

Request for Proposal (RFP)

for

**Local Implementation of the *Wisconsin Nutrition and
Physical Activity State Plan***

RFP #G1661BCHP-LS

Issued by:

**STATE OF WISCONSIN
DEPARTMENT OF HEALTH SERVICES
Division of Public Health
Bureau of Community Health Promotion
Nutrition, Physical Activity and Obesity Program**

**Proposals must be submitted no later than
4:00 p.m. central time on December 10, 2008**

For further information regarding this RFP contact:

Mary Pesik
Wisconsin Department of Health Services (DHS)
Nutrition, Physical Activity and Obesity Program
(608) 267-3694
mary.pesik@wisconsin.gov

LATE PROPOSALS WILL BE REJECTED

October 2008

Request for Proposal #G1661BCHP-LS
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**LOCAL IMPLEMENTATION OF THE WISCONSIN NUTRITION AND
PHYSICAL ACTIVITY STATE PLAN**

2008 REQUEST FOR PROPOSAL (RFP)

1.0 INTRODUCTION AND BACKGROUND

The Wisconsin Department of Health Services' Nutrition, Physical Activity and Obesity Program is providing funding to implement the *Wisconsin Nutrition and Physical Activity State Plan*. The funding is provided through a cooperative agreement with the Centers for Disease Control and Prevention (CDC). Wisconsin was one of 23 states awarded a 5-year grant for the period June 30, 2008 – June 29, 2013.

1.1 Available Funding and Funding Period

The CDC cooperative agreement provides annual funding to Wisconsin for the period June 30 – June 29. Approximately \$250,000 will be available for this funding opportunity, for the two budget periods below. The number of grants awarded will be determined based on the proposals and budget requests received. Awards will be competitive based on the criteria outlined in this document.

This RFP will identify proposals to be funded for the following budget periods:

Budget Period 1 = January 2, 2009 – June 29, 2009

Budget Period 2 = June 30, 2009 – June 29, 2010

Funding for budget period 2 will be provided based on the following:

- Availability of funds from the CDC Cooperative Agreement
- Successful and timely completion of the activities and deliverables for budget period 1

1.2 Issuing Agency

This RFP is issued for the State of Wisconsin by the Division of Public Health, Nutrition, Physical Activity and Obesity Program. The Division's Nutrition, Physical Activity and Obesity Program is the sole point of contact for the State of Wisconsin during the selection process.

1.3 Goal and Purpose of this Request for Proposal

The overall goal of this funding is to improve healthful eating and physical activity to prevent and control obesity and other chronic diseases by building and sustaining state and local capacity, and implementing population-based strategies and interventions. This funding will support the implementation of the *Wisconsin Nutrition and Physical Activity State Plan*.

The Wisconsin Nutrition, Physical Activity and Obesity Program and the Wisconsin Partnership for Activity and Nutrition (WI PAN) developed the *Wisconsin Nutrition and Physical Activity State Plan*. The State Plan provides a framework to help create and support environments that make it easier for all Wisconsin residents to make healthy food choices, be physically active and achieve and maintain a healthy weight. The State Plan emphasizes policy and environmental changes to support individuals in adopting and sustaining healthy lifestyles.

In addition to implementing the Wisconsin Nutrition and Physical Activity State Plan, this funding opportunity seeks to address the following:

- Build capacity within communities to address obesity and chronic disease;
- Increase skills within communities to plan, implement and evaluate evidence-based interventions using a social marketing planning approach;
- Utilize the Social Ecological Model, with a focus on policy and environmental changes;
- Address one or more of the target behaviors:
 - Increase physical activity
 - Increase the consumption of fruits and vegetables
 - Decrease the consumption of sweetened beverages
 - Increase breastfeeding initiation, duration and exclusivity
 - Reduce the consumption of high energy dense foods
 - Decrease television viewing
- Address health disparities and health inequities;
- Build sustainability for local and state programs to address obesity; and
- Leverage other funding and resources.

1.4 Proposal Timeline

| Timeline | Date |
|---------------------------------|-------------------|
| Release Request for Proposal | October 27, 2008 |
| Letter of Intent to Apply Due | November 21, 2008 |
| Proposals Due | December 10, 2008 |
| Proposal Review Complete | December 19, 2008 |
| Notification of Award | January 9, 2009 |
| Estimated Project Start Date | January, 15, 2009 |
| Mid-Year Deliverables Due | June 29, 2009 |
| 12-month Check-in Due | December 30, 2009 |
| End of Project Deliverables Due | June 29, 2010 |

1.5 Definitions

The following definitions are used through the RFP.

Division means the Division of Public Health

Proposer means an organization submitting a proposal in response to this RFP

State means State of Wisconsin

Grant Recipient means proposer awarded funds for direct benefit of the community

Proposal means response to RFP

See appendix A for program specific terms and definitions that are used throughout this RFP.

1.6 Eligible Applicants

The Nutrition, Physical Activity and Obesity Program intends to establish contracts with organizations that are well-positioned to address nutrition, physical activity and obesity primarily through policy, systems and environmental changes and are able to achieve the project activities and deliverables. Eligible organizations may include a variety of coalitions, groups, networks or partnerships. The term coalition is being used generically throughout this document for simplicity. Coalition is defined as a group of diverse stakeholders and/or organizations with a

common interest who are working together toward a common goal. However, task forces, partnerships, networks, groups and other organizations fit within this definition.

1.7 Additional Resources and Tools for Completing this RFP

The Nutrition, Physical Activity and Obesity Program has posted additional materials and resources on the DHS website that may be helpful in completing this RFP as well as the expected activities. **Go to:** <http://dhs.wi.gov/health/physicalactivity/Sites/Community/Grant.htm>.

2.0 PROPOSAL REQUIREMENTS

2.1 Structure of Project and Suggested Funding Request

The Nutrition, Physical Activity and Obesity Program recognizes that communities and coalitions are at various levels of readiness to address obesity. To achieve the overall goal and desired outcomes listed under the project purpose, a tiered funding structure will be used. Each applicant should select **one** level that best fits the coalition's skills, capacity, available resources and experience. It is **expected** that the following activities will be undertaken to achieve the outcomes and deliverables (see pages 6-7) for each proposal type. However, based on your coalition's current capacity some of these activities may already be completed, may occur in a different timeframe or are not applicable. This should be clearly reflected in the narrative and/or work plan.

Given the complex nature of obesity prevention efforts, it is likely (and recommended) that interventions planned and implemented as part of this funding opportunity will not be completed during the 18-month period. Future funding opportunities may be available to support implementation of intervention action plans developed through the planning grants or those interventions begun during this funding period through implementation grants.

See the appendix and website for further information and tools (<http://dhs.wi.gov/health/physicalactivity/Sites/Community/Grant.htm>).

PLANNING LEVEL

A planning level proposal is best suited for coalitions who have recently formed, are re-grouping, or are ready to develop a strategic plan and/or an intervention action plan. Coalitions should have some evidence of existing capacity. At the time of the application, it is not necessary to have a mission/vision statement or a strategic plan to apply for this level as these will be developed as part of the planning process.

Expected Activities

Budget Period 1:

- Assess the capacity of the coalition to identify strengths, weaknesses and gaps
- Address the areas that need improvement as identified in the assessment to build or strengthen the capacity of the coalition to implement evidence-based interventions to address obesity. This may include attending training, training coalition members, recruiting key members, communication, or formalizing coalition structure, etc.
- Develop a mission and vision statement to gain a shared understanding of the coalition's purpose and goals

- Utilize asset mapping to identify what is currently happening in your community (an explanation and a sample asset mapping tool can be found at: <http://dhs.wi.gov/health/physicalactivity/Sites/Community/Grant.htm>)
- Participate in continuing education opportunities that will help build and strengthen the coalition's capacity and expertise. It is strongly recommended that coalitions prepare and submit an application to the Healthy Wisconsin Leadership Institute, Community Teams Program, if appropriate. For more information go to: <http://hwli.org/communityTeams.asp>.

Budget Period 2:

- Gather information about your community (i.e., conduct formative assessment), using at least 3 different methods (one of which is asset mapping), for use in writing strategic plan goals and objectives
- Develop a strategic plan for the coalition
- Use a social marketing planning approach to develop an intervention action plan based on the strategic plan and consistent with the purpose of this funding opportunity. (See Appendix A for term definitions.) At a minimum, the social marketing planning approach must include the following:
 - Select a health outcome and health behavior(s)
 - Gather additional formative assessment information about your target audience as needed to develop the intervention action plan
 - Select target audience segments
 - Develop appropriate goals, and objectives
 - Select intervention strategies appropriate for the target audience
- Utilize the Social Ecological Model, with a focus on policy and environmental changes, as part of the intervention action plan
- Include evaluation indicators and methods as part of the intervention action plan
- Share the strategic plan and intervention action plan with the Nutrition, Physical Activity and Obesity Program and key stakeholders in the community
- Evaluate how the coalition is functioning and address identified needs, as appropriate

NOTE: it is not expected that the intervention action plan will be implemented with this funding.

Suggested 18-month funding request of \$4,000-\$6,000.

IMPLEMENTATION LEVEL 1

An implementation level 1 proposal is best suited for coalitions who are established, have a mission/vision statement and a strategic plan in place. Coalitions at this level are either ready to develop, implement and evaluate an intervention focused on **one setting or at least one target behaviors** or have an intervention action plan already developed and are ready to begin implementation. Examples of settings include: worksites, schools, child care, restaurants, etc. Examples of target behaviors include: increasing physical activity, increasing fruit and vegetable consumption, increasing breastfeeding initiation, duration and exclusivity, decreasing television viewing, and decreasing consumption of high energy dense foods.

Expected Activities

Budget Period 1:

- Assess how well the coalition is operating (based on its structure and function) to continue to build capacity and sustainability
- Address the areas that need improvement as identified in the coalition assessment
- Intervention action planning activities:
 - Use a social marketing planning approach to develop at least one intervention based on the strategic plan and consistent with the purpose of this funding opportunity. At a minimum, the social marketing planning approach must include the following:
 - Select a health outcome and health behavior(s)
 - Conduct formative assessment, using at least 3 different methods to gather information about your target audience
 - Select target audience segments
 - Develop appropriate goals, and objectives
 - Select intervention strategies appropriate for the target audience
 - Utilize the Social Ecological Model, with a focus on policy and environmental changes, as part of the intervention action plan
 - Include evaluation indicators and methods as part of the intervention design and plan

NOTE: if you have an intervention action plan already developed you must provide evidence of having completed the above intervention action planning activities as part of the development process. If the planning activities haven't been completed, they should be incorporated into your proposal and work plan.

Budget Period 2:

- Implement the intervention action plan involving **one setting or at least one target behavior**
- Evaluate the intervention as applicable based on the activities and timeline in the intervention action plan.
- Share results of the intervention, including relevant process and outcome data, and materials developed with the Nutrition, Physical Activity and Obesity Program and key stakeholders
- Identify how the intervention will be sustained beyond the funding period
- Evaluate how well the coalition is functioning and address identified needs, as appropriate

Suggested 18-month funding request of \$10,000-\$15,000.

