

Obesity Prevention Collaborative in Houston/Harris County

REQUEST FOR APPLICATIONS (RFA)

I. BACKGROUND

In response to the growing epidemic of obesity among children with a reach that extends into Harris County, Texas and across the nation, the Obesity Prevention Collaborative (the Collaborative), a local private-public partnership, will engage in **a two-year, multi-sector planning initiative to mobilize policy action directed towards system and environmental change to curb childhood obesity.** With a grant award from the Houston Endowment and, on behalf of the Collaborative steering committee, the Harris County Healthcare Alliance (HCHA) and Harris County Public Health & Environmental Services (HCPHES) are offering an opportunity for qualified candidates to apply to become a part of the initiative's project staff in three core areas: project management, planning team coordination and community & stakeholder engagement. Institutions from various sectors as well as members of the lay public will be engaged in this effort to gather and share information relevant to childhood obesity and its determinants through various assessments; identify issues that can be addressed via policy; prioritize policy strategies across various sectors; **and develop an action plan for subsequent and sustainable implementation.**

Collaborative Structure

The *steering committee* serves as a governing body for the Collaborative, and currently includes leadership from local non-profit organizations and foundations, two local health departments in the Houston area, health care providers and health insurance plans, as well as leadership from the education and business sectors. Efforts are underway to recruit additional members to represent more sectors. The steering committee will determine the mission, scope and "brand" of the Collaborative; develop guidelines regarding operations and decision-making; secure resources necessary to carry out key functions and tasks; and will assemble a multi-sector community planning team charged to carry out the Collaborative's mission.

The *community planning team* serves as the body responsible for implementing core planning objectives consistent with two best practice, public health planning tools: Mobilizing Action for Planning & Partnerships (MAPP) and the Protocol for Assessing Community Excellence in Environmental Health (PACE-EH). The team will consist of representatives from various sectors and will primarily be comprised of decision-makers or their “designees” - i.e. persons that: a) have a “big picture” perspective on either their specific agency, the overall field of expertise they represent, or both; b) have the credibility and/or authority to adopt or promote policy strategies identified through the planning process; and c) maintain an established network of stakeholders from their respective sector(s) and/or linkages with the lay public/community at-large. Examples of representative stakeholders include but are not limited to:

❖ <i>School districts</i>	❖ <i>Transportation</i>
❖ <i>Political entities</i>	❖ <i>Economic & Community Development</i>
❖ <i>Public Infrastructure</i>	❖ <i>Health departments</i>
❖ <i>Parks</i>	❖ <i>Health providers/plans</i>
❖ <i>Law Enforcement</i>	❖ <i>Community Based Organizations</i>
❖ <i>Business Sector</i>	❖ <i>Academia</i>

Additionally, the community planning team will consist of persons with subject matter expertise, as well as expertise in four functional areas: assessment, community and stakeholder engagement, policy and evaluation.

With guidance and support from the steering committee, the community planning team will carry out major tasks of the Collaborative described above – multiple, cross-sector assessments, issue identification, policy strategy prioritization and action plan development – within the **two year project period, which runs from October 2011 through October 2013**. To successfully complete these tasks, the Collaborative is requesting applications to staff three core functions – project management, planning team coordination and community

& stakeholder engagement – which are described in the next section. Personnel assigned to these functions will work together as part of a project support team, representing the core project staff under the direct guidance of the Collaborative Project Director. See Appendix A for proposed timeline.

II. CORE PROJECT FUNCTIONS

A. Project Management

The Collaborative is seeking designated project management support for the overall operations of the Collaborative, implementing strategies that maximize efficiency and providing coordination and logistical support to the steering committee, the community planning team, core planning objectives and multiple project tasks, including but not limited to comprehensive, multi-sector information gathering and reporting (i.e. assessment); community/stakeholder outreach and engagement; policy tracking; evaluation; website development & maintenance and technical assistance.

Scope of Work

- Develops, implements and maintains project work plans.
- Serves as a consultant on project planning and use of project management tools, particularly supporting Collaborative participants with lead roles for various functions or activities.
- Regularly attends quarterly steering committee meetings and monthly community planning team meetings; provides back-up meeting facilitation support to the community planning team.
- Convenes monthly meetings with project staff and coordinates conference calls or in-person meetings with Collaborative participants as required.
- Oversees administrative support to the Collaborative steering committee and community planning team, including but not limited to meeting scheduling and logistics; recordkeeping, data entry and proofreading; and processing supply, equipment or other purchase orders.
- Develops and coordinates memoranda of understanding/agreements (MOU/MOA) involving planning team members and other Collaborative participants.
- Develops scopes of work for contractual agreements as needed.

