

APHA Affiliate Capacity-Building Initiative

Request for Proposals

EXECUTIVE SUMMARY

The American Public Health Association (APHA) announces that applications will be accepted to award funds to build the capacity of the nation's 53 state and regional public health associations (Affiliates) and the American Public Health Association/Affiliate grassroots policy network and improve our nation's ability to respond to new and emerging public health threats. We have a vision for stronger Affiliates through organizational development.

BACKGROUND

Our nation's ability to identify, prevent, and respond to public health threats depends on the collective actions of public, private, and voluntary agencies. Cross-cutting leadership is critical to assuring that public policy attends to both the primary determinants of health and the public health issues that impact daily on the health and quality of life in US communities. Public health associations are the only organizations dedicated solely to providing such cross-cutting leadership. However, capacity limitations have hampered their effectiveness.

In 2006, APHA sought and received a \$5.9 million grant from the W.K. Kellogg Foundation to strengthen the capacity of its Affiliates, to grow the APHA/Affiliate grassroots policy network, and to improve the nation's state and regional public health associations' ability to respond to new and emerging public health threats such as pandemic flu. The grant will be used to deliver financial and technical resources to APHA's 53 Affiliates over three years and five months, allowing them to improve their leadership, management, programs and services.

PURPOSE

The goals of the APHA Affiliate Capacity-Building Initiative are as follows:

1. Strengthen all 53 Affiliates so that each is effective at promoting and improving the public's health through technical assistance and direct grants.
2. Build and leverage the unique attributes of APHA's state and regional public health associations (independence, multi-disciplinary and multi-sectoral membership, crosscutting and integrative activities, and reach).
3. Enable all Affiliates to access effective and cost-efficient technical, administrative, and programmatic support through an expansion of APHA services.
4. Increase the impact of APHA and Affiliate efforts to advance policies proven to improve the public's health.
5. Ensure Affiliates and APHA have strengthened sustainable revenue streams after grant support ends.

W.K. Kellogg Foundation appropriated approximately \$2.28 million of the grant funds to be used to provide direct grants to Affiliates for their capacity-building needs. Affiliate capacity-building grants will be awarded to APHA state and regional public health associations to help build their capacity to improve the public's health through policy, programs, professional development, public education, research-to-practice knowledge transfer, and more. The project

will fund capacity-building activities that produce measurable impact resulting in more efficient, effective, and sustainable organizations. The W.K. Kellogg Grant Advisory Committee recommended that APHA prioritize 40% of the aggregate \$2.28 million for Affiliates' proposed organizational development activities.

The following requirements will be used to measure the success of capacity-building efforts among Affiliates receiving direct grants. Affiliates must address in their proposals how they plan to achieve all of the requirements. Affiliates who already have achieved any of these requirements may note that in the application.

As resources and time allow, APHA will provide as many technical assistance and training activities as possible. Requirements for which APHA plans to provide technical assistance and training have been checked in Table 1. Additional technical assistance also may be provided (see Appendix A).

Table 1. Requirements of the APHA Affiliate Capacity-Building Initiative		
Requirements	Technical Assistance	Comments
Participate in APHA's Get Ready campaign to create a national movement to enable all Americans to protect themselves, their families and their communities from preventable, serious health threats.	✓	Affiliates must participate in at least 10 Get Ready activities. <i>(See Appendix B for suggested activities)</i>
Incorporate as a non-profit*		
Appoint one individual to oversee the implementation of the grant and required activities		This individual or another Affiliate leader must attend APHA's Annual Meetings for 2007–2009.
Establish a communication process for members and target audiences (e.g. media lists, list serv, web board, newsletters)*	✓	
Create and manage a membership database system *	✓	
Establish dedicated office space or equivalent (may include a home office) *		
Establish dedicated organizational equipment: computer/laptop, printer, dedicated telephone lines, copier, fax machine, file cabinets *		
Develop and implement an updated strategic plan*	✓	
Develop a business plan*	✓	
Submit at least one grant proposal for state or foundation funding*	✓	
Add at least one new membership benefit that members find highly useful*		
Participate in training on governance issues **	✓	
Participate in training on financial management *		
Participate in training on membership recruitment and retention*	✓	

* - Considered an organizational development activity

** - Considered a leadership development activity

✓ - APHA plans to offer or contract experts to provide technical assistance and training in these areas. Affiliates do not need to request funding for technical assistance and training in these areas, however, Affiliates may want to consider applying for funds to implement the strategies.