IMPLEMENTATION LEVEL 2

An implementation level 2 proposal is best suited for experienced coalitions who are well established, have a mission/vision statement and a strategic plan in place, have diverse partners and experience planning, implementing and evaluating interventions. Coalitions at this level are ready to develop, implement and evaluate an intervention involving **multiple settings and multiple target behaviors** or have a comprehensive intervention action plan including multiple settings and multiple target behaviors already developed and are ready to begin implementation. Examples of settings include: worksites, schools, child care, and community, etc. Examples of target behaviors include: increasing physical activity, increasing fruit and vegetable consumption, increasing breastfeeding initiation, duration and exclusivity, decreasing television viewing, and decreasing consumption of high energy dense foods.

Expected Activities

Budget Period 1:

- Assess how well the coalition is operating (based on its structure and function) to continue to build capacity and sustainability
- Address the areas that need improvement as identified in the coalition assessment
- Intervention action planning activities:
 - Use a social marketing planning approach to develop at least one intervention based on the strategic plan and consistent with the purpose of this funding opportunity. At a minimum, the social marketing planning approach must include the following:
 - Select a health outcome and health behavior(s)
 - Conduct formative assessment, using at least 3 different methods to gather information about your target audience
 - Select target audience segments
 - Develop appropriate goals, and objectives
 - Select intervention strategies appropriate for the target audience
 - Utilize the Social Ecological Model, with a focus on policy and environmental changes, as part of the intervention action plan
 - Include evaluation indicators and methods as part of the intervention design and plan

NOTE: if you have an intervention action plan already developed you must provide evidence of having completed the above intervention action planning activities as part of the development process. If the planning activities haven't been completed, they should be incorporated into your proposal and work plan.

Budget Period 2:

- Implement the intervention action plan involving **multiple settings and multiple target behaviors**
- Evaluate the intervention as applicable based on the activities and timeline in the intervention action plan.
- Share results of the intervention, including relevant process and outcome data, and materials developed with the Nutrition, Physical Activity and Obesity Program and key stakeholders
- Identify how the intervention will be sustained beyond the funding period
- Evaluate how well the coalition is functioning and address identified needs, as appropriate

Suggested 18-month funding request of \$24,000-\$30,000.

2.2 Deliverables

| Proposal Type | Budget Period 1 Deliverables Due June 29, 2009 | Budget Period 2 Deliverables Due June 29, 2010 |
|-----------------|---|--|
| Planning | <ul style="list-style-type: none"> • Evidence that a coalition assessment was completed and needs identified • List of current coalition partners and description of their roles • Evidence that formative assessment of the community is underway • Evidence that an asset map of the community has been completed. (Note: the asset map can | <ul style="list-style-type: none"> • Evidence that the identified coalition needs were addressed and/or how they will be addressed and/or how they are being addressed • List of coalition partners and description of their roles • Completed strategic plan including: <ul style="list-style-type: none"> * Evidence that at least 3 different formative |

| | | |
|--------------------------------------|---|--|
| | <p>count as one formative assessment technique.)</p> <ul style="list-style-type: none"> • Evidence of continuing education attended and/or planned or a copy of the application to the Healthy Wisconsin Leadership Institute, Community Teams Program • Mission/Vision statement for the coalition • Fiscal reports | <p>assessment techniques were used to gather information for the strategic plan</p> <ul style="list-style-type: none"> * Evidence that the formative assessment findings were used in the development of the strategic plan • Completed intervention action plan including: <ul style="list-style-type: none"> * Evidence that the social marketing planning approach was used in the design of the intervention action plan. At a minimum, this includes additional formative assessment, audience segmentation, defining the health outcome and health behavior(s), developing goals and objectives and selecting strategies appropriate to the target audience * Evidence that the Social Ecological Model was utilized to ensure that the invention includes environmental and policy components • Fiscal Reports |
| <p>Implementation Level 1</p> | <ul style="list-style-type: none"> • Evidence that a coalition assessment was completed and needs were identified • List of coalition partners and description of their roles • Completed intervention action plan including: <ul style="list-style-type: none"> * Evidence that the social marketing planning approach was used in the design of the intervention action plan. At a minimum, this includes additional formative assessment, audience segmentation, defining the health outcome and health behavior(s), developing goals and objectives and selecting strategies appropriate to the target audience * Evidence that the Social Ecological Model was utilized to ensure that the invention includes environmental and policy components • Fiscal reports | <ul style="list-style-type: none"> • Evidence that the identified coalition needs were addressed and/or how they will be addressed and/or how they are being addressed • List of coalition partners and description of their roles • Evidence that the intervention is being implemented per the plan • Available intervention results per the evaluation indicators in the intervention action plan. Also, include any unanticipated outcomes, things that didn't work as intended and lessons learned. • Fiscal reports |
| <p>Implementation Level 2</p> | <ul style="list-style-type: none"> • Evidence that a coalition assessment was completed and needs were identified • List of coalition partners and description of their roles • Completed intervention action plan including: <ul style="list-style-type: none"> * Evidence that the social marketing planning approach was used in the design of the intervention action plan. At a minimum, this includes additional formative assessment, audience segmentation, defining the health outcome and health behavior(s), developing goals and objectives and selecting strategies appropriate to the target audience * Evidence that the Social Ecological Model was utilized to ensure that the invention includes environmental and policy | <ul style="list-style-type: none"> • Evidence that the identified coalition needs were addressed and/or how they will be addressed and/or how they are being addressed • List of coalition partners and description of their roles • Evidence that the intervention is being implemented per the plan • Available intervention results per the evaluation indicators in the intervention action plan. Also, include any unanticipated outcomes, things that didn't work as intended and lessons learned. • Fiscal reports |

| | | |
|--|--------------------------------|--|
| | components • Fiscal reports | |
|--|--------------------------------|--|

3.0 NOTICE OF INTENT TO APPLY

Prospective applicants are strongly encouraged, but not required, to submit a Notice of Intent to Apply by **4:00 pm on November 21, 2008**. Submittal of the Notice of Intent to Apply does not commit an organization to submitting an application. The information in the notice of intent will aid the Nutrition, Physical Activity and Obesity Program to identify the number of members required for the evaluation panel. A template is provided for the notice of intent (section 8.0).

Submit to Mary Pesik by one of the following methods:

- E-mail to mary.pesik@wisconsin.gov
- Fax to 608-266-3125
- Mail to the address listed below

Mary Pesik
 Nutrition, Physical Activity and Obesity Program
 1 West Wilson Street
 PO Box 2659
 Madison, WI 53701-2659

3.1 Questions and Clarifications

Any questions, clarifications, concerns or requests for additional information regarding this RFP and supporting documentation should be sent in writing, preferably via email, through December 10, 2008 to:

Mary Pesik
 Nutrition, Physical Activity and Obesity Program
 1 West Wilson Street
 PO Box 2659
 Madison, WI 53701-2659
 Email: mary.pesik@wisconsin.gov
 Fax: (608)266-3125

To the extent possible, the questions and responses will be compiled on a weekly basis and be made available. Additional clarifying data or information, any necessary revisions/amendments and/or supplements to this RFP will then be posted to the DHS web site, <http://dhs.wi.gov/health/physicalactivity/Sites/Community/Grant.htm>, and emailed to all proposers who respond with a Notice of Intent to Apply or those who request the information.

Proposers are expected to raise any questions, exceptions, or additions they have concerning the RFP DOCUMENT at this point in the RFP process. If a proposer discovers any significant ambiguity, error, conflict, discrepancy, omission, or other deficiency in this RFP, the proposer should notify, immediately, the above named individual of such error and request modification or clarification.

Any contact with State employees concerning this RFP are prohibited, except as authorized by the RFP manager during the period from date of release of the RFP until the notice of intent to award is released.

4.0 REQUIREMENTS

The following items are required to assure the continuation of funding, if awarded. These requirements will form part of the contract. Failure to comply with these requirements can result in disallowances and/or termination of the agreement for funds.

4.1 Program Requirements

- Only one application per agency will be accepted.
- This funding may not replace or supplant existing funding available for the proposed project. It may be used to expand or enhance the proposed project.
- Cost share or match is encouraged, but not required. Cost share may include, but are not limited to, staff time, cash, in-kind partner time or resources used to further or complement the project. Cost share must come from non-Federal sources.
- Projects must address at least one of the target behaviors that are listed on page X.
- Projects must include a focus on environmental and policy change.
- Projects should utilize a social marketing planning approach throughout the planning and implementation of the project.
- Each funded project will be assigned a Nutrition, Physical Activity and Obesity Program staff person to act as a single point of contact and to provide regular technical assistance.
- Regular conference calls for funded projects will be facilitated by Nutrition, Physical Activity and Obesity Program Staff. The purpose of the calls will be to answer questions, network, share information and materials and trouble shoot any barriers that may be encountered. Participation in the calls is encouraged but not required.
- It is recommended that applicants include travel and registration fees in the budget (may be in-kind) for at least two trainings to be determined based on coalition needs. It is also beneficial to send a team to coalition-related trainings. As a guide use a registration fee of \$50/person.
- The Project coordinator is required to have e-mail and internet access.
- Funded projects shall notify the Nutrition, Physical Activity and Obesity Program Coordinator, Mary Pesik, in the event it is unable to complete the activities as detailed in the proposal or any amendments. Upon such notification, the Nutrition, Physical Activity and Obesity Program Coordinator shall determine whether such inability shall require a revision or cancellation of this agreement.

4.2 Allowable and Non-Allowable Costs and Activities

Activities and costs considered **allowable** for this project and funding include:

- Staff time to coordinate and implement the project
- Meeting expenses related to the project
- Public health evaluation
- Travel
- Copying, printing, development or purchase of materials to be used to plan and implement the project

- Purchase of incentive items of nominal cost
- Office supplies, postage and other items related to this project
- Consultant and contract services

Activities and costs **not allowable** under this project and funding include:

- Staff time not specifically related to this project
- Any item not specifically related to this project
- Health fairs or single-events unless specifically tied to the planning process or intervention
- Research
- Clinical care such as health screening, patient care, personal health services, medications, patient rehabilitation and other costs associated with the treatment of obesity and other diseases
- Construction
- Entertainment
- Lobbying
- Capital expenditures and capital equipment. Capital equipment costs are defined as all costs associated with the acquisition of assets having a value in excess of \$5,000, and a useful life in excess of one year.
- Projects outside of Wisconsin

Grant recipients will be required to comply with the Department of Health Services Allowable Cost Policy Manual, <http://dhs.wisconsin.gov/Grants/Administration/ACPM.HTM>

4.3 Project Monitoring/Evaluation

Reports of both programmatic and fiscal activity will be required for the purpose of documenting the satisfactory meeting of project objectives, in accordance with the application. Reporting requirements will be specified in the agreement between the successful proposer and the Division. Failure of the successful proposer to accept these obligations may result in cancellation of the award.

All projects that are awarded grant funds will be expected to submit the following:

- Progress report by June 29, 2009
- Progress report by December 30, 2009
- Final report by June 29, 2010
- Fiscal reports

Additional information on the content and format of these reports will be provided to those awarded grants.

4.4 Termination of Agreement

The Division may terminate this agreement at any time at its sole discretion by delivering thirty (30) days written notice to the grant recipient. Upon termination, the Division's liability will be limited to the pro rata cost of the services performed as of the date of

termination plus expenses incurred within the prior written approval of the Division. In the event that the grant recipient terminates this agreement, for any reason whatsoever, it will refund to the Division within fourteen (14) days of said termination, all payment made hereunder by the Division to the grant recipient for activities not completed. Such termination will require written notice to that effect to be delivered by the grant recipient to the Division not less than thirty (30) days prior to said termination.

4.5 Incurring Costs

The State of Wisconsin is not liable for any cost incurred by proposers in replying to this RFP.