- Monitors contract compliance and budget expenditures in conjunction with project fiscal agent, overseeing the coordination of contract deliverables and appropriate invoicing.

Key Deliverables

- Project work plans that will guide the overall operations of the Collaborative, updated as required but at least quarterly and demonstrating appropriate monitoring and implementation of project tasks.
- Minutes or notes from monthly meetings with core project staff and regular correspondence with consultants and Collaborative participants.
- Quarterly progress summary reports that, at a minimum, describe project status of sub-contractors, contract compliance and implementation of overall work plan objectives and tasks, including any challenges and actions taken to overcome them; tracking of in-kind support and efforts to maximize resource use efficiency; and activities that demonstrate ongoing consultation to support various components of the Collaborative and its overall mission.

B. Planning Team Coordination

The Collaborative is seeking designated coordination and meeting facilitation support for the community planning team with responsibilities in overseeing the implementation of broad-based planning objectives consistent with sound community health planning tools; coordinating technical assistance; fostering effective collaboration and partnership-building that results in long-term relationships; seeking and facilitating leveraging opportunities across communities and stakeholders; and culminating the work of the planning process into a community action plan.

Scope of Work

- Collaborates and works closely with multi-sector stakeholders, including but not limited to representatives of public health departments, health care institutions/health insurance plans, elected officials, public infrastructure, parks, academia, industry, law enforcement, transportation, community development, school districts as well as members of the lay public in order to fulfill the overall mission, goals and objectives of the Collaborative.
- Serves as a consultant in the area of partnership-building and conflict resolution, promoting collaboration and incorporating effective group process activities throughout the planning process.
- Directly oversees the implementation of broad-based planning objectives that align with evidence-based community health planning tools (e.g. MAPP, PACE-EH, etc.).
- Prepares planning team members for monthly meetings, serves as lead facilitator for such meetings and performs follow-up activities.
- Manages the recruitment and maintenance of multi-sector, community planning team membership and stakeholder participation throughout the planning process.
- Works closely with team leaders and other Collaborative participants to coordinate the following activities: assessment, community/stakeholder engagement, policy tracking and evaluation.

- Coordinates technical assistance from local, state and national subject matter experts to support the community planning team.
- Prepares the community action plan and contributes to the preparation of reports, briefs and other project materials.
- Reviews structure/process evaluation findings and incorporates quality improvement strategies to refine the planning process as needed and ensure that the appropriate inputs are in place.
- Utilizes web-based technology (i.e. SharePoint) to facilitate social computing, documents management and other applications for online collaboration among community planning team members and other Collaborative participants.

Key Deliverables

- Project work plans that will guide the implementation of broad-based planning objectives that align with evidence-based community health planning tools (e.g. MAPP, PACE-EH, etc.), updated as required but at least quarterly and demonstrating appropriate monitoring and implementation of project tasks.
- Minutes or notes from monthly community planning team meetings and regular correspondence with consultants, team leaders and other Collaborative participants, including communication that prepares planning team members for regularly scheduled meetings, as well as follow-up activities.
- Quarterly progress summary reports that, at a minimum, describe the implementation status of planning objectives and tasks, including any challenges and actions taken to overcome them; strategies employed to promote collaboration among community planning team members and Collaborative participants; recruitment and other actions performed to maintain multi-sector, community planning team membership and stakeholder participation; use of SharePoint as an online communication and resource sharing tool; and activities that demonstrate ongoing consultation and other support to the Collaborative.

- A community action plan, which at minimum includes the purpose, objectives and background on activities performed; assessment findings; consensus strategy recommendations for policy, environmental and system-level change; “next step” action items; and a plan for evaluating the action plan’s implementation.

C. Community and Stakeholder Engagement

The Collaborative is seeking designated outreach coordination support with responsibilities in managing community and stakeholder engagement activities, including the development and implementation of broad-based marketing, communications and public relations strategies to promote and sustain the Collaborative; community capacity-building within institutions and among residents, namely coordination of stakeholder events and other education and outreach activities of the community planning team; the development of marketing and educational materials; and ongoing evaluation of promotion, education and outreach efforts.