Affiliates also must plan to use grant funds towards additional capacity-building in at least one of the initiative’s four priority areas: (1) Organizational Development, (2) Leadership Development, (3) Programs, and (4) Community Engagement. APHA encourages and will grant preference to Affiliates who prioritize funds for organizational development.

Table 2 lists activity examples for each priority area and those activities for which APHA plans to provide technical assistance and training. Please note that the list is intended to be illustrative and not exhaustive.

Other Priority Areas (Select at least one of the following)	Activity Examples	Technical Assistance
Organizational Development	- Employ or contract staff or an association management company	✓
	- Implement systems for financial management, information technology, website and email hosting	✓
	- Utilize comprehensive recruitment, marketing, or communication strategies	✓
	- Cultivate strategic relationships and partnerships with foundations, health departments, and other health organizations	✓
Leadership Development	- Participate in training on Affiliate board composition and functions	✓
	- Develop and train Affiliate leadership	✓
	- Develop and implement a leadership succession plan	✓
Program Development	- Expand or enhance current program or service delivery	
	- Offer opportunities for professional development	
	- Provide public education	✓
	- Host continuing professional education	✓
	- Propose policies on critical public health issues	✓
Community Engagement	- Evaluate program outcomes	
	- Initiate state-level grassroots campaigns on complex health issues facing states or region	✓
	- Establish policy coalitions	
	- Leverage resources/collaborative relationships	✓

✓ - APHA plans to offer or contract experts to provide technical assistance and training in these areas. Affiliates do not need to request funding for technical assistance and training in these areas, however, Affiliates may want to consider applying for funds to implement the strategies.

Under the U.S. Internal Revenue Code (“Code”), Affiliates, fiscal agents, or any sub-grantee may not use grant funds nor any income earned thereon to carry on propaganda or otherwise attempt to influence legislation (within the meaning of Section 4945 (d)(1) of the Code); influence the outcome of any specific public election or to carry on, directly or indirectly, any voter registration drive; make grants to individuals or organizations that do not comply with the requirements of Section 4945(d)(3) or (4) of the Code; or undertake any activity other than for a charitable, educational, literary, or scientific purpose specified in Section 170(c)(2)(B) of the Code. For additional revenue code information visit, www.irs.gov.

AWARD INFORMATION

Funding Instrument Type: Grant

Anticipated Total Priority Area Funding: \$ 2,283,860

Maximum Individual Award Request: \$90,000

Maximum Multi-Affiliate Award Request: \$60,000 x Number of Affiliates

Length of Project Period: October 1, 2007 to February 28, 2011

ELIGIBILITY CRITERIA

Affiliates must have achieved the following to be eligible to receive grant funds:

- Participated in the Affiliate Needs Assessment
- Possess 501(c)(3) tax status or selected a fiscal agent with 501(c)(3) tax status
- Returned a signed Memorandum of Understanding (MOU) to APHA by the grant proposal deadline
- Completed a proposal that meets all of the application submission criteria
- Agreed to participate in and cooperate with the on-going grant evaluation

GRANT APPLICATION SUBMISSION

Please submit an application, using the templates provided, that addresses the following:

Application Template – Part I:

1. **Contact Information:** Name of Affiliate, name of the Affiliate President and/or Executive Director, address, phone number, fax number, email address, and website.
2. **Background:** State your Affiliate's history, mission and activities. If you are applying as a multi-affiliate or regional grant, please state the history, mission and activities of each Affiliate.
3. **Purpose Statement:** Provide a short statement about how you plan to use the funding and what you expect to accomplish with the grant.
4. **Sustainability:** Specify how your Affiliate will sustain the proposed initiative(s) and improved capacity after the grant award period. Identify at least one funding source to which your Affiliate intends to apply.

Application Template – Part II:

5. **Proposal:** Identify your goals, a measurable objective(s) for each goal, the proposed activities associated with achieving the goals and objectives, and the timeline for completing each goal. The grant period will end February 28, 2011.

Budget Template:

6. **Budget and Budget Justification.** Submit your proposed budget using the budget template (see *Appendix C*). In a separate Microsoft Word document, complete a

budget justification, provide examples, and describe your current budget and any matching or in-kind funds (see *Appendix C*).