4.6 Waiver of Technicalities

The RFP Evaluation Committee reserves the right to accept or reject any or all responses to the RFP and waive minor technicalities. The determination of whether an RFP condition is substantive or a mere technicality shall reside solely with the RFP Evaluation Committee.

4.7 Affirmative Action

Successful proposers who are awarded contracts of twenty five thousand dollars (\$25,000) or more shall have included in their contracts the following clause:

"A written affirmative action plan is required as a condition for the successful performance of the contract. Excluded from this requirement are grant recipients whose annual work force amount to less than twenty five employees. The affirmative action plan shall be submitted to the state agency within fifteen (15) working days after the award of the contract."

4.8 Reasonable Accommodations

The Department will provide reasonable accommodations, including the provision of informational material in alternative format, for qualified individuals with disabilities. For special needs contact: Mary Pesik, 608-267-3694.

4.9 Non-Discrimination Against Employees or Applicants for Employment

In connection with the performance of work under this contract, the grant recipient agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, handicap, sex, marital status, physical condition, arrest or conviction record, developmental disability as defined in s. 51.01 (5), sexual orientation or national origin.

This provision shall include, but not be limited to the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. Except with respect to sexual orientation, the grant recipient further agrees to take affirmative action to ensure equal employment opportunities.

The grant recipient agrees to post in conspicuous places, available for employees and applicants for employment, notice to be provided by the contracting officer setting forth the provisions of the nondiscrimination clause.

5.0 SUBMITTAL OF THE PROPOSAL

5.1 Submitting the Proposal

All applications must be typed, single-spaced, 1-inch margins, 12 point font and not exceed 6 pages for the planning level and 8 pages for implementation level 1 and 2.

Proposers can submit only 1 application.

The proposer must submit one original and 5 copies of the application. All copies shall be bound with a removable binder clip.

The closing date for the receipt of all applications under this solicitation will be **4:00 p.m., December 10, 2008**. Applications may be mailed or hand delivered. An application will be accepted and considered received on time if:

The application is received in the mail room by **4:00 p.m., December 10, 2008**

Mary Pesik, Nutrition, Physical Activity and Obesity Program Coordinator
Nutrition, Physical Activity and Obesity Program
1 West Wilson Street
PO Box 2659
Madison, WI 53701-2659

Proposals may be hand-delivered to the address listed below. Proposals must be received by **4:00 p.m., December 10, 2008**:

Mary Pesik
Nutrition, Physical Activity and Obesity Program
1 West Wilson Street
Room 243
Madison, WI 53703

NO FAX OR EMAIL APPLICATIONS WILL BE ACCEPTED

Proposers are cautioned to allow sufficient time for delivery by the U.S. Post Office, because it can sometimes take several days to receive mail from outlying areas. Respondents/Applicants are cautioned that receipt of the RFP by the U.S. Post Office, the State of Wisconsin mail system or a commercial courier does not constitute receipt of a RFP by the Nutrition, Physical Activity and Obesity Program for the purposes of this RFP. All responses to this solicitation which are received after the closing date/time will not be reviewed and will be returned to the respondent/applicant. **No exceptions will be allowed.**

5.2 Application Checklist

The grant proposal should include the following parts. Grant proposal specifications are in Section 9.0.

- Part 1 – Applicant Information
- Part 2 – Narrative (no more than 6 pages for planning and 8 pages for implementation, single spaced, 1-inch margins, 12 point font)
 - Proposal Summary ($\leq 1/2$ page, not included in page limit, not scored)
 - Coalition Description, Needs and Resources
 - Partnerships and Collaboration
 - Proposed Approach
 - Sustainability
- Part 3 – Budget and Budget Justification (not included in page limit)
- Part 4 – Work Plan (not included in page limit)
- Letters of Commitment (not included in page limit)
- Supporting materials (optional) (not included in page limit)

5.3 Supplemental Information

Unless requested by the Nutrition, Physical Activity and Obesity Program, no additional information will be accepted from a proposer after the deadline for submittal of the proposals. Supporting materials will be accepted along with the proposal, however, reviewers are not obligated to use the information in determining proposal score.

5.4 Proposer Responses

Proposals submitted in response to this RFP shall respond to the specifications stated herein. Failure to respond to the specifications may be the basis for a proposal being eliminated from consideration during the selection process. The Nutrition, Physical Activity and Obesity Program reserves the right to reject any or all proposals.

The Nutrition, Physical Activity and Obesity Program reserves the right to negotiate goals, activities and budget items with the selected proposer prior to entering into a contract.

Modifications may be made in the grant agreement only through prior consultation with and written approval from the Nutrition, Physical Activity and Obesity Program Coordinator. Failure of the successful proposer to accept the obligations may result in cancellation of the contract(s).

5.5 Withdrawal of Proposals

Proposals may be withdrawn by written notice to the Nutrition, Physical Activity and Obesity Program Coordinator at any time.

6.0 NARRATIVE AND EVALUATION CRITERIA

The application narrative should include the following for each section. The evaluation or review criteria are included to help further clarify the grant review process. All applications received will be reviewed by an evaluation committee and ranked accordingly. The evaluation committee will evaluate all proposals against the stated criteria. The total number of points available is 100.

The page limit for a Planning Level proposal is 6 pages. The page limit for an Implementation Level 1 or Level 2 is 8 pages. The narrative should be single-spaced, with 1-inch margins and a 12 point font.

Coalition Description, Needs and Resources

- Tell us why your coalition is applying for this funding opportunity. Why is your community or coalition ready to address the issues of poor nutrition, physical inactivity and obesity? Include any relevant community needs data, if applicable.
- Describe your coalition’s history, organizational structure, leadership, and current members.
- Describe your coalition’s current capacity to address the issues of poor nutrition, physical inactivity and obesity.
- Describe the coalition’s experience planning, implementing and evaluating programs or interventions, especially policy or environmental changes, if applicable.
- Describe your coalition’s major strengths and assets that might contribute to the success of this proposal.
- If you are a newly formed coalition, please describe your commitment, motivation and capacity for addressing the issues of poor nutrition, physical inactivity and obesity.

Evaluation Criteria 20 points

- The applicant clearly describes why the coalition is applying for this funding opportunity and has included any relevant community needs data.
- The coalition’s history, structure, leadership and current members are adequately described. The leadership and/or members have expertise and are qualified to address nutrition, physical activity and/or obesity prevention.
- The applicant provides a clear description of the coalition’s capacity, including strengths and assets, to carry out the proposed work and to meet the deliverables in this funding proposal.
- The applicant provides a clear description of the coalition’s level of relevant experience in planning, implementing and evaluating interventions related to nutrition, physical activity and/or obesity prevention. Includes examples of policy and/or environmental changes. **OR**
- If little or no experience, the applicant adequately describes the coalition’s commitment and motivation to intervene in their community.

► **Partnerships and Collaboration**

- Describe the existing relationships and/or partnerships that you will draw upon for this proposal.
- List any new relationships or partnerships that you plan on developing for this project and what their anticipated role might be.
- Describe how your coalition is connected to and partnering/or plans to partner with other existing health-related coalitions in your community, if applicable. This may include: breastfeeding coalitions, tobacco coalitions, food security/hunger coalitions, nutrition and physical activity coalitions and overarching “Healthy People” groups.

Evaluation Criteria 20 points

- The applicant describes existing partnerships and the extent to which these partnerships will be involved in the proposed project
- The applicant describes plans to engage a diverse set of stakeholder or partners and their potential roles
- The existing or proposed partners described are those likely to contribute to the success of the proposed project
- The applicant clearly describes how it has or will collaborate with other existing health-related coalitions for the proposed project, if applicable.

► **Proposed Approach**

Planning Level

- Describe the process you will use/or did use to develop a mission/vision statement for your coalition.
- Describe the process you will use/or did use to develop a strategic plan for your coalition.
- Describe how you will/or did assess the capacity of the coalition to identify strengths, weaknesses and gaps.
- Describe how you will/or did identify what is currently happening in your community to address the issue of poor nutrition, physical inactivity and obesity (e.g. asset mapping)
- Describe what success looks like for your coalition, as a result of participating in this funding opportunity.

Implementation Level 1 and Implementation Level 2

- Describe how you will/or did assess the capacity of the coalition to identify strengths, weaknesses and gaps.
- If you have an intervention action plan developed, describe the goals and SMART objectives, major activities and timeline.
 - Describe the process that was used to develop the proposed intervention. Describe how your coalition used the strategic plan in the development of the intervention action plan. Include information on the selected health outcome, selected health behaviors, the target audience(s) and how they were chosen, the formative assessment that was collected and analyzed, how the target audiences were involved in the planning, and strategies identified.
 - Describe how the intervention will be evaluated including identified indicators.

OR

- If the intervention action plan has not been developed or does not utilize the required aspects of the planning process (see appendix E) describe how the coalition anticipates it will develop the intervention action plan. Describe how your coalition will use the strategic plan in the development of the intervention action plan. Include any available information on potential health outcomes, potential health behaviors, potential target audience(s) and how they were chosen, formative assessment methods that might be used, and how the target audience(s) might be involved in the planning.
- Describe how the intervention supports the implementation of the Wisconsin Nutrition and Physical Activity State Plan.
- Describe what success looks like for your coalition, as a result of participating in this funding opportunity.

Evaluation Criteria 30 points

Planning Level

- The applicant clearly describes how the expected activities and deliverables outlined in section 2 will be completed, including:
 - ▶ the process for developing a mission/vision statement
 - ▶ the process for developing a strategic plan
 - ▶ the process for assessing coalition capacity and addressing coalition needs
 - ▶ how a community asset map will be completed
- The applicant describes any initial ideas the coalition has, if any, related to the focus of the intervention action plan (e.g., target behaviors, target audiences, strategies, etc.)
- The applicant indicates if they are planning to submit an application to the Healthy Wisconsin Leadership Institute Community Teams Program or how they will obtain training related to coalition building.
- The proposed approach is clearly written with sufficient detail to determine the extent to which the expected activities and deliverables are consistent with the intent of this funding.

Implementation Level 1 or Implementation Level 2

- The applicant clearly describes how the expected activities and deliverables outlined in section 2 will be completed, including:
 - ▶ the process for assessing coalition capacity and addressing coalition needs
 - ▶ how the minimum social marketing planning approach components will be completed to develop an intervention action plan
- If the coalition has an intervention action plan, the applicant provides sufficient evidence that the minimum components of the social marketing planning approach were completed as part of the development. If not all components completed, the applicant describes how they will be completed before beginning implementation
- The applicant describes how the proposed project fits with the coalition’s strategic plan
- The applicant describes how the proposed project supports the implementation of the Wisconsin Nutrition and Physical Activity State Plan
- The applicant describes how the results will be shared with key stakeholders and the Nutrition, Physical Activity and Obesity Program
- The proposed approach is clearly written with sufficient detail to determine the extent to which the expected activities and deliverable are consistent with the intent of this funding.

▶ Sustainability

Planning Level

Describe how the coalition anticipates strengthening or expanding its capacity to support the implementation of the strategic and intervention action plans after this funding ends.

Implementation Level 1 and Implementation Level 2

Describe how the coalition anticipates continuing to implement and/or expand upon the coalition’s strategic and intervention action plans after this funding ends.