Scope of Work

Community and Stakeholder Engagement

- Serves as the community and stakeholder engagement team leader, content expert and advisor to the community planning team and overall Collaborative.
- Provides community and stakeholder engagement support to team leaders of the community planning team and other Collaborative participants in order to accomplish planning objectives.
- Supports recruitment of stakeholders – both community residents and institutions – for participation on the community planning team or other activities of the Collaborative.
- Conducts community and stakeholder research related to community residents and various sectors to inform education and outreach strategies.
- Develops and implements work plans that address marketing, communication, public relations, education and outreach activities of the Collaborative in general and with respect to assessment, issue and strategy prioritization and action plan development activities.
- Oversees community capacity-building and mobilization efforts, including the coordination of webinar training, 8-12 educational workshops, at least one summit and several town hall and/or other stakeholder meetings.

- Develops and maintains record of outreach and communication channels and networks, including linkages to community gatekeepers and opinion leaders across various sectors via a contacts management system.
- Monitors news sources, podcasts, webcasts, publications and other media sources and informs Collaborative participants and other stakeholders as information becomes available.
- Closely monitors, tracks and evaluates results of promotion, education and outreach activities and provides regular summaries to the community planning team and Project staff complete with improvement recommendations as required.

Resource Management

- Oversees the development, content and maintenance of a web-based platform (i.e. SharePoint) to support social computing, contacts and documents management and other applications relevant to community and stakeholder engagement activities.
- Oversees the development and dissemination of culturally/linguistically appropriate promotional/marketing and educational material such as newsletters, web resource guides and press releases through various outlets, including print and electronic media.
- Ensures appropriate provision of interpretation, translation or other specific communication services (e.g. for the hearing or visually impaired) as required.

Key Deliverables

- Reports of community and stakeholder research findings that describe information gathered to inform education and outreach strategies, such as outreach and communication networks, community assets, political/power structures, norms and values, community culture, etc.
- Project work plans that address marketing, communication, public relations, education and outreach activities for the Collaborative overall as well as for assessment, issue and strategy prioritization and action plan development activities, updated as required but at least quarterly and demonstrating appropriate monitoring and implementation of project tasks.

- Work plans and other supplemental documentation that describe planning, execution and follow-up activities and outcomes for 8-12 educational workshops, at least one summit and several town hall and/or other stakeholder meetings.
- An evaluation plan that describes how the effectiveness of promotion, education and outreach activities will be measured, monitored and reported.
- A fully operational web-based platform (i.e. SharePoint) that supports online communication, collaboration and other community/stakeholder engagement efforts.
- A fully operational database that functions as a contacts management system.
- Quarterly progress summary reports that, at a minimum, describe the implementation status of work plan objectives and tasks, including any challenges and actions taken to overcome them; recruitment and other outreach strategies employed to engage multiple sectors, community residents and other stakeholders for participation in Collaborative activities; community capacity-building and communication efforts (e.g. educational workshops, webinars, news alerts/media updates, etc.); efforts to ensure cultural appropriateness of promotional/marketing and educational materials and communication; and activities that demonstrate ongoing consultation and other support to the Collaborative as the community and stakeholder engagement team leader.

III. APPLICATION

A. General Information

1) Please indicate if you are a firm or single source independent contractor:

- Firm
- Independent contractor

2) Contact information

Full Name (organization or individual):

Street Address:

City/state/zip:

Website (if applicable):

Primary Point of Contact:

Name:

Title:

Email address:

Telephone number:

B. Core Project Functions

1) Please indicate which of the core project functions you are applying for and the respective quote amount. Include an itemized description of the quote. You may apply for one up to all project functions. The quote should be based on designated time and resources needed to perform scope of work duties on a full-time basis for a 20-22 month period, including the completion of key deliverables.

Core Function	Quote (\$)
<input type="checkbox"/> Project Management	
<input type="checkbox"/> Planning Team Coordination	
<input type="checkbox"/> Community & Stakeholder Engagement	

- 2) For the functions in which you are applying, please submit a narrative that addresses each of the items listed below. Also submit any curricula vitae/biographical sketches to demonstrate skills and qualifications of personnel that would be assigned to the function(s) you are applying for. Examples of work products may also be submitted and are not subject to any page limits. *Please note: Consistency in personnel assigned to carry out these functions is expected.

