

## Request for Proposals (RFP): Neighborhood Active Living, Phase 2 (By Invitation Only)

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Release date: November 1, 2017  
Proposals due: November 30, 2017

### Introduction

This RFP provides instruction and criteria that applicants must meet to apply for the **Neighborhood Active Living phase 2 implementation grant** described herein. This RFP is by invitation only.

### Summary

Kaiser Permanente Colorado plans to invest up to \$1,100,000 over three (3) years in a two-phased approach to support neighborhood-based organizations. This approach will 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 was released in two phases: phase 1 (December 2016-March 2018) is a 15-month planning grant; and phase 2 (April 2018-March 2020) is a two-year implementation grant. **This RFP is for phase 2 of this investment, the implementation period.**

In phase 1, we invested a total of \$300,000 for four grantees. In phase 2, we plan to invest up to a total of \$800,000 to support four (4) neighborhood-based organizations.

The overall goal of this grantfunding 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 (including the phase 1 planning grant), 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, bicycling, or wheelchair rolling 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 2 Timeline

RFP Issuance:	November 1, 2017
<b>Full Proposals Due:</b>	<b>November 30, 2017, 5:00 p.m. MT</b>
Funding Notification:	By late March 2018

## Phase 2 Award Information

Total Funds Available:	Up to \$800,000 for phase 2
Number of Awards:	Up to 4
Amount of Awards:	Up to \$200,000 for two (2) years (phase 2)
Grant Period:	April 1, 2018-March 31, 2020

## Eligibility Requirements Overview

The applying organization must be a current grantee of the active living, phase 1 RFP and a **Colorado-based 501(c)(3)** in good standing with the IRS.

For more information on specific eligibility requirements of Phase 1 applicants, please read the Eligibility Requirements section of the Phase 1 [RFP](#).

## 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 48 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 1,200 physicians. We provide comprehensive care for our 690,000 Kaiser Permanente Colorado members through 31 medical offices across the state—from Pueblo to Greeley and now in the mountains in Summit and Eagle counties. We are committed to our social mission and in 2016, [proudly directed more than \\$118 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 communities. 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 2016, Kaiser Permanente Colorado conducted a [community health needs assessment \(CHNA\)](#) to inform community benefit strategies through 2020. This research provided data about the health needs and resources in the communities we serve. 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.

The active living plans required of grantees for their phase 1 grants considered [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

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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.

policies are recommended approaches for 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**

We plan to invest up to \$1,100,000 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 15-month planning grant and phase 2 is a two-year implementation grant. **This RFP is for phase 2 of this investment, the implementation period.**

In phase 1, we invested \$300,000 over 15 months to support 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 received awards up to \$75,000 for 15 months for planning. Planning grantees that met the deliverables for phase 1 are eligible to apply for up to an additional \$200,000 over two (2) years for implementation funding (phase 2).

Phase 2 implementation activities must include: 1) conducting additional community engagement or outreach activities; 2) advocating for adoption and implementation of Active Living Plan by partners and local government agencies; and 3) implementing quick wins (e.g., small scale improvements that build momentum and support).

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.

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

Funded communities will be expected to continue conducting community engagement. This engagement should build on engagement started in the planning phase. Continued engagement of partners from multiple sectors is expected, including local city officials and government entities, public health officials, local businesses, other local nonprofits, and residents. Community engagement activities may include surveying local residents,

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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

gathering input through hosting and facilitating convenings such as coalition meetings, conducting additional assessments of the built environment, and hosting educational opportunities. Grantees may implement promotional activities or events such as “ciclovias” (i.e., open streets events); promotional campaigns in connection with 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. The goal of community engagement and outreach is to gain public awareness and acceptance of and build political support for the Active Living Plan developed in the planning phase.

The use of demonstration projects is encouraged as a way to build awareness and advocate for support of proposed changes that can lead to permanent changes. Example demonstration projects include a temporary protected bicycle lane, temporary walking paths leading to destinations, installation of temporary public art displays or streetscape planters, or temporarily converting traditional parking spaces into parklets (a sidewalk extension that provides more space and amenities for people using the street).

Additionally, funded communities should implement quick wins prioritized in their Active Living Plans that build momentum and support for active transportation. Quick wins are changes to the built environment that can be implemented on a shorter timescale (i.e., within the two-year grantfunding). Some examples of quick wins are: wayfinding signs, crosswalks where none exist, improvement to existing crosswalks (e.g., raised crosswalks and/or artistically painted crosswalks), pedestrian activated crosswalks, artistic place-keeping bringing attention to the area specified for needed improvements, general awareness signage regarding speed, improved lighting or activated advance warning variable message signs from police.

## 2. Grant Guidelines

### A. Funding Guidelines

We intend to fund up to four (4) organizations for a two (2) year implementation period (phase 2).

The following funding guidelines apply to applicants for this implementation grant:

- Organizations may apply for a total funding amount up to \$200,000 for two (2) years
- Applicants may request funding to cover salary and benefits for staff responsible for implementing the activities of the grant
- Applicants may include funding to hire consultants or technical assistance providers
- Applicants should include travel expenses at an amount of \$1,000 (\$500/year) in the conferences/meetings line item of their budget proposals to attend grantee cohort meetings
- 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 to lead the coalition
- Infrastructure or built environment improvements (e.g., crosswalks, wayfinding signs) that do not constitute 'bricks and mortar' capital
- Demonstration projects
- Planning meetings
- Communications/Materials
- Consultants or technical assistance providers

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

## **B. Eligibility Requirements**

This funding opportunity is open only to **current grantees of the active living, phase 1 planning 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 (buildings) or [capital improvement projects](#)
- Activities or organizations associated with the use of alcohol or tobacco

### ***Non-Discrimination Verification.***

We have 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.***

We ask 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 Cohort

We plan to use this investment to help enhance the capacity of community-based organizations by supporting a cohort of all grantees. Based on feedback received during phase 1, we will bring funded communities together periodically. There will be a total of four (4) half day visits, one in each of the funded communities, with that grantee coordinating and hosting the visits, with the help of Kaiser Permanente Colorado staff. The purpose of these visits is to provide opportunities for grantees to learn from one another and for Kaiser Permanente to learn from grantees as well as help connect grantees to other community resources that may be relevant to the success of their projects.