Evaluation Criteria 5 points

- Planning Level - The applicant describes reasonable approaches for implementing the strategic plan and intervention action plan. Includes initial ideas for securing supplemental resources.
- Implementation Level 1 and Implementation Level 2 - The applicant adequately describes how the intervention action plan will be sustained. Includes initial ideas for securing supplemental resources.

► **Budget and Budget Justification** (not included in page limit)

Use the budget template for the budget, additional categories may be added as necessary. For the budget justification please include a brief summary of the expenses in each category. If you are unsure if an expense is covered by the grant, contact Mary Pesik, Nutrition, Physical Activity and Obesity Program Coordinator.

Note: Cost sharing or in-kind resources are not required but please include, if available.

Evaluation Criteria 5 points

- The proposed budget includes sufficient detail to reflect where the funding will be spent
- The proposed budget items are allowable
- The proposed budget includes cost-sharing or in-kind
- The proposed budget reasonably reflects the amount of work to be done

► **Work Plan** (not included in page limit)

Provide a comprehensive work plan for the duration of this funding, using the template in appendix C, that demonstrates how the expected activities and deliverables will be addressed.

Evaluation Criteria 15 points

- The work plan contains the required elements: overall goal, SMART objectives, connection to the Nutrition and Physical Activity State Plan, key strategies and activities, timeline, lead responsibility and evaluation indicators
- The work plan reflects the expected activities and deliverables as outlined in Section 2 of this RFP
- The work plan is consistent with the proposed approach described in the narrative

► **Letters of Commitment** (not included in page limit)

Include letters of commitment that will provide evidence of collaboration, with specific details on how the collaborating organization will be involved in the proposed project.

Evaluation Criteria 5 points

- The applicant provided letters of commitment
- The letters provide specific information about how the partners will be involved
- The letters are from partners who will contribute staff time or other resources to the proposed project

► **Supporting Materials** (not included in page limit; not scored)

You may include documents that help support the proposal such as organizational charts, logic models, strategic plan, intervention action plan, community needs assessments, etc. These materials are not required and will not be scored. It is important to include the key points you wish to make in the narrative as reviewers are not obligated to include the supporting materials in their review. Items included as supporting materials should be clearly referenced in the narrative.

7.0 AWARD PROCEDURES

All applications received will be reviewed by an evaluation committee. The evaluation committee will evaluate all proposals against stated criteria. The evaluation committee's scoring will be tabulated and applicants ranked according to the numerical score received. Consideration may be given based on geographical location to assure statewide representation and/or need based on overweight and obesity prevalence.

The Nutrition, Physical Activity and Obesity Program reserves the right to negotiate the award amount, authorized budget items, and specific goals with the selected propose prior to entering into grant agreement. All awards will be made via a contract with the Division of Public Health.

7.1 Notice of Intent to Award

The evaluation committee will make the selection of the proposals to be funded and issue an Intent to Award notice as soon as possible following the review of the proposals.

After the Intent to Award Notices are made, and under the supervision of the Nutrition, Physical Activity and Obesity Program staff, copies of all proposals will be available for public inspection during normal workdays at 1 West Wilson Street, Room 243, Madison, WI.

7.2 Protest/Appeal Process for Proposals Greater that \$25,000

Applicants can only protest or appeal violation of procedures outlined in this RFP. Ranking and scoring by the Evaluation Committee are not subject to protest or appeal. Notice of Intent to Protest and Protests must be made in writing. Protestors should make their protests as specific as possible and should fully identify the procedural issue being contested.

The written Notice of Intent to Protest must be filed with the following:

Administrator of the Division of Public Health
1 West Wilson Street
P.O. Box 2659
Madison, WI 53701

The notice of intent to protest must be received in that office no later than the close of business on January 8, 2009 or within five (5) working days after the notice of intent to award is postmarked, whichever is later. The written protest, fully identifying the procedural issue being contested, must be received in the Administrator's Office no later than ten (10) working days after the Notice of Intent to Award is issued.

The decision of the Division of Public Health may be appealed to the Secretary of the Department of Health Services, 1 West Wilson Street, Room 650, Post Office Box 7850 Madison, Wisconsin 53707 within five (5) working days of issuance with a copy of the protest filed with the Administrator of the Division of Public Health.

7.3 Public Information

It is the intention of the State to maintain an open and public process in the submission, review and approval of awards. All material submitted by proposers will be made available for public inspection after notice of intent to award or not to award a contract based on the evaluation of the application which was submitted. This information will be available for public inspection, under supervision, during the hours of 8:30 a.m. to 4:00 p.m., Monday through Friday (except holidays) until **February 29, 2009**, at 1 West Wilson Street, Room 243, Madison, WI 53703. No entire proposal submitted to the State may be marked as confidential, and any materials so marked, by being included in the application, will be considered public information.

Evaluation tabulation and scoring by individual evaluators will also be open for public inspection, but these scores will not identify individual evaluators.

**LOCAL IMPLEMENTATION OF THE WISCONSIN NUTRITION AND
PHYSICAL ACTIVITY STATE PLAN
RFP #G1661BCHP-LS**

8.0 NOTICE OF INTENT

Prospective applicants are strongly encouraged, but not required, to submit a Notice of Intent to Apply by **4:00 pm on November 21, 2008**. You are not obligated to submit a proposal if you submit this notice of intent. The information in the notice of intent will be used by the Nutrition, Physical Activity and Obesity Program to identify the number of members needed for the evaluation committee.

1. TYPE OF PROPOSAL (check one)

- PLANNING LEVEL
- IMPLEMENTATION LEVEL 1
- IMPLEMENTATION LEVEL 2

2. NAME OF PROPOSAL _____

3. PRIMARY CONTACT

| APPLICANT INFORMATION | | |
|---------------------------------|------------------|------------|
| ORGANIZATION/COALITION: _____ | | |
| PRIMARY CONTACT PERSON: _____ | | |
| ORGANIZATION AFFILIATION: _____ | | |
| ADDRESS: _____ | | |
| CITY: _____ | STATE: <u>WI</u> | ZIP: _____ |
| PHONE: _____ | FAX: _____ | |
| E-MAIL ADDRESS: _____ | | |
| WEBSITE: _____ | | |

Submit to Mary Pesik, Nutrition, Physical Activity and Obesity Program Coordinator by one of the following methods:

1. E-mail to mary.pesik@wisconsin.gov
2. Fax to 608-266-3125
3. Mail to the address listed below

Mary Pesik
Nutrition, Physical Activity and Obesity Program
1 West Wilson Street
PO Box 2659
Madison, WI 53701-2659

9.0 GRANT PROPOSAL SPECIFICATIONS

9.1 PART 1 – APPLICANT INFORMATION

1. TYPE OF PROPOSAL (check one)

- PLANNING LEVEL
- IMPLEMENTATION LEVEL 1
- IMPLEMENTATION LEVEL 2

2. NAME OF PROPOSAL _____

3. PRIMARY CONTACT

| APPLICANT INFORMATION | | |
|---|---|--------------------------------------|
| ORGANIZATION/COALITION: _____ | | |
| PRIMARY CONTACT PERSON: _____ | | |
| ORGANIZATION AFFILIATION: _____ | | |
| ADDRESS: _____ | | |
| CITY: _____ | STATE: <u>WI</u> | ZIP: _____ |
| PHONE: _____ | FAX: _____ | |
| E-MAIL ADDRESS: _____ | | |
| WEBSITE: _____ | | |
| FISCAL AGENT (if different from above) | | |
| ORGANIZATION/COALITION: _____ | | |
| PRIMARY CONTACT PERSON: _____ | | |
| ADDRESS: _____ | | |
| CITY: _____ | STATE: <u>WI</u> | ZIP: _____ |
| PHONE: _____ | FAX: _____ | |
| E-MAIL ADDRESS: _____ | | |
| WEBSITE: _____ | | |
| EMPLOYER IDENTIFICATION NUMBER: _____ | | |
| TYPE OF AGENCY (check one): | | |
| <input type="checkbox"/> State Agency | <input type="checkbox"/> Private, Non-Profit Agency | <input type="checkbox"/> Proprietary |
| <input type="checkbox"/> Unit of Local Government (specify) _____ | <input type="checkbox"/> Tribal Reservation | |
| <input type="checkbox"/> Other (specify): _____ | | |

4. DIVISION OF PUBLIC HEALTH REGION IMPACTED BY THIS PROPOSAL

- SOUTHERN REGION
- SOUTHEASTERN REGION
- NORTHERN REGION
- NORTHEASTERN REGION
- WESTERN REGION
- STATEWIDE

5. PRIMARY COUNTY OR CITY IMPACTED BY THIS PROPOSAL: _____

6. GROUPS POTENTIALLY TARGETED BY THIS PROPOSAL

| |
|--|
| AGE (check all that apply) |
| <input type="checkbox"/> INFANTS (0- <2) |
| <input type="checkbox"/> PRE-SCHOOL CHILDREN (2-5) |
| <input type="checkbox"/> CHILDREN (6-12) |
| <input type="checkbox"/> ADOLESCENTS (13-17) |
| <input type="checkbox"/> ADULTS (18-64) |
| <input type="checkbox"/> SENIORS (65+) |
| <input type="checkbox"/> NOT YET DETERMINED |
| RACIAL AND ETHNIC (check all that apply) |
| <input type="checkbox"/> AMERICAN INDIAN |
| <input type="checkbox"/> ASIAN |
| <input type="checkbox"/> BLACK OR AFRICAN AMERICAN |
| <input type="checkbox"/> HISPANIC OR LATINO |
| <input type="checkbox"/> WHITE |
| <input type="checkbox"/> NOT YET DETERMINED |
| GENDER (check all that apply) |
| <input type="checkbox"/> MALE |
| <input type="checkbox"/> FEMALE |
| <input type="checkbox"/> NOT YET DETERMINED |
| OTHER |
| BRIEFLY DESCRIBE GROUPS TO BE TARGETED: |

7. POTENTIAL TARGET BEHAVIORS ADDRESSED BY THIS PROPOSAL

(check all that apply)

- INCREASE PHYSICAL ACTIVITY
- INCREASE CONSUMPTION OF FRUITS AND VEGETABLES
- DECREASE CONSUMPTION OF SWEETENED BEVERAGES
- INCREASE BREASTFEEDING INITIATION, DURATION AND EXCLUSIVITY
- DECREASE TELEVISION VIEWING
- REDUCE CONSUMPTION OF HIGH ENERGY DENSE FOODS
- OTHER _____
- NOT YET DETERMINED

NOTE: The above questions are not scored.

9.2 PART 2 – NARRATIVE

All proposals must respond to all of the following sections. It is suggested that proposals adhere to the following format in the following order. Use of this format will make it easier for the evaluation committee to locate the requested information and evaluate the proposal.

The page limit for a Planning proposal is 6 pages. The page limit for an Implementation Level 1 or Level 2 is 8 pages, not including the proposal summary, budget worksheet, work plan, letters of commitment or supporting materials. The narrative should be single-spaced, with 1-inch margins and a 12 point font. The work plan can be a smaller font and margins as long as easily readable (not less than 10 font).

9.2.1 Proposal Summary

Summarize your proposed project suitable for dissemination to the public. It should be a self-contained description of the project. It should be informative to other persons working in the same or related fields. The proposal summary should be $\leq 1/2$ page in length and is not included in page limit and is not scored.