Accompanying documents:

- Signed cover letter
- Copy of your Affiliate's 501(c)(3) certificate or your selected fiscal agent's 501(c)(3) certificate
- Completed copy of *Appendix A: Proposed Technical Assistance and Training Activities*

GRANT APPLICATION SUBMISSION INSTRUCTIONS

Affiliates who plan to apply should submit a simple notification of intent via e-mail, mail, or fax by Monday, July 16, 2007.

Affiliates must deliver or mail the original application with all relevant documents and five copies. The original application must include a signed cover letter. Applications must be received at APHA by no later than 5:00 PM EDT on Friday, August 17, 2007.

Notifications of intent and grant applications should be submitted to:

Kimberly Moore, MHSA
Grant Manager/Administrator
American Public Health Association
800 I Street, NW
Washington, DC 20001-3710
Fax: (202) 777-2531
E-mail: kimberly.moore@apha.org

APPLICATION REVIEW AND SELECTION PROCESS

Individual and multi-affiliate grant applications will be evaluated on the following merits:

- Addresses the stated requirements and at least one of the four priority areas
- States clear goals and measurable objectives
- Demonstrates a likelihood that the stated objectives and activities will improve the Affiliate's capacity and positively impact the public's health
- Includes a sustainability plan beyond the grant award period
- Emphasizes organizational development
- Provides cost-effective financial support to meet Affiliate's goals and objectives

Each eligible individual and multi-affiliate grant application will be reviewed and weighted as follows:

- Background and Purpose Statement – 15%
- Proposal – 60%
- Sustainability – 10%
- Budget and Budget Justification – 15%

The weights indicate the relative importance that APHA places on each submission criteria and Affiliates should consider these weights when drafting their applications. Additionally, APHA

encourages and will grant preference to Affiliates who prioritize funds for organizational development.

AWARD NOTICES

Successful applicants will be notified through the issuance of an Award document, which sets forth the amount of funds granted, the terms and conditions of the grant, the effective date, and the budget period for which support will be given. Affiliates whose applications are not funded will be notified in writing with explanatory notes.

REPORTING REQUIREMENTS

All successful applicants must designate a project manager who will participate in the grant activities and grant evaluation through the life of the grant. All successful applicants will be required to submit annual progress and financial reports and a final report at the conclusion of the funding period. The annual progress and financial reports will help APHA stay informed about the project. The final report will provide a comprehensive record of the activities conducted in all years of the grant and demonstrate how these activities contributed to achieving the goals set forth in the original proposal.

All Affiliates will be required to participate in evaluation activities for the APHA Affiliate Capacity-Building Initiative. All funded Affiliates must participate in additional required evaluation activities. These activities include, but are not limited to, an annual affiliate capacity status survey and an affiliate member survey.

A representative from all funded Affiliates also must be present at APHA Annual Meetings on November 3-7, 2007 in Washington, D.C.; October 25-29, 2008 in San Diego, CA; and November 7-11, 2009 in Philadelphia, PA to participate in evaluation activities.

PROJECTED TIMELINE

June 13, 2007: APHA to release RFP
June 28, 2007: Q&A conference call with APHA, 12:30 – 2:30 pm EDT
July 16, 2007: Notification of intent to apply due to APHA
July 18, 2007: Q&A conference call with APHA, 12:00 – 2:00 pm EDT
August 2, 2007: Q&A conference call with APHA, 1:00 – 3:00 pm EDT
August 17, 2007: Deadline to submit proposals, 5:00 pm EDT
October 2007: APHA to distribute awards
November 3-7, 2007: APHA Annual Meeting in Washington, D.C.

APHA CONTACT

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Grant Manager/Administrator
American Public Health Association
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Washington, DC 20001-3710
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E-mail: kimberly.moore@apha.org

Appendix A: Proposed Technical Assistance & Training Activities

APHA will offer to all Affiliates as many of the following technical assistance and training activities as resources and time allow. Please consider these technical assistance activities when you are creating your Affiliate's proposal. *All Affiliates, including those not applying for a direct grant, must complete this form.*

Please prioritize the following list in order of importance to your Affiliate.
(#1 = highest importance, #22 = lowest importance)