Project Management (up to 5 pages, 1.5 or double line spacing)

1. Propose a plan that would effectively and efficiently support multi-sector, public-private collaboration, including a description of the logistics and management of multiple subcontract agreements; simultaneous, complex projects; administrative support and maintenance of other organizational aspects of the overall Collaborative.
2. Describe your experience in attracting, leveraging and managing resources across multiple organizations from diverse sectors and/or members of the lay public.
3. What project planning or project management tools would you use? Please describe how these tools will benefit the work of the Collaborative.
4. Outline any project management functions you intend to further sub-contract out. Describe the components of project management in which a sub-contractual agreement would be sought, as well as the projected timeframe for securing the contract.

Planning Team Coordination (up to 5 pages, 1.5 or double line spacing)

1. Describe your experience leading a multi-sector planning committee, coalition or collaborative through a multi-year planning process. Include essential steps of the process, any challenges and how you overcame them, as well as any successful outcomes.
2. Describe your experience working with any of the sectors that will be targeted for engagement on the community planning team (see examples provided on page 2). Include who you have worked with, the nature of that work and any “lessons

- learned” applicable to the primary focus of the Collaborative – i.e. action planning to achieve policy, system and environmental change conducive to the prevention of childhood obesity. Please limit your responses to three examples.
3. Do you have experience working with representatives of elected officials or members of the lay public? If so, describe who you have worked with, the nature of that work and any “lessons learned” applicable to the primary focus of the Collaborative. Please limit your responses to three examples.
 4. Suggest approaches you would take to promote collaboration among community planning team members and Collaborative participants both during and in between meetings. Do you have any experience using web-based technology such as SharePoint to facilitate social computing, documents management or other web-based collaboration strategies? If so, please describe your experience and how it could be applied to support the work of the Collaborative.
 5. Outline any planning team coordination functions you intend to further sub-contract out. Describe the activities in which a sub-contractual agreement would be sought, as well as the projected timeframe for securing the contract.

Outreach – Community and Stakeholder Engagement (up to 5 pages, 1.5 or double line spacing)

1. Describe your experience leading community and stakeholder engagement activities that target multiple, disparate sectors (see examples on page 2) to support the work of a planning committee, coalition or collaborative. Summarize those activities and the sectors targeted, and also provide examples of strategies you used that proved to be most effective in reaching them and sustaining engagement. How did you address cultural appropriateness in these efforts? Please limit your responses to three examples.
2. Describe your experience leading community and stakeholder engagement activities that target diverse members of the lay public. Diversity here refers to individuals from various backgrounds with respect to race/ethnicity, age, disability

- status, income/SES status, education level, etc). Detail those activities, including the diverse groups targeted and any examples of strategies you used that proved to be most effective in reaching them and sustaining engagement. How did you address cultural appropriateness in these efforts? Please limit your responses to three examples.
3. Describe up to three successful outcomes from projects specifically related to marketing, communication, public relations, education and/or outreach activities, including how “lessons learned” could be applied to the primary focus of the Collaborative - action planning to achieve policy, system and environmental change conducive to the prevention of childhood obesity.
 4. Do you have experience developing a web-based platform such as SharePoint, developing websites or using social media to supports online communication, collaboration and other community/stakeholder engagement efforts? If so, please describe your experience and how it could be applied to support the work of the Collaborative.
 5. Describe your experience planning and executing educational workshops, large-scale summit meetings or town hall meetings. Include the primary tasks performed pre-event, during the event and post-event using up to three examples. Please specify the type of meeting(s).
 6. Describe the evaluative approaches you would take in order to measure, monitor and report on the effectiveness of promotion, education and outreach activities.
 7. Outline any community and stakeholder engagement functions you intend to further sub-contract out. Describe the activities in which a sub-contractual agreement would be sought, as well as the projected timeframe for securing the contract.

C. Other Services

The Collaborative will employ various services at designated phases within the planning process or intermittently. Please indicate which of the following areas of expertise you

have the capacity to provide, either directly or indirectly, *in conjunction with* the core project function(s) you are applying for. When applicable, specify if the service would be subcontracted. Additionally, briefly describe your capacity in 2-3 sentences; examples of work products may also be submitted.