9.2.2 Coalition Description, Needs and Resources

- Tell us why your coalition is applying for this funding opportunity. Why is your community or coalition ready to address the issues of poor nutrition, physical inactivity and obesity? Include any relevant community needs data, if applicable.
- Describe your coalition’s history, organizational structure, leadership, and current members.
- Describe your coalition’s current capacity to address the issues of poor nutrition, physical inactivity and obesity.
- Describe the coalition’s experience planning, implementing and evaluating programs or interventions, especially policy or environmental changes, if applicable.
- Describe your coalition’s major strengths and assets that might contribute to the success of this proposal.
- If you are a newly formed coalition, please describe your commitment, motivation and capacity for addressing the issues of poor nutrition, physical inactivity and obesity.

9.2.3 Partnerships and Collaboration

- Describe the existing relationships and/or partnerships that you will draw upon for this proposal.
- List any new relationships or partnerships that you plan on developing for this project and what their anticipated role might be.
- Describe how your coalition is connected to and partnering/or plans to partner with other existing health-related coalitions in your community, if applicable. This may include: breastfeeding coalitions, tobacco coalitions, food security/hunger coalitions, nutrition and physical activity coalitions and overarching “Healthy People” groups.

9.2.4 Proposed Approach

Planning Level

- Describe the process you will use/or did use to develop a mission/vision statement for your coalition.
- Describe the process you will use/or did use to develop a strategic plan for your coalition.
- Describe how you will/or did assess the capacity of the coalition to identify strengths, weaknesses and gaps.
- Describe how you will/or did identify what is currently happening in your community to address the issue of poor nutrition, physical inactivity and obesity (e.g. asset mapping)
- Describe what success looks like for your coalition, as a result of participating in this funding opportunity.

Implementation Level 1 and Implementation Level 2

- Describe how you will/or did assess the capacity of the coalition to identify strengths, weaknesses and gaps.
- If you have an intervention action plan developed, describe the goals and SMART objectives, major activities and timeline.
 - Describe the process that was used to develop the proposed intervention. Describe how your coalition used the strategic plan in the development of the intervention action plan. Include information on the selected health outcome, selected health behaviors, the target audience(s) and how they were chosen, the formative assessment that was collected and analyzed, how the target audiences were involved in the planning, and strategies identified.
 - Describe how the intervention will be evaluated including identified indicators.

OR

- If the intervention action plan has not been developed or does not utilize the required aspects of the planning process (see appendix E) describe how the coalition anticipates it will develop the intervention action plan. Describe how your coalition will use the strategic plan in the development of the intervention action plan. Include any available information on potential health outcomes, potential health behaviors, potential target audience(s) and how they were chosen, formative assessment methods that might be used, and how the target audience(s) might be involved in the planning.
- Describe how the intervention supports the implementation of the Wisconsin Nutrition and Physical Activity State Plan.
- Describe what success looks like for your coalition, as a result of participating in this funding opportunity.

9.2.5 Sustainability

Planning

Describe how the coalition anticipates strengthening or expanding its capacity to support the implementation of the strategic and implementation action plans after this funding ends.

Implementation Level 1 and Implementation Level 2

Describe how the coalition anticipates continuing to implement and/or expand upon the coalition's strategic plan and intervention action plan after this funding ends.

9.3 Budget and Budget Justification (not included in page limit)

Use the budget template for the budget (appendix B), additional categories may be added as necessary. For the budget justification please include a brief summary of the expenses in each category. If you are unsure if an expense is covered by the grant, contact Mary Pesik, Nutrition, Physical Activity and Obesity Program Coordinator.

Note: Cost sharing or in-kind resources are not required but please include it if available.

9.4 Work Plan (not included in page limit)

Provide a comprehensive work plan for the duration of this funding, using the template in appendix C, that demonstrates how the expected activities and deliverables will be addressed.

9.5 Letters of Commitment (not included in page limit)

Include letters of commitment that will provide evidence of collaboration, with specific details on how the collaborating organization will be involved in the proposed project.

9.6 Supporting Materials (not included in page limit) (optional)

You may include documents that help support the proposal such as organizational charts, logic models, strategic plan, intervention action plan, community needs assessments, etc. These materials are not required and will not be scored. It is important to include the key points you wish to make in the narrative as reviewers are not obligated to include the supporting materials in their review.

APPENDIX A

GLOSSARY OF TERMS

Asset Mapping: the process of cataloging the resources of a community serving a number of purposes:

1. Identify possible resources
2. Provide a foundation for strategic planning and implementation
3. Deepen understanding of key regional systems and linkages
4. Become a catalyst for new partnerships
5. Be an organizational and motivational tool for implementation

Audience Segmentation: the process of dividing a broad target audience into more homogeneous subgroups, called audience segments.

Coalition: the term coalition is being used generically throughout this document for simplicity. Coalition is defined as a group of diverse stakeholders and/or organizations with a common interest who are working together toward a common goal. However, task forces, partnerships, networks, groups and other organizations fit within this definition.

Coalition Capacity: is the ability of a coalition to effectively and efficiently develop, implement, and evaluate (or otherwise support) interventions that address key community health issues in a manner that both garners community support and participation and is in keeping with current research and standards relevant to public health practice. This definition also encompasses a coalition's capacity for strategic planning and is related to aspects of the coalition that are both structural (e.g., number and type of people, meeting space, funding) and functional (e.g., skills and training, effective leadership, conflict resolution).

Formative Assessment: a component of the social marketing planning approach; an assessment conducted during the development of your program to help you choose and describe a target audience, understand the factors which influence their behavior, and determine best ways to reach them. Also called formative assessment, market research, consumer research, or audience research; involves incorporation of mixed evaluation methods (qualitative and quantitative).

Formative Assessment Techniques:

- **In-Depth Interviews:** a qualitative data collection method involving less rigid question structure and interviewing style than quantitative methods. Interviewers use a question guide to illicit responses from a participant, using open-ended questions. This method offers more detailed and rich findings on such issues as attitudes, beliefs and comprehension. Examples of in-depth interviews include the following:
 - **Intercept Interviews:** very informal interview with a predetermined set of questions; involves utilizing people in a convenient location and asking them a short series of questions regarding a topic of interest. Often used to interview people after an experience (e.g. purchasing or not purchasing fruits and vegetables at a grocery store).

- **Key Informant/Key Stakeholder Interviews:** in-depth interviews of people who are knowledgeable about a particular issue (may not be a member of the target audience); most useful to identify recommendations or when data collected by other means need to be explained in more detail. An interview that is completed with a key informant, who is a community resident and in a position to know the community as a whole or who know a particular demographic in the community; a relatively quick way to collect community opinions quickly. Interviews can be formal (scheduled in-person or by phone) or informal (unstructured or unscheduled; e.g. interview community residents at the park about physical activity).
- **Literature Review:** reviewing the peer-reviewed literature for evidence-based strategies regarding nutrition, physical, obesity prevention; utilizing information when selecting target audience, target behaviors, and/or intervention strategies.
- **Focus Group:** a focus group is a guided, small-group interview that uses group interaction to elicit information from group members. Using a skilled facilitator and note taker, focus group data provides insights into the attitude, perceptions, and opinions of the group participants. Especially suited for assessment where it is important to gain insight into several or alternative perspectives about the same topic; Focus groups are not ideal for development of consensus or finalizing a plan.
- **Community Opinion Survey:** a survey that determines what the community perceives to be as its main concerns and/or assets
- **Surveys:** used to collect information from or about people to describe, compare, or explain their knowledge, attitude, or behavior; surveys can be completed in-person, by mail, or phone
- **Community Forums:** public meetings in which a larger number of individuals share and discuss their perspectives on issues facing the community; primary purpose is to stimulate discussion about local problems and issues.
- **Environmental Assessment/Environmental Scan:** a formal or informal assessment of the community that includes identification of supports within the community for eating healthy foods and being physical activity; in particular includes assessing the built environment (community's neighborhoods, roadways, parks, trails, recreational areas) or food environment (stores, restaurants, farmers' markets, public vending).
- **Existing Data Sources/Secondary Data Analysis:** involves analysis of existing data collected by another individual or organization (e.g. adult fruit and vegetable consumption for Wisconsin via the Behavioral Risk Factor Surveillance System).
- **SWOT Analysis:** involves gathering information on a community's strengths, weaknesses, opportunities, and threats.
- **Rapid Assessment Procedure (RAP):** a quick, "big-picture" scan of a community that considers geographic, social, physical, and socioeconomic environments; can involve both

qualitative and quantitative methodology (field notes taken of everything observed in these environments). RAP often utilizes a combination of three data collection approaches (e.g. focus groups, intercept, and SWOT analysis).

High Energy Dense Foods: are those foods that contain a large number of calories for only a small amount of food. High energy dense foods are often high in refined grains, and added sugar and fat. In comparison, low energy dense foods tend to be foods with a high water content, a high fiber content or little fat (e.g., fruits, vegetables and broth-based soups).

Intervention: a deliberate process by which desired changes are produced in the health and behaviors of targeted populations; specific interventions are defined by program goals and expected outcomes. An intervention can be any activity, program or initiative with the main purpose of changing existing obesity- nutrition-, or physical activity-related behaviors and/or practices.

Intervention Action Plan: a plan that utilizes a step-wise process for the development of an intervention. The plan, at a minimum, should contain the following components:

- Expected outcomes (health outcomes and behaviors) of the target audience;
- Evidence that the intervention design decisions can be linked to knowledge and understanding of the target audience; accomplished through the social marketing planning approach (includes a formative assessment component)
- Clearly stated and measurable goals and objectives;
- Evidence of use of a theoretical framework (Social Ecological Model), with intervention components that specifically address environment and policy change;
- Defined implementation strategies (including where, when, and how) that utilized the best available evidence and that accomplish the intervention's defined goals and objectives; and
- Defined evaluation design and methodology.

Mission Statement: describes *what* the group is going to do, and *why* it's going to do that. Mission statements are similar to vision statements, but they're more concrete, and they are more "action-oriented" than vision statements. The mission might refer to a problem, such as an inadequate housing, or a goal, such as providing access to health care for everyone. And, while they don't go into a lot of detail, they start to hint - very broadly - at *how* your organization might go about fixing the problems it has noted. Some general guiding principles about mission statements are that they are: *concise* - although not as short a phrase as a vision statement, a mission statement should still get its point across in one sentence; *outcome-oriented* - mission statements explain the overarching outcomes your organization is working to achieve; and, *inclusive* - while mission statements do make statements about your group's overarching goals, it's very important that they do so very broadly. Good mission statements are not limiting in the strategies or sectors of the community that may become involved in the project.

http://ctb.ku.edu/en/tablecontents/sub_section_main_1086.htm

Primary Target Audience: (also called target audience) is a group of individuals whose behavior needs to change in order to positively impact the problem. In some cases, they are directly affected by the problem themselves. In other cases, the primary target audience will be

those who can make policy or environmental changes because you want their behavior to change (i.e., voting behavior, approval of policies).

Secondary Target Audience: is a group of individuals who exert influence on the primary target audience's behavior.

Social Ecological Model (SEM): provides a framework in which to develop, implement, and evaluate comprehensive interventions. The model stresses that society is composed of interconnected elements—individual, interpersonal, organizational, community, and social—that invariably affect one another.

