage in this work. Selected applicants will be encouraged to invite key partners and stakeholders. To assess readiness, Kaiser Permanente will ask applicants to discuss why they think they will be successful in three (3) years. This includes discussing the target neighborhood and the applicant's relationship with this neighborhood, as well as any previous work toward achieving the goals of this funding opportunity and how additional funding would help the applicant conduct additional activities and/or complete activities already in progress. Additionally, Kaiser Permanente will want to know who the community's decision makers are and evidence of whether or not they would be supportive of improving infrastructure to increase walking, biking, or wheelchair rolling.
- 2) After all interviews have been conducted, applicants will be notified as to whether or not they are invited to submit a full proposal by August 1, 2016. Full proposals are due September 1, 2016. Full proposals 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 objectives and outcomes of the RFP, geographic and population diversity, and a balanced cohort of grantees. Applicants will be notified of funding decisions by November 4, 2016.

### **D. Technical Support**

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

## **5. Appendices**

- Appendix A: Letter of Intent Required Information and Questions
- Appendix B: Full Proposal Required Information and Questions
- Appendix C: Additional Resources and Literature



## **Appendix A: Letter of Intent Required Information and Questions**

Applicants that submit a Letter of Intent will be asked to provide the information below. The [online application](#) includes both questions that applicants must complete within the online system as well as required documents that are uploaded.

### **Organization Information**

1. Tax Status Information
  - Organization's Legal Name
  - Organization's Tax ID #
  - Organization's Name
2. Organization's Mailing Address
3. Organization's Fiscal Sponsor/Agent Information (if applicable)
4. Organization's Lead Contact Information
5. 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 a 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?

### Letter of Intent Questions

The Letter of Intent must be **1,500 words or less** (double-spaced, 12pt font) and address the following sections:

1. Name of applying organization (not included in word count)
2. Brief description of the organization and why it is uniquely positioned to carry out the proposed work (250 words or less)
3. Description of the neighborhood or community of interest and the organization's relationship to this neighborhood or community (250 words or less)
4. Description of the organization's current level of readiness to achieve the objectives of this funding, including partners or champions already engaged, city or regional support for the work (e.g., master plans, complete street policies), and existing data that supports the need for improved safety and connectivity in the neighborhood (e.g., pedestrian accident rates, physical inactivity rates) (500 words or less)
5. Explanation of what success will look like for the selected community or neighborhood in three (3) years from the start of the grant (250 words or less)
6. Brief description of any barriers that might be encountered in phase 1 (the planning period) and strategies to overcome those barriers (250 words or less)

### Required Attachments

1. IRS Determination Letter
2. Board of Directors List; please note that the organizational affiliation and term of each Director is **required**
3. Most recent organizational financial audit
4. IRS 990 Form
5. [Letter of Intent](#)
6. *Optional*: Fiscal Sponsor/Agent Agreement

## Appendix B: Full Proposal Required Information and Questions

Applicants that are **invited** to submit full proposals will be asked to provide the below information. 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.

### Project Demographics and Kaiser Permanente Involvement

1. Proposal Funding Amount Requested
2. Total Project Budget
3. Organization Annual Operating Budget
4. Age Group Served (drop-down menu)
5. Ethnicity/Ethnicities Served (drop-down menu)
6. County/Counties Served (drop-down menu)
7. What visibility would Kaiser Permanente receive from the organization as a result of funding this proposal?
8. 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. Most recent organizational balance sheet (statement of financial position)
2. Most recent organizational income statement (statement of activities)
3. [Project Narrative](#)
4. [Project Plan \(template provided by Kaiser Permanente\)](#)
5. [Project Budget \(template provided by Kaiser Permanente\)](#)
6. [Project Budget Narrative](#)
7. *Optional:* Letters of Collaboration (as applicable to the project/program)

### Project Narrative Questions

Applicants should complete the following questions in a word document and upload the document to their application. The project narrative should be no more than 8 double-spaced pages using Times New Roman 12 point font with one inch margins on all four sides of the pages.

#### 1. Executive Summary (1 page or less)

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 (5 points, 1 page or less)

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 30 points, 6 pages or less)

### • **Activities and Outcomes:**

Applicants must provide a clear and concise description of the activities they will implement to achieve four (4) outcomes in one year: develop or enhance an active living coalition, conduct infrastructure or built environment assessments, conduct community engagement and outreach, and develop an active living plan. Organizations that have already made progress toward, or completed some of the activities below, should state such and clearly articulate how additional funding would help them conduct additional activities below and/or complete activities already in progress. Applicants should describe any partners, commitments from local government or other local support for each of the activities described below. Applicants using consultants or technical assistance providers should describe how they will assist with the activities.

- A. **Active Living Coalition:** Applicants with an existing active living coalition or similar type coalition must provide evidence that this coalition is established (e.g., letters of support from partners, organizational documents). Applicants which propose to develop an active living coalition must provide evidence that they have experience doing this and they have partners willing to participate (demonstrated by letters of support from partners representing the sectors of

the National Physical Activity Plan). These documents must be named “Letters of Collaboration” and uploaded as PDF files in the online application.

- B. **Infrastructure or Built Environment Assessment:** Applicants must describe how, when and where they will conduct the assessments, including how they will be inclusive of all community residents.
- C. **Community Engagement and Outreach:** Applicants must explain how they will seek input from community residents throughout the process, including encouraging residents to participate in coalition activities, assessments and interpreting assessment results.
- D. **Active Living Plan:** Applicants must describe how they will use the assessment data to develop an active living plan and how the community and key partners will be engaged in prioritizing infrastructure improvements and policies to improve safety and connectivity that promote active living.

#### 4. **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.

## Appendix C: Additional Resources and Literature

The following resources include best practices, references, and tools to promote bicycling, walking, and wheelchair rolling.

### National Resources

1. America Walks learning center provides active transportation and community design principals and tools, and advocacy tools.  
<http://americawalks.org/learning-center/>
2. Everybody Walk offers walking promotion strategies for worksites, communities, and schools.  
<http://everybodywalk.org/>
3. Step It Up Report offers a summary of the benefits of walking and walkable communities, including best practices in creating walkable communities and resources.  
<http://www.surgeongeneral.gov/library/calls/walking-and-walkable-communities/>
4. Increasing Physical Activity: Environmental and Policy Approaches.  
<http://www.thecommunityguide.org/pa/environmental-policy/index.html>
6. Active Living Research includes information and advocacy tools regarding the multiple benefits of active transportation.  
<http://activelivingresearch.org/taxonomy/transportation>

### Colorado State Resources

1. The State Department of Transportation offers a guide to creating a pedestrian and bicycle friendly community, including safe routes to schools, bicycle pedestrian measures, and resources.  
<https://www.codot.gov/programs/bikeped>
2. The Colorado Department of Public Health and the Environment (CDPHE) outlines built environment policy, funding sources, and technical assistance.  
<https://www.colorado.gov/pacific/cdphe/obesity-built-environment>
3. The Colorado Mile Markers Report recommends measures for active transportation.  
<http://www.reconnectingamerica.org/resource-center/browse-research/2012-2/the-colorado-mile-markers-a-report-for-kaiser-permanente-colorado/>