- Assessment (e.g. focus groups, interviews, survey methods, metrics and tool development, data collection, analysis and reporting)
- Evaluation (e.g. metrics and tool development, data collection, analysis and reporting)
- Translation & Interpreter Services
- Transcription Services for the Visual/Hearing Impaired
- Publication Design and Development
- Printing and Distribution

D. References

Provide up to three client references for each core project function you are applying for:

Project Management References

Not Applicable (place an 'X' here if you are not applying for this function)

Reference 1

Name	
Title	
Email address	
Telephone number	

Reference 2

Name	
Title	
Email address	
Telephone number	

Reference 3

Name	
Title	
Email address	
Telephone number	

Planning Team Coordination References

Not Applicable (place an 'X' here if you are not applying for this function)

Reference 1

Name	
Title	
Email address	
Telephone number	

Reference 2

Name	
Title	
Email address	
Telephone number	

Reference 3

Name	
Title	
Email address	
Telephone number	

Community & Stakeholder Engagement References

Not Applicable (place an 'X' here if you are not applying for this function)

Reference 1

Name	
Title	
Email address	
Telephone number	

Reference 2

Name	
Title	
Email address	
Telephone number	

Reference 3

Name	
Title	
Email address	

Telephone number	
------------------	--

E. Letter of Intent

Please submit a letter of intent (LOI) in MS format to Karen Love, Executive Director of the Harris County Healthcare Alliance (HCHA) at Klove@hctx.net, and to the Project Director, Rocaille Roberts, at rroberts@hcphe.org with a subject line of 'Obesity Prevention Collaborative Letter of Intent' by **noon central time on Wednesday, December 28, 2011**. The LOI will serve as a means to 1) notify us of your interest and 2) invite you to a bidders' conference *in the event one would be scheduled* and determine the agenda; applications without a LOI will still be accepted. The LOI should include a brief introduction; the project function(s) you intend to apply for, any questions you have that could inform a bidders' conference agenda and your contact information.

F. Application and Notification Procedure

Please complete and submit the application electronically in MS Word format to Karen Love, Executive Director of the Harris County Healthcare Alliance at Klove@hctx.net, and to the Project Director, Rocaille Roberts, at rroberts@hcphe.org with a subject line of 'Obesity Prevention Collaborative Application'. Do not submit applications in PDF format; however a PDF or other format is acceptable for any supplemental materials. If there are substantial supplemental materials, you may mail them along with a hard-copy of the application *in combination with* the electronically submitted application. Mailed items should be sent to:

Karen Love
Harris County Healthcare Alliance
1310 Prairie Street, Suite 1080
Houston, TX 77002

Rocaille Roberts
Harris County Public Health &
Environmental Services
2223 West Loop South, Room 632
Houston, TX 77027

The application deadline is Wednesday, January 18, 2012 by noon central time.

Applicant review committee members will review all applications, and may seek additional information from candidates that demonstrate a potential match before a final

selection decision is made. HCHA will notify applicants of their selection or non-selection on or before February 13, 2012. Selected applicants must be able to finalize a contract with HCHA and begin work on the project within 45 days of notification of contract award.

G. Application Review, Scoring and Selection

Applications will be reviewed and contractors selected based on the following considerations:

- Completeness and quality of the application (up to 10 points)
- Demonstrated experience, evidence of favorable project results, appropriate training and credentials (up to 25 points)
- Accessibility (e.g. geographic location and ability to ensure consistency in designated project staff) (up to 15 points)
- Cost (up to 20 points)
- Familiarity and use of tools, technology or methods relevant to the project function(s) the applicant is applying for (up to 20 points)
- Capacity in “Other Services”, direct or indirect via subcontract (up to 10 points)

H. Contact Information

For questions about application or notification procedures, or contracts please contact:

Karen Love
Executive Director, HCHA
KLove@hctx.net

For questions about project functions (e.g. scope of work, deliverables, etc) please contact:

Rocaille Roberts
Project Director, HCPHES
rroberts@hcpbes.org

Appendix A - Obesity Prevention Collaborative Proposed Timeline

Two Year Timeline (October 2011 - October 2013)								
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 5	Qtr 6	Qtr 7	Qtr 8
Obesity Prevention Collaborative								
PHASE I – Laying the Foundation (Steering Committee)								
Determine composition of the steering committee								
Scope the initiative: issue framing; definitions/assumptions (e.g. priority population (s); scope of policy); statement of mission								
Determine local capacity, leveraging opportunities, skills and resource needs								
Establish governance structure (e.g. terms of agreement/bylaws, appointments, etc.)								
Assemble the planning team								
PHASE II – Mobilizing Action Through Community Planning (Planning Team)								
Establish common ground (e.g. orientation sessions, visioning exercises, etc.)								
Assess the current landscape (e.g. policy scan, built environment infrastructure, nutrition environment, etc.)								
Develop & prioritize issues								
Develop action plan								