Sample activities based on the model, include the following:

- **Individual**—teach parents skills about selecting and preparing fruits and vegetables
- **Interpersonal**—teach family meal preparation skills and encourage children living in the home to participate in meal planning and preparation
- **Organizational**—offer fruits and vegetables in vending machines at school or work
- **Community**—establish a farmers’ market or offer fruits and vegetables at the local convenience store
- **Social/Policy**—offer a tax credit for the location of farmers’ markets in lower income neighborhood

Social Marketing Planning Approach: is the planning and implementation of interventions designed to bring about voluntary social and behavior change. The structured planning process allows for well-informed decisions, which includes the development of programs or products, on what audiences to target, what are their specific needs, and how their needs can be met effectively. Social marketing is considered to be the application of commercial marketing theories and technologies to promote social good as opposed to making a profit.

Social Ecological Model (SEM): provides a framework in which to develop, implement, and evaluate comprehensive interventions. The model stresses that society is composed of interconnected elements—individual, interpersonal, organizational, community, and social—that invariably affect one another.

Sample activities based on the model, include the following:

- **Individual**—teach skills about selecting and preparing fruits and vegetables
- **Interpersonal**—teach family meal preparation skills and encourage children living in the home to participate in meal planning and preparation
- **Organizational**—offer fruits and vegetables in vending machines at school or work
- **Community**—establish a farmers’ market or offer fruits and vegetables at the local convenience store
- **Social/Policy**—offer a tax credit for the location of farmers’ markets in lower income neighborhoods

SMART Objectives: a method of writing objectives. The acronym stands for Specific, Measurable, Achievable, Relevant, and Time-specific.

Strategic Plan: provides overall direction for accomplishing a goal or set of goals over a period of several years. It is used to help a coalition focus its resources and energy, to ensure that members of the coalition are working toward the same goals, and to assess and adjust the coalition's direction in response to a changing environment.

http://ctb.ku.edu/en/dothework/tools_tk_5.htm

Vision Statement: communicates what your coalition believes are the ideal conditions for your community: how things would look if the issue important to you were perfectly addressed. This vision is generally articulated by one or more phrases or vision statements, which are brief proclamations that convey the community's dreams for the future. By developing a vision statement, your organization makes the beliefs and governing principles of your organization clearer to the greater community (as well as to your own members). In general, vision statements should be: understood and shared by members of the community, broad enough to allow a diverse variety of local perspectives to be encompassed within them, inspiring and uplifting to everyone involved in your effort, and easy to communicate.

http://ctb.ku.edu/en/tablecontents/sub_section_main_1086.htm

APPENDIX B
PART 3 – BUDGET WORKSHEET AND JUSTIFICATION

Project Name: _____

| BUDGET CATAGORY | JANUARY 1, 2009- JUNE 29, 2009 | JUNE 30, 2009- JUNE 29, 2010 | COST SHARING OR MATCH |
|--|-----------------------------------|---------------------------------|-----------------------------|
| Personnel Salary and Wages Fringe Benefits | | | |
| Contractual - Staff | | | |
| Travel | | | |
| Program Materials (material development, printing, purchasing, etc.) | | | |
| Supplies (office supplies, postage, mailing supplies, telephone, etc.) | | | |
| Meeting Expenses | | | |
| Other Contracts | | | |
| Other (describe) | | | |
| TOTAL | | | |

BUDGET JUSTIFICATION

PERSONNEL\$

Justification:

CONTRACTUAL\$

Justification:

TRAVEL\$

Justification:

PROGRAM MATERIALS\$

Justification:

SUPPLIES\$

Justification:

MEETING EXPENSES.....\$

Justification:

CONTRACTS\$

Justification:

OTHER\$

Justification:

TOTAL.....\$

APPENDIX C
PART 4 – WORK PLAN TEMPLATE

Please include the following items in your work plan. A template is provided for use. It is not required that this template be used.

1. Overall Proposal Goal: The overall goal that the coalition intends to achieve for the proposed project.

2. Objectives: What processes or outcomes are needed to achieve the overall proposal goal. What the coalition must achieve to complete the expected activities and deliverables for this funding opportunity. Objectives should be SMART-specific, measurable, achievable, relevant, and time-framed. An example of an objective is: “Between June 30, 2008, and June 30, 2009, establish 25 additional workplace wellness programs that support an environment for healthful eating and physical activity.”

3. Wisconsin Nutrition and Physical Activity State Plan Objective: If applicable, reference the State Plan objective that relates to the work plan objective. See <http://dhs.wisconsin.gov/health/physicalactivity/index.htm> for the State Plan or a copy can be requested from mary.pesik@wisconsin.gov or 608-267-3694.

4. Table of Key Strategies and Activities: See following page.

NOTE: Add more objective/strategy/activity fields as needed.

WORK PLAN TEMPLATE

PROPOSAL NAME: _____

TIME PERIOD: _____

| PROPOSAL GOAL: | | | | |
|---|--------------------------------------|---|---|--|
| Objectives | | | | |
| 1. | | | | |
| State Plan Objective(s): | | | | |
| 2. | | | | |
| State Plan Objective(s): | | | | |
| Key Strategies and Activities | Target Group | Lead Responsibility | Timeline | Evaluation Indicators |
| 1. OBJECTIVE (repeat from above) 1.1 STRATEGY (an approach, course of action, or method to achieve an objective) <ul style="list-style-type: none"> • ACTIVITIES (specific actions that aim to advance a strategy) | Who or what is the target of change? | What staff/coalition members are responsible? | Timeframe in which work will occur on the strategy? | How will you know an objective has been reached? |
| 2. | | | | |

APPENDIX D

STRATEGIC PLAN: APPLICANT EXPECTATIONS

Coalitions, organizations, or groups that wish to address obesity in their respective communities should begin by developing a strategic plan. Strategic plans are helpful when a group is starting a new initiative or large project or when a group wants to invigorate an older initiative that has lost focus or momentum. Moreover, a strategic plan can be used to help a group focus its resources and energy, to ensure that members of the group are working toward the same goals, and to assess and adjust the group's direction in response to a changing environment.

A strategic plan should contain the group's vision, mission, goals and objectives for how it will address obesity. During the strategic planning phase, it is important for your group to develop the following:

- Member commitment;
- Sense of mission;
- Shared values with which to work together;
- Collective vision; and
- Goals that can be translated into action and be measured.¹

Therefore, **applicants are expected to develop or have a strategic plan before beginning to design an intervention** (via an intervention action plan) to address obesity. Having a strategic plan will ensure that the intervention(s) are tied back to the group's vision, mission, and goals. For example, a strategic plan is like the picture on a puzzle box; the intervention action plans (Appendix C) are the puzzle pieces. The strategic plan ensures that all of the puzzle pieces fit together. It is needed to connect all the efforts (e.g. interventions in multiple settings) and to ensure that each of the pieces tie back to the group's vision, mission, and goals for impacting the health of the community.

Tips for a Successful Strategic Planning Process²:

- Define the purpose and direction: Determine exactly what the coalition/organization/group wants to accomplish and why it is necessary to achieve it through a collaborative.
- Commit to a unifying mission: The group's mission will require members to agree to share power and resources; individual agendas must be secondary.
- Involve "key partners" and stakeholders: Identify organizations and community representatives who have similar goals and interests and who will recognize and commit to the benefits of collaboration.
- Identify potential community partners: Actively recruit and consistently include community members and organizations that will benefit from or be impacted by the collaborative activities.
- Define roles: Clearly establish the expectations and responsibilities of the coalition/organization/group and its individual members. Each partner must have a clear understanding of what is expected from him/her and his/her organization.
- Develop decision making processes and ground rules: Design a democratic, inclusive decision making process and firm ground rules that are contributed to and approved by each member and community organization. A memorandum of understanding approved by agency decision makers and community members may be appropriate.

- Share the leadership: Develop a strong leadership and governance structure. Remember that collaboration requires shared leadership by members. Leaders must be impartial and work in the best interest of the collaborative.
- Commit to clear and frequent communication: Effective, thorough communication with and between collaborative members is necessary. Implement formal and informal communication tools early on in the collaborative process to inform members of all decisions and activities.
- Address conflict immediately: Collaboration requires a diverse group of community and agency representatives to work closely together. Conflicts of interest, individual agendas and competition issues will inevitably occur. A conflict resolution process should be developed and approved by members before the first conflict arises.
- Assess current resources, assets, needs and obstacles: Recognize and build upon existing community strengths and assets. Utilize available services and expertise that currently exist to avoid possible duplication. Identify needs, challenges and obstacles to be addressed.
- Develop the group’s collaborative vision and goals: Strategically plan realistic, specific and attainable goals and objectives, which will support the mission and purpose of the collaborative.

Strategic Plan Example ^{3,4}

Below is one example of how to develop a strategic plan. Of note, there are a few different processes that your group can use to develop a strategic plan. No matter the process that is selected, applicants are expected to have a strategic plan that contains the group’s vision, mission, goals, and objectives prior to designing an intervention.

In this fictional example, a group of concerned citizens came together to form the Healthy Communities Coalition of Golden County. Initial members of the newly-formed coalition included a county public health representative, the local YMCA, and a University of Wisconsin-Extension representative (e.g. Family Living Agent). The group met and decided to begin by doing an asset map of community partners and resources. The asset map identified other potential coalition members and resources, including the need for school district involvement (e.g. a school board member), representatives from Kiwanis (a potential funding source), the Chamber of Commerce, and the local hospital foundation. Local farmers were also identified as a possibility. After the asset mapping was completed, the coalition contacted and encouraged these potential partners to join their efforts. All of the potential partners agreed that preventing overweight and obesity was an important issue to them, and furthermore, demonstrated interest in joining the coalition. Instead of thinking about what types of interventions would be appropriate for their community, the coalition decided it was important to first develop a strategic plan for their future efforts.

| Strategic Plan Steps: | Sample Strategic Plan: |
|---|--|
| <p>Step One: Develop a vision & mission</p> <p>Vision Statement: Describes what we want the community to look like in the future</p> <p>Mission Statement: Broad description of what the coalition/group/organization is going to do and why</p> | <p>Vision Statement: Healthy people, healthy environments in Golden County</p> <p>Mission Statement: To improve the health of residents in Golden County by working together to provide optimal environments for healthy eating and physical activity.</p> |