Attendance at these meetings is **required** for all grantee organizations. In addition to any travel expenses as part of its project, **applicants should include travel expenses at an amount of \$1,000 (\$500/year) 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 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 six (6) month progress reports and a 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 submit regular progress reports and one final report (October 2018, March 2019, October 2019, and April 2020). Grantees will be emailed a link to a web-based system where they will submit required evaluation data and discuss overall successes and challenges for the reporting period. In general, these progress reports will include:

- Updated progress plan reflecting any changes and progress toward stated goals
- 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 described in grant requirements, all funded communities will be required to work with the Kaiser Permanente Colorado evaluation team to develop and implement 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
- assessing other outcomes as identified by the funded grantee

Grantees will be required to collect and report data every six (6) months. Collected data should be used to inform other grant activities and future projects.

We recognize that organizations may not currently have the internal capacity to track and report data. We strongly encourage 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 the sustainability of tracking and reporting data 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 percent of their total budget requests for evaluation.

### **C. Kaiser Permanente's Role and Resources**

We view grantees as partners and will provide ongoing support to help ensure each grantee's success. As a partner, we will provide:

- Evaluation assistance
  - Assist in refinement of project evaluation plans
  - Provide a web-based system for grantee evaluation reporting
  - 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
- Help coordinate and facilitate grantee meetings to provide opportunities 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

**Applicants must submit an application by November 30, 2017 at 5:00 p.m.** 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 application.

Please review the tips on the main page of the online form before beginning an application. Follow these instructions:

1. [Click here](#) to log into the application portal
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 and you must use the same account/log-in information that you used for your phase 1 planning grant application. 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 November 30, 2017 at 5:00 p.m. MT. Applications 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 considered for review. 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.

### B. Review Process

- 1) Full proposals are due November 30, 2017. Full proposals will be scored and ranked based on the weights within the Project Narrative by an internal review committee. Recommendations will be sent to the Kaiser Permanente National Board of Directors in March 2018. Applicants will be notified of funding decisions by late March 2018 following the Board meeting.

### C. 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: Full Proposal Required Information and Questions

## Appendix A: Application Required Information and Questions

Applicants that submit an application 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?

### **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. IRS Determination Letter
2. Board of Directors List; please note that the organizational affiliation and term of each Director is **required**
3. 2015 and 2016 Independently Audited Financial Statements
  - a. Organizations that do not have independently audited financial statements may choose to submit their internally prepared balance sheet and income statement for the two most recent **closed** fiscal years
4. 2017 Organization Operating Budget
5. 2017 Year-to-Date Internally Prepared Balance Sheet
6. 2017 Year-to-Date Internally Prepared Income Statement
7. IRS 990 Form
8. Project Narrative
9. [Project Budget](#)
10. [Project Plan](#)
11. *Optional*: Fiscal Sponsor/Agent Agreement

## 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 15 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:

- If your organization's mission, goals and/or programs have changed or if you are changing the lead organization, please briefly describe the changes or the new organization's mission, current goals, and programs and why you are changing organizations
- The goals of the proposed implementation phase, demonstrating how the organization will approach the implementation phase
- The amount the organization is requesting and an overview of how the funds will be used

**2. Planning Period Activities (total of 40 points, 7 pages or less)** Applicants must describe the activities completed during the planning phase, including how community residents were engaged, quantitative or qualitative data collected, and progress made toward completing the active living plan.

**A. Community Engagement**

- How were community residents and other community stakeholders involved throughout your planning grant?
- How were they involved in prioritizing goals, objectives, and strategies?

**B. Community Assessments**

- What data have you collected as part of your community assessment(s)?
- What were the results?
- How did these data inform your plan?

**C. Active Living Plan**

- What progress have you made toward completing an active living plan? Will you complete the plan by March 30, 2018?

**D. Challenges and Lessons Learned**

- What challenges did you experience as part of your planning grant? How did you overcome the challenge? What are the ongoing challenges? What lessons did you learn as a result?

**3. Approach (total of 40 points, 7 pages or less)** Applicants must describe their plans for conducting additional community engagement or outreach activities; advocating for adoption and implementation of components of active living plan; and implementing quick wins (e.g., small scale improvements that build momentum and support). Please describe anticipated challenges and the strategies you might use to overcome these challenges.

A. Conduct additional community engagement or outreach activities

- How will you continue to engage the community? How will you make sure their voice is still heard? How will you engage your target population (e.g., children, seniors, people with disabilities)? How will you engage individuals who do not already walk, bike or wheelchair roll for transportation?

B. Advocate for adoption and implementation of active living plan

- What strategies will you employ to build support for the goals and objectives in your plan? To leverage additional funding? (Note: this does not have to be final because your plan will not be complete yet)

C. Implement quick wins

- Describe potential opportunities for quick wins. How will you implement? What resources do you need to implement? How will you know that this quick win will maintain community momentum?

D. Evaluation

- How will you continue to evaluate the outcomes identified in your project plan? What evaluation strategies will you use to assess implementation of your demonstration projects or quick wins (e.g., pedestrian counts, surveys)?

**4. Attachment: Project Plan (20 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.