- Negotiating and purchasing general liability insurance
- Negotiating and purchasing director and officer liability insurance
- Obtaining incorporation
- Developing fundraising strategies, such as applying for grant and sponsorship funds
- Developing and implementing business plans
- Strategic planning for increasing membership in Affiliate and APHA
- Improving communication with other Affiliates and APHA
- Developing strategic partnerships and programs
- Providing public health leadership
- Developing financial management and budgeting skills and systems
- Conducting legislative advocacy with support materials
- Conducting media advocacy with support materials
- Planning for leadership changes
- Creating and managing a membership database
- Becoming a continuing education provider
- Crafting policy proposals, white papers, etc.
- Creating an Affiliate-Affiliate / Affiliate-APHA Message Board on the APHA website
- Developing roles and responsibilities of non-profit boards
- Providing Affiliates with a website design template
- Obtaining on-line conference registration and management software
- Host online surveys (i.e. Survey Monkey, Zoomerang)
- Utilize CapWiz

Appendix B: Get Ready Campaign Participation Examples

Affiliates must choose and complete 10 of the following Get Ready campaign activities or propose their own. Each one of the following only will count as one activity. Please note that this list is intended to be illustrative and not exhaustive.

- Engage in a planning process with state health department
- Develop and implement a local strategy to address pandemic influenza in Affiliate community
- Educate rural/farming communities about avian influenza safety measures
- Create a communication network of critical public health partnerships with government agencies, businesses, and non-profit organizations that can help address emerging infectious diseases in communities
- Participate in Get Ready campaign podcasts
- Write Get Ready campaign blog entries
- Provide a link to the Get Ready campaign website on Affiliate website
- Participate in state pandemic flu summits
- Host a booth or exhibit display at state pandemic flu summits using Get Ready materials
- Host a booth or exhibit display at conferences and/or health fairs using Get Ready materials
- Speak at town hall meetings
- Write letters to the editor
- Write letters to policymakers
- Identify and share with APHA and Affiliates best practices and/or case studies
- Present at high schools, churches, town hall meetings
- Mail Get Ready campaign fact sheets to Affiliate members
- Participate in or organize vaccine drives
- Plan a booth or session for Affiliate's annual meeting using Get Ready materials
- Partner with grocery stores, community groups, health departments for flu vaccinations
- Partner with other groups/health department in existing efforts
- Send out newsletters to Affiliate members and community

Appendix C: Financial Proposal Instructions

The financial proposal is comprised of two important sections: the budget template and the budget justification. This section will be reviewed to ensure that the proposed program design will have adequate financial support. The program design should warrant financial allocations outlined in this section.

PART 1. BUDGET TEMPLATE

Each grant applicant must complete the budget template form, which is a separate Microsoft Excel Document. Funds must be budgeted for each year that the grant applicant is submitting a request. An affiliate can request funding for a portion or the entire grant cycle based the initiative's design, 1-year to 3 year(s) and 5 months.

Each of the listed line items on the template are examples of allocations that can be made. Grant applicants can choose to allocate dollars in some and/or all of the listed categories or identify the most appropriate proposed budget allocations for their particular need. Each year these allocations can change in either the amounts or line items.

The summary section of the budget template gives the reviewers an abstract overview of the total percentages and allocations for the Priority Areas. During the selection process, preference will be given to applicants who emphasize the organizational development activities.

PART 2. BUDGET JUSTIFICATION

Each Affiliate must complete its budget justification section as a separate Microsoft Word document. The budget justification should provide detailed explanations of budget template allocations. This section should define clearly how the proposed budget would be expended to reach the goals and objectives stated in the program design. Be concise and specific for each line item listed in the budget.

EXAMPLES:

Personnel

Affiliate ABC is allocating funds to compensate the Program Director, \$10,000.00 annually or 25% of her of salary. Likewise, she will dedicate 25% of her work schedule to meeting the obligations outlined in the program design. All personnel funds will be used for salary. Affiliate ABC will incur the financial cost for all fringe benefits related to the Program Director's salary. This in-kind cost totals approximately \$2,500.00, which is calculated based on 25% of the salary. This allocation will remain the same throughout the life of the project.

Other Direct Costs

Affiliate ABC is requesting \$500.00 per year to cover the cost for a permanent telephone and answering service. Affiliate ABC requests an estimated \$500.00 to purchase general office supplies for the first year of the grant and \$250.00 each year thereafter.

Purchased Services

Affiliate ABC is requesting \$750.00 to be spent to contract with a marketing consultant to increase the visibility of the programs and services offered by the Affiliate.