| | |
|--|--|
| <p>Step Two: Complete a community assessment</p> <p>Define Community: The process of defining your community, which includes the target audience and those who influence or interact with the target audience.</p> <p>Gather & Analyze Information: Includes collecting the following:</p> <ul style="list-style-type: none"> • County or Community-Level Data: this data tells the story about the health status of your community • Community Opinions: this data tells you what the target audience thinks is important regarding health • Assessing Programs, Services, Policies, and Environment: this data tells what is influencing health behaviors in your community <p>Summarize & Report Information: Analyze and organize results by common themes, barriers, etc. Do the qualitative results (e.g. focus group) explain the quantitative results (e.g. survey)?</p> | <p>1. Define Community: All residents in Golden County; includes 4 communities; 3 school districts and 11 worksites. Community Demographics: Predominantly suburban; primarily middle-income residents (64% of population)</p> <p>2. Gather & Analyze Information:</p> <ul style="list-style-type: none"> • County-Level Data: Sent a mail survey to 500 households in Golden County; survey questions asked about self-reported height, weight, fruit and vegetable consumption, and physical activity levels. • Focus Groups: Four focus groups (8 community members each); answered open-ended questions about nutrition and physical activity-related issues. • Asset Map: Identified and surveyed key partners/organizations resources to see what they are already doing and what resources they can commit to the plan <p>3. Summarize & Report Information:</p> <ul style="list-style-type: none"> • County-Level Data: 27% of adult residents are obese; 36% are considered overweight. Only 20% of residents eat 5 or more servings of fruits and vegetables. Only 27% of county adults are active 5 or more days per week. • Focus Groups: Community residents are concerned about obesity, especially amongst children. Residents cited poor access to affordable recreational facilities and opportunities as a major barrier to being physical active. Additionally, residents noted rising food costs and a lack of access to quality fruits and vegetables as concerns. • Asset Map: Identified that school district and public health department staff will lead implementation of interventions, Kiwanis and local hospital foundation will help with funding. Local farmers could also be potential partners. |
| <p>Step Three: Determine priorities, goals, and objectives</p> <p>Prioritize: Focus on addressing needs that build on community strengths; where there is community concern and/or support. Consider coalition/organization/group’s capacity/resources to address</p> <p>Goal(s): The health impact or result the coalition/organization/group intends to achieve—what the coalition must achieve to fulfill its vision and mission.</p> <p>Objectives: Provides direction on how to achieve</p> | <p>Coalition’s Prioritization: Based on the results of the community assessment, the coalition decided it was important to prevent obesity in Golden County Residents (would include children, adolescents, and adults). The coalition also noted that increasing fruit and vegetable consumption and physical activity were important issues as well.</p> <p>Overall Goal: Create an environment in Golden County that promotes and supports healthy eating, being physically active, and a healthy weight.</p> <p>Long-Term Outcome Objectives: By 2015, reduce the prevalence of overweight and obesity amongst Golden County children by 6%. By 2015, reduce the prevalence of overweight and obesity amongst Golden County high school students by 6%. By 2015, reduce the prevalence of overweight and obesity amongst Golden County adult residents by</p> |

| | |
|---|--|
| <p>something bigger like a goal, vision, or a mission. Objectives must be well written; essential to effective evaluation. Set SMART objectives:</p> <p>Specific – Objectives should specify what you want to achieve.</p> <p>Measurable – You should be able to measure whether you are meeting the objectives or not.</p> <p>Achievable - Are the objectives you set, achievable and attainable?</p> <p>Realistic – Can you realistically achieve the objectives with the resources you have?</p> <p>Time – In what time frame will it be done?</p> <p>There are also process and outcome objectives. Outcome objectives aim for changes in:</p> <ul style="list-style-type: none"> • Health status • Behaviors • Environment <p>Generally, it can take a community at least 3 years to achieve outcome objectives. Process objectives provide direction on how to achieve the outcome objective. Communities can expect a time frame of 1-2 years to achieve process objectives.</p> | <p>4%.</p> <p>Intermediate-Term Outcome Objectives:</p> <p>By 2013, increase the number of fruit and/or vegetable servings eaten by Golden County children each day by 10%.</p> <p>By 2013, increase the number of fruit and/or vegetable servings eaten by Golden County high school students each day by 10%.</p> <p>By 2013, increase the number of fruit and/or vegetable servings eaten by Golden County adults each day by 2 servings.</p> <p>By 2013, increase by 10%, the percentage of Golden County children that are physically active for at least 60 minutes a day.</p> <p>By 2013, increase by 10%, the percentage of Golden County high school students that are physically active for at least 60 minutes a day.</p> <p>By 2013, increase the percentage of Golden County adults who are moderately active for at least 150 minutes per week from 25% to 50%.</p> |
| <p>Step Four: Finalize the strategic plan</p> <p>The coalition/organization/group’s strategic plan should include the following:</p> <ul style="list-style-type: none"> • community assessment findings • goals and objectives for addressing nutrition, physical activity, and/or obesity • a plan for evaluating the objectives to document success in achieving or working towards the goal(s) • details about the development of intervention action plans, which may include settings (e.g. schools) or target behaviors (e.g. fruit and vegetable consumption); can include initial thoughts on the approach or high-level strategies to be used (e.g. addressing access to fruits and vegetables) | <p>Healthy Communities Coalition members discussed how they will achieve their agreed upon overall goal and outcome objectives. The members first discussed what key settings and/or target behaviors would need to be addressed (fruit and vegetable consumption; physical activity) to effectively reach their identified target audiences (children, adolescents, and adults). Second, they discussed the coalition’s current capacity (partners and resources) to impact these settings and target behaviors.</p> <p>Thus, based on the identified partners and resources, the coalition members determined they would begin by developing an intervention action plan for the community setting. The intervention action plan would specifically address the target behavior of increasing fruit and vegetable consumption (by addressing fruit & vegetable access).</p> <p>Next, coalition members developed a work plan that reflected details on the development of their community intervention action plan, determined who would be responsible, and by when. Additionally, they discussed estimated costs and the need for at least a .10 FTE to coordinate their activities and to assist with development of new partnerships.</p> <p>Last, coalition members discussed the appropriate infrastructure and group processes for accomplishing their current (community intervention) and future work (additional interventions). Furthermore, they</p> |

| | |
|---|--|
| <p>The strategic plan should also include a work plan with details on:</p> <ul style="list-style-type: none"> • what will be done (strategies) • by whom (people responsible) • by when • costs (resources needed) • who should know (partners/collaborators) | <p>agreed to assess their coalition's capacity and based on the results; include objectives in their strategic plan to address their identified needs.</p> |
| <p>Step Five: Determine the measures for evaluating the strategic plan (evaluation plan)</p> | <p>Based on the outcome objectives, the following evaluation measures were determined:</p> <ul style="list-style-type: none"> • Children: WIC data on weight, height, fruit and vegetable consumption, and physical activity levels • Adolescents (high-school students): Youth Risk Behavior Surveillance Survey data on weight, height, fruit and vegetable consumption, and physical activity levels; collect from high schools in all 4 school districts • Adults: County-wide survey; potentially use the Behavioral Risk Factor Surveillance System data on weight, height, fruit and vegetable consumption, and physical activity levels. |
| <p>Step Six: Implement & evaluate the strategic plan</p> <ul style="list-style-type: none"> • Once the group begins to implement the strategic plan, it is important to check to see if the plan's goals, objectives, and strategies are still appropriate for meeting the group's vision and mission; revise as necessary • Once an intervention action plan has been developed and implementation has begun, coalitions/organizations/groups can consider (based on available resources and partners): <ul style="list-style-type: none"> -Expanding what they are doing to other settings (expand efforts to address access to fruits and vegetables in schools and worksites); requires additional formative assessment <p>OR</p> <ul style="list-style-type: none"> -Developing a new intervention action plans to address another setting or a different target behavior (e.g. physical activity); may require additional formative assessment | <p>Healthy Communities Coalition members meet frequently to continue working on their respective community intervention action plan. Now that the intervention is underway to address fruit and vegetable access in their community, members are now determining if there are available resources and partners to also address access in the school setting. (This would involve additional formative assessment of students, school staff, and the school environment; coalition could add objectives to their existing intervention plan.) Furthermore, based on the coalition's relationship with the Chamber of Commerce, members are also contemplating addressing the worksite setting. (If not collected during the strategic plan development process, the coalition would need to utilize formative assessment techniques to learn more about the worksite setting (e.g. key informant interviews with business owners). In addition to their community intervention action plan, they would develop an intervention action plan for the worksite setting.</p> <p>Meanwhile, per their assessment of coalition capacity, the coalition is planning to send at least 4 members to training on collaborative leadership/shared power.</p> |

References:

1. Roberts. *Alliances, Coalitions, and Partnerships: Building Collaborative Organizations*. New Society Publishers, Gabriola Island, BC, Canada. 2004
2. Center for Civic Partnerships. <http://www.civicpartnerships.org/>. Accessed on October 16, 2008.
3. The Community Toolbox: <http://ctb.ku.edu>. Accessed on October 14, 2008.
4. Association of State and Territorial Public Health Nutrition Directors. Moving to the Future. <http://movingtothefuture.org/>

APPENDIX E

INTERVENTION ACTION PLAN: APPLICANT EXPECTATIONS

Interventions to prevent and control obesity should include an approach that creates environments, policies, and practices that support the improvements in dietary and physical activity behaviors of the target audience. Therefore, applicants are expected to use a population-based theoretical framework, like the Social Ecological Model, to ensure environment and policy components are incorporated into the intervention(s). Moreover, intervention objectives and strategies should be determined **after** social marketing/formative assessment (at least 3 different techniques) of the target audience has been completed.

Thus, when planning an intervention, applicants are expected to first conduct the necessary social marketing/formative assessment to understand the motivators and barriers related to their target audience. Then, applicants can look for evidence-based strategies that might match up with those particular motivators and barriers. Once evidence-based strategies are chosen, the results from the social marketing/formative assessment can be used once again to determine *how* to implement the chosen strategies. The *how* includes considerations such as message creation and positioning, the packaging of intervention components, and developing key partnerships. Lastly, chosen strategies/objectives should be applied to the Social Ecological Model to ensure that the intervention's components address, at a minimum, environment and policy components that support individual behavior change.

Intervention Action Plan Example

Below is an example of how to use the intervention action plan that applicants are expected to use in designing interventions.

In this fictional example, the Health Communities Coalition of Golden County convened. Some key organizations on this coalition included a county public health representative, a school board member, the Chamber of Commerce, the local YMCA, the local farmers' market association, a local farmers collaborative, and University of Wisconsin-Extension representatives (horticulturist and family living agent). During their first six months, the coalition completed an asset map of the community, focus groups with county residents, and conducted a survey to get county-level data on nutrition and physical activity determinants. From this initial formative assessment, the coalition developed a strategic plan. The strategic plan included the following overall goal:

- Create an environment in Golden County that promotes and supports healthy eating, being physically active, and a healthy weight.

The strategic plan also included the following outcome objectives to accomplish the abovementioned goal:

Long-Term Outcome Objectives:

- By 2015, reduce the prevalence of overweight and obesity amongst Golden County children by 6%.
- By 2015, reduce the prevalence of overweight and obesity amongst Golden County high school students by 6%.
- By 2015, reduce the prevalence of overweight and obesity amongst Golden County adult residents by 4%.

Intermediate-Term Outcome Objectives:

- By 2013, increase the number of fruit and/or vegetable servings eaten by Golden County children each day by 10%.
- By 2013, increase the number of fruit and/or vegetable servings eaten by Golden County high school students each day by 10%.
- By 2013, increase the number of fruit and/or vegetable servings eaten by Golden County adults each day by 2 servings.
- By 2013, increase by 10%, the percentage of Golden County children that are physically active for at least 60 minutes a day.
- By 2013, increase by 10%, the percentage of Golden County high school students that are physically active for at least 60 minutes a day.
- By 2013, increase the percentage of Golden County adults who are moderately active for at least 150 minutes per week from 25% to 50%.

After the strategic plan was completed, the coalition began to determine their next steps toward developing an intervention action plan. Based on their membership, asset map, and the initial formative assessment results, the coalition felt they were best suited to address access to fruits and vegetables in their **community** as a means for addressing their overall goals for their county. The following depicts the steps the coalition used to develop their intervention action plan:

| Intervention Action Plan Steps: | Sample Intervention: |
|---|--|
| <p>Step One: Identify a health outcome and health behaviors to address</p> <ul style="list-style-type: none"> • Selecting and targeting specific health outcomes, health behaviors and target audiences increases the likelihood for a more successful intervention. • Begin by defining your health outcome, which is what you want to see happen as a result of the intervention • Select health behaviors that will help you accomplish your health outcome; it is recommended that you select both a nutrition and physical activity behavior | <p>Health Outcome: Decrease the prevalence of overweight and obesity amongst Golden County residents (children, adolescents, and adults)</p> <p>Health Behavior: Increase fruit and vegetable consumption amongst Golden County residents (children, adolescents, and adults)</p> |
| <p>Step Two: Determine the target audience(s)</p> <ul style="list-style-type: none"> • Determine who you want to impact; selecting a target audience will help you effectively tailor intervention components in later steps • The primary target audience is whose behavior you are trying to change; whereas a secondary target audience influences the behavior of the primary target audience. • You may want to utilize some of the formative assessment completed as part of development of the strategic planning to help with the selection of a target audience | <p>Primary Target Audience:</p> <ul style="list-style-type: none"> • Adults (18-65) in Golden County <p>Secondary Target Audiences:</p> <ul style="list-style-type: none"> • Children & Adolescents in Golden County • Local Farmers & Producers • Local Grocery Store Owners/Operators |
| <p>Step Three: Collect the Formative Assessment</p> <ul style="list-style-type: none"> • This step allows you to “get to know” your target audience(s) • Utilize the asset mapping results completed for the development of the strategic plan to determine existing partners or resources in your community that could assist with the intervention • Use at least 3 different formative assessment techniques to get to know your target audience(s); when appropriate, utilize the formative assessment completed for the development of the strategic plan • When analyzing, look for common barriers, issues, and themes that can be used to determine your intervention | <p>Formative Assessment Results:</p> <ul style="list-style-type: none"> • Completed a Fruit and Vegetable Audit; results indicated poor access to fruits and vegetables (low number of outlets in community to access fruits and vegetables). Several farmers in the area; no farmers’ market. • Completed focus groups with adult residents; participants noted a lack of access to fresh produce in county and a lack of skills for selecting and preparing fruits and vegetables • Completed key informant interviews with 12 local farmers; interest in starting a farmers’ market; farmers are worried about the cost associated with starting a market and how they can get produce to county residents • County-wide survey on nutrition and physical activity determinants revealed low adult fruit and vegetable consumption; includes questions about consumption, knowledge of selecting and preparing fruits and vegetables, and inclusion of fruits and vegetables in family meals |

| objectives and strategies | | | | |
|--|--|--|--|--|
| <p>Step Four: Determine objectives and strategies</p> <ul style="list-style-type: none"> Set SMART Objectives: <ul style="list-style-type: none"> Specific – Objectives should specify what you want to achieve. Measurable – You should be able to measure whether you are meeting the objectives or not. Achievable - Are the objectives you set, achievable and attainable? Realistic – Can you realistically achieve the objectives with the resources you have? Time – In what time frame will it be done? When determining objectives and strategies, consider the formative assessment results and the health outcomes/health behaviors you have already determined Intervention objectives are organized by the levels of the Social Ecological Model to ensure the intervention components address individual behavior and environment and policy changes needed to support the desired individual behavior. Use evidence-based or best-practice strategies when possible and applicable Individual behavior change is hard without the right policies and environmental supports in place. You may want to focus on one site or setting to start your initiative and then build from there For multi-component interventions, think about objectives and strategies by settings (home, school, worksite, community, healthcare, childcare, etc.) and target behaviors <p>Additional Notes:</p> <ul style="list-style-type: none"> Objectives can be written as process and outcome objectives. Process objectives include details about things that need to be done; whereas the outcome objectives detail what happens as a result of the things that are completed. Strategies can also be written in a SMART format, but don't have to be. | <p>Based on formative assessment, the following intervention objectives and strategies were selected:</p> <p>Behavioral Objective: By June 2010, increase the number of fruits and/or vegetables servings that are eaten by Golden County adults by 1 serving each day.</p> | | | |
| <table border="1"> <tr> <th data-bbox="844 381 1159 451">Social Ecological Model Levels:</th> <th data-bbox="1159 381 2020 451">Intervention Objectives & Strategies</th> </tr> </table> | Social Ecological Model Levels: | Intervention Objectives & Strategies | | |
| Social Ecological Model Levels: | Intervention Objectives & Strategies | | | |
| <table border="1"> <tr> <td data-bbox="844 451 1159 722">Individual Level</td> <td data-bbox="1159 451 2020 722"> <p>Objective: By June 2010, increase Golden County residents' knowledge of how to prepare and select fruits and vegetables by 25%.</p> <p>Intervention Strategies:</p> <ul style="list-style-type: none"> 15 fruit and vegetable recipes will posted to the Golden County website Fruit and vegetable selection tips will be featured by the produce section in the 2 grocery stores in the county </td> </tr> </table> | Individual Level | <p>Objective: By June 2010, increase Golden County residents' knowledge of how to prepare and select fruits and vegetables by 25%.</p> <p>Intervention Strategies:</p> <ul style="list-style-type: none"> 15 fruit and vegetable recipes will posted to the Golden County website Fruit and vegetable selection tips will be featured by the produce section in the 2 grocery stores in the county | | |
| Individual Level | <p>Objective: By June 2010, increase Golden County residents' knowledge of how to prepare and select fruits and vegetables by 25%.</p> <p>Intervention Strategies:</p> <ul style="list-style-type: none"> 15 fruit and vegetable recipes will posted to the Golden County website Fruit and vegetable selection tips will be featured by the produce section in the 2 grocery stores in the county | | | |
| <table border="1"> <tr> <td data-bbox="844 722 1159 993">Interpersonal Level</td> <td data-bbox="1159 722 2020 993"> <p>Objective: By June 2010, increase the number of Golden County residents that include fruits and vegetables in meals by 15%.</p> <p>Intervention Strategy:</p> <ul style="list-style-type: none"> Family meal ideas, that include fruits and vegetables, will be featured in the county's newspaper Family meal idea/tips will be featured at the 2 grocery stores in the county Cooking classes to be held monthly at the library </td> </tr> </table> | Interpersonal Level | <p>Objective: By June 2010, increase the number of Golden County residents that include fruits and vegetables in meals by 15%.</p> <p>Intervention Strategy:</p> <ul style="list-style-type: none"> Family meal ideas, that include fruits and vegetables, will be featured in the county's newspaper Family meal idea/tips will be featured at the 2 grocery stores in the county Cooking classes to be held monthly at the library | | |
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| <table border="1"> <tr> <td data-bbox="844 993 1159 1295">Organizational Level</td> <td data-bbox="1159 993 2020 1295"> <p>Objective: By June 2010, at least 5 of the businesses in Golden County will be implementing 1 or more strategies to increase employees' access to fruits and vegetables.</p> <p>Intervention Strategy:</p> <ul style="list-style-type: none"> Farm-to-Work; a Community Supported Agriculture Farm drop off site would be established at the work place (allows farmers to get produce to employees). Vending; offer additional fruit and vegetable choices (refrigerated vending required) </td> </tr> </table> | Organizational Level | <p>Objective: By June 2010, at least 5 of the businesses in Golden County will be implementing 1 or more strategies to increase employees' access to fruits and vegetables.</p> <p>Intervention Strategy:</p> <ul style="list-style-type: none"> Farm-to-Work; a Community Supported Agriculture Farm drop off site would be established at the work place (allows farmers to get produce to employees). Vending; offer additional fruit and vegetable choices (refrigerated vending required) | | |
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| | <p>Public Policy/Policy Level</p> | <ul style="list-style-type: none"> ○ Assist farmers in establishing Community Supported Agriculture (CSA) Farms; encourage residents to purchase a share in a CSA farm <p>Objective: By December 2009, the county board will consider at least 1 ordinance to support increasing access to fruits and vegetables in Golden County.</p> <p>Intervention Strategy:</p> <ul style="list-style-type: none"> ○ Introduce an ordinance that would provide county farmers with a tax credit for creating a market or starting a CSA farm |
| <p>Step Five: Determine the measures for evaluating the intervention (evaluation plan)</p> <ul style="list-style-type: none"> ● Review your health outcome, health behavior(s), objectives and strategies to determine the measures that are needed to demonstrate the target audience has been impacted ● Evaluation measures can be both process and outcome-oriented ● Consider evaluation methodology throughout your intervention planning ● Think about evaluation standards for measures by: <ul style="list-style-type: none"> ● Utility: Who needs the evaluation results? Will the evaluation provide relevant information in a timely manner for them? ● Feasibility: Are the planned evaluation activities realistic given the time, resources, and expertise at hand? ● Propriety: Does the evaluation protect the rights of individuals and protect the welfare of those involved? Does it engage those most directly affected by the program and changes in the program, such as participants or the surrounding community? ● Accuracy: Will the evaluation produce findings that are valid and reliable, given the needs of those who will use the results? ● Consider using some of the formative assessment | <p>Evaluation Measures for the Intervention:</p> <ul style="list-style-type: none"> ● Fruit & Vegetable Audit Tool; used to measure increased access to fruits and vegetables in the county’s environment (e.g. # of farmers’ markets, CSA farms, farm stands) ● County-wide survey on nutrition and physical activity determinants (adult respondents); used to measure pre/post fruit and vegetable consumption and related predictors of consumption (e.g. knowledge of fruits and vegetables) ● Worksite Environmental Assessment; used in businesses in the county to assess employees’ access to fruits and vegetables (e.g. # of fruits and vegetables available in the cafeteria and in vending) <p>Before the Intervention:</p> <ul style="list-style-type: none"> ● Collect pre-Fruit & Vegetable Audit Tool (can use results that were collected during Step 3 as a baseline for your intervention) ● Collect pre-County-Wide Survey (can use results that were collected during Step 3 as a baseline for your intervention) ● Collect pre-Worksite Environmental Assessment | |

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| <p>techniques to collect baseline (pre) and post measures for your intervention. For example, using the Fruit & Vegetable Audit Tool to get a sense of the county’s environment during the formative assessment can also be used to show change over time (post) as a result of the intervention</p> <ul style="list-style-type: none"> • Evaluation techniques should be used before, during, and after your intervention is completed. | |
| <p>Step Six: Implementation</p> <ul style="list-style-type: none"> • Once the intervention has been designed, it is ideal to pilot test, evaluate, and revise intervention components as necessary. | <ul style="list-style-type: none"> • Determine who will be responsible for each of the intervention’s objectives and related activities: <ul style="list-style-type: none"> Health Communities Coalition Member Roles: <ul style="list-style-type: none"> ○ Ann—Completing the Fruit & Vegetable Audit Tool in all 3 communities in county ○ Joe—Convene local farmers to discuss increasing access to fruits and vegetables • Determine resources that will be needed to implement the intervention <ul style="list-style-type: none"> ○ .10 FTE needed to organize coalition member activities to implement the intervention ○ Estimated Funding Needed: \$15,000 |
| <p>Step Seven: Evaluate the Intervention</p> <ul style="list-style-type: none"> • Evaluation techniques should be used before, during, and after your intervention is completed. • Throughout the intervention period, check to see if the intervention components are being implemented as planned and if there is a need to revise intervention components based on new feedback from the target audience | <p>Continued from Step Five...</p> <ul style="list-style-type: none"> • During the Intervention: Coalition members conducted key informant interviews with employers to assess their perception of how the implementation of the farm-to-work component was going; and conducted similar interviews with farmers. As a result, changes were made to the intervention to address the identified issues. • After the Intervention: Coalition members completed a post-Fruit and Vegetable Audit Tool and a post-county-wide survey to determine the impact of their intervention on county residents (especially the target audience, adults). Additionally, they repeated the Worksite Environmental Assessment to determine if employees’ access to fruits and vegetables had improved as a result of the farm-to-work and vending intervention components. |